SOI: 1.1/TAS
DOI: 10.15863/TAS
Scopus ASJC: 1000

ISSN 2308-4944 (print)
ISSN 2409-0085 (online)

№ 02 (106) 2022

Teoretičeskaâ i prikladnaâ nauka

Theoretical & Applied Science

Philadelphia, USA

Teoretičeskaâ i prikladnaâ nauka

Theoretical & Applied Science

02 (106)

2022

International Scientific Journal
Theoretical & Applied Science

Founder: **International Academy of Theoretical & Applied Sciences**

Published since 2013 year. Issued Monthly.

International scientific journal «Theoretical & Applied Science», registered in France, and indexed more than 45 international scientific bases.

Editorial office: **http://T-Science.org** Phone: **+777727-606-81**

E-mail: **T-Science@mail.ru**

ISSN 2308-4944

9 772308 494225 02

International Scientific Journal

Theoretical & Applied Science

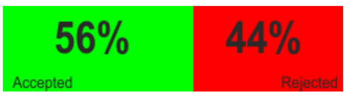
International Scientific Journal
Theoretical & Applied Science

ISJ Theoretical & Applied Science, 02 (106), 650.
Philadelphia, USA

Impact Factor ICV = 6.630

Impact Factor ISI = 0.829
based on International Citation Report (ICR)

The percentage of rejected articles:



ISSN 2308-4944

9 772308 494225 02

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International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2022 **Issue:** 02 **Volume:** 106

Published: 18.02.2022 **http://T-Science.org**

QR – Issue QR – Article

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LEARNING - AS A FACTOR OF EDUCATING THE ENTERPRISE TEAM WITHIN THE QUALITY MANAGEMENT SYSTEM FOR THE MANUFACTURE OF THEIR PREFERRED PRODUCTS BY CONSUMERS OF THE REGIONS

Abstract*: in the article, the authors consider the role of quality as a tool for promoting the philosophy of production quality of competitive and in-demand products at light industry enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District. At the same time, the authors absolutely justifiably confirm the possibility of such an implementation. If innovation centers are implemented, saturated with universal and multifunctional equipment, creating the prerequisites for the production of the entire assortment of footwear, namely: men's, women's and, most importantly, children's shoes, the demand for which in the regions of the Southern Federal District and the North Caucasus Federal District is quite high. And the use of software will provoke a significant reduction in the cost of its production and provide it with a steady demand in domestic markets with unstable demand.And here it is important not to admit a serious methodological mistake - to reduce economic policy to economic analysis, and to maintain the spirit of solidarity in the team - one for all and all for one - and success will surely find the seeker.*

Key words*: quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales. paradigm, economic policy, economic analysis, team, success.*

Language*: English*

Citation: Shcherbakov, D. S., Tikhonov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2022). Learning - as a factor of educating the enterprise team within the quality management system for the manufacture of their preferred products by consumers of the regions. *ISJ Theoretical & Applied Science, 02 (106),* 401-434.

Soi: http://s-o-i.org/1.1/TAS-02-106-42 ***Doi***: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.42

Scopus ASCC*: 2000.*

Introduction

UDC 685.39: 519.37

The obtained high results of the enterprise's activity confirm the correctness of the decision he chose to introduce QMS for production management and their strict implementation in the future. The criterion basis of human behavior includes those stable characteristics of his personality that determine the choice, decision-making by a person about his behavior. Naturally, this kind of decision is greatly influenced by the goals that a person pursues, the conditions in which the actions unfold, his capabilities, the dynamics of the ongoing processes, mood and a number of other factors. However, with all the variety of factors, the behavior of each individual person has a certain stability and predictability, certain inherent principles of behavior, criteria of choice and preference, taboos and the like. Moreover, in completely identical situations, if such exist at all, different people can make completely different decisions. And it will again be determined by

The criterion base for the behavior of any person consists of his disposition towards people, events and processes, a set of values shared by a given person, a set of beliefs that a person adheres to, and the principles that he follows in his behavior. All these components of the criterion base of behavior are in close interaction, interpenetration and mutual influence. However, despite the strong interdependence, they can be viewed as relatively isolated characteristics of a person's personality that affect his behavior.

*The location of the person*to people, individual processes, the environment, their work, the organization as a whole plays a very important role in establishing normal interaction between the person and the organizational environment. One and 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 disposition to this phenomenon or action. Reflecting the feelings of a person in relation to a particular object, location makes his decisions and actions individual. At the same time, it is important to emphasize that usually a person has a certain disposition towards each object or phenomenon that he encounters in life.

The location is characterized by the fact that it:

firstly, it is invisible, since it is contained in a person. Only its consequences are visible on the "surface";

secondly, the disposition arises from the feelings that a person has for the object;

thirdly, the location is, as it were, a point located on the axis with the “like” - “dislike” poles;

fourthly, disposition affects human behavior and manifests itself in the fact that he behaves in accordance with an a priori positive or negative attitude towards a phenomenon, object, process or person.

Main part

Is it permissible, within the framework of scientific analysis, to compare a real object with a phenomenon from folklore classics, for example, a market with the fairytale cave of Aladdin? It is not easy to answer this question, since thinking is quite specialized, and specialization is fixed in certain traditions that formalize the approach. Scientific editing requires compliance with the requirements of a scientific way of presenting the content of thoughts. In general, neopositivists tried to construct a special language of scientific communication, albeit unsuccessfully. The collision was practically resolved by the scientists themselves, most of whom actively involved figurative thinking in scientific publications, 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, it connects the continuous with the discrete, the ordinary with the unusual. Normalized thinking is relatively, conventionally, artificially organized. The appeal in scientific thinking, including its printed forms, to images created outside the scientific specialization of cognition is naturally conditioned by technology.

Thinking cannot exist outside of 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 riches of a fairytale cave with the riches of a developed modern market, one can clarify a lot, both in economic knowledge and the dynamics of the transformation of economic theory, in particular, explain why modern economists stubbornly distance themselves from the political nature of economic science, opposing the economic theory to classical political economy.

Will, perseverance, resourcefulness provided Aladdin with access to the cave riches. No amount of intricacies can stop a purposeful person. There is no unknowable, there is still the unknown. The market is a complex economic mechanism, but it can also be understood and taken into control. 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 elements, which serve as fertile ground for those who prefer force to law. The fundamental difference between the riches of the cave and the market is 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 along with it problems, the main one of which is the realization of commodity receipts. What should be the product for the customer to sweep 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, then 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 market familiar to the masses, rather by chance than by necessity. The mass consumer is extremely economical and it is difficult to "shake" it for purchase. It requires a certain type of product that can charm, and the presentation of the product - "cultural packaging". It is necessary to attract the buyer, to bewitch. As a reflection of the desire to comprehend the specifics of the status of demand for a product on the market, one should consider the revival of interest in the concept of "product attractiveness". It is much more specific in its content in comparison with the close and more pseudo-scientific concept of "demand for a product by the market".

The concept of "attractiveness of a product" concretizes in the characteristics of a product at the same time its use value - the degree of "exchangeability" for money and the realism of the price set by the seller. Both the manufacturer and the seller have to be friends with the concept of "attractiveness", which is vectorially directed towards the buyer. It knots the interests of all the main subjects of the economically free market. This "attractiveness" function explains the active advancement of the concept into the group of those economic categories that reveal the potential of the product's competitiveness in the market. Some authors are inclined to interpret this proposal as traditional actions in the interests of applying advertising production, which is inappropriate to do due to one-sidedness, interfering with the achievement of a systemic understanding of the value of the attractiveness of a product in the reproduction process. Advertising production is indeed present here, but as an accompanying factor, that is, the usual place of advertising on the market is confirmed.

The growing interest in scientific research and economic policy in the concept of "product attractiveness", in our opinion, shows the regularity of the restructuring of mass production from the existing simplified type to a new, sometimes opposed to it, method of organization - lean production (lean production), focused not on the abstract variety of buyers' needs, but on the specific architectonics of consumer requests and the ability to pay of potential buyers. Economic science is called upon to become a direct productive force through the study of the architecture of the market, thus objectifying the main consequence of the scientific and technological revolution of the middle of the 20th century.

The history of the allocation of the market for goods to 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 reckoned with the Industrial Revolution, which laid the scientific, technical and organizational prerequisites for such a development of labor productivity, which turned out to be sufficient for a real opportunity to satisfy the demand for vital goods of the bulk of the population through the provision of work and stable wages. It was this combination of production and consumption that launched the development of reproduction on a national and then transnational scale.

The natural economy that preceded the industrial stage does not fully correspond to the concept of "reproduction", it was determined by the local demand for the product produced 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 plundering near and far neighbors, feudal fragmentation, and constant redistribution of property. Wars and violent actions performed the functions of the market. The market worked in addition to politics, it was not permanent.

It is also appropriate to emphasize that the development of the market and the formation of the image of reproduction that has become a classic, owe not only to scientific and technological progress, a change in the method of organizing production, but also to the competition of production products in the market, and the differentiation of the market structure. The history of the market shows the dialectical law of the relationship between quantitative and qualitative changes. When the manufacturer entered the market, the product became a commodity. The status of the product has changed, and the requirements for it have also changed. In order for a product to be realized as intended, it had to attract the attention of the buyer. A product is not a product for sale, but a product that can interest a consumer. The term "hot commodity" reflects just the movement of the goods, its demand by the buyer. "Running goods" are the locomotives of the market.

The sign of "attractiveness" belongs to the basic characteristics of the product, and is its "relict" property, which has strengthened its position. It is absurd to produce an unattractive product unprofessionally. Households could be forced, taught to consume what they had prepared, grown or made, while buyers always have their own reason and vote with a coin that is so necessary to continue production.

In modern times, the term "presentation" is used as a synonym for "attractiveness". Hence, perhaps, the expression "prominent product" came from, that is, the one that accumulates attention to itself, "catches" the eye. The ability to make a product "prominent" and "attractive" requires both the manufacturer and the seller of high qualifications, professional imagination, and presentation skills. This is a costly business, but the costs are paid off by the result. The demand for an "attractive", "prominent" product is high, it accelerates the acquisition of working capital, stimulates the increase in production, consolidates the relationship between the seller and the manufacturer, gives stability to the increase in production, which serves as a good advertisement for the manufacturer in the market, eliminates some of the direct payments for advertising services that cost everything. more expensive because of its pretentiousness.

Even a panoramic-historical review of the systemic position of the concept of "attractiveness" testifies to 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 real significance of this mark of marketability in the ongoing economic restructuring at the level of lean production. It is no coincidence, when answering the question of the Levada Center, asked in April 2017: “What first of all inspires you with a sense of pride in Russia?” giving the last to "relative" - "health care system".

K. Marx began his study of the bourgeois mode of production with an analysis of the contradictory nature of the commodity. The commodity 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 a 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, K. Marx developed not only the theory of the development of capitalism, it was important for him to bring the dialectical-materialist method of scientific analysis to a working form. Hegel's dialectic was local. Hegel limited dialectical development to the movement of the spirit. Marx saw in dialectics a universal way of development, therefore, in Capital, he thoroughly traced the dialectics of production, focusing on the materiality of the nature of the commodity created by labor. The quality of a product is created by the contradictory nature of the product and manifests itself through its relationship in the form of essential features. Dialectical materialism is based on the recognition of the materiality of a commodity. Intangible goods are a kind of semi-finished commodity, a "transitional form" to practical expression, materialization. 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The quality of natural phenomena is indeed identical to their material nature, but a commodity, even in its final form, materiality, is something different from that created outside and independently of the existence of man. Labor in a commodity materializes the rational essence of man - feelings, thoughts, ideals. The rationality of human reality is expressed in the product, therefore, the concept of “quality of the product” should capture the spirituality of a person, confirming that the product is created by a person for a person. In our opinion, the market quality of a product is designed to reveal the unity of values by combining the natural nature of the material and its artificial transformation by human creative activity. The quality of a product, along with functionality, is determined by its attractiveness.

Attractiveness is a highly significant pricing factor. The attractiveness part of the price can be considered the economic equivalent of attractiveness. This part is measured by the size of demand. Receiving goods with new functions is costly and limited in physical nature. This way of surprising the consumer is fraught with the risk of lower competitiveness due to the high cost price. It is easier and more promising to manipulate consciousness. For this, there are ready-made psychological mechanisms and the necessary scientific knowledge. If the product in its form did not make the proper impression, did not attract, it can be made attractive by modulating in a certain context, for example, acting on the psyche of subcultural perception. How many pop "stars" we have without the proper voice and vocal culture. Little of, what they attract with their performing "skill", they try to copy clothes, accessories, shoes from them. They shape the taste of certain social groups, indirectly influencing the market position of goods. There is no data to enter state schools and universities of arts, go to the "factories of stars".

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

Market and production prospects are related to the activity that managers will show in relation to the concept of "product attractiveness." The most difficult for them will be the process of restructuring their thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of cost minimization to obtain the final margin, to a new principle: to get the maximum margin legally and morally. With ever more energetic focus on mathematical methodology, economists are losing the specifics of political economic analysis, which requires acting against the background of perspective. More often it is necessary to return to the works of the classics - W. Petty, A. Smith, D. Ricardo. The "classics", understanding the present, thought about the future, correctly believing that science, limited by the current course of events, resembles an anchored ship, built as a means of propulsion. The "fathers" of economics "were philosophers,

Economists are understandable. In conditions of instability of world development, looking ahead beyond the nearest corner is extremely dangerous. The crisis of 2008, the consequences of which are still causing storms in the world economy, is a man-made work. The path was paved by the Nobel laureates, they wanted the best. It turned out as always. It is time for economics to return to thinking scales - not only spatial, but also temporal. Research of the present, to carry out with a backlog for a reasonably foreseeable future, integrating them with related sciences, including the teachings of V.I. Vernadsky about the noosphere. E. Deming back in the 1950s, while developing the philosophical foundations of the quality of management, in the section "Seven Deadly Diseases" put in the first place planning that was not focused on the production of such goods and services that the market demanded,

The lack of sufficient elaboration of the concept of “product attractiveness” for management makes us recall its philological roots, the interpretation of “attractiveness” in classical sources. IN AND. Dahl identified “to attract” with “to attract”, emphasized the physical meaning of the term, pushing into the background the physiological and psychological aspects of attractiveness - “to attract morally, by feeling, by the power of persuasion, to beckon, to attract, to carry away”. F. Brockhaus and I. Efron did not include this term in their collection. Britannica also bypassed him, which is difficult to justify, taking into account the publication's desire to make changes to the text taking place in the world.

A detailed analysis of the content of the concept can be found in the four-volume Academic Dictionary of the Russian language. "Attractive, tempting, interesting, which disposes to itself, excites, awakens curiosity." Continuing the discussion of attractiveness, we arrive at the sign of "originality." Usually, it is with originality, its concreteness, which arouses interest in a phenomenon, that the attractiveness of a product is associated, which, in general, corresponds to ideas. At the same time, we must try not to absolutize the position of "attractiveness" on the product market.

The fate of a product on the market is determined by its demand. "Demand" is a concept of the social and humanitarian level. It is conditioned, on the one hand, by the degree of development of society and the solvency of the mass consumer, on the other, by the structure of the buyer's needs. Epicurus differentiated needs on the basis of two characteristics - naturalness and necessity. According to the ancient thinker, needs are divided into three types: "natural and necessary", "natural and unnecessary" and "unnatural and unnecessary."

In the judgments of Epicurus there is a clue to understanding the status of the goods. There are objectively necessary goods, their need is born of a natural need for them. The buyer is obliged to buy such goods - they are a necessary condition for his survival. Of course, it is desirable that the goods that make up the consumer's "basket of existence" were not only useful, but also pleasant to the senses, but such goods are not allowed to be purchased only in two cases, when there is nothing to pay with and nothing to exchange for.

Naturally necessary goods are always "popular" on the market. If they stay in warehouses or in places of sale, then there is only one reason - price unavailability, greed of speculators who have occupied the market. Shoes are a typical representative of the group of naturally essential 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. The design of footwear is primarily governed by its functional accessory. The aesthetic side of the design is built on top of the basic function. A characteristic feature of the shoe halls of modern stores are various kinds of promotions, supposedly aimed at reducing prices. When a third pair is promised to be delivered free of charge at a commercial establishment, this means that the price of the first and the second allows you to painlessly compensate for the losses associated with the "gift". They pay for the "gift" with their own price. There is no clearer argument in favor of defining the pricing situation as one-sided. Oil and gas workers include in the pricing the costs of exploration in difficult, often extreme circumstances that require the creation of special equipment and specific materials. The unexplored and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach that a priori overestimates the losses for the production of a product, but the absence of impeccably developed methods for calculating inevitable investments in design; the level of scientific and technical support, the need for risky actions,

"In war, as in war," the front-line writer who burned in a self-propelled gun called his famous story, extrapolating his approach, we repeat after: "On the market as on the market." By releasing free market relations between the producer of the goods, the consumer-buyer and the seller-intermediary, the authorities made life easier for themselves and, possibly, made it comfortable at the expense of the producer and the consumer. Pricing in the market economy objectively involves the participation of such factors as the cost of goods, consumer interest in it of the buyer, solvency of demand and payment for the seller's participation. But we are talking about proportional complicity. The strength of market factors cannot be calculated by the formulas describing the forces in mechanical movement, the parallelogram of forces cannot be obtained here, however, 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 in order to determine politically and economically where the border of the civilized market and the bazaar, built "according to concepts", lies.

For what and whose market freedom are liberals - politicians fighting for, why are distortions in market pricing treated as natural costs of development, normal for democratic governance? Why don't they combine empty Soviet-era store shelves with queues? So that there is no contrast with the clogged shelves of the current stores and the lack of customers? There was indeed a shortage until the 90s, but it was primarily associated with a high level of purchasing power, the affordability of most goods. Demand outstripped production. Now, on the contrary, the offers of sellers clearly exceed the real possibilities of buyers, which hurts domestic producers as well, since they sell imported cheap goods that are hazardous to health.

As a consequence of the next political and economic imbalance, lending is flourishing, creating the illusion of purchasing power. The Russian consumer is driven into a financial trap by economic policy. The essence of the situation is not in the economic illiteracy of the population, but in world outlook primitivism, which is spread everywhere and aggressively. Schoolchildren are taught to memorize, students are not taught to think scientifically, calling it modernization of education. Life is the ability to act effectively based on real possibilities. The substitution of reality that really exists, earned, for a virtual-objective life on loan, inevitably leads to spiritual nihilism, moral decay and a crisis of the personality.

The primary reasons for the consumer's one-dimensionality of the individual must be sought in the anarchy of a non-civilized commodity market. What's next? The answer must be sought in the same place, that is, where everyone meets with necessity - on the market. The economic priorities of politics are designed to determine the role of the market: will it become a fraternal burial of native producers or a trigger for the rise of domestic production? But producers should not contemplate what is happening, criticize politicians and demand favorable development conditions for themselves. By their status in society, they are confronted with the vital necessity of looking for new factors of advancement, thinking about reserves that have not yet been involved in the process.

In the idea of O. Comte that every science must be philosophy, far from everything is false. Philosophers who adhere to classical ideas about philosophy argued with Comte, considering it wrong to give methodology and, especially, worldview to the mercy of particular scientific reflection. The dissolution of philosophical reflections in scientific knowledge will lead the latter to an epistemological dead end, since it will provoke absolutization in solving the universal problems of scientific knowledge. Making generalizing and guiding decisions in cognition is the lot of a “judge” independent of the specifics of private judgments. At the same time, O. Comte was indisputably right, believing that only thinking that is not clogged with stereotypes is capable of acting productively, being innovative, innovative, and creative. Anyone who has taken the path of organizing business development, like prayer number 1 "Our Father", must know and repeat: only dialectical thinking will help me to be successful, will save the enterprise. But who in our years will teach you to think dialectically? The Russian democrats, who ruled the politics of the end of the 20th century, identified dialectics with the directives and slogans of the Soviet era and deliberately cut off its democratic roots as vigorously as M.S.'s henchmen uprooted the Massandra vineyards. Gorbachev, and even earlier the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev. how Massandra vineyards were uprooted by M.S. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev. how Massandra vineyards were uprooted by M.S. Gorbachev, and even earlier the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev.

An enterprising entrepreneur is conditioned in decision-making by the state and trends of the existing market. But dialectically organized thinking will not allow him to find himself in the grip of market conditions when developing a business plan for the foreseeable future. No matter how arbitrarily formed, anarchically free the market is, it is regulated by the movement of production. Everything in production is connected by a common knot. “Everything is one”, the ancient dialecticians argued, and they were looking for something that makes everything one. The market today demands one thing, tomorrow the situation on it will be different, however, it is impossible to exclude the repetition of today. Therefore, we need a preliminary, comprehensive, better systemic approach. A systematic approach is better, because it allows you to get involved in the essence of what is happening, it presupposes the allocation of a system-forming factor. The system-forming factor of the economic analysis of market production has been and will be the commodity. It is no accident that K. Marx in Capital began with a commodity, called it a cell of the economic organism of capitalism, and built from the contradictory nature of the commodity a contradictory movement of the bourgeois mode of production.

It is not the goods themselves that compete on the market, but the minds and will of the producers, of course, equipped with capital. Goods are the visible side of the market, which objectifies the power of the entrepreneurial spirit in specific physical forms and actions. Here we are forced to turn again to dialectics, its requirement to look for the source of development in contradictions and not be surprised at the transformation of opposites, spirit - into material, material - into spiritual. The fundamental and universal conclusion of dialectics about the concreteness of truth explains: what is true now will become a delusion later. When? The question naturally arises. The answer must be sought in the tendencies of movement. It is imperative to start with a comprehensive study of what everything is from. For us, this is a product, its necessary and additional (superstructure) features.

The production of a product is market driven. Once the market was formed at the expense of a surplus product and manifested itself in the form of fairs. Now the goods are made according to the needs of the market. The market, in turn, accumulates consumer needs in real terms. By chance, antique products or something very unusual new appears on the market. Theoretically, taking into account the rationality of human activity, its rationality, the mutual interest of the manufacturer, seller and buyer, we can assume the conclusion that all goods will find their consumer. If the market accumulates unsold goods, it will lose its function and die as a market - a place for buying and selling. In fact, it sometimes happens that way. Only the market is not something abstract that exists outside of time. It represents a form of concrete temporal reality.

The market is the most important link ensuring the timely reproduction of goods. Stocks are not born out of fantasy. Sellers agree to bear certain costs, to sequester their expectations precisely because of the need to do everything on time. Otherwise, losses will increase, status costs will join the financial costs. The authority of the market entities themselves will be at risk. In the context of these considerations, the idea is ripening that the main function of the market is not to force people to buy at all, but to force people to buy as quickly as possible. A civilized organized market is intended not only to sell goods in a timely manner, but also to be a factor in accelerating the development of the production of goods. How exactly can this be done?

The paradox of the market is that the future of the market is cloudless, all market problems are always modern, they will remain modern as some are resolved and others grow. Where such confidence? From the analysis of the objectively real foundations of the market history. The basic market product is the one that provides the natural needs of a person. Outside the market, it is impossible to satisfy that without which social and individual reproduction is impossible. The market is a socially necessary condition for human life and its progress. The market should not only exist, it is historically imputed to be a factor in the development of society. According to this purpose, the market is supposed to be a developing reality, and society is to take care of the development of the market. Not freedom to give "as much as he can swallow" (BN Yeltsin),

Let's return to the generic structure of the commodity market and continue its analysis, starting from the original idea of the “basic product”. Satisfaction of basic human needs with its help requires decoding with the involvement of worldview achievements. You can do it in a different way, simplified, only simplification will lead to the warning of "common sense": "simplicity is worse than theft." In economic analysis, it is dangerous to underestimate or overestimate anything. Human reality is dualistic, absorbing the biological and the social. As a first approximation, it is not difficult to separate the biological and the social in a person.

Biological - meeting the body's needs for nutrition, maintaining water-salt balance and metabolism, normal gas exchange, protecting the temperature conditions of life, reproduction of offspring, movement in space through self-movement.

Social - satisfaction with the conditions of work, the development of thinking, consciousness, speech, cultural progress.

The biological and social are combined on the basis of the need for communication and are realized in communication through activities. Public and interpersonal communication also requires its market expression. The biological and social characteristics of human reality are multifaceted. They are not given once and for all, they grow, synthetic forms of manifestation arise. So, the prospects for the market of naturally necessary goods and services are ensured, as well as market competition, following in the wake of its function to promote the mass availability of buyers to the offered products.

The development of the market is in line with the development of a person, his personal expression, new trends in the social movement. The 20th century added sports, scientific activities, space, cinema, international tourism to the traditional market sectors. Terror has morphed into terrorism largely thanks to market penetration. The market services of terrorists are actively used by the United States and regional states to strengthen their political position. Especially when such actions have the desired effect on traditional market and exchange trading, for example, hydrocarbons.

The market is developing in the direction of increasing its autonomy. This vector is paid special attention to by representatives of financial capital, who are well aware that the market represents the optimal preconditions for speculative stocks. Finally, the market in the twentieth century has become a favorite subject of economics, seeking to prove that the forces of economic movement are concentrated in the market. The market has become a symbol of the new economy, its leaders are not against giving this symbol a scale of socio-historical significance. The desire to present modern society as a "consumer society", "post-industrial society" must be understood in this way.

The market is not only a place where speculation has acquired the size of a mass legal phenomenon, it has itself become the subject of speculation over time. Market speculation and speculation on the phenomenon of the market is an objective reality, with the necessity generated by the market, its, so to speak, reverse sides, development costs.

No matter how important they are for the history of the market naturally - the 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 product line indicates the nature, characterizes the essence of the subject. But the nature and essence of the commodity does not appear directly, they are mediated by the phenomenon, the form of existence of the material transformed by production.

Low temperatures, high humidity, the need to protect themselves from injury, correspond to the workplace and the specifics of the performance of official duties, will bring a person to the store and make him a potential buyer of goods that he cannot get, but will force him to purchase it only in one case, if nothing else is available anywhere will turn out to be.

This situation is not entirely fabulous, but it looks somewhat implausible for modern Russia. Our buyer has a choice, both in terms of price and attractiveness. 9 out of 10 are chosen, first of all, based on the price, based on the contents of the wallet, then focusing on the satisfaction of aesthetic claims.

Sellers need not panic, no crisis will deprive the market of customers. Their problem is: who exactly will the consumer buy from? He will buy what he sees as a combination of the need to purchase a product, free financial resources, more precisely, the price on price tags, and the appearance of the product, including the art of service. The purchase formula is simple - "the relevance of the need plus the charm of the offer." The terms should be filled with specific content by specialists, relying on the experience of market relations. Let us remind ourselves that there are two types of demand in the ordinary, non-exclusive, author's market: natural and artificial, provoked by the promises of manufacturers and the advertising process.

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

The market is developing 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 banished. “A holy place is never empty,” and instead of the state, organizations came 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 involved in production, reducing costs, increasing profitability. By doing so, entrepreneurs are driving themselves into the trap of the spontaneity and whims of the market element, abandoning the levers of demand management.

The "prudent housekeeper" replacing the current irrationally organized mass production focused on the absolute freedom of choice of goods by the consumer, when the assortment must satisfy the demand here and now, otherwise the seller will lose customers and question the continuation of his business, is "tied" to knowing the needs of a specific buyer. Of course, such knowledge is specific, it is indicative, relative, conditional, more like knowledge, an assumption, but still knowledge, in contrast to an abstract setting of the type: the buyer came for the product 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. There is a certain logic and ethics in such reflections. The price of this logic is holding back from support - the high level of costs and load on the natural environment. They will not be written off, they will be distributed among consumers, increasing the purchase price.

"Product attractiveness" can become a magnet that triggers consumer interest. It was not for nothing that V.I. Dal interpreted “attractiveness” as “attractiveness”, “magnetism”. The economic system is formed by relations of production; therefore, there will be no radical transformations of the existing system of the economy, there will be a restructuring, a reboot, which 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 assortment.

Does the consumer benefit? Apparently, yes, provided that manufacturers and sellers do not skimp on research work on consumer demand. Here, the simplest research is not enough, it will require a deep analysis and integration of different approaches - economic (marketing), sociological, cultural, ergonomic, hygienic, focusing scientific research on regional, 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 implementation costs, including risk financing. In our view, the analyzed transition to a new economic policy should justify the expectations placed - lead to a reduction in costs, losses, environmental burden, but the result will largely be determined by the construction of a scientific, technical and educational policy. Good intentions, often due to poor management, result in worse results.

The bad experiences of the past are described even in the sacred books. Modification of the economy of mass production in lean production involves the mobilization of scientific and technical initiative, the maximum connection of cultural assets and the implementation of the Soviet experience of educational work in the environment of the immediate needs of the final product. It is illogical to improve the principles and forms of organizing production designed for mass consumption without appropriate preparation of consumers. The adjective “mass”, regardless of desires, indicates the inclusion of activities in the political process, which also requires a political scale of participation. Changing course within the economic system is a political process with the specificity that it begins in the economy.

The time has come again to temporarily disconnect from the production of goods and, following the example of Karl Marx, focus on the cell of the modern economic organism - the commodity, but, unlike the author of Capital, place the commodity not in production, but try to fit it into the subsystem of market relations. Capital without circulation is not capital. Capital is a process. The reproduction process of capital is a characteristic way of its existence. The market ensures the reproduction of capital, creating conditions for the sale of marketable products. For production, initial capital in financial form is required, for implementation, as a condition for reproduction, demand for a product is required, which the market must provide - a condition that connects the producer with the consumer. Everything, as we can see, rests not even on the characteristics of the product, but on the organization of the market. Of course and the properties of the product are important here. The doctor is able to revive a dying person, but he is not able to revive a corpse. The same can be said about the market.

As for the cultural organization of the market, it is rational to make work with the buyer and the manufacturer, the real subject (object) of relations, which is the commodity, as a set of properties capable of satisfying all market participants, as its core. The commodity will pass from one property to another only if there is a consensus. Consensus is intended to provide the market. Consensus is a measure of market culture.

When the market moves from the concept of consensus to the understanding of consensus, the market will acquire the status of a “cultural organization”. Can this process be accelerated? Undoubtedly. We need to organize work on both fronts. Both the buyer and the seller must be culturally prepared for the meeting in the market. The fulfillment of the real mission of the market is determined by the quality of its information and scientific equipment.

The social function of the market is to satisfy the socio-cultural and natural-necessary needs of the mass buyer, thereby contributing to national development and political progress. The economic task of the commodity market is to involve in production the financial reserves of the country's population, and they are considerable, actually comparable to the annual budget of Russia.

It is possible to manage the market. Japan and China are economically different, however, despite this, they successfully manage both production and the market. Market management is different from production management. The market is more complex and reacts in different directions to the desire to put things in order. The orders are also not uniform. In the theater, one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically.

The final stage of market relations is the sale of goods, therefore, the market follows the conditions for the sale of goods, creating favorable conditions for the demand for the goods. Such management is effective both in relation to the consumer and the producer. Building the market according to the principle: "here and now the buyer must satisfy his request" saves time and possibly insignificant financial means of the consumer, but unnatural, because it is wasteful for society and nature. This is "foolishness" due to political myopia.

Do not give up on it, society will place the next generations of people in a responsible position. The future of the country, the people will be called into question...

The transition to market-oriented production based on the structure of concretized consumption can be viewed as a way to resolve the growing contradiction between growing socio-cultural needs and natural sources. And in this sense there are sufficient grounds to speak about the objective laws of the development of reproduction. The center of concentration of activity is shifting to the territory of the market, its scientific potential is being updated. Lean production question # 1: is the market ready to increase allocations for researching the structure of mass consumer needs? It is not difficult to find individual examples. At the end of June 2020, Google conducted a survey of the culinary preferences of Russians in order to make a rating of the base 20 products and the same number of dishes. The taste of Russian consumers has encouraged marketers and terrified nutritionists. Nevertheless, experts are convinced that there will be no changes in two or three years. Manufacturing, which provides the food market, received the necessary information for thinking about the directions of investments in manufacturing. Now it is important to avoid a rush of restructuring, to agree on quotas within the relevant unions, associations and other associations of producers.

We were interested in the study of a well-known firm in the context of general problems, as it highlighted several characteristic reasons for thinking. The first and, probably, the most important one leads to the conclusion that economists-theoreticians were late again and instead of a forecast they fixed the real fact of the existing reality. The market that caters to the needs of the mass consumer was not and it is unclear when will fit the models of marketers. He shapes himself, adapting to the realities of production.

The domestic buyer put a chicken egg in the first place, sent pork in the middle and milk even further. The production of chicken and eggs was established back in the 70s and 80s, lost in the 90s, saving American farmers, later returned to their own farm, and quickly restored in the required volumes. The market is reliably provided with this assortment of products. The prices are held, the manufacturer, the sellers cannot overstate them - there is no shortage, a network of stores has been created by manufacturers. A varied assortment, its timely replenishment, quality, affordability of products form the buyer's interest in them. Pork production also began to increase in the pre-reform period, the peculiarity of raising a pork herd allows solving problems relatively quickly.

The hardest part is with milk. Market liberalism hit the weakest link in agricultural production - the dairy herd - the hardest. Until the nineties, it was largely in disrepair. Collective farms were abolished, farming, designed to raise production, did not take place as planned. The biology of cattle is such that the required volume of a herd of animals with satisfactory characteristics should be waited for at least 10 years. The investment required is huge! The West is not interested in us as a competitor. All of the above are conditions of instability and scarcity. The market orientated itself to the deficit and introduced its own price order in cooperation with dairies. Milk, available and of high quality in the difficult Soviet years, became both low-quality and inaccessible to the average mass buyer. Especially milk products. The market has weaned the consumer off milk. The question arises. Why? The market must be interested in the buyer. That's right, but smart people work in production and in the market. They understand that the herd of cattle will be forming for a long time. The indefinite time for obtaining the result is enough to take the greatest margin, and it is not necessary to count on the mass consumer.

Second, natural and sociocultural needs are formed spontaneously only in the most general, abstract form. They are concretized in the real conditions of national reproduction, on the results of economic policy. The state is able to influence this process through control over production and consumption, of course, in accordance with the laws of economics.

With that said, we can try to formulate a definition of what an arrangement is. It should be borne in mind that there are several different views on what an arrangement is, and it is impossible to give an unambiguous and completely clear definition of this personality trait.

In general terms, location can be defined as an a priori attitude towards a person, a group of people, phenomena, organizations, processes and things, which determines a positive or negative reaction to them.

The layout has three components. Firstly, this is the part that reflects a person's feelings in relation to an object: whether he likes it or not. This part is called the affecting part of the arrangement. Secondly, it is knowledge about the object that a person has. Third, it is the intention about how to behave in relation to the object. Combining together, these three parts form a person's disposition to an object, in which they find a dynamic linkage of the connection between a person's knowledge about an object, his feelings in relation to this object and his intentions in relation to this object.

The disposition of a person in relation to phenomena, processes and people is formed on the basis of learning based on life experience. Usually, a positive or negative attitude towards an object is formed as a result of whether this object caused satisfaction or not. In this case, the formation of location occurs both by assessing the experience (satisfaction - dissatisfaction) of interaction directly with the object, and by correlating the object with other objects in relation to which a certain location has been formed.

The relationship between behavior and location is ambiguous. From the fact that a person does not love something, it does not follow one hundred percent of the fact that he will not fully accept it. However, nevertheless, in most cases, human behavior is influenced by location. In this regard, an important task of management is the formation and change, if necessary, the location of the members of the organization.

Three are important to effective management and good relationships in an organization. location type:

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

The extent to which employees have these dispositions significantly determines the results of their work, the number of absenteeism, staff turnover, etc.

Job satisfaction has a very strong influence on a person's feelings about work, so it can rather be attributed to the influencing component of disposition. Job satisfaction depends on many factors, both internal and external to a person.

However, with a wide variety of factors and different directions of their influence on a person, there are eight characteristics of work, on which the degree of job satisfaction depends quite steadily:

- the nature and content of the work;
- amount of work performed;
- the state of the workplace and its environment (noise, illumination, comfort, air temperature, etc.);
- colleagues;
- leadership (bosses, leadership style, participation in management);
- payment for work (all forms of compensation);
- opportunities for promotion at work;
- routine, rules of conduct, etc.

These characteristics are quite general. With regard to each real work, they can be specified or supplemented depending on the nature of the organization's activities, its characteristics, etc. Practice also shows that the priority of these characteristics can also differ significantly both among individual members within an organization and among different organizations. And finally, due to stable satisfaction with certain job characteristics, new or previously insignificant job characteristics may begin to influence job satisfaction over time. Therefore, in order to successfully manage and create a positive attitude towards the organization, it is necessary to conduct regular surveys in order to find out the degree of employee satisfaction with the organization with their work.

The nature and content of work has a consistently great influence on increasing job satisfaction. Therefore, let us consider in more detail the influence of the individual components of this factor.

Long time standardization and work specialization have been considered and in practice have been strong sources of productivity gains at work. The higher the standardization and specialization, the higher the productivity at work. However, the relationship between satisfaction with it and its standardization and specialization is of a different nature. If the job is not standardized at all, then job satisfaction is low. As specialization and standardization increase, it begins to grow, but until a certain point, after which it begins to decline rapidly. With complete standardization, satisfaction falls to the same low level as if the work was completely unstandardized. Therefore, management should think about how to reduce the negative impact on satisfaction, work, generated by overspecialization and standardization. The two most common ways of doing this are rotation (moving an employee from one workplace to another) and expanding work responsibilities by setting additional tasks for the employee.

Clarity of the content of the work, clarity of the role (especially in relation to the content of other roles), the presence of clear feedback informing the individual about the results of his work in certain circumstances, can lead to an increase in job satisfaction. This is most evident when there is a clear and formal delineation of roles in the organization.

The presence of elements of challenge in the work, such as creativity, the ability of an individual to use his original or unique abilities, the complexity of tasks, etc., leads to an increase in job satisfaction. At the same time, studies show that boring work tends to reduce job satisfaction.

Passion for work is one of the strongest dispositions that determine how a person approaches his work, his participation in the process of working together. Two types of work enthusiasm develop. One type is a love of work in general, with little or no regard for what specifically to do. People with this type of passion are called workaholics, i.e. people who work, love to work and strive to work. This type of arrangement is formed by upbringing from childhood, although at a later age, there are cases of the development of this arrangement. Another type is love for the specific work that a person does in an organization. Both of these types are not necessarily concomitant, although there is a great deal of interdependence between them.

Enthusiasm for work is characterized by three dimensions. First, it is the extent to which work occupies an essential, central place in a person's life (the importance of work). Secondly, to what extent the work itself attracts a person (labor force). And, thirdly, to what extent a person identifies his personality with the work he does (work attribution). Analysis in these three areas allows you to determine the degree of a person's enthusiasm for their work. It should be borne in mind that each of these aspects of work enthusiasm is relatively independent and, depending on a person's personal characteristics, can affect his work enthusiasm to varying degrees.

*Organization commitment*is a disposition substantially broader than job enthusiasm or job satisfaction. In modern conditions, when more and more organizations are trying to look at a person not as an employee performing a specific job, but as a member of an organization striving, together with the rest of its members, to lead the organization to achieve its goals, the significance of this location becomes extremely high. An organization's commitment is made up of the following components. First, the member of the organization shares and makes his own goals of the organization and its values. Secondly, the member of the organization seeks to remain in the organization and maintains this desire even when it may not be beneficial for him. Thirdly, a member of the organization is ready not only to try for the organization, but also, if necessary,

Commitment to the organization is a personal feature of each individual. However, this does not mean that management cannot develop or strengthen this disposition. There are a number of techniques to help you do this. And the most successful modern management systems are based to a very large extent on the fact that they develop a strong commitment to the organization in employees and thus achieve very great success.

*Values*as well as disposition, they have a strong influence on a person's preferences, decisions and behavior in a team. However, there is a huge difference between values and dispositions. If the latter define a person's attitude to an object according to the principle "like - not like", "love - not like" and always refer to some specific object, then values set a person's preference according to the principle "permissible - unacceptable", "good - bad" , "Useful - harmful", etc. At the same time, the values are quite abstract and generalizing in nature, live an "independent" life, regardless of a specific person, are formulated in the form of commandments, statements, wisdom, general norms and can be shared by large groups of people. Therefore, if the location is always purely personal, then the bearers of values are groups of people (for example,

Values can be defined as a set of standards and criteria that a person follows in his life. This is manifested in the fact that through an appropriate assessment of the phenomena, processes and people occurring around him, a person makes decisions and carries out his actions.

Values are at the core of a person's personality. They are fairly stable over time and there are not many of them. Usually values are considered as the normative basis of morality and the foundation of human behavior. Values are of two types:

- values related to the purpose of life, desired results, outcome of an action, etc .;

- values related to the means used by a person to achieve goals.

The first type of values includes, for example, values related to the convenience of life, beauty, peace, equality, freedom, justice, pleasure, self-respect, social recognition, friendship, etc.

The second type of values includes values related to ambition, openness, honesty, benevolence, intellectuality, commitment, responsibility, self-control, etc.

The set of values that a person follows makes up his value system, by which others judge what he is as a person.

The value system of a person is formed mainly in the process of his upbringing. A person receives many values under the influence of parents and other people close to him. The educational system, religion, literature, cinema, etc. have a great influence.

The value system undergoes development and change even in adulthood. The organizational environment plays an important role in this. In organizations that seriously think about the harmony of human values and the values of the organization, the issues of combining these two value systems are given serious attention. In particular, a lot of work is being done to clearly formulate, explain and communicate to all members of the organization the system of values that the organization follows. Considerable attention is also paid to understanding what value orientations the members of the organization have.

Beliefs... Very often, a person makes decisions based on assessments of phenomena or conclusions about the qualities of these phenomena. If these assessments are sufficiently stable and do not require appropriate evidence, then they turn into beliefs. In general, beliefs can be defined as stable ideas about a phenomenon, process or person that people use when they perceive them. Beliefs can change over time. However, at the moment when a person has any certain beliefs about an object, he usually perceives and. evaluates the object according to these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to separate characteristics of the object. For example, there may be the following beliefs about the same person:

1) a reliable person;
2) a good specialist;
3) a person with poor health, etc.

Beliefs are developed on the basis of individual experience, as well as on the basis of information coming from external sources. Very often beliefs are in the nature of a generalization of a single experience. Often they arise in a person as a result of the ability of other people to convince of the correctness of their judgment, their beliefs. Therefore, although a person takes his beliefs as true, they do not always fully correspond to reality.

Beliefs can be broken down into two broad groups.

The first group consists of those describing the absolute and relative characteristics of the object of belief that do not have an evaluative nature. For example, a Zhiguli car is a comfortable car or a Zhiguli car consumes less gasoline than a Volga car. The second group includes those beliefs that are evaluative in nature. For example, a Zhiguli car is better than a Volga car. Beliefs have a noticeable effect on disposition, especially the knowledge of an object.

The second group of beliefs has a particularly strong influence. Therefore, given that beliefs do not always correspond to reality, in order not to form a wrong disposition in relation to the object, which can adversely affect the interaction of a person with the environment, it is necessary to critically and skeptically approach your beliefs and be careful enough to perceive the beliefs of others.

Principles play a very important role in the lives of many people, as they systematically regulate their behavior. The principles are embodied in stable norms of behavior, restrictions, taboos, stable forms of reaction to phenomena, processes and people. Principles are formed on the basis of a value system, are a stable form of manifestation of a value system and the embodiment of beliefs in the form of certain standards of behavior. People do not necessarily realize which values and beliefs are embodied in individual principles. Often, principles are accepted by people as beliefs, and they follow them in their activities, without questioning whether it is justifiable to follow these principles and why they follow them. Principles can be developed by people on their own.

The influence of a person's individuality on the management of an enterprise for the effectiveness of its activities.

All people are somewhat similar to each other. And this allows us to talk about a person in general, to talk about his features, behavioral features, etc. However, no particular person is an impersonal “person at all”. Everyone carries something that makes him unique, exceptional, i.e. a person with personality. It is such a person who enters the organization, it is such a person who performs a certain work and plays a certain role in the organization, it is such a person that needs to be managed, helping him to reveal and use his potential in solving the problems of the organization, creating the necessary conditions for his successful work, interaction with the organizational environment and solving their own life problems.

Human personality consists of three principles... First, each person is somewhat similar to everyone else. Secondly, each person is in some way the same with some other individuals. And, finally, thirdly, each person is somewhat different from anyone else. Depending on how these "beginnings" are combined, the individuality of each individual person is reinforced. At the same time, no matter how this combination is built, one must always remember that a person always at the same time has in common with the others and is not like the others.

Each person has a stable set of traits and characteristics that determine his actions and behavior. These traits manifest themselves in a sufficiently long period of time, due to which it is possible to fix and feel the individuality of a person.

A specific person is fixed by the environment according to his individuality, since a person's individuality has a certain stability, people recognize each other and maintain a certain attitude towards each other. At the same time, it should be noted that under the influence of experience, communication with other people, upbringing and education, a person's individuality changes, sometimes very significant.

The individuality of a person is formed under the influence of three groups of factors... The first group is made up of heredity and physiological characteristics of a person. Heredity preserves and transmits the external traits of a person. But not only. Studies with twins show that heredity can carry some behavioral traits. Human physiology suggests that people have a lot in common that determines their behavior. In particular, the general adaptation syndrome, which reflects the physiological response to irritation, is the same for everyone.

The second group of factors that form a person's individuality are factors arising from the person's environment. In general terms, the influence of these factors can be considered as the influence of the environment on the formation of individuality:

First, the culture in which he is formed has a strong influence on a person's individuality. A person receives norms of behavior from society, assimilates certain values and beliefs under the influence of culture.

Secondly, a person's individuality is strongly determined by the family in which he was brought up. In a family, children learn certain behavioral stereotypes, develop their life attitudes, attitude towards work, people, their duties, etc.

Third, a person's individuality is strongly influenced by belonging to certain groups of organizations. A person develops a certain identification that sets for him a certain type of individual with whom he personifies himself, as well as stable forms of behavior and, in particular, reactions to the influence of the environment.

Fourthly, the formation of individuality occurs under the influence of life experience, individual circumstances, random events, etc. Sometimes it is this group of factors that can lead to a significant change in a person's personality.

The third group of factors influencing the formation of a person's personality consists of traits and characteristics of a person's character, his individuality. That is, in this case, the situation with the formation of individuality looks as follows: individuality influences its own formation and development. This is due to the fact that a person plays an active role in his own development and is not only an exclusively product of heredity and environment.

With all the depth of a person's individuality and its diversity, some areas of its characteristics can be distinguished, according to which individuality can be described.

There are people who prefer to keep their distance from others, and this has a noticeable effect on their behavior in the team. People with an authoritarian character believe that there should be order and difference in the status and position of people, strive to establish a hierarchy of relations and use forceful methods in decision-making and management, readily recognize power and highly value conservative values. Love and faith in people as an individual character trait have a strong influence on the interaction of a person with others. This is especially manifested in the readiness to participate in group events, to promote the development of contacts, interactions and mutual support.

Sensitivity to other people is manifested in the ability of people to sympathize with others, to take their problems to heart, in the ability to put oneself in the place of another, etc. People with such personality traits are well received in a team and strive to communicate with people.

*Stability in behavior*a person plays an important role in establishing his relationship with the environment. If a person is stable, responsible and generally predictable, then the environment perceives him positively. If he is constantly unbalanced, capricious and inclined to make unpredictable steps, the team reacts negatively to such a person.

Self-esteem,those. the way people look at their behavior, capabilities, abilities, appearance, etc., has a strong impact on human behavior. People with higher self-esteem tend to achieve more in life, as they set higher goals for themselves and strive to solve more complex problems. At the same time, people with low self-esteem very often put themselves in a dependent position and easily obey people with higher self-esteem.

*Perception of risk*is an important behavioral characteristic that clearly reflects a person's individuality. Risk-averse people spend less time making decisions and are willing to make decisions with less information. At the same time, the result of the decision is by no means worse than that of those who meticulously prepares the decision and collects all the necessary information.

Dogmatism is usually a character trait of individuals with a limited outlook. Dogmatists see the environment as a concentration of threats, refer to authorities as absolute and perceive people according to how they relate to dogmas and absolute authorities. Usually people with authoritarian character traits are dogmatists. Dogmatists are not inclined to search for a large amount of information, they are quick enough in making decisions, but at the same time they demonstrate a very high level of confidence in the accuracy and correctness of the decisions made. It is noted that dogmatists prefer to work in well-structured groups, regardless of what position they occupy in the group. It was also noted that dogmatists are poorly aware of how they spend their time when doing work, and that they are poorly coping with managerial work.

*Complexity of awareness*phenomena as a characteristic of a person's individuality reflects his ability to decompose a cognized phenomenon into parts and integrate, synthesize general ideas or conclusions about a perceived phenomenon. People with high awareness complexity show greater information processing abilities, consider more alternatives, and make more complex decisions than people with low awareness complexity. It was noted that managers with a high complexity of awareness in situations with a wide variety of environments cope better with their responsibilities, that this type of leaders is more inclined to wide contacts with people than leaders with a low level of complexity of awareness, and that these leaders tend to use a variety of resources when solving problems.

*Sphere, control*reflects how the individual looks at the source of the factors that determine his actions. If a person believes that his behavior depends on himself, then in this case he is characterized by the presence of an internal sphere of control (introverts). If he believes that everything depends on chance, external circumstances, the actions of other people, then he is considered to have an external sphere of control (extroverts). Introverts have better control over their actions, are more results oriented, more active, more satisfied with their work. They like an informal management style, they like to influence others, but they do not like to influence themselves, they like to take leadership positions. Extroverts, on the other hand, prefer formal structures, preferring to work under directive guidance. If they are in leadership positions,

There are a large number of tests and other tools that allow you to determine the characteristics of a person's personality. In modern management, great attention is paid to these issues and this type of activity. And this is primarily due to the fact that the success of an organization directly depends on how successfully it can use all the human potential at its disposal.

The need to study the individuality of a person is also caused by the fact that usually a lot of wrong conclusions are made about people, about their characteristics, their individuality. This is due to the fact that people, when learning about others, rely on stereotypes, prejudices, and unreasonable generalizations. By making the wrong conclusions about the individuality of people, we create the basis for harmful conflicts, scandals, gossip, difficulties in communication and interaction between people. All of this is detrimental to individuals and the organization as a whole.

The need for a thorough and regular study of the individual characteristics of members of the organization is beyond doubt. However, while recognizing the importance and usefulness of this type of management activity, it is necessary to remember that the individuality of a person's behavior depends not only on his personal traits, but also on the situation in which his actions are carried out. Therefore, the study of a person should always be carried out in conjunction with the study of the situation.

Finally, when studying a person's personality, it is necessary to take into account his age. A person goes through various stages in his life, which correspond to a different state of his individuality. Therefore, when drawing conclusions about the character of a person, his personalities, it is necessary to proceed from the fact that his behavior is very strongly determined by what age stage he is in. Only taking into account all these factors in aggregate can give the key to understanding the individuality of a person, and, consequently, to managing a person.

The influence of a person's individuality on his interaction with the team of the enterprise

As discussed above, an organization expects a person to fulfill in a certain way the role for which it takes him. The person also looks at the organization as a place where he gets a certain job, does it and receives a corresponding reward from the organization. However, the interaction of a person and an organization is not limited to role-based interaction. It is much broader. A person performs work surrounded by people, in interaction with them. He is not only a performer of a role in the organization, but also a member of the group within which he operates. At the same time, the group has a huge impact on human behavior. And the behavior of a person, his actions make a certain contribution to the life of the group.

There is no canonized definition of a small group, since it is quite flexible and subject to the influence of circumstances. However, a fairly general, well-established view of a small group (hereinafter always the term "group" will be used in this sense) is widely accepted as a relatively isolated association of a small number of people (usually no more than ten to twenty-five) who are in fairly stable interaction and carry out joint actions for a fairly long period of time. The interaction of group members is based on some common interest and can be associated with the achievement of a common goal. At the same time, the group has a certain group potential or group capabilities that allow it to interact with the environment and adapt to changes in the environment.

The characteristic features of the group are as follows:

At first, the members of the group identify themselves and their actions with the group as a whole and thus in external interactions act as if on behalf of the group. A person does not speak about himself, but about the group as a whole, using the pronouns we, us, ours, us, etc.

*Secondly,*interaction between group members is in the nature of direct contacts, personal conversation, observing each other's behavior, etc. In a group, people communicate directly with each other, giving formal interactions a "human" form.

Thirdly, in the group, along with the formal distribution of roles, if such exists, an informal distribution of roles usually develops, usually recognized by the group. Individual members of the group take on the role of generators of ideas, others tend to coordinate the efforts of group members, others take care of relationships in the group, maintain a good climate in the team, the fourth make sure that there is order in the work, everything is done on time and brought to the end. There are people who play the role of structurizers, they set goals for the group, track the influence of the environment on the tasks solved by the group.

These and other roles of group behavior are performed by people in accordance with their abilities and inner vocation. Therefore, in well-functioning groups, opportunities are usually created so that a person can behave in accordance with his abilities for group action and his inherent specific role as a member of the group.

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

*Formal groups*are usually identified as structural units in an organization. They have a formally appointed leader, a formally defined structure of roles, positions and positions within the group, as well as formally assigned functions and tasks. Formal groups can be formed to perform a regular function, such as accounting, or they can be created to solve a specific target task, for example, a commission for the development of a project.

*Informal groups*are created not by orders of the management and formal decisions, but by members of the organization in accordance with these mutual sympathies, common interests, the same hobbies, habits, etc. These groups exist in all organizations, although they are not represented in the diagrams reflecting the structure of the organization, its structure. Informal groups usually have their own unwritten rules and norms of behavior, people know well who is part of their informal group and who is not. In informal groups, a certain distribution of roles and positions develops. Usually these groups have an explicit or implicit leader. In many cases, informal groups can have an equal or greater influence over their members! Than formal structures.

Why do groups arise, what makes people form and join groups? These questions are very important for understanding human behavior in an organization. It is obvious that groups arise in an organization and function as separate structural units due to the fact that as a result of the division of labor, separate specialized functions are allocated, requiring for their performance a certain set of people with a certain qualification, having a certain profession and ready to perform in a system of joint activities. some work. A similar situation is observed in the formation of groups designed to solve target tasks.

But this is only one side of the process of the emergence of groups in the organization. It usually leads to the formation of formal groups. Another important reason for the formation of groups is the natural desire of a person to unite with other people, to form stable forms of interaction with people. The group gives a person a sense of security, from the group he expects support, help in solving his problems and warnings. In a group, it is easier for a person to achieve "reward" in the form of recognition, praise or material encouragement. In a group, a person learns, adopting the experience of others, better realizing his capabilities and potential. The group gives a person more self-confidence in external interactions, contributes to the development of his identity.

Finally, the group provides a person with the opportunity to spend time in a pleasant environment for him, the opportunity to avoid loneliness and the state of being lost, unnecessary. Each person strives to be loved by someone, needed by someone, belong to someone, and the group can be a source of solutions to these problems of a person.

On the influence of the individuality of the team on the efficiency of enterprise management

Regardless of the type of group, the organization in which it is formed and functions, as well as who specifically belongs to the group, it is possible to point out some general points and factors that characterize the formation of the group, its structure and the process of functioning of the group in its environment.

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

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

All these factors not only interact, interact, but also experience a strong opposite effect from the functioning of the group, since as a result of the life of the group, changes in the characteristics of a person occur, the structure of the group changes and changes are observed in its environment.

To the characteristics of group members influencing its functioning include personal characteristics of a person, as well as abilities, education and life experience. Above, the personal characteristics of a person were considered in sufficient detail, so we will not dwell on them in this consideration. As for the rest of the characteristics, it is noted that a person's ability to perform work has a very large impact on the functioning of the group and on the person's performance of his role. Also, the level of education of a person and his life experience have a significant impact on the group.

Structural characteristics of the group include:

- communication in the group and norms of behavior (who contacts whom and how);

- status and roles (who occupies what position in the group and what does);

- personal likes and dislikes between group members (who likes whom and who does not like whom);

- strength and conformism (who influences whom and who follows whom, who is ready to listen to whom and to whom to obey).

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

*Sympathy; and antipathies between people*mostly have an individual color and background. However, it was found that several points have a significant impact on the establishment of friendly relations between people:

*At first,*the personal characteristics of the interacting people have an exceptionally great influence. People love those who like the same phenomena, things, processes that they like, i.e. people love those who are similar to them, who are close to them in spirit, taste and preferences. Naturally, there are exceptions. However, studies show that people are attracted to those who have the same or similar race, nationality, education, system of views on life, etc. Potentially, people with similar personal characteristics are more likely to form friendships than those with significantly different personal characteristics.

Secondly, the development and establishment of friendly relations between people, the development of mutual sympathy is greatly influenced by the presence of territorial proximity in the location of these people. The closer the workplaces of the group members are, the higher the likelihood that they will establish friendly relations. The same applies to the proximity of the location of their places of residence.

Thirdly, the establishment of friendships is directly related to the frequency of meetings, as well as the expectation that these meetings will occur frequently enough in the future.

*Fourth,*the relationship between the members of the group, their mutual sympathies and antipathies, the atmosphere of friendliness in the group depend on how successful the functioning of the group is. In general, success leads people to develop a positive attitude towards each other more than unsuccessful group functioning.

Fifth, the development of friendly relations between the members of the group is facilitated by the presence of one goal, to which the actions of all members of the group are subordinated. It is noted that if group members are disunited by solving individual problems, mutual sympathy and friendliness develop less often than if they work on solving a common problem for all.

At sixth, a positive orientation in relation to each other arises when the group practices broad participation of all members of the group in decision-making. The ability to influence general group processes stimulates the development of a positive perception of the group among members of the group.

Without a doubt, the presence of sympathy in relationships between people, the presence of friendly relations between group members has a huge impact on the mood of people, on their satisfaction with their work, their membership in the group. However, it cannot be said unequivocally that friendly relations between group members have only a positive effect on the results of their work and the results of the functioning of the group as a whole. If people who experience friendly relations with each other are highly motivated to work in a group, then the presence of mutual sympathy and friendship contributes to a significant increase in the results of their work and thereby positively affects the functioning of the group as a whole. If these people are poorly motivated to work, then the result will be completely opposite. They will spend a lot of time in useless conversations for work, smoke breaks, tea parties, etc., constantly being distracted from work and dramatically reducing the effectiveness of their work. At the same time, they can distract others from the work, creating an atmosphere of idleness and relaxation in the group.

Mutual support based on sympathy and friendship, contributing to the cohesion of the group, can generate a synergistic effect that significantly increases the effectiveness of the group's work. Modern management practice more and more confirms the presence of undoubted advantages in the group form of labor organization over the individual. A clear illustration of this is, in particular, the so-called Japanese type of government.

However, with an undoubted advantage over other forms of work organization, the group form can also carry a number of negative aspects for the organization. One of these negative manifestations is groupism, which is formed mainly on the basis of close relations between the members of the group, provided that, on the whole, the management of the group is incorrectly set and its functioning in the organization is incorrectly organized.

Groupism is manifested in the fact that the group closes in on itself, weakly and incorrectly reacts to external signals, denies criticism, etc. All this is expressed in the fact that, firstly, in the group there is a tendency to moralize processes, naturally, accompanied by the presentation of oneself and one's actions in the best light from a moral point of view. Secondly, the group begins to feel invulnerable and even invincible in conflict clashes. Thirdly, an atmosphere of conformism develops in the troupe, the desire to force everyone to agree with a single opinion, unwillingness to listen and discuss other opinions and points of view, etc. Fourth, unanimity develops in the group. People are beginning to think more and more like the rest. And even if they have other opinions, they do not express themselves, since they themselves doubt them, believing that the general opinion is correct. Fifth,

*Strength and conformism*in the relationship between the members of the group, they are manifested in the form of the so-called social influence on a person. The group puts pressure on a person, demanding from Him to follow group norms, rules, demanding submission to the interests of the group. A person can resist this pressure, or he can give in to a group - to obey, i.e. act as a conformist.

It is impossible to say unequivocally that one type of relationship of a person with a group is correct, and the other is not. Obviously, conformism can lead to the fact that a person, even realizing the incorrectness of his actions, performs them, because the group does so. Conformity can turn a person into a wordless appendage of a group. The history of mankind knows a lot of negative examples of how the “herd instinct”, or, to put it another way, unconditional conformism, was the basis of terrible crimes against individuals and humanity as a whole. She knows examples of how a group completely erased a person's personality, turning him into a cog in a group mechanism. At the same time, it is obvious that without conformism a cohesive group cannot be created, a balance cannot be established in the relationship between a person and a group.

Since conformism in the relationship of a person with a group, on the one hand, acts as a condition for the integration of an individual into a group, and on the other, it can generate negative consequences, both for the environment and for the group as a whole, and this individual in particular, it is important to find out that what factors and to what extent require the group member to make concessions to social influence.

*The nature of the tasks to be solved*has a noticeable effect on the degree of conformism in human behavior. If the tasks are not clearly defined, if they do not have an unambiguous answer, then they make the person performing them more succumb to the influence of the group. The degree of conformity also depends on whether the group member has made public commitments about the problem to be solved or not, and also on the stage at which he declared his commitment. Public and early statements make a person more susceptible to public influence. Conformity in human behavior develops pay based on the results of group work.

*Group characteristics*also has a great influence on the development of a person's conformity in relation to the requirements of the group. Unanimity in group behavior increases the degree of influence of the group on the person. It is easier for a person to object or disagree if someone else in the group has a different opinion from the group. Conformity in a person's behavior in a group is influenced by the size of the group. If there are five people in a group, then unanimity begins to have a strong impact on the individual. Further growth in the size of the group has little effect on the increase in the influence of the group on a person. The degree of conformity in a person's behavior in a group also depends on the closeness of leadership in group actions and the frequency of contact with the leadership. If the boss is often present and participates in decision-making as a member of the group, then this leads to an increase in conformity in the behavior of the subordinate.

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

*Situational characteristics of the group*depend little on the behavior of members of the group and the group as a whole. These characteristics are related to the size of the group, its spatial location, the tasks performed by the group, and the reward system applied in the group.

In smaller groups, it is more difficult to reach an agreement, and it takes a lot of time to sort out relationships and points of view. In large groups, it is difficult to find information, as group members usually behave more restrained and concentrated. It was also noted that in groups with an even number of members, although there is more tension with decision-making than in groups with an odd number of members, there is nevertheless less disagreement and antagonism between members of the group.

*Band size*also influences job satisfaction. Some studies show that people are more satisfied when they work in a medium-sized group (5-6 people). Small groups create a lot of tensions between members, and large groups do not devote enough time to each member of the group.

*Spatial arrangement of members*group has a noticeable impact on their behavior. It is one thing when a person has a permanent location, another -

when he looks for this place every time. During work, people can look at each other, or they can be located with their backs to each other. And it will also have an impact on their work and their behavior in the group.

There are three important characteristics of the spatial location of the individual, on which the relationship between the person and the group depends:

At first, it is the presence of a permanent or specific place or territory. A person knows: this is my table, this is my machine, this is my workplace. Lack of clarity on this issue generates many problems and conflicts in interpersonal relationships, and also significantly reduces job satisfaction.

Secondly, this is a personal space, i.e. the space in which the body of only this person is located. Spatial proximity in the placement of people can give rise to many problems, since people do not perceive the proximity of other people to them, regardless of age, gender, etc.

Thirdly,this is the mutual arrangement of places. It is noted that if workplaces are fenced off from each other, then this contributes to the development of formal relations. The presence of the team leader's workplace in the common space contributes to the revitalization and consolidation of the group. If a person takes a workplace at the head of the table, then in the eyes of other members of the group, this automatically puts him in the position of a leader. Management, knowing these and other issues of the location of group members, can achieve a significant effect and increase the effectiveness of the group's work only through the correct placement of jobs.

The influence of the tasks performed by the group on the functioning of the group and on the behavior and interaction of group members is obvious. However, it is very difficult to establish the relationship between the types of tasks and their impact on the life of the group. It is noted that solving formal problems, for example, mathematical ones, contributes to the development of relations between group members to a lesser extent than solving problems of the humanitarian profile. It is known that the tasks and functions performed by the group affect the style of leadership, as well as the style of communication between people. In the case of poorly structured or unstructured tasks, there is more group pressure on the individual and more interdependence of actions than in the case of well-structured tasks.

Several characteristics of a task can be pointed out that are important to pay attention to in order to try to determine how the solution to a given task will affect the group as a whole and the behavior of its members:

At first, it is necessary to determine how many interactions will arise between the members of the group in the process of solving the problem and how often they will communicate with each other.

Secondly, it is necessary to find out to what extent the actions performed by individuals are interdependent and have a mutual influence.

Thirdly, it is important to establish to what extent the problem being solved is structured.

Reward systems,considered in isolation from the nature of relationships in a group, cannot by themselves give an answer to the question of to what extent this or that system affects relationships in the group, the behavior of group members, and the functioning of the group as a whole. For example, you cannot assess the impact on a group of individual piece-rate, collective-piece-rate, or group-fixed budget payments if you do not know the nature of the group's activities.

When analyzing the impact of payment, it is important to take into account simultaneously two sets of factors:

how interdependent the actions of group members are;

how big is the differentiation in pay.

There are four possible combinations of these factors:

- low interdependence - low differentiation in pay;
- low interdependence - high differentiation in pay;
- high interdependence - low differentiation in pay;
- high interdependence - high differentiation in pay.

The first and fourth cases give rise to many relationship problems between group members. On the contrary, the second and third cases can contribute to the successful functioning of the group and the development of favorable relations between the members of the group.

The interaction of a person and a group is always two-way; a person by his work, by his actions contributes to the solution of group problems, but the group also has a great influence on a person, helping him to satisfy his needs for security, love, respect, self-expression, personality formation, elimination of worries, etc. It is noted that in groups with good relationships, with an active intragroup life, people have better health and. better morals, they are better protected from external influences and work more efficiently than people in an isolated state or in "sick" groups, affected by insoluble conflicts and instability. The group protects the individual, supports him and teaches him both the ability to perform tasks and the norms and rules of behavior in the group.

But the group not only helps a person to survive and improve their professional qualities. It changes his behavior, making the person often significantly different from what he was when he was outside the group. These group effects on a person have many manifestations. Let's point out some significant changes in human behavior that occur under the influence of the group:

At first, under social influence, changes occur in such human characteristics as perception, motivation, scope of attention, assessment system, etc. A person expands the scope of his attention by increasing attention to the interests of other members of the group. His life turns out to be dependent on the actions of his colleagues, and this significantly changes his outlook on himself, on his place in the environment and on those around him.

Secondly, in a group, a person receives a certain relative "weight". The group not only assigns tasks and roles, but also determines the relative position of each. Group members can do exactly the same work, but have different "weight" in the group. And this will be an additional essential characteristic for the individual, which he did not possess and could not possess, being outside the group. For many members of the group, this characteristic may be no less important than their formal position.

*Thirdly,*the group helps the individual to find a new vision of his self. A person begins to identify himself with the group, and this leads to significant changes in his perception of the world, in understanding his place in the world and his mission.

*Fourth*being in a group, participating in discussions and developing solutions, a person can also give out suggestions and ideas that he would never have given if he thought about the problem alone. The effect of “brainstorming” on a person significantly increases the person's creative potential.

*Fifth,*it was noted that in a group a person is much more inclined to take risks than in a situation where he acts alone. In some cases, this feature of human behavior change is the source of more effective and active behavior of people in a group environment than if they acted alone.

It is wrong to think that the group changes the person the way it wants. Often a person resists many influences from a group for a long time, he perceives many influences only partially, some he completely denies. The processes of adaptation of a person to a group and adjustment of a group to a person are ambiguous, complex and often quite lengthy. Entering a group, interacting with the group environment, a person not only changes himself, but has an impact on the group, on its other members.

Being in interaction with a group, a person tries to influence it in various ways, to make changes in its functioning so that it is acceptable for him, convenient for him and allows him to cope with his duties. Naturally, both the form of influence and the degree of a person's influence on the group substantially depend both on his personal characteristics, his ability to influence, and on the characteristics of the group. A person usually expresses his attitude towards the group in terms of what he believes. At the same time, his reasoning always depends on the position he occupies in the group, on the role he performs, on the task assigned to him and, accordingly, on what goals and interests he personally pursues.

The interaction of a person with a group can be either in the nature of cooperation, or a merger, or a conflict.... For each form of interaction, a different degree of manifestation can be observed. That is, for example, you can talk about a latent conflict, a weak conflict, or an insoluble conflict.

*In case of cooperation*a trusting and supportive relationship is established between the group member and the group. A person considers the goals of the group as not contradicting his goals, he is ready to search for ways to improve interaction, positively, albeit with a rethinking of his own positions, perceives the decisions of the group and is ready to search for ways to maintain relations with the group on a mutually beneficial basis.

*When a person merges*with the group, such a relationship is observed between the person and the rest of the group, when each of the parties views the other as organically one with it a component of the whole, which is a group. A person builds his goals based on the goals of the group, largely subordinates his interests to the interests of the group and identifies himself with the group. The group, in turn, also tries to look at the individual not as a performer of a certain role, but as a person completely devoted to the group. In this case, the group takes care of the person, considering his problems and difficulties as their own, tries to assist him in solving not only production problems, but also in solving his personal problems.

In case of conflict there is a contrast between the interests of a person and a group and a struggle between them to resolve this contradiction in their favor.

Conflicts can be generated by two groups of factors:

- organizational factors,
- emotional factors.

The first group of factors is associated with differences in views on goals, structure, relationships, the distribution of roles in the group, etc. If the conflict is generated by these factors, then it is relatively easy to resolve.

The second group of factors includes such factors as distrust of a person, a sense of threat, fear, envy, hatred, anger, etc. Conflicts generated by these factors are poorly amenable to complete elimination.

The conflict between a group member and a group is incorrect to consider only as an unfavorable, negative state of relations in the group. Assessment of a conflict fundamentally depends on the consequences for a person and a group it leads to. If the conflict turns into an antagonistic contradiction, the resolution of which is destructive for a person or for a group, then such a conflict should be classified as undesirable. and negative forms of relationships between a person and a group.

But very often the conflict in the relationship within the group is positive. And this is due to the fact that the conflict can lead to favorable consequences.

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

Secondly, the conflict can lead to a better understanding of relations and positions in the group * to the members' understanding of their role and place in the group, to a clearer understanding of the tasks and nature of the group's activities.

Third, conflict can play a creative role in finding new ways of functioning for the group, finding new approaches to solving group problems, generating new ideas and considerations on how to build relationships between group members, etc.

Fourthly, the conflict can lead to the manifestation of interpersonal relations, to the identification of relations between individual members of the group, which in turn can prevent a possible negative aggravation of relations in the future.

One of the main results of interaction between a person and an organization is that a person, analyzing and evaluating the results of his work in the organization, revealing the reasons for success and failure in interaction with the organizational environment, analyzing the experience and behavior of his colleagues, thinking about the advice and recommendations of his superiors and colleagues, makes certain conclusions for himself that in one way or another affect his behavior, lead to a change in his behavior in order to adapt to the organization, in order to achieve better interaction with the organizational environment.

It is obvious that the perception and assessment of one's experience, as well as the process of adaptation to the conditions and requirements of the organizational environment, are largely individual in nature. In the same environment, people behave differently. A person, as it were, has two degrees of freedom in building his behavior in an organization. On the one hand, he has the freedom to choose forms of behavior: to accept or not to accept the forms and norms of behavior existing in the organization, on the other, he may or may not accept the values of the organization, share or not share its goals and philosophy. Depending on the combination in which these fundamental components of behavior are combined, four limiting types of human behavior in the organization can be distinguished.

First type: values and norms of behavior are fully accepted. In this case, a person tries to behave in such a way that his actions do not in any way conflict with the interests of the organization. He sincerely tries to be disciplined, to fulfill his role completely in accordance with the norms and form of behavior accepted in the organization. Therefore, the results of the actions of such a person mainly depend on his personal capabilities and abilities and on how correctly the content of his role is determined. This type of behavior can be characterized as the behavior of a devoted and disciplined member of the organization.

Second type: a person does not accept the values of the organization, however, he tries to behave, fully following the norms and forms of behavior adopted in the organization. Such a person can be described as an opportunist. He does everything correctly and according to the rules, but he cannot be considered a reliable member of the organization, since he, although he is a good and efficient employee, nevertheless, can at any time leave the organization or take actions that may be contrary to the interests of the organization, but correspond his own interests. For example, such a person would be willing to go on strike in order to get a pay raise.

Third type: a person accepts the values of the organization, but does not accept the norms of behavior existing in it. In this case, a person can create many difficulties in relationships with colleagues and management, he looks like an original. However, if an organization can afford to abandon the established norms of behavior in relation to its individual members and create a state of freedom of choice of forms of behavior for such its members, they can find their place in the organization and be of benefit to it.

Fourth type: the individual does not accept either the norms of behavior or the values of the organization. This is an open rebel who always comes into conflict with the organizational environment and creates conflict situations. It would be wrong to believe that this type of behavior is completely unacceptable in the organization and people who behave in this way are not needed by the organization. However, in most cases, "rebels" create many problems that significantly complicate the life of the organization and even cause great damage to it.

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

*Possible approach*to the solution of this problem is the selection of people with certain qualities that can guarantee the desired behavior for the organization of its members. However, it should be recognized that this approach has limited application, since:

firstly, it is not always possible to find people with the required characteristics;

second, there is no absolute guarantee that they will necessarily behave in the way the organization expects;

thirdly, the requirements for the behavior of members of the organization on the part of the organizational environment can change over time, contradicting the criteria by which people were selected into the organization.

Second approach, in principle, does not exclude the first, is that the organization affects the person, forcing him to modify his behavior in the direction necessary for it. This approach is possible and is based on the fact that a person has the ability to learn behavior, to change his behavior on the basis of awareness of his previous behavioral experience and the requirements for his behavior from the environment.

Behavior learning can be defined as a fairly stable process of changing human behavior over time based on experience that reflects a person's actions and the reaction of the environment to these actions.

The teaching of behavior is characterized by the presence of several points:

At first, learning can go both on their own experience and on the experience of other people.

*Secondly,*learning behavior does not necessarily concern only actual behavior itself. It can refer to potential behavior, i.e. such behavior that can be carried out by a person, but which is not carried out by him in his practice of behavior.

Thirdly, learning behavior is always expressed in changing a person. Even in the case when the direct behavior has not undergone changes, the person already becomes different, since his behavioral potential changes.

There are three types of behavior learning.

First type connected with the reflex behavior of a person, with what is called in the teachings of I. Pavlov a conditioned and unconditioned reflex. If, for example, a boss comes to his subordinates when he is dissatisfied with something, is annoyed and intends to reprimand them, then any appearance of the boss can cause fear in subordinates, a desire to avoid this meeting, regardless of why he came to them. That is, the appearance of the boss develops a conditioned reflex of the desire to hide from his eyes.

The second type of behavior learning is based on the fact that a person draws conclusions from the consequences of his previous experience, consciously corrects and changes his behavior. The theoretical description of this type of learning is primarily based on the research of B. Skinner, who created the foundations of the theory of engagement of the implemented behavior, depending on its consequences. The essence of this theory boils down to the fact that if a person sees that his behavior leads to favorable consequences, then he seeks to repeat this behavior, if the consequences turn out to be negative, then the desire to behave in a similar way will be significantly reduced. That is, human behavior is set by conscious comprehension of the results of previous behavior.

Third type Behavior learning is learning from observation of behavior. This is usually the observation of someone else's behavior. A person, regularly observing how the people around him behave, automatically begins to adjust his own behavior to their behavior. He adopts their style and manners, skills in performing operations, etc. Often, purposeful observation of someone else's behavior is carried out in order to adopt something useful for oneself. With the development of means of video recording of an object, the possibilities of observation are expanding and, in particular, the object of observation is expanding. Now a person can view, record their own behavior, which can also significantly affect behavior correction. Obviously, all three types of behavior learning must be taken into account by the leadership of the organization in its attempts to correct and shape the behavior of members of the organization.

What does a person learn in an organization, what aspects of his behavior are corrected or changed in the process of learning?

*At first*Having come to the organization and further carrying out his activities in it, a person studies his functional role: what he should do to better perform the work, how to carry out more efficient work, how and with whom to communicate in the process of work. At the same time, he learns to place accents in his work from the point of view of what is considered more important in the organization and what is less important in his activities, what is the remuneration for, what is included in the assessment of the quality of his work.

Secondly, in the organization, a person learns how to perform formal procedural actions, such as filling out various questionnaires and forms, filling out applications, making and, holding meetings, transmitting, receiving and responding to the information received, temporarily leaving the workplace, coming and leaving work, parking car, wearing a certain type of clothing, etc.

Thirdly, a person learns to correctly understand and take his place in the organization. He learns the norms, values and informal groups and relationships that have developed on their basis in the organization, learns to behave correctly with colleagues and management, determines for himself with whom to have close relationships and from whom to stay away, who to trust, whom to rely on and whom to fear ...

Fourth, a person learns how to solve their own problems in the organization, how to achieve their goals. For example, he learns how to pursue a career in an organization. Or how to get certain rewards and rewards. A person can also learn how to use the capabilities of the organization or the capabilities of its individual members in order to solve their personal tasks not related to the activities of the organization. The worker can learn how to avoid difficult and risky tasks, and even how to do nothing to pretend that he is working hard.

In order to describe the process of conscious learning by a person to behave in an organization and to point out the connection of this process with the management of a person in an organization, we will consider in the most general terms several basic elements that determine human behavior in an organization. These elements will be discussed in more detail when we consider the issue of motivation.

Human activity is always connected and initiated by the presence of certain motivating principles. They force him to start doing something, to make some kind of effort, i.e. take action. Stimuli, which are external influences on a person, direct his activity in a certain direction, give this activity a certain orientation and boundaries. A person's behavioral reaction is manifested in the fact that he chooses what and how to do it, and takes specific actions leading to a specific result. His response is strongly related to stimuli. However, it has an individual character, since it reflects the varying degrees of influence of stimuli on the behavior of different people. A person's reaction can manifest itself both in the form of his certain actions, and in the form of developing a certain disposition by him. Depending on the consequences for a person, his behavioral reaction is fixed in order to strengthen it and give it stability, or else there is a rejection of it. Consolidation of the implemented behavior or refusal from it play a very important role in the formation of human behavior, since it is through this that a conscious adjustment or even change in a person's behavior takes place in a direction desirable for the organization.

Thus, a change in human behavior can be seen as a consequence of behavior learning. Itself, the same learning behavior is a function of the consequences for a person of the actions performed by him, a function of the consequences of his behavior. The presence of such a relationship between behavior, learning behavior and the consequences for a person of his behavior makes it possible for an organization to correct and shape the behavior of its members. This is primarily due to the fact that the leadership and the organizational environment can determine and purposefully form the consequences of their behavior for the members of their organization, actively participating in the process of learning behavior at the stage when a person receives certain consequences of the actions taken.

Behavior learning and modification of human behavior in an organization

Obviously, the consequences of actions depend on how the person behaved, what he did. However, they directly depend on those who, evaluating a person's action, compensate for his actions and efforts. In this case, compensation is understood in the broadest sense as an external reaction to human behavior, expressed in the fact that a person either gains something, or loses something, achieves something, or does not achieve something as a result of the the form of a certain behavior of actions. Compensation can be made in various forms - from material reward or punishment to verbal approval or condemnation. Compensation plays an extremely important role in the learning of behavior, since it has a fundamental effect on whether the implemented behavior is consolidated or abandoned. If there is no compensation that causes a person to understand the consequences of his actions, then in fact there is no noticeable modification of behavior, since there is no learning of behavior. Therefore, compensation in the management of people plays not only the role of remuneration for the work performed or the role of a means of meeting the needs of workers, but also the role of a means of modifying human behavior.

Looking at compensation in terms of behavior learning and behavior modification, we can distinguish four different types of compensation that lead to fixation or rejection of the implemented behavior.

First type Is a positive compensation. The essence of this type is that a reward is carried out, leading to pleasant consequences for a person. The form of remuneration can be completely different. Positive compensation can be used by management to reinforce desired employee behavior. In doing so, it is important to take into account that the reward should be clearly tied to the desired behavior, i.e. a person should know what he received the encouragement for. The reward must follow the desired behavior, and finally, the reward must be in the best interests of the person being encouraged.

The second type is it is negative compensation. The essence of this type is that the desired behavior immediately leads to the elimination of circumstances or stimuli that are not desirable for a person. For example, a person who does not behave properly is boycotted by others. As soon as he begins to behave correctly, from the point of view of the environment, they stop the boycott. With the second type of compensation, as well as with the first, it is important that the reaction of the environment or management to the change in behavior occurs as quickly as possible and, of course, is individual in nature.

The third type compensation is punishment. In this case, the difference from the first two types of compensation occurs as a reaction to “wrong” behavior that is undesirable for management or organizations.

If with the first two types the desired behavior is fixed, then in this case the undesirable behavior is eliminated. Compensation in the form of punishment consists in the fact that a person receives negative, unpleasant consequences of behavior for him. For example, he may be fined, forfeit a bonus or promotion at work, receive a reprimand, etc. The purpose of punishment is to narrow down or eliminate the behavior of its members that is undesirable for the organization. Although punishment outwardly looks like the exact opposite of positive compensation - there they reward, here they take away, - from the point of view of teaching human behavior, this is not the case. This type of compensation is less effective than positive compensation. This is due to the fact that punishment has a less predictable and stable effect than reward, often leads to indirect negative consequences, such as as a personal grievance against the punishing leader, loss of interest in work, change in attitude towards their activities, etc. Therefore, the management should be very careful about punishment as a way of compensation in order to teach behavior and carefully monitor its possible side negative manifestations.

Fourth type of compensation- This is the suppression of undesirable behavior; The essence of this type of compensation is as follows. A person who carries out some undesirable actions to which a positive reaction was previously received, after a while stops them, if a positive reaction ceases to come to these actions, i.e., in other words, if you stop responding positively to some actions, then after a while they will begin to shrink. For example, a young person who successfully studied at the university and received praise from teachers for active speeches in the classroom and for comments on the performance of his colleagues, coming to work in the organization, will also try to intervene in all discussions and conversations and give his comments and assessments to the statements of others. ... However, if you ignore this, then after a while he will begin to get rid of this bad habit. The choice of the type and specific form of compensation plays a very important role in the successful modification of human behavior in the direction desired for the organization.

*However, an equally important role is played by the choice of the compensation frequency*for the purpose of directed learning behavior. In general, there can be two approaches to the timing of compensation.

One Approach- This is compensation after each case of human action. This approach is called continuous compensation.

Another, a fundamentally different approach to the choice of the time and frequency of compensation is that compensation does not occur after every performed action. This is periodic compensation. Although there is a fundamental difference between the two approaches, it cannot be said which one is more effective, because their effectiveness depends significantly on the situation in which they are applied. At the same time, it is noted that the first approach works best when applied to a new employee learning his role in the organization. The second approach is best used when an organization wants to make a certain behavior of its member stable.

There are four different types of periodic compensation:

*First type*Is compensation at a fixed time interval. This approach suffers from the disadvantage that the desired behavior of workers is manifested unevenly, increasing in those moments when fixation or compensation is carried out, and decreasing in the intervals between them.

Second type- compensation at a variable time interval. In this case, the interval between possible compensation and the compensation frequency are not fixed. This approach is not applicable to all forms of compensation. However, it gives better results, since the indefinite moment of compensation keeps you on your toes and makes you perform better and behave better. However, after the onset of compensation, there may be a sharp decline in the desired behavior of the organization of its members.

Third type unlike the first and the second, it is based not on the time interval, but on the volume of actions. This type is called fixed rate compensation. With this approach, compensation occurs after a fixed number of actions have been performed. Practice shows that this type of compensation gives better results in shaping behavior than the first and second types of periodic compensation.

Fourth type(last), also based on compensation in | depending on the scope of actions. However, this is compensation depending on the rate variable. This approach is considered to be highly effective, as compensation can occur after any single action, which encourages workers to consistently take the "right" action. In order for this approach to produce truly high results in behavior modification, it is important that the time intervals between compensations are not very large. At the same time, you need to be aware that this approach has limited use. For example, it is hardly applicable to such a form of compensation as wages.

The considered questions of learning behavior suggest that a person, relying on his experience, adapts to the organizational environment, changing his behavior. The organization and its leadership can actively influence the modification of human behavior. However, both the means used to influence the process of learning behavior, and the frequency of their use depend on the situation in which the person is, and should be selected by the manager taking into account the whole variety of factors affecting human behavior. First of all, taking into account the needs and motives of a person for activity.

The motivation process is characterized by four theories that form the basis for motivation.

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

Goal setting theory. Four characteristics of the goal: complexity, specificity, acceptability, commitment.

Equality theory: comparing your own results of actions with the results of others.

The concept of participatory governance. The most general concept of the motivation process is reduced to the following provisions. A person, having realized the tasks and the possible reward for their solution, correlates this information with his needs, motivational structure and capabilities, adjusts himself to a certain behavior, develops a certain disposition and takes actions that lead to a specific result, characterized by certain qualitative and quantitative characteristics.

This scheme does not yet reveal either the mechanism of reward, or the actual content of the reward, the essence and content of the assessment, or the transformation of the assessment into a solution. In modern management thought and practice, there are a number of theoriy, which describe the process of motivation in sufficient detail and at the operational level. The most famous of these are the theory of expectation, the theory of goal setting, the theory of equality and the theory of participatory management. They are trying to explain why people are willing to carry out certain actions, spending more or less effort. And by explaining this, they give managers the key to building an effective system of motivating people, that is, how to influence people in order to encourage them to perform well.

Human behavior is constantly associated with a choice of two or several alternatives. What a person gives this or that preference depends on what and how he does, how he behaves and whathe achieves results. The theory of expectation was developed in order to answer the question of why a person makes one or another choice when faced with several alternatives, and how motivated he is to achieve a result in accordance with the choice made. In its most generalized form, the theory of expectation can be formulated as a teaching that describes the dependence of motivation on two points: how much a person would like to receive and how much it is possible for him to get what he would like to receive, in particular, how much effort he is willing to spend for this. For example, an aspiring businessman from a province comes to negotiate the start of a joint business with representatives of large firms located in a city that is a recognized center of business activity. To maintain his reputation, he will not stay at the hotel, reputed to be second-rate, although cheap. At the same time, he does not have the means to stay in a luxury hotel. Therefore, apparently, he will stay in such a hotel, which is quite prestigious and in which he has enough money to stay.

The process of motivation according to the theory of expectation consists, as it were, of the interaction of three blocks: 1) efforts; 2) execution; 3) the result.Expectation theory studies and describes the interaction of these three blocks. In this case, efforts are considered as a consequence, and even the result of motivation. Execution is considered - as a consequence of the interaction of efforts, personal capabilities and the state of the environment, and the result, as a function that depends on performance and, on the degree of desire to obtain results of a certain type.

The theory of expectation explains how the process of motivating a person to activity is built, based on the linkage into a single wholea person's feelings about the effort required to do the job, its practical performance, and the results expected in response to the work done. In this case, the key points of concentration of the theory's attention are: 1) expectations along the chain of "effort - performance"; 2) expectations along the chain “execution - results of the second level; and 3) valence of results.

According to the theory of expectation, a person's motivation to performperformance of work depends on how he is interested or not interested in doing it, how attractive the job is for him. When deciding what to do and what efforts to spend, a person usually answers to himself the question regarding how much he needs to do it. That is, when choosing an alternative, a person thinks about whether he will behave appropriately, will perform the work accordingly, whether this will lead to a certain result of the first level. In this case, he forms an expectation of the first level result. In addition, the person answers the question of what he will receive as a result of the successful completion of the work.

This is already working out the expectations of the second level results. And, finally, he decides for himself how valuable this result will be for him, i.e. he evaluates the valence of the second level result. Depending on what final assessment a person comes to, his motivation to do the work will be formed.

The main provisions of the theory of expectation are as follows:

At first, since this theory is subordinated to the idea of finding an answer to the question of how motivation affects the performance of work, the initial postulate is that performance is determined by the product of the values of two factors: a person's capabilities and his motivation.

Secondly, it is argued that the motivation is set by the product ledand the number of expectations for the results of the first level by the value of the valence of the results of the first level. And finally;

Third, The valence of the results of the first level is given by the product of the value of the valence of the results of the second level by the expectations of individual results of the second level. The person chooses the alternative where the motivation will be higher.

Using various techniques, the manager for successful management subordinates must build the management of the organization in such a way that the employee is sure that, working to achieve organizational goals, he thereby creates conditions for the best achievement of the second level results.

In the theory of expectation, it is believed that in order to be able to carry outthe process of motivation must be met, a number of preconditions must be met. These conditions are:

- the employees have rather high expectations of the first level results;

- the presence of a sufficiently high degree of expectation of results second level and

is the total non-negative valence of the second level results.

In practice, this means that the employee must have a stable idea that the results of his work depend on his efforts, that certain consequences follow for him from the results of his work, and also that the results obtained by him ultimately have for its value. In the absence of one of theseconditions, the process of motivation becomes extremely difficult or even impracticable.

Making a general conclusion about the theory of expectation, it should be noted that it proceeds from the fact that people carry out their actions in accordance with what possible consequences for them these actions can lead. People, on the basis of the information available to them, make a choice of one of the alternatives of action, based on what they will receive as a result and what efforts they will have to spend in order to achieve this result. That is, according to the theory of expectation, a person behaves in accordance with what, in his opinion, will happen in the future if he makes a certain expenditure of effort.

Goal setting theory assumes that human behavior is determined by the goals that he sets for himself, since it is for the sake of achieving the goals set for himself that he performs certain actions. It is assumed that goal setting is a conscious process, and conscious goals and intentions are what underlies the definition of human behavior.

In general terms, the basic model describing the goal setting process is as follows. A person, taking into account the emotional reaction, realizes and evaluates the events taking place in the environment. On the basis of this, he determines for himself the goals to achieve which he intends to strive, and, based on the goals set, carries out certain actions - does a certain job. That is, he behaves in a certain way, achieves a certain result and receives satisfaction from this.

Goal-setting theory states that the level of performance, directly or indirectly, is highly dependent on four characteristics of goals:

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

These four characteristics of the goal affect both the goal itself and the efforts that a person is willing to spend in order to achieve the goal set for him.

*Complexity of the goal*reflects the degree of professionalism and the level of performance required to achieve it. There is a direct link between the complexity of the goal and the performance of the job. The more difficult a person sets goals for himself, the better results he achieves. An exception is the case when goals are set that are unrealistically high, which, in principle, cannot be achieved. In this case, according to goal setting theory, the result of actions does not exceed the result achieved by those who set moderate but achievable goals. Therefore, an increase in goals, although it is justified, can lead to an increase in labor results only if there is a chance of achieving goals.

*Target specificity*reflects the quantitative clarity of the goal, its accuracy and certainty. Experimental studies have found that more specific and definite goals lead to better results, better performance than goals,meaningful, with vaguely defined content and boundaries. A person who has goals that are too broad in meaning and content demonstrates the same performance of work as someone who has absolutely no goals. At the same time, too much narrowing of goals can lead to the fact that important aspects of the activity carried out by a person may be left out of consideration. It will also negatively affect his performance of his job.

*Acceptability of purpose*reflects the degree to which a person perceives a goal as their own. The acceptability of the goal of providingThis has a significant impact on how the complexity and specificity of the goal affect performance. If a person does not accept the goal, then the complexity and specificity of the goal will have very little impact on the performance of the work. The acceptability of a goal by a person directly depends on whether it is perceived by him as achievable, and on what benefits he can receive when achieving the goal. If the benefits are not obvious, then the goal may not be accepted. Therefore, in the management of the organization there must be a clear awareness of the significance, the importance of taking actions that would make the goal achievable, profitable, fair and safe in the mind of the employee.

Commitment to purpose reflects willingness to put in effort a certain level to achieve the goal. This is very important for the level; and the quality of performance, a characteristic of the goal, since it can play a decisive role at the stage of implementation, if reality, the difficulties of performing the work will differ significantly from what they seemed at the stage of setting the goal. Commitment to purpose can increase as the job is done, or it can decrease. Therefore, management must constantly monitor the level of commitment to the goal on the part of employees and take the necessary measures to maintain it at the proper level.

In the theory of goal setting, when considering the dependence of performance on goals, it is emphasized that the quality of performance depends not only on the goal-determined efforts of the employee, but also on two groups of factors: 1) organizational factors and 2) the ability of the employee.At the same time, these groups of factors can affect not only the quality and content of performance, but also the goals, thereby exerting an indirect effect on motivation and, therefore, an additional impact on performance. So, for example, if there is little feedback from the work results in the work, then this can reduce the degree of influence of the goal on the employee's efforts to perform the work.

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

The theory states that if, as a result of actions, a positive result for the subject is obtained, then he receives satisfaction, if negative, then disorder. At the same time, the goal setting theory claims that satisfaction or dissatisfaction is determined by two processes: an internal process in relation to a person and an external one.

Internal processes, leading to satisfaction are mainly related to how a person evaluates the result he has received in terms of correlating it with the goal. If the goal is achieved, the task undertaken is completed, then the person experiences a sense of satisfaction. If not, then it causes dissatisfaction. This circumstance gives rise to a certain contradiction in goal setting. As already mentioned, the higher and more difficult the goal, the higher the level of performance. At the same time, a high goal may be more likely to lead to the fact that it will not be achieved, and, therefore, a person will feel a feeling of dissatisfaction, frustration. This, in turn, can lead to the desire - to take lower goals, to refuse to set or accept difficult goals. Therefore, it is important at the stage of goal setting to approach this problem very seriously.

External processes influencing the satisfaction or dissatisfaction of a person with the results achieved areXia processes of reaction to the results of labor on the part of the environment, evaluation by the environment of performance. If the environment reacts positively (gratitude from management, promotion, higher pay, praise from colleagues, etc.), then this is satisfying, if not, then it leads to dissatisfaction.

External processes also contain some contradictory beginning, which has a dual effect on the supportthe development of the motivational process in an effective, in terms of quality and level of performance, condition. The essence of this contradiction lies in the fact that a person behaves in accordance with the goals set, and the assessment of his actions is most often based on the results of performance. Therefore, if a person achieves the set goals, but at the same time demonstrates a low level of performance, a moderate or even negative external assessment can lead to a very strong frustration and a sharp drop in motivation to continue acting. A positive external assessment of successful performance can also negatively affect the motivational process, provided that a person has not been able to achieve his goals. This leads to a decrease in commitment to the goal and, ultimately, negatively affects the quality and level of performance in the future.

General guidelines for implementing the goal setting process can be summarized as follows.

First, it is necessary to determine to what extent the organization and the people working in it are ready for the implementation of the goal setting process.

Second, if the organization has potential readiness, it is necessary to carry out a number of activities for the practical preparation of the introduction of the process of setting goals.

Third, goal setting should be undertaken with an emphasis on their complexity and specificity, and taking into account the acceptability and commitment of the goals.

Fourth, it is necessary to conduct an interim analysis of goals and adjust them.

Fifth, needIt is necessary to analyze the achievement of goals, summarize the results of the previous stages and develop recommendations for the further implementation of the goal-setting process.

One of the constant aspirations of people is the desire to receive a fair assessment of their actions. People, although not to the same extent, want to be treated fairly. At the same time, justice is associated with equality, in comparison with the attitude towards others and the assessment of their actions. If a person believes that he is approached in the same way as others, without discrimination, his actions are evaluated from the same positions as the actions of others, then he feels the justice of the attitude towards himself and feels satisfied. EUwhether equality is violated, if individual members of the organization receive undeservedly high marks and rewards, then the person feels offended, and this leads to frustration and dissatisfaction. At the same time, dissatisfaction can occur even when a person receives a high remuneration in relation to the cost of his labor. The influence of this moment on the relationship between a person and an organization forms the basis of one of the theories of the motivational process - the theory of equality.

The theory of equality proceeds from the fact that in the process of comparison, although objective information is used, for example, thebot payment, the comparison is carried out by a person on the basis of his personal perception and his actions, and the actions of the people with whom he compares.

Norm - the ratio of perceived costs to perceived rewards. There are two types of norms. The rate of the first type reflects the ratio of the individual's perceived reward to the individual's perceived costs.*Second type rate* reflects the relationship of the perceived reward of others to the perceived costs of others.

The theory of equality says that it is very important for a person how his norm relates to the norm of others. If the norms are equal, then the person, even with a lower remuneration, feels justice, since in this case there is equality. If his rate is lower, then he believes that he is not being rewarded enough. If his rate is higher, then he believes that he is being overly rewarded.

The notion in management practice that inequality pushes people to increase performance results, that the state of equality demotivates people to achieve great results, is, in principle, incorrect. According to the theory of equality, based on empirical research, a person experiences a sense of satisfaction when equality is observed. Therefore, he strives to maintain this state.

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

In the event that the individual believes that he is not adequately rewardedprecisely or unnecessarily, he has a feeling of dissatisfaction (in the second case, this feeling is less pronounced). Considering an unfair and unequal assessment of his work, a person loses motivation for active, constructive, from the point of view of the organization's goals, actions, which leads to many negative consequences.

Equality theory allows us to do several very important things for the practice of managing people in an organization. Since perception is subjective, it is very important that information is widely available about who, how, for what and how much is rewarded. It is especially important that there is a clear payment system that answers the question of what factors determine the amount of payment. An important takeaway from equality theory is that people are guided by a comprehensive assessment of reward. Remuneration plays an important role in this comprehensive assessment, but it is far from the only one and not necessarily the determining one. Therefore, managers must take this into account if they are trying to create an atmosphere of equality in the team.

As has been repeatedly emphasized, perceptions of equality and fairness are highly subjective. To successfully manage people, a manager must not only strive to be fair, create an atmosphere of equality, but alsoit is good to know whether employees believe that remuneration is based on an equal and fair basis. To do this, management should regularly conduct research to find out how employee benefits are assessed, whether they consider it equal or not.

A person in an organization manifests himself not only as a performer a certain job or a certain function. He shows interest in how his work is organized, in what conditions he works, in how his work affects the activities of the organization. That is, he has a natural tendency to participate in the processes taking place in the organization that are associated with his activities in the organization, but at the same time go beyond his competence, beyond the scope of his work and the tasks he solves.

The concept of participatory governance proceeds from the fact that if a person in an organization takes an interest in various internal organizational activities, then he, thereby, receiving satisfaction from this, works with greater efficiency, better, better quality and more productively. First, it is believed that participatory management, by giving the employee access to decision-making on issues related to his functioning in the organization, motivates the person to do his job better. Secondly, participatory management not only contributes to the fact that the employee copes better with his work, but also leads to greater returns, a greater contribution of the individual employee to the life of the organization, i.e. there is a more complete use of the potential of the organization's human resources.

Initially, the spread of participatory management was associated only with the improvement of employee motivation. Recently, participatory management is increasingly associated with improving the use of the entire potential of the organization's human resources. Therefore, the concept of participatory management can no longer be associated only with the process of motivation, but should be considered as one of the general approaches to managing a person in an organization.

Participatory management can be implemented in the following areas.

At first, employees gain the right to independently make decisions about how to implementtheir activities. Autonomy may relate, for example, to aspects of their activities such as the mode of operation or the choice of means of carrying out the work.

Secondly, workers can be involved in making decisions about the work they perform. In this case, the manager consults with the employee about the fact that heto do and how to fulfill the tasks assigned to him. That is, in other words, the employee is involved in setting goals that he has to achieve, defining the tasks that he will have to solve.

Thirdly, employees are given the right to control the quality and quantity of their work and, accordingly, responsibility for the final result is established.

Fourth, participatory management involves the wide participation of employees in rationalization activities, in making proposals for improving their own work and the work of the organization as a whole, as well as its individual divisions.

Fifth, WHOA possible way of implementing participatory management is to give employees the right to form working groups from those members of the organization with whom they would like to work together. In this case, the right to make a decision is given not only about the member's own work, but also about who to cooperate with in group activities.

In real practice, all these areas of participatory management are usually used in a certain combination, since they are very closely related to each other and complement each other very well. Moreover, it is in combination with each other that these individual areas can effectivelyto manifest themselves, and it is the individual well-established combinations of these areas that are used as specific forms of participatory management. The most obvious example of this is the quality circles that are widely used in the management of Japanese firms.

A person carries out certain actions in accordance with the pressure on him of the totality of internal and external forces in relation to him. The combination of these forces, called motivation, causes far from the same reactions in people. Therefore, it is impossibleyou can unambiguously describe the process of motivation. At the same time, based on empirical research, several concepts have been developed that describe the factors that affect motivation and the content of the motivation process.

The so-called content theories of motivation focus on how different groups of needs influence human behavior. The widely accepted concepts of this group are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two-factor theory, andMcClelland's newfound needs. Despite the fundamental differences between these concepts, they nevertheless have something in common at their core, which reflects a certain commonality in the motivation of a person to action.

The motivation process is revealed in theories that try to explainthread, why people are willing to carry out certain actions, spending more or less effort. Expectation theory, goal setting theory, equality theory, and participatory management theory, by explaining how people should be influenced to motivate them to perform well, provide managers with the key to building an effective system of motivating people.

Conclusion

Quality and quality perception are stable phenomena, but time changes them too. Originally, quality was equated with meaning. The quality criteria were the utility and the size of the object, the relationship. With the development of consciousness and practical possibilities, the foundations of comparison and choice were formed. Quality is relatively separate from quantity. Utility differentiation takes place, participation is rethought as quantitative features. The evolution of the understanding of quality is directly due to the embodiment of creative potential in activity. The discrepancy in the intensity of advancement of individual skill, the interests of those who are called upon to clear the path of talent and mass consciousness complicates the understanding of quality and the process of quality management. Of particular importance is the concreteness of the interpretation of quality, in particular, such a basic feature of it as objectivity. The social theory of being is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determining the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized:

- in what status and to what extent is consciousness included in what is traditionally called the quality of things (with more clarity services)?

The answers to both questions must be sought in the philosophical theory of alienation. The theory of alienation is not directly related to the theory of quality. It contains the keys to the methodology for constructing a theory of quality.

The trajectory of the process of alienation of human creativity into what exists outside of it must necessarily preserve and activate the ability to create. Unlike the being of nature, the being of a person is not substantial. It is not self-sufficient and can take place exclusively due to interchange, initially with nature, and subsequently with society, through which human relations to each other and interaction with nature are built. The tool that ensures the existence of a person is labor, the highest quality of labor is manifested in activity.

The quality of activity, on the one hand, is an indicator of the quality of a person's life (it should be so!), On the other hand, quality activity is built into the quality of what he transforms. The quality of the "first" (natural) nature is formed by itself as a set of objectively related natural features, spontaneously. The quality of the “second” nature (reconstructed, adapted by man to suit his interests) is synthetic. It appears to be a double helix formed by natural features of natural material (possibly - in relations between people, knowledge expressed indirectly) and qualitative characteristics of human activity - knowledge, emotions, will, value orientation, skill. As a result, the quality of the product, in contrast to the product itself, embodies the quality of the person.

Personality is alienated in quality and therefore, in principle, alienation is natural and does not oppress personality. The negative consequence of alienation is caused by the disproportionate replacement of the lost energy of activity. Finding out the poor quality of the goods, the hidden production defects, the deceitful actions of the seller, the normal buyer gets upset, first of all, because of his own poor-quality decision. Other transaction losses are most often reimbursed. The feeling of imperfection of one's own taste and knowledge remains.

The quality of everything that is created by activity includes the properties of activity, both practical and spiritual, in objectified (objective or functional) terms. Hence, it follows that it is necessary to form and direct the development of the ability of mass consciousness to qualitatively evaluate goods: a certain experience in Soviet times was and showed its effectiveness: "circles", "schools", "universities", including those initiated by television and radio. The place of systemic enlightenment of the mass consumer, professional assistance in the development of a culture of high-quality selectivity, is today flooded with aggressive advertising on the air, the quality of which is not controlled or the control is not commensurate with the size of deception. Who should be the main educator? The manufacturer and only he, because only he fully, according to the logic of the formation of understanding, should know what is quality. Taking on the production of a product without comprehending the specificity of the quality of this product means a professional failure in the market. The release of a product with a fake quality is prosecuted by law, however, formally and ex post facto. Suppliers of pseudo-quality goods hope for the latter.

Let's honestly admit that the quality problem remains theoretically worked out one-sidedly, which is not very noticeable, because there is no normal organization of production and marketing of high-quality commercial products. The current practice is satisfied with this degree of certainty in the theory of quality. The theory of quality management has been simplified to the concept of control over the conditions of quality production. While there is no systematic understanding of what is the quality of a product?

Historically, the understanding of quality and the concreteness of its reality, presented in a product, reflect the economic and cultural development of society. Quality in the days of workshop production was determined by the conservatism of manufacturing techniques, but even at that time, the municipal authorities strictly checked the quality of products, as well as the ability of the candidate for manufacturers, there was an official regulation approved by the authorities of the city or country. Agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process, created conditions for mass production. Adequate quality control measures were required. With the leveling of social architectonics and greater accessibility to the assortment of goods, ideas about quality changed in the direction of its quality - qualitative components. At the same time, the possibility of falsifying quality was formed. Further, both de facto and de jure, there was only a step to the substitution of brand qualities. Going beyond the border of the measure opens the way for legal violations and moral crisis, up to and including limit.

Were the trends in the interpretation of quality and attitudes towards quality in the economy of mass production inevitable? No, they were generated by a new nature of production, reflected this character and to a certain extent were an objective reflection, but, in addition to the object reflected by consciousness, there is a perspective of reflection, conditioned by the position of the consciousness of the reflecting subject, his interests as a participant in the processes taking place in objective reality.

Objective reality itself, by definition, is located outside and independent of consciousness. Its reflection is subjectified, which, in general, looks in accordance with the theory of reflection. However, it admits, in private, both subjective distortion - involuntary - due to misunderstanding, and deliberate in order to obtain a temporary gain. Competition is always a struggle, unfortunately, the struggle is not always conducted according to the rules.

Quality represents a system of properties that are essential for a product - this is commonplace and well-known, which is actively used, replacing properties or their consistency in a quality product. Essential properties are those that are not simply inherent in the product, they determine its functionality. Such properties, as a rule, are revealed in the process of "work" of the product for its intended purpose, they are hidden from the unprofessional glance of the consumer. In its "pure" form, the market is an intermediary and should not be interested in the quality of products. The task of the market in the theory of the organization of commodity production is the organization of exchange between the producer and the consumer. The development of the market stimulates the increase in production in the interests of the consumer within the framework of the infrastructural status of the market.

Monopolization of production led to the accumulation of financial capital, the autonomy of the latter and control over the market. As a result, the market has turned from an intermediary into a key subject, the indicator function - to show the demand for goods - is trying to replace the role of the organizer of economic activity as a whole, which distorts the system of the economy.

The economy of commodity production was created by the production of a product and the need for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienating consumption. In natural production, product quality was hardly a pressing issue. The quality was “dissolved” in the conservatism of technique and technology, in the traditionality of the assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the manufacturer and the consumer. Control levers - financial policy, directions - influence on quantity and quality.

Product quality has gained relevance in commercial production. It became clear that in the understanding of quality there are sensory and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not able to directly influence the objective properties of a product (using its own mechanisms), but it can very well even objectify subjective ideas. Thus, the manipulation of quality was first included in the functions of the market, then it became an element of economic policy.

A sound and healthy economic policy is designed to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to provide comprehensive support for the formation of conditions for subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation. on the importance of quality to the customer. The availability of choice and ability to pay does not serve as the basis for the indisputability of a high-quality acquisition.

In the existing market, price and quality are divorced even at auctions that are famous for the careful organizational culture. The buyer is turned into an expert and this grimace of the market is not as bad as it is illogical. The market forces the consumer to develop as a person. From a layman with a wallet, so as not to be suckers, we involuntarily try to learn more about the subject of interest, improve our "purchasing skills". The term is not new, it is used by journalists, but for them it is a passing, verbal number, and for us it is no longer a new combination of common words, but the most important concept, without which the modern theory of quality does not have a systemic integral form.

"Purchasing qualifications" include, along with certain knowledge that helps to determine the location of the store, the range of prices for the goods, requires basic information about the manufacturer, the quality characteristics of the goods, the market reputation of the manufacturer, the tradition of the company, the scale of activity. Today, in the consumer market, the naive buyer runs the risk, beyond all reasonable measures, of becoming a victim not only of deception, but also of his own carelessness, therefore, without any rights to compensation.

A buyer in Russia is formally protected. In real life, one has to be guided by the famous rule "rescuing drowning people (" buyers ") is the work of the drowning people themselves, read" buyers ". Improving the "purchasing qualifications", if desired, is a mutually beneficial business for the state, activating the cultural national heritage and the patriotic mood of the mass consumer.

We know how to make quality products and are quite capable of regaining "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only the consumer, judging by the failures in rocketry, the operation of aircraft, etc.) market. They explain to us: we need economic measures. Correct, but this is half-truth. If necessary, then accept. The power should have power that is not nominal. It's time to understand that economics has always been politics, economic theory has always been political economy.

Economic movement is self-movement, but it does not take place in a vacuum. Economy is the basis of social movement. Society provides the conditions for economic movement, and the state has the right to energetically join the mechanisms of economic self-movement, directing the development of the economy in the interests of society.

An amazing thing. When it comes to the future of technological progress, futurists of all stripes groan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere with the development of the economy. For whom is it better? One conclusion suggests itself: not to disrupt the self-movement of the economy in the interests of those who have privatized the economy and whose service is the "border guards" who prohibit the control of economic processes through politics.

None of the convertible currencies is backed by a quality commodity equivalent and the "free" movement of currency continues under the guise of politics. Financial self-movement creates opportunities for chaos in the consumer market. The state sluggishly protects the legitimate interests of the national producer, even when the product is a product of interethnic integration. There is no political aggressiveness, politics is dragged along the wagon train of the economy instead of outstripping its development on the basis of objective socio-economic trends.

Domestic producers need a "coherent" economic policy. By "intelligibility" they mean: clarity, consistency, guarantee support, allowing to cut off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. Both those who produce and those who are called upon to ensure the rights of producers. The Customs Union lit the green light on the path of national goods in the markets of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate the natural rather than advertising quality.

It is no less important to analyze the problem of quality in the coordinate system of national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both trends are objective and characteristic of recent history.

Integration is the interethnic interpenetration of various types of activities of a socio - economic, cultural and humanitarian scale. It can have an interethnic size, for example - "Union State (RF and RB); local - the Customs Union; regional (Shanghai Organization, EEC). Globalization indicates a worldwide scale of the phenomenon. Among the global problems are those that have arisen as a result of general, but not necessarily integration, processes, and require a consolidated solution.

Global problems, in contrast to the problems associated with integration, are potentially relevant and have a strategic meaning. For example, how to protect life on Earth from large meteorites. When the time of the onset of the event is postponed, but it itself is overly relevant in importance, then speculators, including financial oligarchs, are actively rushing into the gap, trying to extract profit from uncertainty.

Quality is associated with globalization, but practically not so relevant. Quality is directly related to integration.

Let's consider the problem of "quality of consumer goods" in the "national" and "international" coordinate system. First of all, it is necessary to find an answer to the question: is integration capable of crowding out the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, the being of the common is not self-sufficient. General requirements are implemented through special development, due to the specificity of the circumstances of the action. In other words, no matter how standardized the production of a product is, the originality of production conditions will still manifest in it.

The specificity of conditions - regional, national, is immanently present in the raw materials, climate, traditions, and the culture of performers' consciousness. And in all this is the power of production, which determines the nuances of the quality of the product, which creates a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea ensured the leading position in the quality of the Ceylon product. The same can be said for Kenyan coffee, bell and chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scotch whiskey, Russian flax, Egyptian cotton, Chinese silk, Argentine leather, Greek olive oil, and more. The specificity of the environment should be cherished and preferences for its reproduction should be ensured. In fundamental treaties,

The Customs Union consolidates the interethnic division of labor, built in the XX century, contributes to the expression of the objective and subjective aspects of the development of production, mutually enriches the market, facilitating access to it for producers. But this is all theory. Theory develops into a rational practice, not only because it is correct. Activity makes theory a practice; moreover, in order to obtain the desired result, activity must be systemic and consistent.

Interest in the quality of a product, in theory, should not start in production. Its initial position in the normalized market, more precisely at the meeting of the manufacturer and the buyer. A normal market is an indicator of the quality of a product. Demand pulls the production chain, but not the spontaneous demand of abandoned buyers. Demand is a state of consciousness conditioned by purchasing power, however, it cannot be reduced only to the amount of money, especially when lending is stimulated in every possible way by banks. The demand left to the mercy of intermediaries, lobbyists, speculators is a deadly disease for the national producer of Russia. Demand should be taken under control and generated, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the "producer - seller - buyer" system. The seller is assigned the role of an active intermediary, but nothing more. It culturally provides a meeting point for producer and consumer. The system, however, must be functionally active, which presupposes not the presence of its constituent components, but their complicity. The perfection of the system design lies in the maximum realization of the potential of relations that create consistency.

The buyer is perfect as a subject of systemic interaction with his purchasing preparation. It is not perfect for the size of its payment capacity. His complicity is determined by the knowledge of the commodity-economic situation. The consumer is not an object of application of the actions of the seller and the producer. The consumer is a subject of the market and it is in his (and other subjects') interests to be informed not by the advertising community, but by professional sources. The quality of the product begins in the mind of the consumer. To impose an idea of quality is bad for all legitimate subjects of economic relations. It needs to be educated again by everyone: the manufacturer, the seller, the buyer himself and the institutions of civil society, if the state is passive.

The transition to mass production of the second type - "smart", "lean" economy, activates systemic relations. The function of the market appears in a new light. Together with the manufacturer, the seller focuses on the knowledge of consumer tastes. There is only one, but not an easy, step to make to the system's perfection - the whole world to take up the formation of consumer culture.

The accusation of the current generation in the consumer attitude towards life is not entirely fair. Consumption is the ultimate goal of production. The trouble is in the absence of a consumer culture of the mass consumer, the trouble is of a truly sociocultural dimension. Another consequence of the financing of cultural progress. Why is one power replacing another, while culture is still in power last in line for political relevance? It is time to understand that not only science has turned into an immediate productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor.

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SOI: 1.1/TAS DOI: 10.15863/TAS
International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 02 Volume: 106

Published: 20.02.2022 http://T-Science.org

QR – Issue QR – Article

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FEATURES OF THE CONCEPT OF A SALES MARKET FOR FINISHED PRODUCTS, DEPENDING ON THE LIFE CYCLE

***Abstract**: in the article, the authors considered the possibilities of producing competitive and demanded products, which are possible only if there are managers who are professionally trained and motivated for the results of their activities. And understandable are the studies carried out by the authors of the objective reasons for the unsatisfactory state in the industry, which would justify this decline in production in light industry, therefore, the results of an assessment of economic policy should be either useful or harmful - this should always be an axiom. If this does not happen, then something in this very economic policy is not a professional decision, the actions are harmful to society and timely adjustments are needed. The authors recommend that the market revise the concept of forming it with popular and import-substituting goods, taking into account their availability to consumers of products in the domestic market. Such conclusions will fully correspond to the desire of the consumer to satisfy his desire and desire to make a purchase, taking into account his social status, providing manufacturers with the sale of their products in full and guaranteeing them sustainable TP from the results of their activities.*

***Key words**: quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales. paradigm, economic policy, economic analysis, team, success.*
***Language**: English*
***Citation**:* Shcherbakov, D. S., Tikhonov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2022). Features of the concept of a sales market for finished products, depending on the life cycle. *ISJ Theoretical & Applied Science, 02 (106),* 435-472.
Soi: http://s-o-i.org/1.1/TAS-02-106-43 ***Doi***: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.43
***Scopus ASCC**: 2000.*

Introduction

UDC 685.57: 319.74

The destruction of small towns, which is observed in the regions of the Southern Federal District and the North Caucasus Federal District, is also typical for other regions of Russia. Migration, lack of jobs, social problems provoke a deepening crisis and the federal authorities urgently need to change this attitude towards their regions, forming a new economic and geographical approach in their strategic management, highlighting three vectors of priority development for such regions, namely;

- equalizing (due to the redistribution of resources to equalize the living standards of the population, especially in small towns);

- stimulating (creation of conditions in regions with specific advantages of the formation of social conditions of life);

- geoeconomic (ensuring security through the costly development of these regions, taking into account border and strategically important ties with other regions).

Planning belongs to the fundamental features of the history of human life, characterizes the essence of rationality in the form of consciousness. In order to become homo sapiens, man went through the evolutionary path of 2.5 million years. Our ancestors were homo habilis, homo erectus, immediate predecessors who failed to take advantage of intelligence, African homo sapiens, non-ardelans, Cro-Magnons, the Altai form of homo sapiens, and possibly many other forms.

Reasonableness is not only the main sign of the quality of a modern person, it indicates the vector of development of the species. Labor, sociality arose in the process of natural changes, therefore, it is not surprising that once upon a time there were “skillful people” who were replaced by “upright people” who assimilated the stable characteristics of “skillful people”. The merit of homo sapiens is that, by developing his rationality, he was able to give the development of labor the form of labor activity, and the quality of social life to social ties. Labor activity has become the basis of human history, society - a form of its organization, rationality - a driving force. It is not enough to be reasonable, you need to realize the total significance of the mind as the ability to cognize and control activity. All crises in history are a product of the crisis of the rationality of consciousness, his cognitive ability and social responsibility. The concepts of "consciousness" and "intelligence" are different. Reasonableness is a sign of a species, consciousness is a sign of a social subject, which can be a person, community - marriage, family, social group, historical form of community. At the same time, consciousness and rationality differ exclusively within the framework of their historically established unity, they define the dualism of human nature, protect man as a product of evolution and serve as a tool for his further development.

In rationality, the power of our knowledge, consciousness is a means of knowledge management, it directs and limits activity in the mutual interests of social subjects and the natural conditions for the implementation of activities, therefore science is both a special form of cognition and a social means of regulating the possibilities of applying knowledge. The need for science is due to developing labor. Labor in the world of living beings before the human formation remains unchanged and is regulated by instincts, conditioned reflexes. The highest achievement of knowledge at this level is intelligence. Understanding, which opens access to knowledge of the laws of relations and changes, has acquired relevance with the possibility of sustainable transformation of the habitat. Science ensures the effectiveness and safety of human participation in the development of reality as natural, and social. Together with philosophy, it is designed to embed human reality into the logic of world development.

Activity management is an initial requirement for the sustainability of human existence in the developing world. Scheduling is a versatile activity management function. Conflicts in understanding the importance of planning activities are explained by the interpretation of the concept itself, and are primarily of verbal origin. Even Plato and Aristotle realized the epistemological peculiarity of the concept as a form of human knowledge. The concept, in contrast to figurative thinking - intelligence - generalizes a range of specific phenomena, therefore it also presupposes its own characteristic expressiveness. Only a word can form a concept. It is with the verbal expression of the concept that numerous difficulties in achieving understanding are associated.

We define a general phenomenon not directly, but indirectly through the concept created by consciousness. The concept is revealed with the help of words. The importance of the verbal tool in scientific cognition prompted famous thinkers in the 1920s and 30s to organize a special study of the possibilities of the word as a way to formulate scientific understanding. The linguistic direction in the positivism of the stated problem could not be solved, but it made it possible to comprehend its significance for science. The transformation of science in the process of scientific and technological revolution in the middle of the twentieth century into a direct productive force has shown that the correct interpretation of the content of a concept in words is also significant for managing the practical application of scientific creativity in economic activity.

The 21st century has sharpened the scientific, philosophical and practical interest in competition. The scale, content, forms and significance of competition put it in a number of global problems of human development with one important clarification: it is not humanity itself that benefits from achievements in the competitive struggle, but individual subjects of human activity, starting with the personality of the executor and manager, and up to those states. in whose interests they work. Therefore, the organization of effective participation in competition should be considered as a leading indicator of professional competence, spiritual maturity and political consciousness, bearing in mind, of course, economic policy.

A special place in this struggle, you cannot call it otherwise, is occupied by the attitude of self-awareness, the system-forming factor of which is professional culture. If human capital determines the growth of production, then the quality of education lays the foundation for human capital. Competencies are not effective in themselves, they are valid when they are formed as the needs of a person, developed in many ways and in harmony with his own, national and universal interests. The formula for the harmony of personal interests is extremely simple. It was discovered 2500 years ago by Confucius, and I. Kant clarified it, giving a rational look “another person should not be a means for you”. Summing up the thoughts of our great ancestors, let's say: the only reliable effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian (socio-cultural and psychological) conditions aimed at a high-quality, demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately, our modern economic organization opposes producer and consumer, turning them into adversaries, instead of stimulating them to act as a team. With regard to production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian (socio-cultural and psychological) conditions aimed at a high-quality, demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately, our modern economic organization opposes producer and consumer, turning them into adversaries, instead of stimulating them to act as a team. With regard to production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian (socio-cultural and psychological) conditions aimed at a high-quality, demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately, our modern economic organization opposes producer and consumer, turning them into adversaries, instead of stimulating them to act as a team. demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately, our modern organization of the economy opposes the producer and the consumer, turning them into opponents, instead of stimulating them to act as a team. demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately, our modern economic organization opposes producer and consumer, turning them into adversaries, instead of stimulating them to act as a team.

Where are the reasons for this abnormality, what? Is this connected with objective factors, we have not yet been able to overcome the resistance of whose forces, or are the braking forces of an inertial nature, have we inherited, introduced in the order of modernization and we are able to fight them, and not with the consumer in the market? What are our reserves? The success of the critics of the Soviet system of managing the national economy, on the wave of which they tried to put an end to the socialist gains in planning, was largely the result of elementary pseudoscientific speculation in the content of basic concepts, successfully superimposed on the provoked objective difficulties and the low level of mass economic and political thinking - the habit of waiting " instructions from above ”, hopes for the prudence of statesmen. The 1990s will go down in national history not only as a time of another political turmoil, socio-economic crisis, but also as a test of national self-awareness, a harsh time of its cleansing from various temptations. You need to rely exclusively on yourself. Everyone in the West, East, South of Russia should have the status of partners in solving global challenges, it is not reasonable to ignore the experience of others, but you need to follow the common path in your own way. You can only believe in yourself, regularly checking your achievements against the direction and plans of development, this is a strategic postulate. should have the status of partners in solving global challenges, it is not wise to ignore the experience of others, but you need to follow the common path in your own way. You can only believe in yourself, regularly checking your achievements against the direction and plans of development, this is a strategic postulate. should have the status of partners in solving global challenges, it is not wise to ignore the experience of others, but you need to follow the common path in your own way. You can only believe in yourself, regularly checking your achievements against the direction and plans of development, this is a strategic postulate.

As for the practical course of implementing the political strategy, here the situation has also cleared up. Without planning, there is no sustainability in development. You need to understand the multidimensionality and scale of planning. The organization of production in all its scales requires planning. Socialism and capitalism should be viewed not as alternatives to social progress, but as different planning systems for socio - economic development. Socialism cannot be historically one-dimensional, since it is historically prepared and must absorb the national specifics of development, and capitalism is just as diverse. Socialism and capitalism have a common production platform, they require the industrialization of the economy. K. Marx and F. Engels viewed socialism as a solution to the contradictions of an industrially developed economy.

The modern world economy has a global, more precisely, integrated look, thanks to the fact that it has become industrial by the third millennium. Along with industrialization, the contradictory nature of the organization of production and the forms of its stability was revealed. Hence the permanence of crisis phenomena. The erection of competition and freedom of the market to an absolute has led to the fact that they have ceased to reckon with the magnitude of losses from the struggle of all against all. Japan, having borrowed the specifics of the socialist practice of the Soviet Union, opposed the principle of participation in management to the ideal of competitive struggle for survival. Japanese analysts have rightly identified the advantages of consolidation in creativity over the desire to defeat a competitor at any cost. Participation does not negate the importance of competition, it gives competition a cultural expression, naturally inherent in a civilized form of life. Competition in the field of activity is a refined form of struggle for survival. It is regulated by law, but the moral value of the social organization of human life is suppressed in it. Competition in the absence of dominance in the relationship of solidarity inevitably leads to disunity, conflict and, as a result, to the strengthening of the functions of law due to the weakening of the position of morality.

Physics recognizes four forces: electromagnetic, gravitational, strong and weak interactions. By analogy with nature in modern social life, strong and weak interactions can also be distinguished. Strong - provides morality. The fact that moral interaction is really strong confirms the way to maintain it - self-control of the consciousness of the individual and all group subjects that form society. The weakness of the legal interaction of social subjects with each other and with society as a whole requires the organization and functioning of a special state institution. The Neanderthal man, like the Cro-Magnon man, was already intelligent and socialized, moreover, in physical status he possessed greater strength, but he could not withstand the competition and died out. One of the versions of anthropologists claims that the weak link of the Neanderthal was his lack of communication. Social relations should serve as the greatest possible realization of the potential of homo sapiens. Competition in the economy reproduces subjective originality, in particular, the identity of the individual, and, in a certain sense, it is natural and reasonable, but homo sapiens has developed in society, therefore, not differences are called to be social and economic dominant, but the need for joint creation of something new.

All the outstanding learned economists of the nineteenth century were noted in the history of philosophical thought. This fact is indicative. It illustrates the specifics of economics. Its subject is the processes on which the personal and social life of a person is based. The attempts of liberal economists to isolate economic activity and oppose it to political activity is nothing more than the desire to bring capitalism beyond their own understanding of social progress in the recent past - to stop social history at its bourgeois level. Neoliberal ideologues refuse to support the logic of a democratic approach to understanding history. When the democratic movement was formed in England and France, its founders represented capitalism as a way of resolving social and political contradictions. Feudalism has exhausted its historical resources, the democrats argued, and must give way to the social system that is historically more dynamic, capable of meeting social needs to a greater extent. Bourgeois society, following this pattern, will also become obsolete over time, but in the old feudal tradition it will cling to the lost right to represent a social perspective.

It is easy to see that less and less propaganda uses the terms "capitalism", "bourgeois society", replacing them with "industrial", "new industrial", "post-industrial", "technotronic", "information" societies. The concept of "mode of production" is simplified in liberal interests to "form of organization of production", and political economy is minimized into economics. The goal of such a transformation is to transfer economic thinking to the level of technical concepts, which will simplify economic methodology, limiting itself to mathematical calculations and models. The main thing is to remove the burden of political responsibility from economic theory, to separate economic reflection from state concerns. Property relations and distributions are camouflaged, their disproportions are transferred to the section of technical problems. The meaning of the outstanding achievements of economics is distorted. So, A. Smith's justification of the need for freedom for subjects of production activity is reduced to freedom of competition, while the Scottish scientist also had in mind freedom of cooperation for producers, which is especially significant in relation to small and medium-sized commodity production. Cooperation develops economic planning.

In light of current tensions in international relations, projecting political constraints on economic relations seems to be an extremely significant measure to understand the concepts of "management", "organization" and "planning". It is on them that the revision of the classical political and economic scientific heritage is focused.

Control theory, in general, was formed by the end of the 1950s, when, after numerous experiments using differential equations and the calculus of variations, modifications of classical theories and methods, it was found that the seemingly different problems of engineering activity and economic change have a common mathematical description. Management, as a specific subject-oriented activity, presupposes the need for a high level of organization of the process, which is impossible without the inclusion of planning, built on scientific calculations, in the activity. The problem here is not at all Hamlet's: "to be or not to be !?" Problem: what kind of planning should be? At a time when the producers were artisans and guild organizations, the production was very small, therefore, everyone planned according to their possibilities, planning was not a pressing issue. The situation changed radically with the Industrial Revolution. Production has become massive, the time has come for competition for the market for raw materials, sales, and labor.

Reflecting the changes that have taken place, planning has changed in all its modes of action and forms of manifestation. Hence the differences in the attitude to planning among producers and in economic theory, which is going through a difficult time in its history. Bulgakov's professor Preobrazhensky instructed: revolutions, in order to be successful, must begin and ripen in the minds of people. The writer's observations confirmed the events of the crises of the 21st century. Critical researchers were uncomfortable even before the newest crises, they came close to understanding that economic recessions, recessions that significantly hinder social progress, are not caused by external factors: financial adventures, political and military conflicts, infectious pandemics. Their reasons are in the contradictions of production itself, in particular, the inefficiency of management, conjuncture caused by political considerations that run counter to the pattern of economic movement. The unmeasured number of Nobel laureates among economists, approaching the number of physicists who have developed a modern scientific picture of nature, only once again convinces of the stability of the crisis of economic theory.

The manifold increased interest in Europe in Karl Marx's "Capital" demonstrates disappointment in the research talent of contemporary economists. Europeans are not embarrassed that the scientific analysis of A. Smith, D. Ricardo, K. Marx, J. St. Mill, was carried out within the limits of the requirements of the classical period in the history of science, which replaced the non-classical, giving way to the post non-classical. The essence is not in the names, it is in the changing ideas about the specifics of scientific knowledge. Scientific knowledge is fixed in theory, but not every theory has the quality of scientific character. The development of science is, from a methodological and epistemological point of view, a change in the rules for achieving the quality of the cognitive process. “... The growth of scientific knowledge, wrote one of the most authoritative experts in the field of epistemology, K. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all problems in traditional epistemology are associated with the problem of the growth of knowledge. I am inclined to state even more: from Plato to Descartes, Leibniz, Kant, Duhem and Poincaré, from Bacon, Hobbes and Locke to Hume, Mill and Russell, the development of the theory of knowledge was inspired by the hope that it would help us not only to learn something about knowledge , but also to make a certain contribution to the progress of knowledge, that is, to the progress of scientific knowledge. "

The German specialist drew attention to an important change in the vector of movement of scientific and philosophical knowledge. In the initial period of the history of science and philosophy, when a scientist and a philosopher most often acted as one person, there was a belief that the subject of study were objects of interest, or the knowledge about them that had already been obtained in experience - ideas, images, concepts. A new interpretation came from Berkeley, Hume: it is necessary, in the name of achieving objectivity and the significance of knowledge, to investigate not thoughts, opinions, views, but logical signs of judgments, statements and proposals. K. Popper commented on this shift of interest in the following way: "I am ready to admit that this replacement of Locke's" new method of ideas "with a" new method of words "was undoubted progress, and it, at one time, was urgently needed." However, K. Popper refused to recognize the "new method of ideas" as the main method of epistemology, explaining his opinion by the one-sidedness and vulnerability of its use. We were forced to recall the thoughts of K. Popper the following consideration: the classics of political economy began with a real-life subject, trying to discover its stable characteristics, developed concepts that reflect these features, tried to "glue" them into a system describing a change in the state of the object of research, rested against the contradictions of ideas and reality, they discussed, relying on the real practice of the analyzed phenomenon. They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism. the classics of political economy began with a real-life subject, trying to discover its stable characteristics, developed concepts reflecting these signs, tried to "glue" from them a system describing a change in the state of the object of research, rested on the contradictions of idea and reality, discussed, relying on the real practice of the analyzed phenomenon ... They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism. the classics of political economy began with a real-life subject, trying to discover its stable characteristics, developed concepts that reflect these signs, tried to "glue" from them a system describing a change in the state of the object of research, rested against the contradictions of idea and reality, discussed based on the real practice of the analyzed phenomenon ... They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism.

Capital was then industrial capital. Financial capital was just being formalized into an independent system. Political economy did not reflect speculation, virtual phenomena, it served the real movement. The vector of industrial and economic progress coincided with the ideology of those who were interested in it. The transformation of victorious capitalism turned out to be in the interests not so much of society as a whole, but of a certain part of it, by the way, also torn apart by the specifics of interests.

Economic theory, which has a connection with the activities of social subjects, began to lose the need for objectivity and therefore moved from the position of analyzing ideas to analyzing the forms of their expression. The methodological equipment of economic analysis has also changed. Quantitative analysis has supplanted the quality of the scientific synthesis of primary information. Conceptual analysis was replaced by linguistic exercises and semantic research under the plausible pretext of overcoming the ambiguity of concepts. Not a single science has produced as many new terms as in economic theory. The formation of new words is a natural phenomenon for science, but in each case, the legitimacy of neologisms is needed. Physicists, mathematicians, chemists, as a rule, make do with the accumulated stock of verbal expression of concepts.

The concept of "planning" summarizes the functioning of subjects of economic activity, the scale of its movement and much more. Planning can be within a single enterprise, then it is not a political element of management, it is determined by the management, proceeding from the economic situation; sectoral, on this scale it already has signs of a political phenomenon. Planning is divided into directive - mandatory for execution and indicative, that is, conditional, allowing you to count on preferences. Distinguish between current and long-term planning. But, regardless of its nature, planning is a universal management tool in the systemic organization of activity - cognitive, practical, synthetic. F. de P. Hanika - professor at the University of Khartoum, gave a course in Cambridge. In the book "New ideas in the field of management" on the example of drawing up financial estimates, he distinguishes three main points in resource management and in all planning comes first. Moreover, he begins the final chapter "Operations Analysis" with "Improving management technology" and concludes: "A group of new methods based on network analysis and used in planning and regulating the execution of complex projects is rapidly evolving."

On the crest of a wave of scientific and technological revolution in 1967 in the United States, the well-known analyst and government official J. Galbraith publishes the monograph "New Industrial Society". Interest in the views of a specialist is evidenced by a rare fact: just two years later, Galbraith's book was translated and republished in the USSR with a foreword by N.N. Inozemtseva, S.M. Menshikov and A.G. Mileikovsky. The reflections of J. Galbraith are still interesting and relevant, therefore, in the context of our preface, we will cite fragments of his text selectively, but relatively completely. J. Galbraith stated: “Of all the words in the lexicon of a businessman, words such as planning, government support and socialism are the least pleasing to his ear. Discussion of the likelihood of these phenomena occurring in the future would lead to the realization of the amazing extent to which they have already become facts.

J. Galbraith sees the future not in confrontation, but in convergence: “Thinking about the future, the scientist wrote, would also reveal the importance of the trend towards convergence of industrial societies, no matter how different their national or ideological claims may be. We mean convergence due to approximately similar planning and organization systems. Convergence is associated, first of all, with the large scale of modern production, with large investments of capital, perfect technology and with a complex organization as the most important consequence of these factors. All of this requires control over prices and, as much as possible, control over what is being bought at those prices. In other words, the market must be replaced by planning…. Large scale industrial production requires so that the sovereignty of the market and the consumer is largely eliminated. " Further J. Galbraith makes an even more imperative conclusion: “The industrial system does not have the ability to regulate aggregate demand - the ability to provide sufficient purchasing power to absorb everything it produces. Therefore, she relies on the state in this area. " The economic policy of the government of Boris N. Yeltsin was determined not by the international experience of political and economic reforms, but by the circle of liberal advisers from the United States who went bankrupt in their own country. Those who happened to listen to Gaidar's speeches in the substantiation of the economic redistribution of society were constantly surprised at their terminological richness and unintelligible effect. Gaidar was aware of the adventurism of the economic program, its grave consequences for the people and national history,

It was not by chance that J. Galbraith devoted a separate chapter to education and emancipation, reminding university professors of their professional responsibility for the social consequences of their inaction. Professional education, due to its systemic position, should form an understanding of the essence of economic and political processes among specialists. It is dangerous to substitute education for enlightenment and training, it is designed to create conditions for the formation of the worldview position of the individual: "Not a single intellectual, not a single artist, not a single teacher, not a single scientist has the right to allow himself the luxury of doubting his responsibility. Nobody, except them, can take upon themselves the protection of essential, important goals for our time, "concluded the American politician, worried about the fate of the world.

Social and cultural aspects of planning run through the entire history of improving the quality management system for production and manufactured goods. It is easy to trace how the scale of the approach to quality planning changed from the first experiments of F. Taylor, A. Fayol, G. Ford Jr., and A. Sloan through the studies of A. Maslow's needs, V. Shewhart's proposals, E. Deming's management program, additions to K Ishikawa, to the recommendations of I. Juran, F. Crosby, A. Feigenbaum and the achievements of Soviet specialists. In the history of quality management, the importance of two factors has become clearer than otherwise:

first, the dependence of quality on planning excellence;

secondly, the need to consider planning not only in the technological aspect, but also in the broad socio-cultural aspect, in order to involve the entire spiritual and physical potential of the individual in production activities.

Two centuries ago, the French sociologist and economist Proudhon decided to understand the origins and causes, and at the same time in the minds of the disadvantaged under the conditions of capitalist accumulation. He expounded his thoughts in the book "The Philosophy of Poverty", to which K. Marx responded with his monograph "The Poverty of Philosophy", which was pretty much forgotten. Marx showed the dependence of socio - economic research on the philosophical maturity of analysts. By that time, K. Marx and F. Engels were actively introducing a new view of philosophy, declared in K. Marx's "Theses" about L. Feuerbach. Philosophy cannot be only a form of a contemplative worldview, philosophical reflection should serve as a tool for comprehending the worldview and methodological foundations of human activity in its entire spectrum from cognition to transforming reality.

We have already noted the stable connection between leading political economists and philosophy at a time of intensive bourgeois progress. This progress was contradictory, unevenly distributed, but it was, because there was a philosophy of bourgeois development. Economics relied on philosophical methodology and scientific discoveries. The leader of progress was industrial capital, focused on the construction of real production facilities, the use of scientific and technological achievements. In the twentieth century, capitalism has changed significantly, its ideologues have lost their former confidence in a prosperous future. Rational thinking supplanted empiricism, and with it came utilitarianism in its most primitive expression. The result of the reorientation was a spiritual crisis, noted by all outstanding thinkers - K. Jaspers, M. Heidegger, Z. Freud, P. Sorokin, K. Popper, B. Russell, J.P. Sartre. Planning has a world outlook scale, it is a function of rationality, which took shape in human consciousness. Let us repeat: such fundamental signs of consciousness as the ability to abstract and generalize in combination with anticipatory reflection of changes in reality intersect precisely in the need to plan activities. Otherwise, the knowledge of the laws of change, the delayed effect of actual action loses its meaning.

Planning can also be understood as the realization of freedom of action. The question: what kind of planning ensures the effectiveness of activity is solved in theory, but the reality of planning is determined by politics, and politics only partially coincides with logical necessity. If politicians really strive to make the development of production high-quality and efficient, then they must expand planning to a total scale, find a balance in the structure of investments, thinking, first of all, about enhancing human potential. In order for human capital to work and become profitable, its corresponding accumulations are needed. This is the law of normal capitalism. There are examples of the implementation of economic policy focused on the planned development of the human factor. Let us refer to the Chinese modification of the principle of inclusiveness developed by D. Acemoglu and J. Robinson. The Chinese have concretized the ideas of the authors of the project in ways of achieving common goals: by putting forward the development of human resources as a priority; a focus on achieving full employment; professional development of workers, social security and sustainability of promotion, which guarantees small towns of the regions of the Southern Federal District and the North Caucasus Federal District of reducing the migration of the population located in these regions, we consider it justified to focus on the analysis of planning experience, the reasons and conditions for the effectiveness of production development, depending on which planning should be a locomotive progress in the real sector of the economy of these enterprises located in small towns. Theoretical research is combined with a critical analysis of specific practical results, what determines the success and forms the stability of these enterprises. The vector of modernization of the regional management approach has been determined. Time has already passed for hours. It remains to recall that

"Time is our living space", therefore, lost time, untimely actions inevitably lead to the loss of the advantage of an advantageous position in the competing world - failure to understand this is mortally dangerous for all of Russia.

Main part

The life cycle of any product (including a pair of shoes) is a concept that describes product sales, profits, customers, competitors and marketing strategy from the moment a product enters the market until it is removed from the market. Currently, enterprises operating in a competitive environment with variable external influences attach increasing importance to marketing research of their products. It is also important that the information acquired in the course of such research is used in multivariate analysis and substantiation of management decisions on the range of manufactured products, their quantity, prices, consumer properties, etc. If the value of the results of the marketing system at the enterprise is underestimated, its production capacity becomes unclaimed, intellectual and human resources. The dynamics of the impact of market demand on manufactured goods should be monitored by the marketing service at all stages of their life cycle and taken into account in systems responsible for the quality and quantity of manufactured products, their price, the introduction of innovations, and the development of new types of products. Thus, all types of products, technologies and services have a certain life cycle. The success of the enterprise depends on the degree of coordination between the various stages of the main life processes. The market situation changes at each stage of the life cycle and requires a corresponding change in the strategy and tactics of the company's behavior in the market, which is of particular importance. The main types of products go through 4-5 stages before disappearing from the market: The dynamics of the impact of market demand on manufactured goods should be monitored by the marketing service at all stages of their life cycle and taken into account in systems responsible for the quality and quantity of manufactured products, their price, the introduction of innovations, and the development of new types of products. Thus, all types of products, technologies and services have a certain life cycle. The success of the enterprise depends on the degree of coordination between the various stages of the main life processes. The market situation changes at each stage of the life cycle and requires a corresponding change in the strategy and tactics of the company's behavior in the market, which is of particular importance. 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presentation (introduction to the market);

growth (development);

maturity (stabilization);

decline (decline and renewal of products);

dying (dying and the beginning of the cycle of renewal of goods).

Figure 1 provides a graphical illustration of the life cycle of a product on the market.

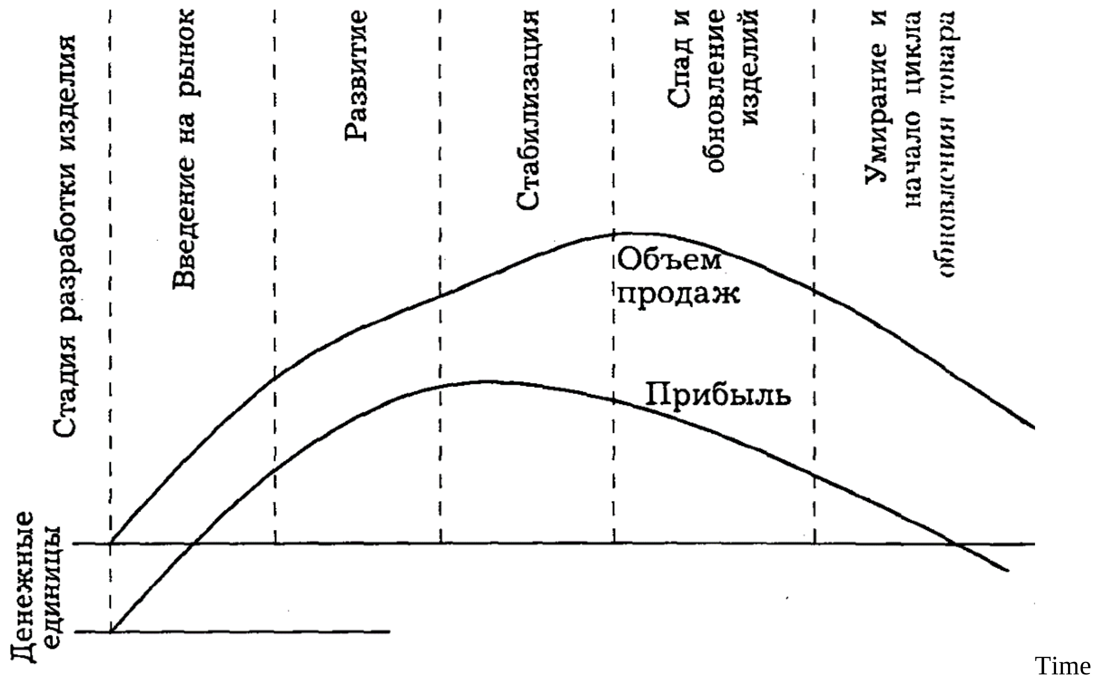


Figure 1. Life cycle of a product on the market

The given graphic illustration is conditional. Each product has its own characteristics of the life cycle. So, the following stages of the product life cycle can be distinguished:

the first stage is the presentation stage (the period of product introduction on the market). At this stage, the demand for the product grows slowly. This is due to the fact that the period when a new type of product is introduced to the market is not yet known to most prospective buyers. At this stage, the company makes a small profit. Often, an entrepreneur calculates losses, sometimes even very large ones. Sellers are usually very careful about replenishing their assortment with products that are in the presentation stage. They realize that the majority of regular customers are not familiar with this type of product, so there is always a difficulty in selling these products. As a result, sellers may claim various privileges for themselves, which include: free supply of billboards and other materials, joint advertising costs, etc. A powerful retailing firm may even claim exclusive distribution rights in its trading region. At this stage, prices are set at a minimum; the enterprise has little or no profit;

the second stage is the growth stage. If the product survives the first stage, it continues to develop. At this stage, sales are growing rapidly. Modified versions of the base model must be offered to meet the growing market. Relative margins are high;

the third stage is the stage of maturity. At this stage, the product has its own market and is in demand. At the stage of maturity, competition increases and reaches its maximum, as many firms enter the market. As a result, profits in general and per unit of product are reduced, since discount provision is widely used;

the fourth stage is the recession stage. At this stage, the product, which does not undergo any changes, bothers consumers, or the need that it was intended to satisfy disappears. An unpredictable reason for a decline in sales during a recession can be technical obsolescence of the product. During the downturn, sales in the industry as a whole are reduced and many firms leave the market, as the number of consumers decreases, and the product range concentrates on the models that sell best;

the fifth stage - the stages of decline and dying, that is, the decline and renewal of the product, as well as the dying and the beginning of the cycle of renewal of the goods, are characterized by a slow and then a sharp drop in demand. In the face of declining sales and profits, manufacturers sometimes struggle to restore demand for a particular product. They include the following steps:

new type of packaging;

special advertising;

price changes.

Although it is quite difficult to abandon manufactured products, sooner or later, as sales continue to decline, entrepreneurs are forced to make such a decision. At this stage, the following measures are taken:

removal from production of this type of product;

gradual contraction of investments;

development of private organizational changes in relations with intermediaries so that they do not suffer losses along the way, and an inventory of surpluses.

For products that are clearly in decline, sales reps begin to cut back on deliveries, try to minimize repeat orders, and then phase out the supply. They can even lower the prices of the leftovers in order to abandon the goods completely. Thus, each stage of the product's life cycle is a variable that determines marketing actions in the target market. The life cycle of a product depends on the number of substitute products, their competitiveness, as well as on the correct management decisions aimed at developing support measures to optimize the structure of the product life cycle. The main activities to optimize the structure of the product life cycle include:

correct use of various marketing elements at different stages of the product life cycle;

production strategy of the company.

Table 1 shows the main elements of marketing at different stages of the life cycle.

Table 1. The main elements of marketing at different stages of the product life cycle

Marketing elements	Product life cycle stages				
	performance	height	maturity	decline	dying
Goals	Bring the product to the market	Conquer a strong position	Maintain market position	Introduce all stocks into circulation	Move to a new lossless lifecycle
Price	High	High then slowly starts to decline	Stabilizes, then decreases	Keeps on falling	Minimal (up to scanty)
Sales channels	Agents supplying trial lots	Channels used to increase sales, wholesalers included	All possible channels involved	The number of distribution channels is decreasing	Only those channels that provide the minimum supply are valid
Advertising	On the consumer properties of a new product, its advantages, its prestige is emphasized	Advertising is intensified, focuses on a variety of shopping motives	Supportive, persuasive	Supportive, reminiscent	Reminding

It is very important to maintain an optimized life cycle, to determine the initial price for the goods produced and the maximum possible amount of price reduction, provided that the breakeven of production is maintained. To optimize this factor, the enterprise should develop discount systems that allow attracting various consumer segments to purchase the company's products and thereby reduce the stocks of manufactured but not yet sold products at the moment when it becomes clear that this product is losing its previously occupied market niche. ...

In the practice of pricing, a large number of discounts are known that are used at various levels: enterprises, sales organizations and trade. The most common types of discounts for shoe industry enterprises are:

bonus - a price discount of up to 10%, which is provided to a large wholesale buyer for a specified volume of turnover within a certain period;

seasonal - provided to the consumer when shoes are sold out of the season of the main sale, the purpose of introducing discounts of this type is to maintain a constant level of sales throughout the year, in addition, this discount saves the manufacturer from part of the warehouse costs and reduces the risk of liquidity;

dealership - provided to wholesalers and retailers, agents and intermediaries to cover their costs;

special - provided to regular customers;

discount to encourage sales - a measure to reduce the selling price of shoes, which is guaranteed to resellers if they take new types of shoes for sale or vice versa types of shoes that are at the stage of decline in their life cycle;

discount on trial lots and product orders - set by the manufacturer in order to interest the buyer in new models of shoes;

discount for faster payment - a measure of price reduction for each "saved" week against the deadline specified in the contract;

discount for settlement with real money - a consumer who pays for deliveries on time with real money, and not their substitutes, can obtain a discount from the base price, because the enterprise usually includes possible losses from non-payments in the last price;

a discount for the regularity of orders is set by the manufacturer in order to retain a regular customer;

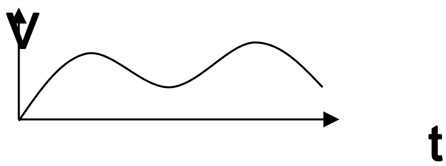
advertising - a discount on the price of footwear provided by the enterprise to a retailer in order for the latter to organize local advertising of footwear;

sales - a discount from the wholesale price provided by the supply and sales organization for the performance of functions for the sale of footwear in transit with participation in the calculations;

trade - a part of the retail price of footwear that remains at the disposal of trade organizations and enterprises to cover distribution costs and generate profits;

price discount - applied in case of purchasing shoes of reduced quality.

In addition, an enterprise can initiate a price reduction in the event of underutilization of production capacities, a reduction in market share under the onslaught of an aggressive competitive environment, etc. If an enterprise uses a proactive periodic price reduction as a tool for influencing consumers, taking care of its costs, developing measures to reduce them by improving equipment and technology, introducing new types of materials into production, constantly improving the quality of footwear, then one should be wary of a premature or sharp decrease product prices. Because the retail consumer of footwear may develop a stereotype about the "poor quality" of the goods offered to him. And as a result, the company will not receive an increase in profits due to an increase in sales due to a decrease in prices, and a sharp drop in demand for this type of footwear and, as a consequence, a decrease in sales volumes and a negative financial result for this type of product. The life cycle of footwear is significantly influenced by such phenomena of the time as: style, fashion, fetish. Style is the main peculiar form of expression that arises in a particular area of human activity. Once created, a style can exist for many generations, sometimes gaining wide popularity, sometimes losing it. Figure 5.2 shows a typical lifecycle curve of product style. Once created, a style can exist for many generations, sometimes gaining wide popularity, sometimes losing it. Figure 5.2 shows a typical product lifecycle curve. Once created, a style can exist for many generations, sometimes gaining wide popularity, sometimes losing it. Figure 5.2 shows a typical product lifecycle curve.



Drawing. 2. The influence of style on the product life cycle

Fashion is the most popular or widespread style at a given time in this field of activity. Figure 3 shows the impact of fashion on the product lifecycle.

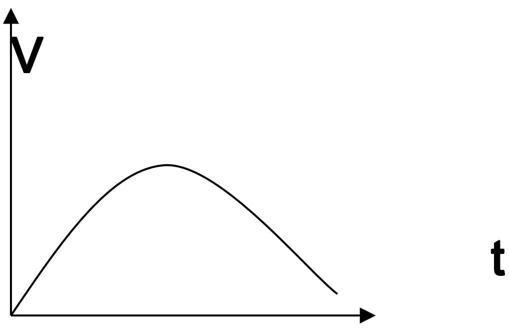


Figure 3. Influence of fashion on the product life cycle

Fetish are private manifestations of fashion that gain everyone's attention, are perceived with great enthusiasm, quickly peak in popularity and very quickly go into decline. Their recognition cycle is short and, as a rule, the number of their adherents is limited. Figure 4 shows the influence of the fetish factor on changing the product life cycle.

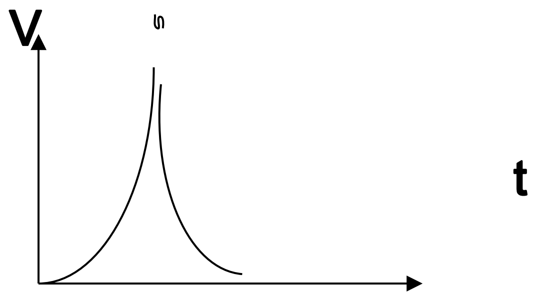


Figure 4. Influence of fetish on product life cycle change

Thus, the shoe manufacturer must plan its manufacturing strategy based on the possibilities of using marketing elements to optimize the structure of the product life cycle. Different companies have different approaches to determining the strategy for the production of goods and services, depending on the needs of customers, available resources, market conditions, etc. Moreover, the same company may use different strategies in relation to different goods. The choice of strategy is usually based on the competitiveness of the product. Various approaches or methods for analyzing the portfolio of orders have also been developed, which make it possible to evaluate the range of the production assortment in terms of the profitability of its individual elements. One such approach, with the help of which the sales and marketing manager can make decisions about the strategy of the company in the implementation of certain goods or services, was proposed by the Boston group. This method allows you to classify various combinations of goods and services of a firm with a differentiated production program based on the so-called growth matrix, or “portfolio of business areas” (Figure 5).

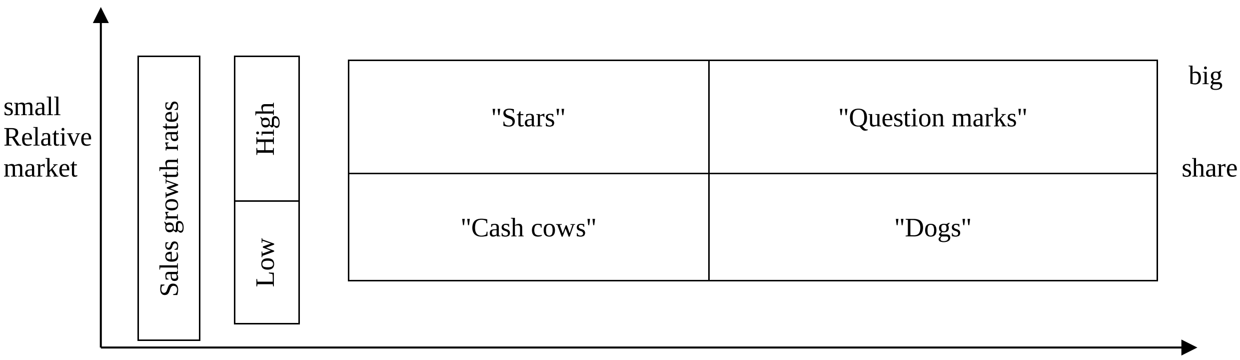


Figure 5. Matrix of the Boston Advisory Group

The application of this classification requires taking into account the existing and potential market segmentation, various temporal aspects of the profitability of a particular combination of goods and services, as well as the influence of competition. For example, a company may be the largest in its industry, but not hold a leading position in one of the market segments.

In Figure 5, combinations of goods and services classified as “stars” are located in the upper left quadrant. These products are characterized by rapid sales growth, which requires large amounts of working capital, but the cash flow is also large, since these combinations of goods and services are leading in their market segments. Usually, in this case, there is a balance in the cash flow within the company. Sales agents willingly sell such combinations of goods and services: their production volumes are large, they are leading in the market and are in great demand, but, as a rule, they do not bring profit to the manufacturer. Over time, but as their life cycle develops, the sales dynamics slows down, and they turn either into "cash cows" or, if their market share decreases and they lose competitiveness, into "dogs", that is.

Combinations of goods and services that are classified as “cash cows” are characterized by low sales growth dynamics. However, their market share is usually high and can be milked because they can generate more revenue than is required to invest in production. These product combinations are especially popular with sales agents because of their high demand and are attractive to the sales and marketing manager because they can generate the real money needed to develop and support the sale of new or upgraded products and services.

The really difficult problems are posed to company management, marketing and sales managers, by the question mark (problem children) products in the upper right quadrant of the matrix. They tend to have a small market share, often need support, and lag far behind the leading products in terms of market position and customer confidence. Those who deal with them inevitably have the following questions: will they become "stars" or "cash cows"; how much time and money it will take to get them "on their feet"; what are their market prospects? Such combinations of goods and services, as a rule, do not enjoy the sympathy of sales agents. Small market share and weak demand, often low trust and lack of customer awareness, weak advantages over competing products make them difficult to market. However, in the event that they turn into "stars" or "cash cows", sales agents should devote maximum efforts to organizing their distribution. In doing so, the sales and marketing manager may be faced with the need to introduce a special incentive commission rate and provide personal leadership to support the sales force's efforts to market these combinations of goods and services.

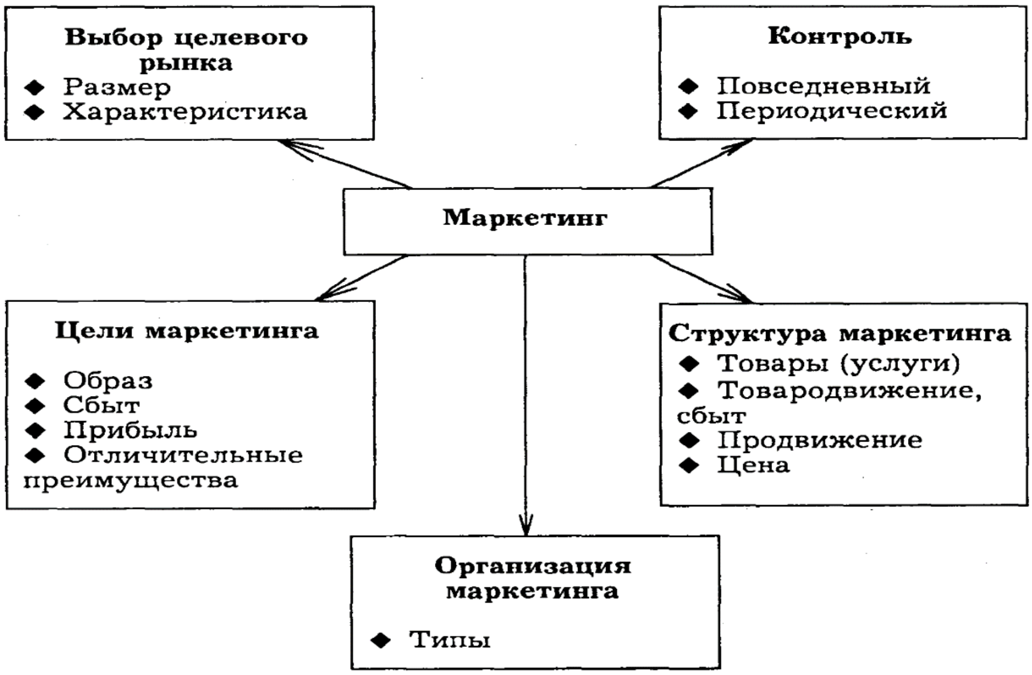


Figure 6. Factors controlled by marketing

The development of new combinations of goods and services is carried out taking into account the goals and strategies of enterprises and is accompanied by an analysis of the position of the company, the consequence of which is the decision on the possible diversification of activities. When developing a strategy, a prerequisite is to take into account the factors that are controlled by marketing (Figure 6). As well as factors - which are not controlled by marketing (Figure 7).

Marketing research and study of the profitability of new - production concepts are carried out separately from the assessment of technological capabilities, since it may be advisable to transfer production in part or in full to a contractor. After evaluating the results of production, a decision can be made to resume it. So, product lifecycle management is the process of managing a product from conceptual development to disposal. When this process works effectively, the company is able to drive profitable innovation - accelerate new product development, bring them to market quickly, and continually improve quality while reducing costs.

At the same time, striving to withstand the competition, shoe enterprises are forced to constantly improve the consumer properties of the goods they produce and expand the range of conditions for supply and services, although all this is to some extent taken into account in the price and is ultimately paid for by the consumer. When setting the price of a product, an enterprise must also take into account the level of already established prices for other goods of a similar purpose and quality on the market. The presence of stages in the life cycle of a shoe requires a constant change in the pricing strategy. The life cycle of a product is characterized by fluctuations in the volume of sales and profits from its sale. Accordingly, the price will vary depending on the stage of the product's life cycle. Therefore, we can conclude that the price set by the enterprise for the goods depends on production costs.

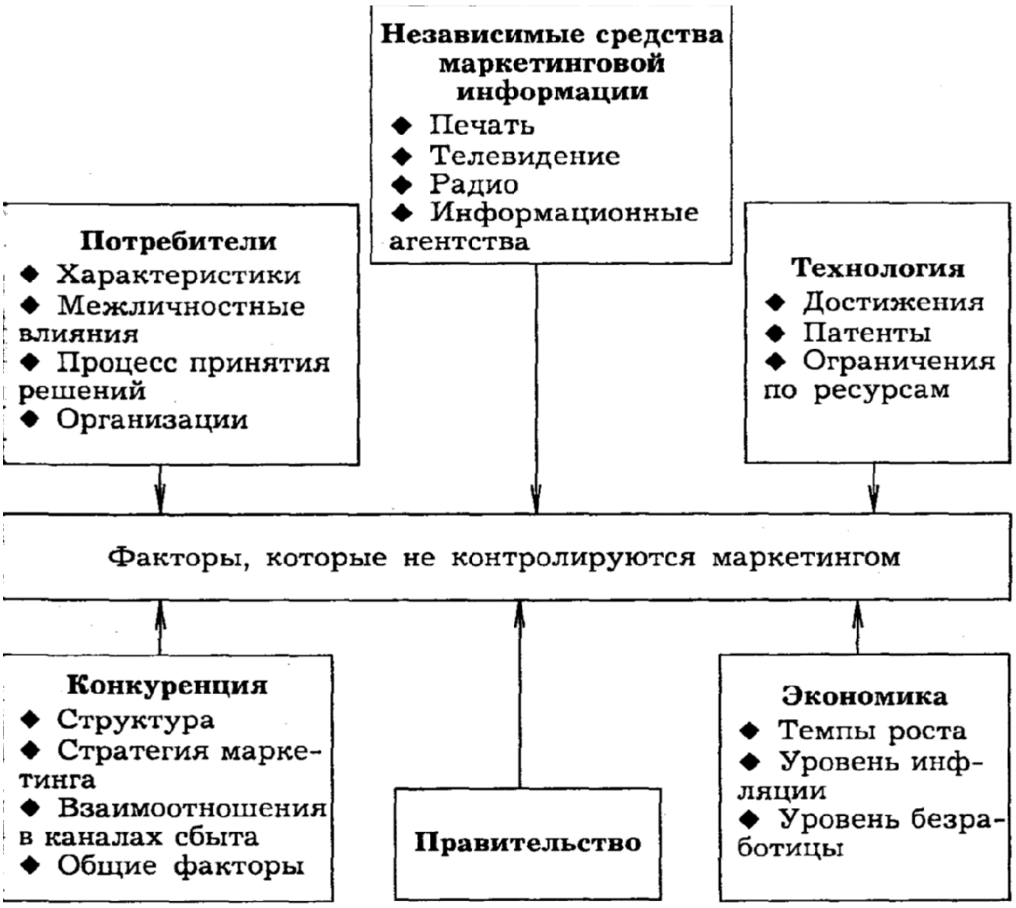


Figure 7. Factors uncontrollable by marketing

The development of a market economy sets the task of developing new approaches to the management of microeconomic systems. Usually, the functioning of any enterprise in a market economy is aimed at obtaining maximum profit, the value of which is significantly influenced by the rationality of decisions made by the company's management based on taking into account external and internal factors, as well as analyzing the economic situation in the market. Recently, the direction associated with maintaining profits at a certain level that satisfies the management of the enterprise has become relevant. Currently, many phenomena of the real economic situation can be explained using economic and mathematical models. Therefore, in order to make an adequate decision based on forecasting the profit of an enterprise, it is necessary to develop an economic and mathematical model of the process of its change, which takes into account both external and internal factors. In addition, in the context of a changing economic situation, it is useful to apply dynamic models that reflect in time the process of production, storage and sale of products. The constructed models of such processes turn out to be more complex due to the need to take into account many local factors. At the same time, the potential area of application of these models is much wider. For example, the construction of an economic and mathematical model of the process of changing the profit of an enterprise is primarily necessary for the management to make informed managerial decisions to regulate the levels of manufactured and sold products. The model will allow reflecting not only the periods of time for increasing the volume of production and obtaining more profit, but also the periods associated with its reduction and the sale of only products stored in the warehouse. In addition, the management of the enterprise, on the basis of the economic and mathematical model of the process of changing profits, will be able to make correct economic decisions in cases where the predicted value of the enterprise's profit is very small or completely absent.

The developed dynamic model makes it possible to determine the profit from the goods sold, taking into account the seasonality of demand, the current price of the product, the cost, and to carry out regulation based on the data on the quantity of goods produced and sold in the market. With the help of the constructed model, the processes occurring in the production, sale and storage of finished products, as well as in the field of its repair, are taken into account. In addition, the model can form the basis of expert decision-making systems for calculations related to determining the profit of an enterprise, which will help remove uncertainty in the process of establishing a company's profit with seasonal fluctuations in demand for products in a market economy.

Let's move on to considering the economic and mathematical model of the process of changing the profit of an enterprise, presented in the form of the following differential equation (1):

$$\frac{dW(t)}{dt} = p_1 \frac{dN_{np}(t)}{dt} - c\frac{dN(t)}{dt} - k_2 * N_p(t) * p_1 \qquad (1)$$

The resulting equation is formed on the basis of the developed models for the quantity of goods sold Npr, the total quantity of goods Np. The equation includes such parameters as the cost price - s, the current product price p1, the current time t and the payment for storing units of the product per unit of time k2.

Integrating equation (1), we have (2):

$$W(t) = \int p_1 dN_{np}(t) - \int cdN(t) - \int k_2 N_p(t) p_1 dt \qquad (2)$$

We represent the resulting expression in the following form (5.3):

$$W(t) = I_1(t) - I_2(t) - I_3(t) + C \qquad (3)$$

where C is the constant of integration.

First, consider the integral I1 (t) included in expression (4):

$$I_1(t) = \int p_1 dN_{np}(t) = \int p_1\left(n_0 + \Delta p_1 \cos\left(\frac{m\pi t}{\tau} - \varphi_2\right)\right)\left[I_{3'}(t) + I_{4'}(t)\right]dt \qquad (4)$$

We represent the integral in the following form (5):

I1 (t) = I14 (t) + I24 (t) + I34 (t) + I44 (t) + I54 (t) + I64 (t), (5)

where

$$I_{14}(t) = \int p_1 n_0 I_3(t) dt$$

$$I_{24}(t) = \int p_1 \Delta p \cos\left(\frac{m\pi t}{\tau}\right)\cos(\varphi_2) I_{3'}(t) dt$$

$$I_{34}(t) = \int p_1 \Delta p \sin\left(\frac{m\pi t}{\tau}\right)\sin(\varphi_2) I_{3'}(t) dt$$

$$I_{44}(t) = \int p_1 n_0 I_{4'}(t) dt$$

$$I_{54}(t) = \int p_1 \Delta p \cos\left(\frac{m\pi t}{\tau}\right)\cos(\varphi 2) I_{4'}(t) dt$$

$$I_{64}(t) = \int p_1 \Delta p \sin\left(\frac{m\pi t}{\tau}\right)\sin(\varphi 2) I_{4'}(t) dt$$

$$I_{3'}(t) = -\frac{m\pi Na}{\tau}\left(\frac{(1-k)(n_0 + \Delta p\cos(\varphi_2))}{\left[(1-k)(n_0 + \Delta p\cos(\varphi_2))\right]^2 + \left(\frac{m\pi}{\tau}\right)^2} \times \cos\left(\frac{m\pi t}{\tau}\right)\sin\left(\frac{m\pi t}{\tau}\right) - \frac{\frac{m\pi}{\tau}}{\left[(1-k)(n_0 + \Delta p\cos(\varphi_2))\right]^2 + \left(\frac{m\pi}{\tau}\right)^2}\cos\left(\frac{m\pi t}{\tau}\right)\cos\left(\frac{m\pi t}{\tau}\right)\right)$$

$$I_{4'}(t) = \frac{m\pi Na}{\tau}\sin(\varphi_1) \times \left(\frac{\frac{m\pi}{\tau}}{\left[(1-k)(n_0 + \Delta p\cos(\varphi_2))\right]^2 + \left(\frac{m\pi}{\tau}\right)^2} \times \sin\left(\frac{m\pi t}{\tau}\right) - \frac{(1-k)(n_0 + \Delta p\cos(\varphi_2))}{\left[(1-k)(n_0 + \Delta p\cos(\varphi_2))\right]^2 + \left(\frac{m\pi}{\tau}\right)^2} \times \cos\left(\frac{m\pi t}{\tau}\right)\right)$$

Next, we sequentially calculate integrals (4).

Let's start with the integral I14 (t). As a result, we have:

$$I_{14}(t) = p_1 n_0 \left[\frac{m\pi Na}{\tau}\cos(\varphi_1) * \left[\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\left(-\frac{\tau}{m\pi}\right) * \cos\left(\frac{m\pi t}{\tau}\right) - \frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} * \frac{\tau}{m\pi} * \sin\left(\frac{m\pi t}{\tau}\right)\right]\right]$$

Let us proceed to calculating the integral I24 (t).

As a result, we get:

$$I_{24}(t) = p_1\Delta p\cos(\varphi_2)\left[-\frac{m\pi Na}{\tau}\cos(\varphi_1) * \frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\right] * \left[-\frac{1\cos\left(\frac{m\pi t}{\tau}\right)^2}{2m\pi}\tau\right] - \frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} \times \left[\frac{-\frac{1}{2}\sin\left(\frac{m\pi t}{\tau}\right)\cos\left(\frac{m\pi t}{\tau}\right)+\frac{1}{2}\left(\frac{m\pi t}{\tau}\right)}{(m\pi)*1/\tau}\right]$$

Let us find the integral I34 (t):

$$I_{34}(t) = p_1\Delta p\sin(\varphi_2)[-\frac{m\pi Na}{\tau}\cos(\varphi_1)*[\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} * \left[\frac{-\frac{1}{2}\sin\left(\frac{m\pi t}{\tau}\right)\cos\left(\frac{m\pi t}{\tau}\right)+\frac{1}{2}\left(\frac{m\pi t}{\tau}\right)}{m\pi}\tau\right] - \frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} * \left[-\frac{1\cos\left(\frac{m\pi t}{\tau}\right)^2}{2m\pi}\tau\right]]]$$

Let us proceed to calculating the integral I44 (t):

$$I_{44}(t) = p_1 n_0[\frac{m\pi Na}{\tau}\sin(\varphi_1)*[\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} * \left(-\frac{\tau}{m\pi}\right)\cos\left(\frac{m\pi t}{\tau}\right) - \frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} * \left(\frac{\tau}{m\pi}\right)\sin\left(\frac{m\pi t}{\tau}\right)]]$$

We calculate the integral I54 (t):

$$I_{54}(t) = p_1\Delta p\cos(\varphi_2)[\frac{m\pi Na}{\tau}\sin(\varphi_1)*[\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2} * \left[-\frac{1\cos\left(\frac{m\pi t}{\tau}\right)^2}{2m\pi}\tau\right] -$$

$$-\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}*\left[\frac{\frac{1}{2}\sin\left(\frac{m\pi t}{\tau}\right)\cos\left(\frac{m\pi t}{\tau}\right)+\frac{1}{2}\left(\frac{m\pi t}{\tau}\right)}{m\pi}\tau\right]]]$$

Consider the integral I64 (t) as a result we get:

$$I_{54}(t)=p_1\Delta p\cos(\varphi_2)[\frac{m\pi Na}{\tau}\sin(\varphi_1)*[\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}*$$

$$*\left[\frac{\frac{1}{2}\sin\left(\frac{m\pi t}{\tau}\right)\cos\left(\frac{m\pi t}{\tau}\right)+\frac{1}{2}\left(\frac{m\pi t}{\tau}\right)}{m\pi}\tau\right]-\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\left[-\frac{1\cos\left(\frac{m\pi t}{\tau}\right)^2}{2m\pi}\tau\right]$$

Next, we define the integrals I2 (t), I3 (t):

$$I_2(t)=\int cdN(t)dt$$

$$I_2(t)=cNa\left(\frac{m\pi}{\tau}\right)\sin\left(\frac{m\pi}{\tau}-\varphi_1\right)$$

$$I_3(t)=\int k_2p_1N_p(t)dt,$$

where Np - the amount of goods on the market is determined from the expression:

$$N_p(t)=-\frac{m\pi Na}{\tau}\cos(\varphi_1)*[\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}*\sin\left(\frac{m\pi t}{\tau}\right)-$$

$$-\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}*\cos\left(\frac{m\pi t}{\tau}\right)]+\frac{m\pi Na}{\tau}\sin(\varphi_1)*$$

$$*\left[\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\sin\left(\frac{m\pi t}{\tau}\right)+\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\cos\left(\frac{m\pi t}{\tau}\right)\right]$$

As a result, we get:

$$I_3(t)=k_2p_1(\frac{m\pi Na}{\tau}\cos(\varphi_1)*[\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\left(-\frac{\tau}{m\pi}\right)\cos\left(\frac{m\pi t}{\tau}\right)-$$

$$-\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\left(\frac{\tau}{m\pi}\right)\sin\left(\frac{m\pi t}{\tau}\right)]+\frac{m\pi Na}{\tau}\sin(\varphi_1)*$$

$$*\left[\frac{\frac{m\pi}{\tau}}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}*\left(-\frac{\tau}{m\pi}\right)\cos\left(\frac{m\pi t}{\tau}\right)+\frac{(1-k)(n_0+\Delta p\cos(\varphi_2))}{[(1-k)(n_0+\Delta p\cos(\varphi_2))]^2+\left(\frac{m\pi}{\tau}\right)^2}\left(\frac{\tau}{m\pi}\right)\sin\left(\frac{m\pi t}{\tau}\right)\right]]$$

The constructed model makes it possible to take into account the processes occurring in the production, sale and storage of finished products, as well as in the field of its repair. In addition, on the basis of this mathematical model, the management of the enterprise can reasonably make managerial decisions to regulate the level of products. Let's consider an illustrated example based on the considered model.

For this, in Table 2, we present the initial data for solving this economic and mathematical model.

The following conventions are adopted in Table 2:

t - current time, weeks;

C - the total cost of the product (pair of shoes) rubles;

R - return on sales,%;

p1 is the originally planned selling price of a pair of shoes, rubles;

p2 is the price at the introduced discount (premium), under the influence of market factors, rubles;

Δp1 - the difference between the initial price p 1 and the price p 2, rubles;

S - the amount of the discount (markup) in% of the price;

k2 - payment for storage of a unit of goods per unit of time t, in% of the prime cost;

Na is the amplitude value of the volume of footwear production for the period, units;

Nmax - production of footwear at maximum capacity utilization, units;

Nmin is the estimated production of footwear to meet the most probable needs of the company's regular customers (established by the company's management based on the actual situation in the market), pcs;

t is the period of one turnover of the company's working capital, weeks;

k is the coefficient of the repaired products;

m, n0 are constant coefficients;

φ1, φ2 - phase angles.

Suppose a shoe manufacturing company has an order for the production of 500 pairs of shoes at a price of 395 rubles per pair, 625 pairs at a price of 375 rubles per pair. The production capacities of the enterprise allow producing 2000 pairs of shoes for a period of 4 months. The head of the enterprise must decide how much it is possible to "load" the production capacity of the enterprise in order to sell the rest of the possible production of footwear on his own.

Table 2. Initial data for calculating EMM - predicting the profit of an enterprise in conditions of unstable demand for children's shoes

t	C	p1	p2	Δp1	k2	Na	Nmin	Nmax	T	k	m	NS	φ1	φ2	n0
1	305	395	350	45	0.3	112.5	100	125	12	0.01	-1	3.14	65	45	1
2	305	395	350	45	0.3	112.5	100	125			-1		60	45	
3	305	395	350	45	0.3	112.5	100	125			-1		60	45	
4	305	395	350	45	0.3	112.5	100	125			-1		45	45	
5	305	395	350	45	0.3	112.5	100	125			-1		45	45	
6	305	395	350	45	0.3	112.5	100	125			-1		45	45	
7	305	395	350	45	0.3	112.5	100	125			-1		45	45	
8	305	395	350	45	0.3	112.5	100	125			-1		45	45	
9	305	395	350	45	0.3	112.5	100	125			-1		50	50	
10	305	395	350	45	0.3	112.5	100	125			-1		55	55	
11	305	395	350	45	0.3	112.5	100	125			-1		60	60	
12	305	395	350	45	0.3	112.5	100	125			-1		65	65	
13	305	395	350	45	0.3	112.5	100	125			-1		70	70	
14	305	395	350	45	0.3	112.5	100	125			-1		75	75	
15	305	395	350	45	0.3	112.5	100	125			-1		80	80	
16	305	395	350	45	0.3	112.5	100	125			-1		85	85	

Let's say the management of an enterprise decided to additionally produce (in excess of orders) another 475 pairs of shoes and sell this volume on their own. Thus, the program for the production of children's shoes for the period will total 1625 pairs.

Solving this EMM model with basic conditions: production program - 1600 pairs; the possible size of the discount up to the price level for a pair of up to 350 rubles, in MS Excel we get the following data, presented in Figure 8.

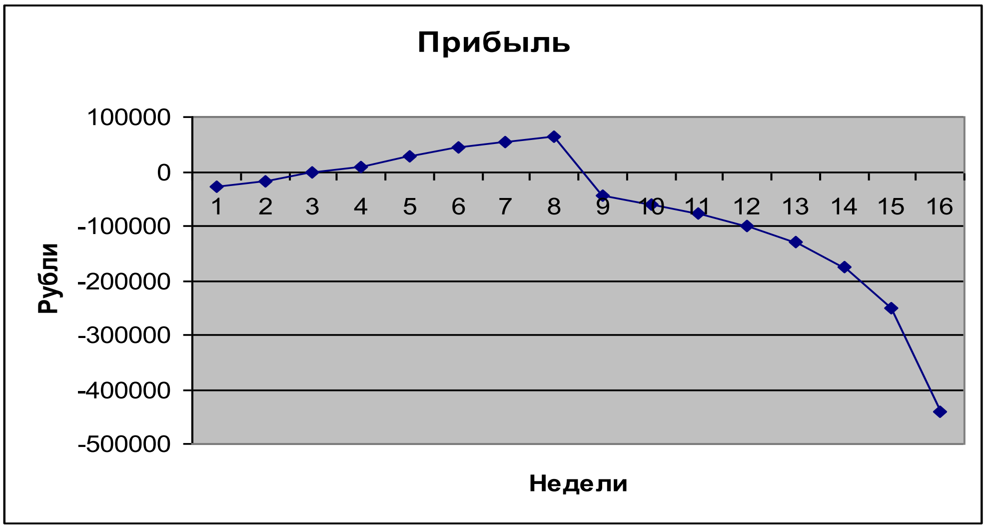


Figure 8. Dynamics of the enterprise profit

Thus, from Figure 8 it can be seen that the enterprise in the production of footwear under these conditions will make a profit within 5.5 weeks. Somewhere from the middle of the third week to the end of the 8th week, further production of this type of children's footwear becomes impractical. Table 3 shows the values of the dynamics of profit.

Table 3. Profit dynamics, rub.

Weeks	1	2	3	4	5	6	7	8	TOTAL
Profit	-28287.5	-17002.6	-1217.64	9667,719	27453.06	13956	17135.98	61241.57	82946.6

Table 3 shows that the total profit that can be achieved by the enterprise under these conditions is 82,946.6 rubles. At the same time, when selling goods at a price in the forecast period that exceeds the original one, for example, by 10 rubles. (405 rubles) we get a completely different nature of the graph (Figure 9)

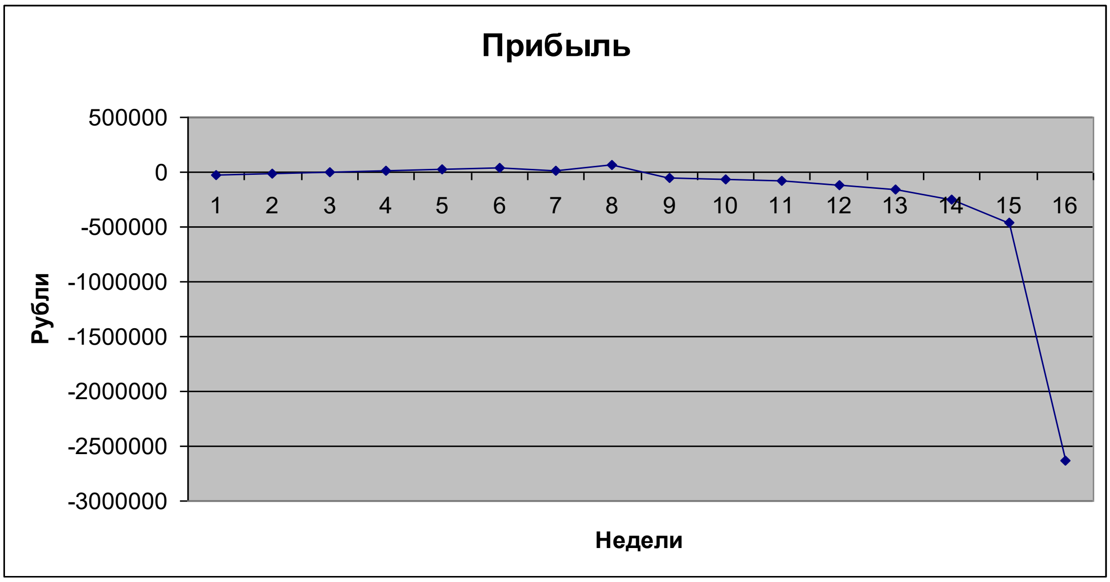


Figure 9. Dynamics of the profit of a shoe company when planning a mark-up

Figure 9 shows that the enterprise in these conditions will make a profit for only 4.5 weeks. And the size of the total profit for this period will be reduced to 80,464.5 rubles. (Table 5.4) Thus, the period of economic life of children's shoes with the introduction of the allowance will be reduced by 1 week, which will entail a decrease in the profit of the enterprise by 2482.1ruble. This is due to the fact that at a relatively high price of the product, there is a gradual decline in demand, and, accordingly, in the volume of sales together with profit.

Table 4. Profit dynamics at markup

Weeks	Profit
1	-29116.3
2	-17881.4
3	-2158.25
4	9927,772
5	28222.75
6	11126.32
7	15034.23
8	65309.36
TOTAL	80464.5

Obviously, in this situation, the price of the product should not be increased, but a more correct solution would be to reduce the cost of production. The presented model for calculating the price optimization equation for a specific production program makes it possible to trace in what period of time it is better for the management of the enterprise to set the maximum price for the manufactured products, or not to sell the products at all, since the enterprise may incur losses. When analyzing and forecasting socio-economic phenomena, the researcher is often faced with the multidimensionality of their description. This happens when solving the problem of segmenting the market, building a typology of countries based on a fairly large number of indicators, forecasting market conditions for individual goods, studying and predicting the economic depression and many other problems.

The purpose of calculating this economic and mathematical model is to substantiate the creation of a cluster in the Southern Federal District and the North Caucasus Federal District. Often in economic research, the problem arises of analyzing data that is heterogeneous in some sense. In such cases, before proceeding to the construction of regression models, it is necessary to select homogeneous groups of objects and build regression dependencies within each group. The development of this approach is a variant of classification according to several generalizing indicators (main components) obtained using the methods of factorial and component analysis.

Multivariate analysis methods are the most effective quantitative tool for studying socio-economic processes described by a large number of characteristics. These include cluster analysis, taxonomy, pattern recognition, factor analysis. Cluster analysis is one of the multidimensional methods for classifying enterprises. It is a set of methods that allow classifying multidimensional observations, each of which is described by a set of initial variables X1, X2, ..., Xm.

The task of cluster analysis is to split the initial set of objects into groups of similar, close objects. These groups are called clusters. The results of such a classification should have meaningful interpretation. Cluster analysis methods allow solving the following tasks:

- carrying out the classification of objects, taking into account the signs that reflect the essence, the nature of objects. The solution of such a problem, as a rule, leads to a deepening of knowledge about the set of classified objects;

- verification of the put forward assumptions about the presence of some structure in the studied set of objects, i.e. search for an existing structure;

- construction of new classifications for poorly studied phenomena, when it is necessary to establish the presence of connections within a set and try to bring structure into it.

Cluster analysis is a set of different algorithms for distributing objects into clusters. Today, a huge number of clustering algorithms are known.

One of the most common cluster analysis methods is the k-means method, which refers to iterative cluster analysis methods. It is often referred to as the reference method for cluster analysis. The number of clusters K is set by the user. The procedure is as follows. The first step is to determine the K clusters - standards. Further, each object is attached to the nearest reference. As a criterion, the minimum distance within the cluster relative to the average is used. As soon as the object is included in the cluster, the average is recalculated. After recalculating the reference, the objects are again distributed to the nearest clusters, etc. The procedure ends when the process is stabilized, i.e. while stabilizing the centers of gravity.

Enterprises - benchmarks combined into a cluster are shown in Table 5.

Table 5. Enterprise benchmarks

No.	Manufacturer's name	Issue 2019	Volume of sales
1	LLC "Bris - Bosphorus"	15064	14310.8
2	LLC "Mercury TV"	89.3	84,835
3	LLC "Mira"	175.7	166.91
4	Donobuv CJSC, Rostov region	964.7	916.47
5	State Enterprise KBR "Narbek"	43.3	41,135
6	CJSC "Migrikol"	212	201.4

Let's find the distance between all six objects. The calculation is carried out according to the formula (6):

$$\rho\left(x_{i,}x_{j}\right)\sqrt{x\sum_{e=1}^{k}(x_{ie}-x_{je})^{2}} \quad = (6)$$

The results obtained are presented in the form of table 6.

It follows from the matrix that objects 3 and 6 are the closest d3.6 = 50.07 and therefore are combined into one cluster. In our case, this is the company Mira LLC and Migrikol CJSC.

At the next stage, it is necessary to attach not an object to an object, but an object to the formed cluster. So, to calculate the distance between an object and a cluster, we use the following formula (7):

$$\rho(S_{l,}S_{(m,g)}) = ap_{lm} + \beta p_{\lg} + \gamma p_{mg} + \delta\left(p_{lm} - p_{\lg}\right) \qquad (7)$$

Table 6. Distance between objects

X1	15064	89.3	175.7	964.7	43.3	212
X2	14310	84.83	166.91	916.47	41.1	201.4
		20654.23	20535.05	19446.77	20717.70	20484.98
	20654.23		119.17	1207.46	63.47	169.24
	20535.05	119.17		1088.28	182.64	50.07
	19446.77	1207.46	1088.28		1270.93	1038.21
	20717.70	63.47	182.64	1270.93		232.71
	20484.98	169.24	50.07	1038.21	232.71	
No.	1	2	3	4	5	6

After the calculations made, we get table 7.

Table 7. Distance between object and cluster

# 1	# 2	No. 3.6	No. 4	No. 5
	20654.70	20485.20	19447.30	20718.20
20654.70		50.70	1207.40	63.45
20485.20	50.07		1088.20	182.40
19447.30	1207.40	1038.2		1270.90
20718.20	63.40	182.40	1270.90	

As a result of the calculation according to the model, object No. 2 was joined to the cluster, since they are the closest, d2.3.6 = 50.7. In our case, this is the company "Mercury TV" LLC.

In what follows, the distance between the clusters will be found according to the principle of the "nearest neighbor", using the recalculation formula (8)

Table 8. Distance between object and cluster

# 1	No. 2,3,6	No. 4	No. 5
	20485.20	19447.30	20718.20
20485.20		1270.90	63.4
19447.30	1038.2		182.40
20718.20	63.4	182.40	

As a result of the calculation according to the model, object No. 5 was joined to the cluster, since they are the closest, d5.2,3,6 = 63.4. In our case, this is the enterprise of the State Enterprise KBR "Narbek".

Table 9. Distance between object and cluster

# 1	No. 2,3,6,5	No. 4
	20485.20	19447.30
20485.20		63.4
19447.30	63.4	

We will join the existing cluster to the enterprise No. 4 CJSC "Donobuv", Rostov region.

The results of the hierarchical classification of objects are presented in Figure 10 as a dendrogram.

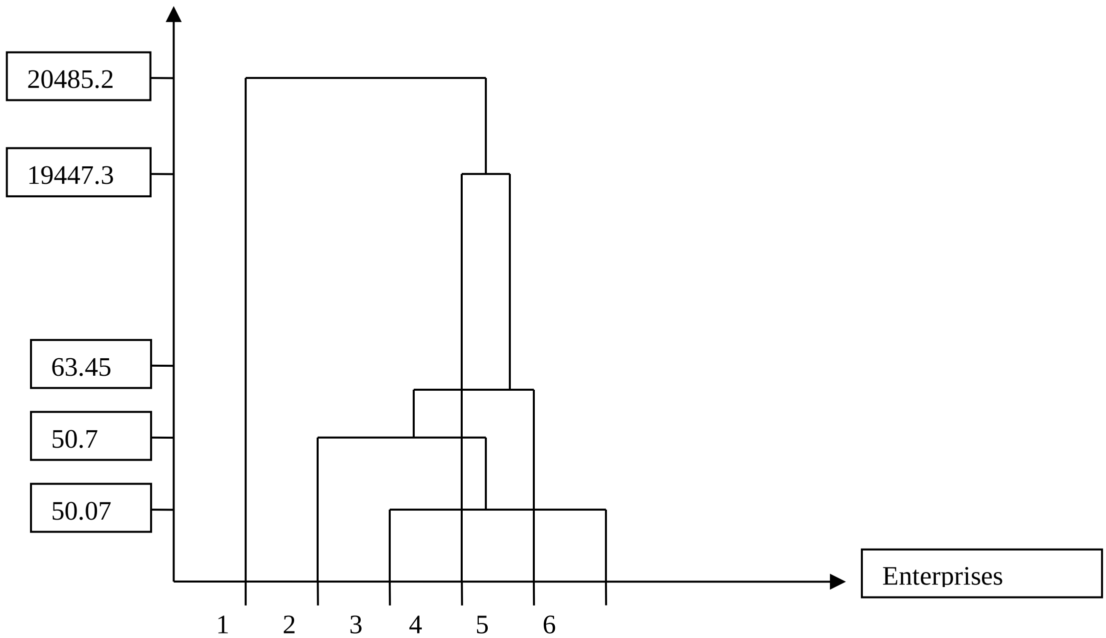


Figure 10. Dendrogram

As a result of cluster analysis, we get groups of similar objects. They are objects numbered 2,3,6, 1,4.

In conclusion, it should be noted that various methods of cluster analysis allow one to obtain clusters that differ in size and shape.

On a functional basis, a shoe cluster can be formed in the Southern Federal District and the North Caucasus Federal District. When using a mathematical model, it is necessary to take into account that it groups homogeneous groups of enterprises, combining them according to the criterion of the minimum distance. Therefore, within a cluster can be allocated for clusters. Any production of shoes or other goods must begin with a sales plan that is developed by the sales (marketing) department. This financial forecast should include the planned sales volumes for the period, the planned sales price and the projected profit for this type of product. For the mathematical model, a type of product such as children's shoes was chosen. In the Southern Federal

District and the North Caucasus Federal District, there is no production of this type of product, and, therefore, all products are imported. Establishing production in our region is considered economically profitable and expedient.

But in industrial production, you need to know the moment in time when you should stop producing a given shoe model and switch to a new model or sew another model in large volumes (diversification of products).

For this purpose, you can use such an indicator as price elasticity. It shows the percentage change in sales as a result of a 1% price change and can be compared across different brands. The price elasticity related to the sales function considered here has the following properties

its absolute value increases as the positive or negative values of the deviation from competitors' prices increase;

the considered sales function does not prescribe an unambiguous dynamics of price elasticity over time (it can increase, decrease or remain unchanged);

since the influence of absolute prices is not significant, that is, price changes do not lead to a decrease in primary demand, but to a change in market share, direct price elasticity and cross price elasticity (percentage change in sales with a one percent change in competitors' prices) coincide in magnitude and distinguish them not necessary.

At the first stage of building a model, we will predict the ideal scheme for selling children's shoes by a manufacturing enterprise through a store. The company incurs additional costs for hiring personnel and renting a shopping pavilion. The amount of additional costs may vary and depend on market conditions. The initial data of the ideal model are summarized in Table 10.

Table 10. Initial data

Indicator, rubles:	Sum
Variable costs	302.95
Fixed costs	5598.13
Selling price	395
Number of units sold	2000
Sales volume at a point of sale	5000
Seller's salary	5000
Number of sellers	2
Trading floor area, sq. m	100
Rent for 1 sq. m	100

Sales volume forecast for 1 month (25 working days). The volume of sales increases by 5 pairs per day. The firm will start to make a profit on the 10th day of sales, when the volume of sales per day reaches 65 pairs of shoes. Up to this point, the company must sell 360 pairs. If the additional costs of the enterprise grow, then the break-even point will move to the right, therefore, the enterprise will receive a smaller amount of profit (on the graph, profit is shown as a shaded triangle). Let's build a break-even chart based on table 10.

When using the break-even chart in this form, keep in mind the following:

calculating break-even conditions and building break-even charts are just tools for analyzing price decisions, but not a device for predicting future commercial results;

-the break-even graph in the form shown in Figure 11 is built on the basis of the possibility of a linear increase in production (sales) volumes without any consideration of seasonality. Meanwhile, for many types of goods, it is illegal to ignore the seasonality. For example, for production, where costs are carried out mainly at the beginning of a long production cycle, and the sale of finished products - only after its completion (this is how, say, a shoe company can work, preparing an entire batch of products for wholesale to trading firms on the eve of a new season);

When analyzing the conditions for reaching breakeven, one must not forget that this is just an intermediate finish on the way to the main goal - the achievement of the highest profitability of sales.

When calculating the conditions for reaching break-even or plotting the corresponding graphs, it is important to correctly set the data on the degree of utilization of production capacities and the conditions for the sale of goods. For example, the above graph was built for the conditions of full, one hundred percent use of production capacity and full implementation of all manufactured products, that is, it characterized the company's result at all the maximums: output, sales, revenue.

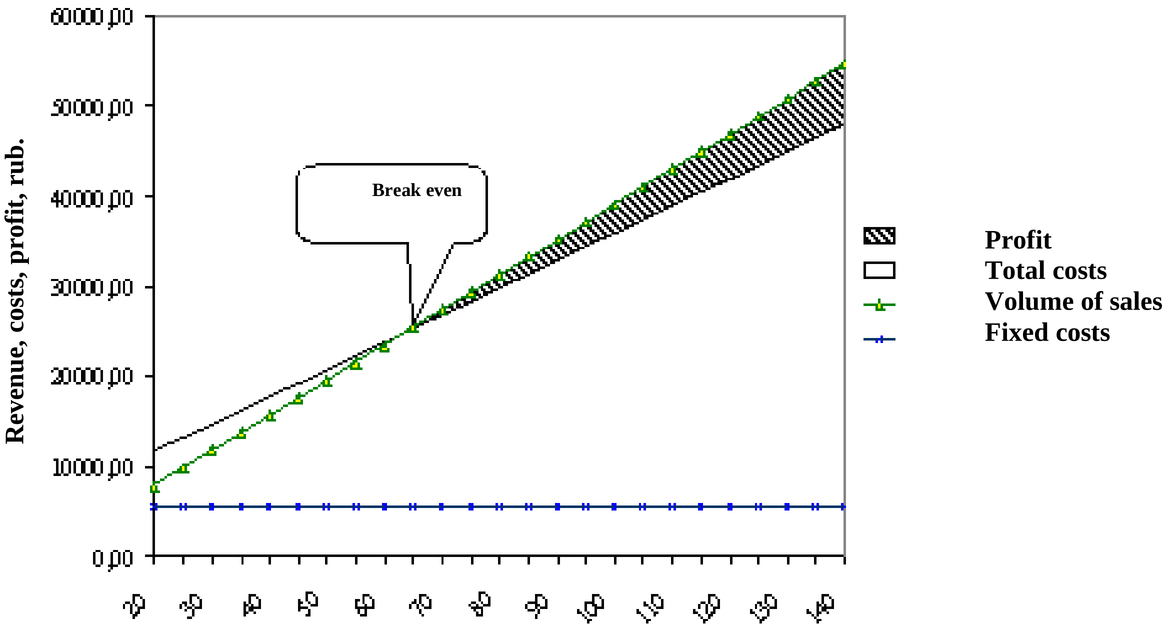


Figure 11. Break-even graph (children's shoes)

In practice, it is simply dangerous to adhere to such an overly optimistic approach, and all conditions must be adjusted downward. So the use of production capacity should be taken at the level of 75-80%. It should be taken into account in the calculations and the possibility of settling a part of the manufactured products in stocks due to the slow implementation process.

Table 11. Sales volume of children's shoes

Num ber	Number of prod. Steam	Volume of sales	Fast. costs	Change costs	Total costs	Profit	Add. Izder.
1	20	7820,00	5598.13	6059	11657.13	-3837.13	80
2	25	9775,00	5598.13	7573.75	13171.88	-3396.88	100
3	30	11730,00	5598.13	9088.5	14686.63	-2956.63	120
4	35	13685,00	5598.13	10603.25	16201.38	-2516.38	140
5	40	15640,00	5598.13	12118	17716.13	-2076.13	160
6	45	17595,00	5598.13	13632.75	19230.88	-1635.88	180
7	50	19550,00	5598.13	15147.5	20745.63	-1195.63	200
8	55	21505,00	5598.13	16662.25	22260.38	-755.38	220
9	60	23460,00	5598.13	18177	23775.13	-315.13	240
10	65	25415,00	5598.13	19691.75	25289.88	125.12	260
11	70	27370,00	5598.13	21206.5	26804.63	565.37	280
12	75	29325,00	5598.13	22721.25	28319.38	1005.62	300
13	80	31280,00	5598.13	24236	29834.13	1445.87	320
14	85	33235,00	5598.13	25750.75	31348.88	1886.12	340
15	90	35190,00	5598.13	27265.5	32863.63	2326.37	360

16	95	37145,00	5598.13	28780.25	34378.38	2766.62	380
17	100	39100,00	5598.13	30295	35893.13	3206.87	400
18	105	41055,00	5598.13	31809.75	37407.88	3647.12	420
19	110	43,010.00	5598.13	33324.5	38922.63	4087.37	440
20	115	44965,00	5598.13	34839.25	40437.38	4527.62	460
21	120	46920,00	5598.13	36354	41952.13	4967.87	480
22	125	48875,00	5598.13	37868.75	43466.88	5408.12	500
23	130	50830,00	5598.13	39383.5	44981.63	5848.37	520
24	135	52785.00	5598.13	40898.25	46496.38	6288.62	540
25	140	54740,00	5598.13	42413	48011.13	6728.87	560
∑	2000	782000		605900	745853.25	36146.75	8000

Downward adjustments are also desirable in order to take into account possible disruptions in the production, transportation or sales organization of goods. Let's take the constructed ideal model for the forecast presented by the company's marketers. Let's see how the amount of profit will change depending on the influence of seasonality. The volume of shoe sales is growing disproportionately (faster) than in the previously considered model (table 12).

With the increased growth in sales by the end of the month, the company will have to produce about 4,000 pairs of children's shoes of this model, but the production program is designed for 2,000 pairs. To reach a new level of production and sales, investments are required in the acquisition of additional equipment and the construction of a new workshop.

Table 12. Growth in sales

Day	Number of prod. units., steam	price, rub.	Volume of sales	Add. costs	Fast. costs	Change costs	Total costs	Profit
1	20	395	7820	80	5598.13	6059	11657.13	-3837.13
2	25	395	9775	100	5598.13	7573.75	13171.88	-3396.88
3	30	395	11730	120	5598.13	9088.5	14686.63	-2956.63
4	35	395	13685	140	5598.13	10603.25	16201.38	-2516.38
5	40	395	15640	160	5598.13	12118	17716.13	-2076.13
6	46	395	17986	184	5598.13	13935.7	19533.83	-1547.83
7	53	395	20723	212	5598.13	16056.35	21654.48	-931.48
8	61	395	23851	244	5598.13	18479.95	24078.08	-227.08
9	71	395	27761	284	5598.13	21509.45	27107.58	653.42

Therefore, the firm's management needs to consider raising the price by 10% instead of increasing the scale of output in order to reduce the amount of demand to the level provided by the current capacity of the firm. Naturally, at the same time, the firm's management hopes to get an increase in profits due to sales at prices with a higher specific gain (selling price minus variable costs). As it is easy to calculate, it will increase accordingly by 39.5 rubles, that is, it reaches 131.55 rubles. or 30.28% of the new price. It is required to check the conditions for the successful implementation of such a policy.

First, let us determine the scale of the break-even reduction in sales after the price increase. The relative break-even change in sales will be (%):

BSCp = -ΔP / (CM + ΔP)⊙ 100 = -39.5 / (92.05 + 39.5)⊙ 100 = -30,

where BSCp is the break-even increase in sales as a result of price changes,%;

ΔP - price change;

CM - specific gain.

Determining the break-even change in sales in absolute terms, we in this case take as a starting point not already achieved, but the expected sales volume (after all, we want to prevent its achievement). Then the break-even change in sales is (pairs):

BSCa = 4000⊙ (-0.3) = 1200.

Thus, if after an increase in the price of shoes, the volume of its sales is reduced by less than 1200 pairs, then the enterprise will receive a greater profit than before. If the volume of sales falls by more than

1200 pairs, then the firm will face a reduction in profit from sales (the price effect will be less than the volume effect).

We also need to consider the benefit of avoided fixed cost increases. According to the engineering service of the company, the purchase of equipment that would allow the company to produce up to 4,000 pairs of shoes per month would require expenses in the amount of 100,000 rubles. Consequently, taking into account the averted need to bear such costs, the company will not lose with an increase in price even if its sales are reduced even by more than 30%, namely by 30%, plus the break-even decrease in sales, which nullifies the profit of the company from prevented growth of conditionally fixed costs. Calculation of such a complex break-even reduction in sales (in which we show the amount of costs for not purchased equipment, respectively, with a minus sign) gives us the following result:

$BSCp = - 30 + (-100000) / (131.55 \odot 4000) \odot 100 = - 30 - 19 = - 49\%$;

$BSCa = -0.49 \odot 4000 = -1960$ (pairs of shoes).

To make the economic boundaries of the decision to cut prices more obvious to us, let us summarize them in Table 13.

Let's pay attention, first of all, to options 3, 6 and 8. Option 3 corresponds to a situation when a decline in sales after an increase in prices allows the company to produce the same volume of products, that is, investing in additional equipment is unnecessary. From this point on, the firm begins to receive additional profit by saving on conditionally fixed costs. Therefore, from this level of sales reduction in column G, the cost of purchasing equipment appears, equal to 100,000 rubles. Since these are saved costs, we show them with a minus sign. Option 6 corresponds to a situation where price and economies of scale cancel each other out and the gain becomes zero. In other words, the increase in winnings after the price increase (39.5 rubles), multiplied by the entire volume of possible future sales (4000 pairs),

But since the company also saves conditionally fixed costs, then in fact at this moment its change in profit has not yet become zero. She still receives an increase in profit in the amount of the saved conditionally fixed costs (100,000 rubles).

Table 13. Determining the break-even sales volume when the price rises

Variants	The scale of the potential reduction in sales		Change in the total value of the firm's gain from sales, rub.			Prevented growth conditionally fixed costs, rub.	The change total profit after price changes (E-F)
	%	couples (4000 *%) /100	Increase based on potential future sales (39.5 * 4000)	Decrease per sales decrease (131.55 * B)	TOTAL (Y + D)		
A	B	V	G	D	E	F	Z
1	0	0	158000	0	158000	0	158000
2	10	400	158000	-52620	105380	0	105380
3	15	600	158000	-78930	79070	0	79070
4	20	800	158000	-105240	52760	-100000	152760
5	25	1000	158000	-131550	26450	-100000	126450
6	30	1201	158000	-158000	0	-100000	100,000
7	40	1600	158000	-210480	-52480	-100000	47520
8	49	1961	158000	-258000	-100000	-100000	0
9	50	2000	158000	-263100	-105100	-100000	-5100
10	60	2400	158000	-315720	-157720	-100000	-57720

And only in option 8, the growth of the firm's profits really becomes zero. Only with such a drop in sales - by 1,961 pairs against a possible future level of 4,000 pairs - the volume effect completely balances both the price effect and the savings of conditionally fixed costs.

This means that if an increase in prices by 10% causes a drop in the number of sales by 50% or more, then the company must look for another option for a pricing solution.

This can be seen even more clearly in Figure 12.

As we can see, with a reduction in sales in the range of 0-800 pairs, the company receives additional profit (+ΔP) due to the fact that from each unit sold, he receives a greater gain than at the previous price, and its sum exceeds the loss of gain as a result of reduced sales. When the reduction in sales reaches 800 pairs, the situation changes: the profit growth of the company also begins to be influenced by savings on unrealized conditionally fixed costs. Therefore, the real break-even point is shifting from the position of 1201 pair to the position of 1961 pair of sales reduction. At this point, the losses due to the volume effect cancel out all the gains from the price effect and prevent the growth of nominally fixed costs.

If, however, the drop in sales also exceeds this threshold, then the firm will begin to incur direct losses (-ΔP).

As a result of a 10% price increase, sales of children's shoes increased by 15% from the previously planned sales volume of 2,000 pairs to 2,300 units. Since the enterprise had a stock of production capacity, it was able to increase the volume of production without additional conditionally fixed costs.

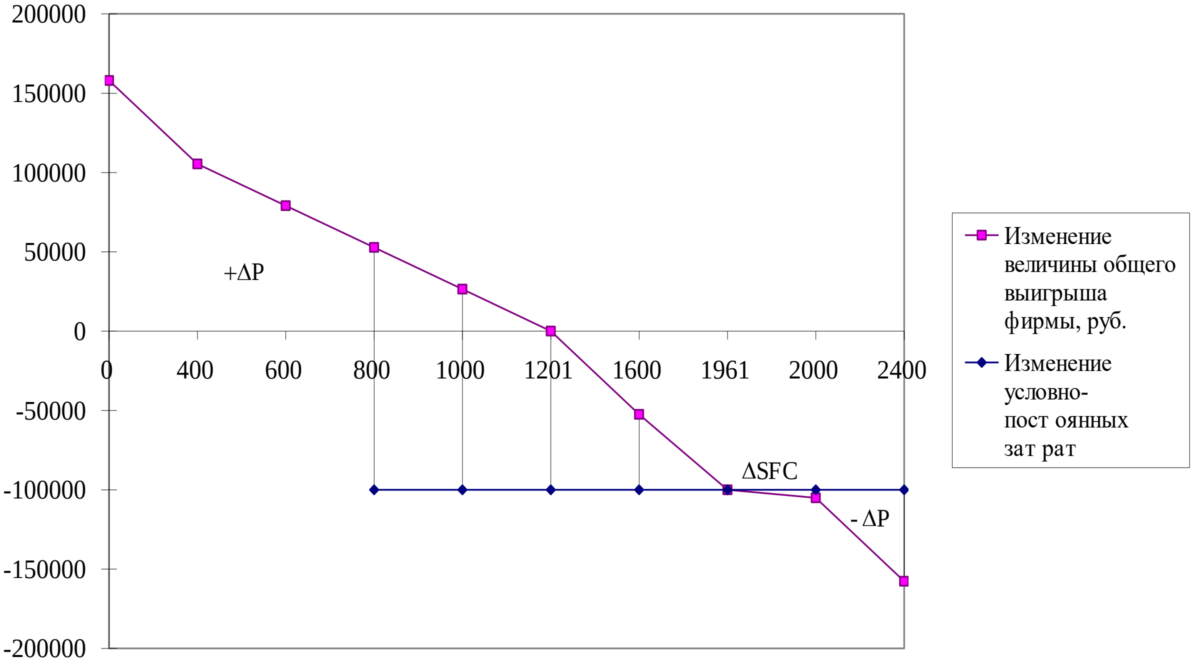


Figure 12. Economic consequences of price increases and prevention of investment in capacity expansion: +ΔP, -ΔP is the increase and decrease in the firm's profits, respectively; ΔSFC - change of conditionally fixed costs

Now let's consider a situation when a firm is forced to reduce the price of shoes, as well as incur additional conditionally fixed costs. First, consider the option when the demand for shoes has an elasticity equal to one, and therefore the sales volume increases by exactly the same percentage as the price decreases (table 14).

Table 14. Conditions for the firm to reach breakeven when the price is reduced by 5%

Indicators of change conditions of the firm	Meaning	
	The original	After price reduction
Price per pair, rub.	434.5	412.8
Price change,%	-	5%
Specific gain of the firm, rub.	131.55	109.8
Winnings,% of the price	30.28%	26.61%
Break-even change in sales volume,%	-	19.8%
Break-even change in sales volume, pairs	-	455

Total sales, pairs	2300	2755
The total profit of the company, rub.	302565	302565

The break-even change in the volume of sales is:

BSCp = - (-21.7) / (131.55+(-21.7)◌100 = 18.9%

Thus, a 5% price reduction will pay off for the enterprise only if the number of pairs of shoes sold increases by 18.9% or 455 pairs. Let us simulate several scenarios for the development of events, putting in them different levels of elasticity of demand - both less and more than one (Table 15). This will help us analyze the financial implications for the firm of the combined decision of lowering prices and purchasing additional equipment to increase footwear output to meet the increase in demand after the price decline. To make the logic of its construction more understandable, let us analyze, for example, option 3, in which the increase in the number of pairs of shoes sold (after a single 5% price reduction for all analyzed options) will be 15%. Without calculations, we would estimate such an elastic change in demand as a very favorable scenario for the development of events. But we will make calculations. So, a 15% increase in sales would mean that the firm could sell 345 more pairs of shoes per month, which would increase the number of sales to 2,645 pairs. But since they will now be on sale for 21.7 rubles. cheaper (not at 434.5 rubles, but only at 412.8 rubles), then, based on the previous sales volume (2300), the loss of the company (price effect) will be -49,967.5 rubles. Obviously, this value is the same for all considered options.

Table 15. Modeling the financial implications of price reductions and purchasing additional equipment

Variants	The scope of the possible changes in sales volumes,%	Increase in the number of goods sold, pairs, 2300 * B / 100	Change in the total value of the firm's gain from sales, rub.			Incremental fixed costs per month, rub.	Change in total profit after price change, rub. (HEDGEHOG)
			Reduction based on the previous sales volume (21.7 * 2300)	Increase in calculation to increase sales (109.8 * B)	TOTAL (Y + D)		
A	B	V	G	D	E	F	Z
1	0	0	-49967.5	0	-49967.5	0	-49967.5
2	10	230	-49967.5	25259.75	-24707.8	10000	-34707.75
3	15	345	-49967.5	37889.63	-12077.9	10000	-22077.88
4	19.8	455	-49967.5	49967.5	0	10000	-10000
5	23,7	546	-49967.5	59967.5	10000	10000	0
6	30	690	-49967.5	75779.25	25811.75	10000	15811.75
7	40	920	-49967.5	101039	51071.5	20,000	31071.5

But an increase in sales will bring the firm and an increase in profits. Since variable costs are not affected by price changes and remain at the same level - 302.95 rubles, the new value of the specific gain after the price reduction will be 109.8 rubles. (412.8-302.95). Multiplying it by the increase in the number of pairs of shoes sold, we get the increase in the firm's profit (volume effect). For this option, it will be 37,889.63 rubles. (109.8◌ 345). The total resulting change in the value of the firm's gains under the influence of price and scale effects will be -12077.9 rubles. (-49967.5 +37889.63).

Since the company could not provide such an increase in output using the existing equipment park, it purchased additional equipment, which led to an increase in the amount of its fixed costs per month by 10,000 rubles. This accordingly leads to an even greater reduction in the amount of its gain. For this option, it will be -22077.88 rubles.

Consequently, this option, despite a 15% increase in the number of pairs of shoes sold, will be unsuccessful for the company. Her monthly winnings will be reduced by -22077.88 rubles.

The firm will be able to get an increase in the winnings only if the increase in the number of sales is more than 23.7%.

But let's pay attention to option 7, where we modeled the most favorable development of the situation - an increase in the number of sales by 40%, or 920 pairs of shoes. Such an increase in the volume of the enterprise can be achieved with additional fixed costs in the amount of 20,000 rubles. But in this case, the gain will also be the largest of all the options under consideration, which will be ensured by an extremely large volume effect - it will bring the company an increase in gain in the amount of 31,071.5 rubles.

Let's look at our sales forecast again. As a result of a 5% price reduction, sales rose 39.1% to 3200 pairs of shoes per month. Also, the company was forced to purchase additional equipment (10,000 rubles) to ensure an increase in sales

Consider another situation where the variable costs of a product (a pair of shoes) change. Refer to the above BSCp formula. To do this, we just need to subtract the change in variable costs from the change in price before calculating the break-even change in sales (%). Let us also pay attention to the fact that, in contrast to the calculation that we carried out for an isolated change in price, in this case the values used for the calculation must necessarily be expressed in absolute monetary units (in rubles or another currency). And then the equation will take the following form:

$BSCp = - (\Delta P - \Delta VC) / (CM0 + (\Delta P - \Delta\ VC)) \cdot 100$,

where BSCp is the amount of break-even sales growth,%;

ΔP - price change;

CM0 - the previous absolute value of the specific gain;

ΔVC - change in the value of variable costs.

Returning to the problems of our enterprise, we use this formula to calculate the break-even sales growth it needs. Let's say changes in variable costs were 15 rubles. Consequently, the change in the specific gain will be equal to:

$\Delta CM = (\Delta P - \Delta VC) = -21.7 - (-15) = -6.7$.

Since we previously established that the specific gain before the change in prices was equal to 131.55 rubles, now nothing prevents us from calculating the break-even change in the volume of sales.

$BSCp = - (-6.7) / (131.55 + (-6.7)) \cdot 100 = 4.85\%$.

In physical terms, this will be, respectively:

$2300 \cdot 0.0485 = 111$ pairs.

Now let's turn to the analysis of the impact on the break-even sales growth of possible changes in fixed costs. The formula for calculating this effect is as follows:

$BSV = \Delta FC / CMa$,

where BSV is the break-even sales volume, NAT. units;

ΔFC - increase in the amount of fixed costs, rubles;

CMa - specific absolute gain, rub.

Since we remember that the unit gain is equal to the price minus variable costs, we can easily find for this example that the break-even increase in sales volume required to compensate for such an increase in fixed costs is:

BSV = 10,000 rubles / (412.8 rubles / pair - 302.95 rubles / pair) = 91 pairs

Now managers of the enterprise will be able to make a decision, which will depend on the following conditions:

How likely is it, given the current market situation, that it will be possible to sell the required volume of products on a monthly basis?

How big is the danger that the sales volume will be less and the company will begin to incur losses?

Is it possible to abandon the chosen pricing strategy and how quickly can this be done?

These are the questions that specialists - marketers will have to solve.

Let's look at the model again. On day 60 of shoe sales, the price effect ceases and sales begin to decline. The company again decides to reduce the price of products, but demand is less and less responsive to such a change. Here the firm must increase sales through marketing campaigns, brand development, retail merchandising, etc. These activities will increase the maturity stage of the shoe's life cycle and generate additional profit.

But when the demand for shoes stops responding to price changes and other non-price factors, the firm needs to stop producing this model. At this point, the elasticity of demand will begin to increase and the stage of maturity will enter the stage of decline (Figure 5.13). The trend line drawn on the elasticity of demand showed that this brand of children's shoes was in the growth stage from 1 to 49 days, from 49 to 73 - on stage of maturity and from 73 to 100 days at the stage of decline.

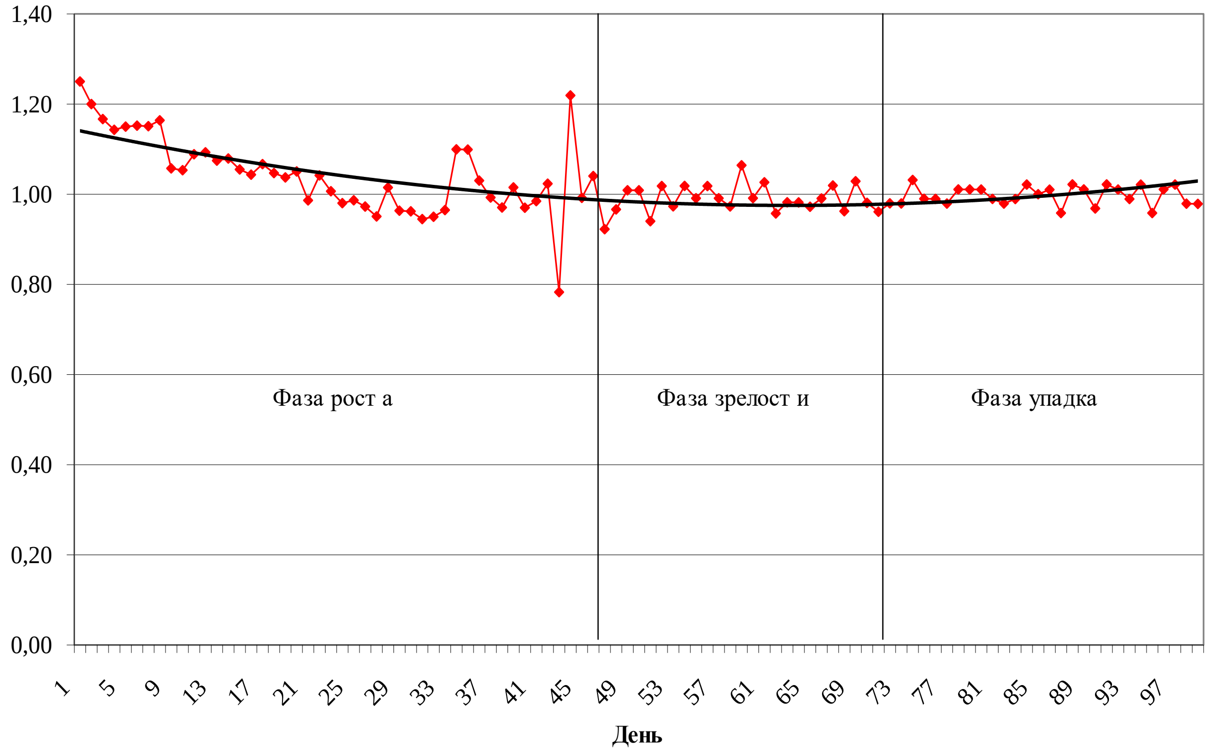


Figure 13. Elasticity of demand

Let's analyze the change in profit over the life cycle of a shoe (Figure 14).

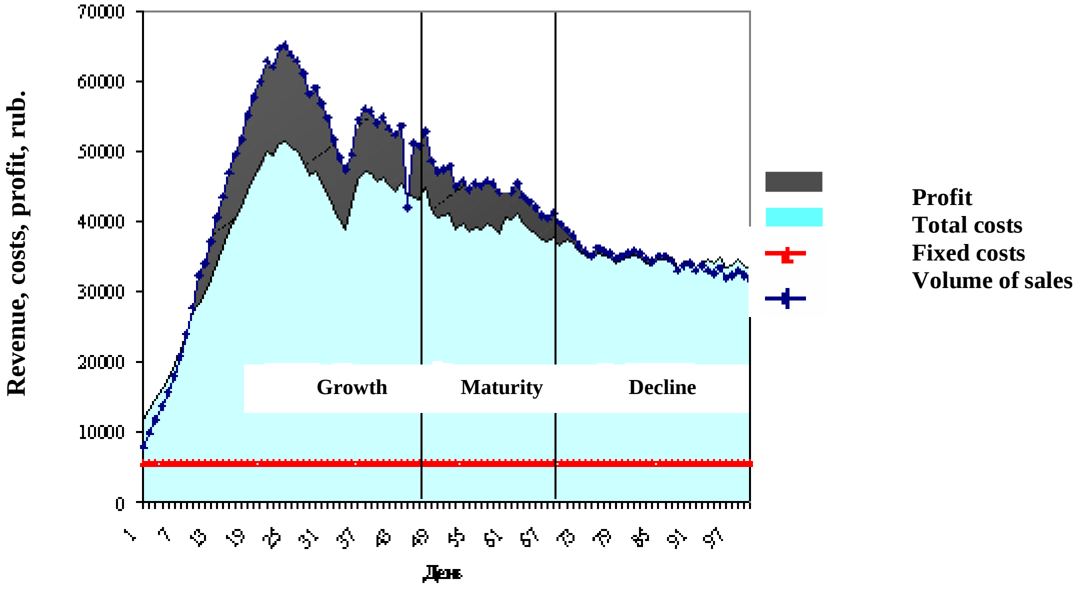


Figure 14. Sales of footwear over the life cycle of a footwear

As can be seen from Figure 14, the company received the maximum profit at the growth stage and the minimum at the decline stage.

Let us compare the results obtained with the profitability of 1 pair of shoes over the life cycle of a model of children's shoes (Figure 15).

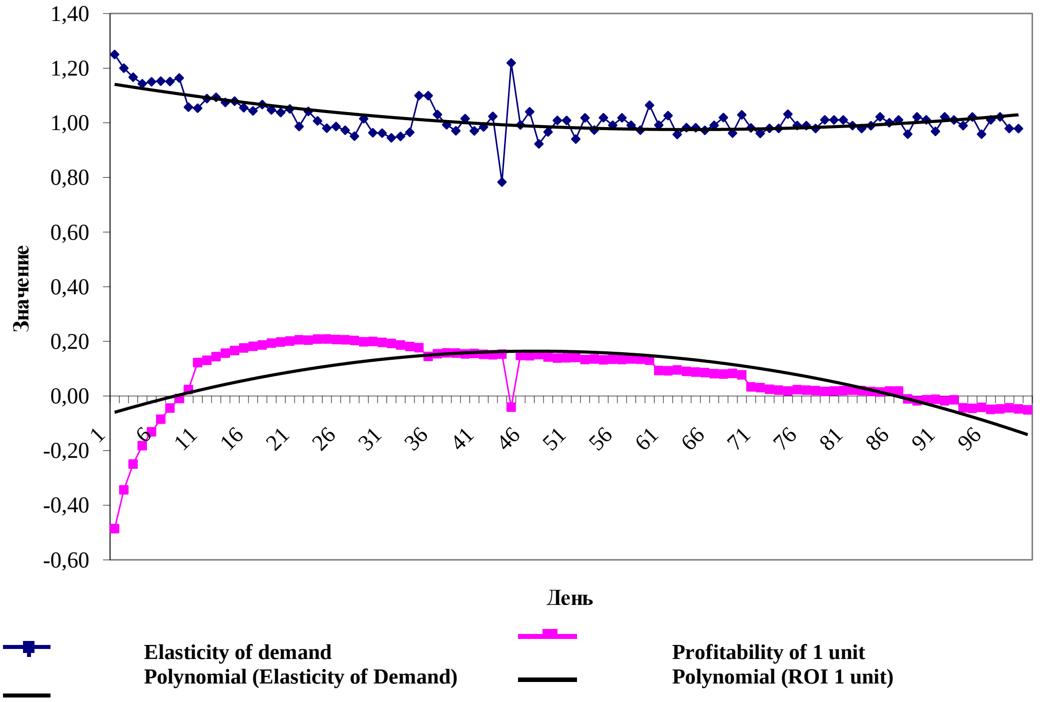


Figure 15. Elasticity of demand and profitability of 1 pair of shoes depending on the stage of the life cycle

At the stage of growth, the profitability of 1 unit (pair) reaches its maximum value (about 20%), at the stage of maturity it decreases to 15%, and by the stage of decline it reaches its minimum values.

Compare the elasticity of demand and the daily sales divided by the average sales for the period (Figure 16).

Average life cycle sales were 105 pairs. The maximum excess over the average level is observed during the growth stage. Slightly above average at maturity and below average during decline. At the stage of maturity, the enterprise needed to apply one of the above recommendations to increase sales in order not to receive losses in the future.

Let's add to the graph shown in Figure 17 a break-even sales volume calculated for each day of the life cycle of a shoe brand.

The break-even sales chart overlaps with the average sales chart during the maturity-to-decline stage. Thus, when the following facts occur at an enterprise for a particular category (brand) of products:

1. The elasticity of demand is growing;
2. The profitability of 1 unit of production decreases;
3. The volume of sales is decreasing;
4. The volume of sales is approaching the break-even sales volume, the company needs to stop producing this brand of footwear or modernize it, that is, to give additional properties necessary to consumers.

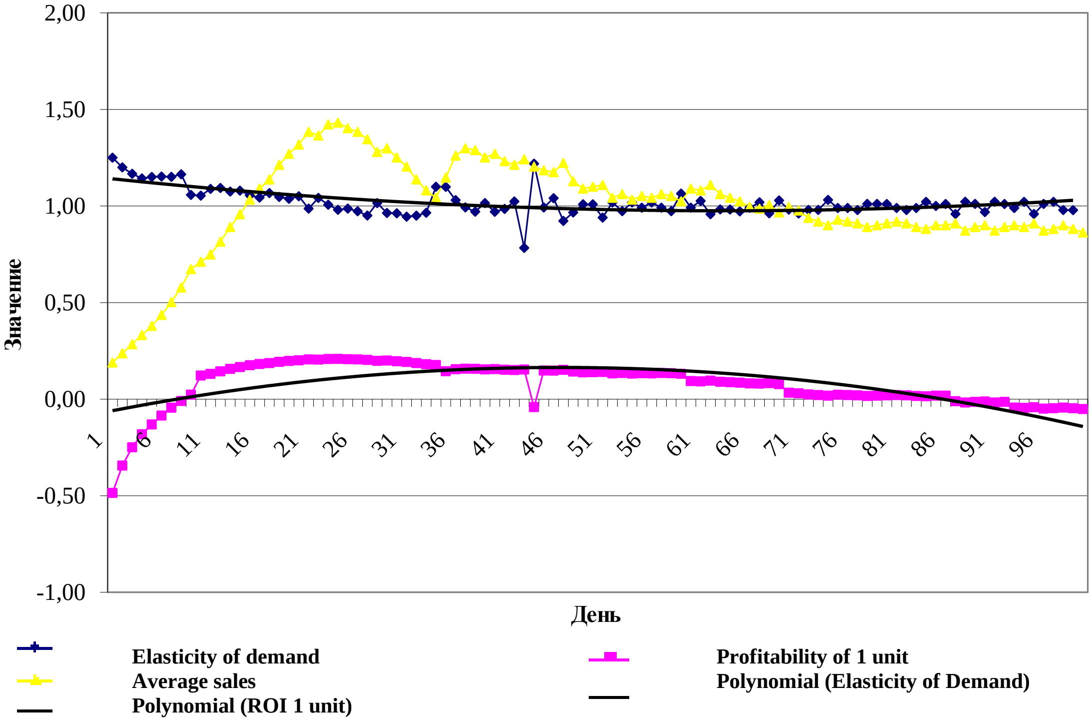


Figure 16. Daily sales divided by average sales

The company needs to stop producing footwear of this model between 60 and 70 days of sale. Further production will bring losses, since the demand for this model becomes inelastic.

Pr = V (Ts - Zperm.) - Zpost.

The amount of profit depends on the number of pairs of shoes sold, the difference between the price of a pair of shoes and the amount of variable costs attributable to it, i.e. the amount allocated to cover fixed costs, and the amount of fixed costs. When using operating leverage, business leaders have the ability to influence three main elements: fixed costs, variable costs and prices, each of which is in one way or another related to the volume of sales. Let us consider the effect of changes in each of the specified elements using the example of OOO VelRost upon release. Expenses for preparation and development of production - 0

equipment maintenance and operation costs - 18.65 rubles;

general production costs - 10.26 rubles;

raw material

general operating expenses - 114.95 rubles;

selling expenses - 14.84 rubles.

Thus, fixed costs are 159.41 rubles. (21.06%).

The amount of fixed costs in total for the entire volume of production is 2,486,796 rubles, respectively, the amount of revenue minus variable costs (i.e. the sum of fixed costs and profit) per one pair of shoes is 292.61 rubles.

RUB 2,238,116.4 other things being equal, will cause a reduction in volume,

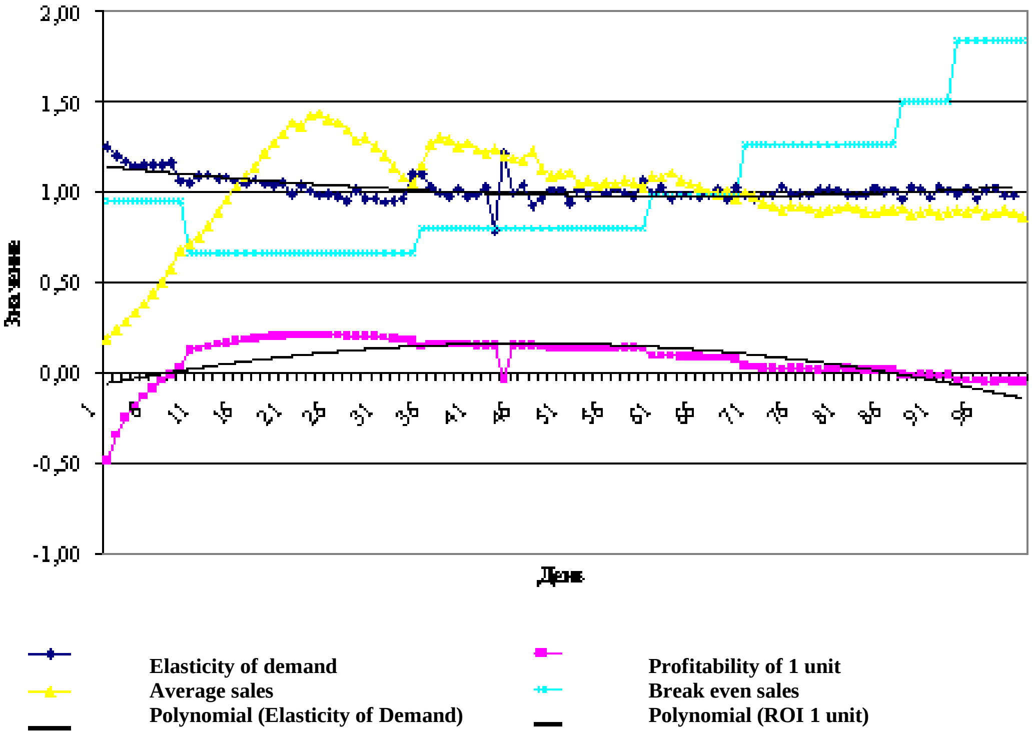


Figure 17. Break-even sales

The processes of globalization, the strengthening of international competition that characterize the world economy, were an objective prerequisite for changing the competitiveness management paradigm, which consists in abandoning traditional industrial policy and moving to a new industrial policy based on clusters (cluster policy). As a result of globalization, factors of production are becoming mobile, competition between countries is increasing, therefore, not only innovation and education, but also interconnections between enterprises are important for developing and maintaining superiority over competitors, which has led to the creation of network structures - clusters. The cluster is considered as a network organization of geographically interconnected and complementary enterprises (including specialized suppliers, including services, as well as manufacturers and buyers), united around a scientific and educational center, which is linked by vertical ties with local institutions and authorities in order to increase the competitiveness of enterprises, regions and the national economy. Organizational system (organization) is a system, i.e. a set of interrelated elements, but it is not just a set of elements, but it exists or is created artificially to achieve certain goals, that is, the system is a means to achieve goals. An economic and mathematical model for creating a TOP in the Southern Federal District is also presented. The calculations were made by the method of multidimensional classification and analysis of the effectiveness of TOP. As a result of the calculation according to the model, the enterprises were merged on the basis of the TOP. which is linked vertically with local institutions and authorities in order to increase the competitiveness of enterprises, regions and the national economy. Organizational system (organization) is a system, i.e. a set of interrelated elements, but it is not just a set of elements, but it exists or is created artificially to achieve certain goals, that is, the system is a means to achieve goals. An economic and mathematical model for creating a TOP in the Southern Federal District is also presented. The calculations were made by the method of multidimensional classification and analysis of the effectiveness of TOP. As a result of the calculation according to the model, the enterprises were merged on the basis of the TOP. which is linked vertically with local institutions and authorities in order to increase the competitiveness of enterprises, regions and the national economy. Organizational system (organization) is a system, i.e. a set of interrelated elements, but it is not just a set of elements, but it exists or is created artificially to achieve certain goals, that is, the system is a means to achieve goals. An economic and mathematical model for creating a TOP in the Southern Federal District is also presented. The calculations were made by the method of multidimensional classification and analysis of the effectiveness of TOP. As a result of the calculation according to the model, the enterprises were merged on the basis of the TOP. but it is not just a collection of elements, but it exists or is created artificially to achieve certain goals, that is, the system is a means of achieving goals. An economic and mathematical model for creating a TOP in the Southern Federal District is also presented. The calculations were made by the method of multidimensional classification and analysis of the effectiveness of TOP. As a result of the calculation according to the model, the enterprises were merged on the basis of the TOP. but it is not just a collection of elements, but it exists or is created artificially to achieve certain goals, that is, the system is a means of achieving goals. An economic and mathematical model for creating a TOP in the Southern Federal District is also presented. The calculations were made by the method of multidimensional classification and analysis of the effectiveness of TOP. As a result of the calculation according to the model, the enterprises were merged on the basis of the TOP.

The calculated technical and economic indicators can be the result of the performed studies. So, the estimated output of pairs of shoes at the end of the fifth year of the TOP operation will be 190,156,000 pairs, which will ensure economic stability for the TOP by this time. The estimated gross profit at the end of the fifth year of the cluster will be 26,928,568.4 thousand. rubles, the total cost of production, respectively 162921748.2 thousand rubles. It is planned to create 76,268 jobs. The average monthly wage of one worker for the production of men's shoes will be 11,761.94 rubles, for the production of women's and children's shoes 10,504.46 rubles. and 10425.8 rubles. respectively. The most profitable is the production of women's shoes - 18.8%, the profitability of the production of men's shoes will be 16.6%. The production of children's shoes is less profitable 9, 31% and this is not surprising, since making shoes for children requires the highest costs. The average profitability will be 16.64%. We also considered various options for selling shoes during the month, for example, 100% sales of manufactured shoes, 80% and 50%. Calculations indicate that with 100% of the sale of footwear in the specified period of time, not only the costs of production and sale of footwear are covered, but also a fairly significant profit is obtained. This testifies to the effective activity of the TOP, as well as to the correct marketing and assortment policy, it is also possible to make a profit when selling 80% of the manufactured children's, men's and women's shoes. We also considered various options for selling shoes during the month, for example, 100% sales of manufactured shoes, 80% and 50%. Calculations indicate that with 100% of the sale of footwear in the specified period of time, not only the costs of production and sale of footwear are covered, but also a fairly significant profit is obtained. This testifies to the effective activity of the TOP, as well as to the correct marketing and assortment policy, it is also possible to make a profit when selling 80% of the manufactured children's, men's and women's shoes. We also considered various options for selling shoes during the month, for example, 100% sales of manufactured shoes, 80% and 50%. Calculations indicate that with 100% of the sale of footwear in the specified period of time, not only the costs of production and sale of footwear are covered, but also a fairly significant profit is obtained. This testifies to the effective activity of the TOP, as well as to the correct marketing and assortment policy, it is also possible to make a profit when selling 80% of the manufactured children's, men's and women's shoes. but it also ensures the receipt of a fairly significant profit. This testifies to the effective activity of the TOP, as well as to the correct marketing and assortment policy, it is also possible to make a profit when selling 80% of the manufactured children's, men's and women's shoes. but it also ensures the receipt of a fairly significant profit. This testifies to the effective activity of the TOP, as well as to the correct marketing and assortment policy, it is also possible to make a profit when selling 80% of the manufactured children's, men's and women's shoes.

If only 50% of all shoes are sold, the activities of the TOP will not bring income, which allows us to assert that such cases are inadmissible when the sale of manufactured shoes will be less than 50% within a month. If such a situation arises, it is necessary to attract borrowed funds to cover the costs and the subsequent release of products, which provokes the possibility of the TOP to become bankrupt. To ensure 100% sales of manufactured footwear, a competitive assortment of men's, women's and children's footwear has been developed, taking into account factors affecting consumer demand: compliance with the main fashion trends, economic, social and climatic characteristics of the regions of the Southern Federal District, as well as the national characteristics of residents of the regions of the Southern Federal District. Within the framework of the TOP, the production of footwear is envisaged using both mechanized innovative technical processes, and manual labor, which should ensure the demand of both an elite consumer and a mass consumer, creating the preconditions for the sale of all footwear. The developed innovative technological processes for the production of men's, women's and children's footwear using modern technological equipment produced by the world's leading companies will make it possible to produce a wide range of footwear not only by type, but also by fastening methods, which is also a guarantee of sustainable demand for the offered range of footwear. ...

The proposed technological equipment, on the basis of which it is possible to form a technological process for the production of men's and women's, as well as children's shoes, allows, taking into account the available production areas, to choose the optimal volume of production of shoes with high TPE. The decision to create a center for standardization, certification and quality management is justified. Such a center will ensure the preparation of certificates of conformity and declarations of conformity for the entire range of footwear, which will be manufactured within the shoe cluster. The presence of such documents will form the confidence of the buyer, create an image, and therefore a high demand, which, from our point of view, is a determining factor for the competitiveness of the proposed range of shoes.

Based on the current state of affairs in the country's economy, in our opinion, the most significant problem in the development of the regional consumer market is the lack of a full-fledged regulatory framework that ensures the functioning of the mechanism of state regulation of the regional consumer market. Thus, it is the intervention of the state that should correct the state of affairs on the footwear market in the Southern Federal District and the North Caucasus Federal District, and provide an opportunity for the development of the domestic footwear industry.

From the analysis made, we note the following trends in the development of the footwear industry in the territory of the Southern Federal District and the North Caucasus Federal District are distinguished by a high level of migration of the able-bodied population to developing industries. The leather and footwear industry for the two districts can be confidently called developing. The Southern Federal District and the North Caucasus Federal District rank first among the regions of the Russian Federation in terms of the volume of footwear produced.

1. On the territory of the region there are unused industrial fixed assets suitable for restoration.

2. In the Southern Federal District and the North Caucasus Federal District, there are many specialized educational institutions for training personnel in the field of the leather and footwear industry.

It is also necessary to increase the investment attractiveness of the industry and create conditions for increasing its competitiveness. An important measure is to protect the domestic market from illegal import and turnover of light industry goods, create conditions for increasing its transparency and ensure non-discriminatory access of industry producers to trade organizations. To do this, it is necessary to introduce high duties on the import of finished shoes and low on the import of basic and auxiliary materials and equipment. Again we have to repeat about the need to regulate the level of prices and tariffs, which would guarantee both the manufacturer and the trade not only reimbursement of justified costs, but also the accumulation of funds for the development of production.

It is necessary to allocate funds to finance the development of technical regulations for light industry products and provide advice on their implementation. I would like to note that there is a historically established adaptation of peoples living on the territory to manual production, the presence of their own national technologies and the design of manufactured shoes, adapted to the climatic conditions and landscape of the region. The prerequisites for the development of footwear production in the region are very significant.

We offer the following set of measures:

1. Creation of a regional development and maintenance program

domestic shoe production in the region.

2. Taking measures to reduce the import of imported footwear into

region. These measures should include, first of all, the suppression of the trade in footwear that is smuggled and without permission to sell it on local markets.

3. Assistance in the employment of young professionals, graduates

universities, existing and newly created shoe enterprises.

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

5. Creation of a special lending program for light industry enterprises in the region, taking into account the specifics of production: the seasonal nature of the products sold and the peculiarity of the turnover of working capital of enterprises in the industry.

In our opinion, for the successful implementation of all the above measures, the interest of the regional authorities in the formation and development of the ASEZ is necessary, they reduce the prices for components and energy costs, for a convenient transport interchange. All this together will allow such a formation a long life and stable positions not only in domestic but also in foreign markets. All that is needed is the goodwill and support of all participants in the municipal, regional and federal branches of government.

Conclusion

The quality is "written by nature" to be at the epicenter of scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universal, relevant, it is strategic. The domestic light industry is going through hard times, and the consumer is offered products of dubious quality that have entered our markets by counterfeit and other illegal means, that is, they have no guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers. To reanimate the role and importance of a quality-oriented strategy, since only in this case business leaders will subjectively and objectively have to improve their production using nanotechnology, innovative processes and digital production, so that competitive and import-substituting materials and products fully meet the needs of domestic consumers. At the same time, our statement is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, market requirements should shape the role of the state and consumers in production in the formation of sustainable demand for domestic materials and products, namely:

maintain a range of goods, regulating it by federal, regional and municipal orders;

stimulate price stability; increase consumer ability and gradually improve their quality.

The implementation of these tasks will create the basis for the consumer to realize the need to pay for the advantages of high-quality materials and products, and the manufacturer to realize that improving the quality of materials and products cannot be associated only with rising prices, but also due to technical innovations in digital production, aimed on the use of new technological and engineering solutions. Today, and even more so tomorrow, it is important to implement one of the defining principles of production efficiency - the manufacturer produces exactly what is needed not only for domestic, but also for foreign consumers.

It is equally important to understand the role and significance of quality activities, that is, how much the leaders have penetrated into the essence of things, learned to manage things, change their properties (assortment), form, forcing them to serve a person without significant damage to nature, for the good and in the name of man. Both political leaders and the government have recently started talking about the need for a competent industrial policy. However, if we carefully consider the normative, methodological documents on the restructuring of industry, then the thought arises whether we are not stepping on the same rake here that we have been stepping on during all the years of reforms. What is the essence of economic reforms and the importance of industrial policy in them, which are theoretically substantiated and practically tested by a number of developed countries?

These are the fight against inflation, the strengthening of the national monetary unit and financial stabilization. This is a change in the forms of ownership in various spheres of the economy through the process of privatization. This is a restructuring of the economy under the conditions of market relations. At the same time, structural adjustment should be the basis for all these fundamental processes of economic reform. Both financial stabilization and privatization should be subordinate to the process of structural adjustment, since it is structural adjustment that determines the final result of reforms and the effectiveness of adaptation of various forms of production to civilized market relations. The end result should also be the basis for the restructuring of the economy. And these are products, services - their competitiveness in the domestic and world markets.

What happened in the Russian reforms? All three basic processes (financial stabilization, privatization and restructuring) went on their own, without interconnection. Therefore, the methods used by the government and the Central Bank to combat inflation and other economic indicators often ran counter to the tasks of structural adjustment.

As for the process of restructuring, the government's position is expressed by the following statement: "the market will put everything in its place by itself." With such a position towards structural restructuring, it is not surprising that at that time there was no place for the words quality, competitiveness, import substitution in the national economic policy in the national economic policy. This is, unfortunately, the reality of the reforms carried out today. In this regard, I would like to refer to the well-known world experience. A world-renowned quality specialist E. Deming, who at one time was a scientific advisor to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" says: "... the management of paper money, and not a long-term digital strategy production - the way into the abyss. "

Regarding whether the state needs to pursue industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." It's like today about us and about our situation in the economy. What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, decrease in inflation, budget surplus and other financial and economic achievements. Is this the end result of public administration? And not the quantity and quality of goods and services sold in the domestic and foreign markets, and not the population's ability to pay to purchase these goods and services?

Therefore, it is quite natural that today the task is posed for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens.

Let's carry out an enlarged factor analysis of the quality of life problem. The quality of life of citizens depends on the quality of consumed goods and services in the full range - from birth to ritual services, as well as on the ability to pay of citizens, which allows them to purchase quality goods and services. These two factors (quality and solvency) depend on the state of the country's economy, which in turn depends on the efficiency of enterprises in various sectors of the economy, including light industry. The efficiency of enterprises' work depends on the state of management, on the level of application of modern management methods.

The existing world practice of widespread use of modern methods is based on standardization and certification. Standardization allows you to generalize best practices, formalize them in an accessible and understandable form and make them the property of everyone who wants to apply these best practices. Certification allows you to assess the level of implementation of the requirements of standards in practice and give an appropriate guarantee for the consumer. At present, no more effective mechanism has been invented for disseminating best practices in solving various problems, and corresponding international structures for standardization and certification have been created in the world. An analysis of the current international standards, which are aimed at improving the level of enterprise management, shows the following areas of their action:

quality management systems (a series of international standards ISO 9000 and industry supplements);

environmental management systems (series of international standards ISO 14000);

occupational safety and health systems (OHSAS 18001);

social responsibility system (SA 8000).

The structure of the “quality of life” problem and a set of international standards aimed at solving it.

At the same time, international standards for quality management have the most significant and global character. The use of modern methods in them makes it possible to solve not only the problem of improving quality, but also the problem of economy and the problem of productivity. That is, today the concept of "quality management" is being transformed into the concept of "quality management".

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and, ultimately, the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovations based on digital production and quality should become the priority directions of the state's economic policy.

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Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	РИНЦ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

SOI: 1.1/TAS DOI: 10.15863/TAS
International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2022 **Issue:** 02 **Volume:** 106

Published: 20.02.2022 **http://T-Science.org**

QR – Issue **QR – Article**

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STAGES OF DEVELOPMENT OF UZBEK APPLIED ART

***Abstract**: This article discusses the stages of development of Uzbek applied art. In particular, the most developed types of Uzbek applied arts and crafts are wood carving, ganch carving, stone and bone carving, knife making, jewelry, embroidery, gold embroidery, carpet weaving and technologies for their implementation, schools, methods.*

***Key words**: folk arts and crafts, wood carving, stone and bone carving, carving, knife making, jewelry, embroidery, carpet weaving.*

***Language**: English*

Citation: Dolieva, N. V. (2022). Stages of development of Uzbek applied art. *ISJ Theoretical & Applied Science, 02 (106),* 473-476.

Soi: http://s-o-i.org/1.1/TAS-02-106-44 ***Doi***: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.44

***Scopus ASCC**: 1200.*

Introduction

It is well known that the use of interdisciplinary connections is important in the teaching of science. Similarly, linking folk art classes to other disciplines is effective, and linking is one of the most important factors in improving lesson effectiveness. Folk art is one of the disciplines of vocational education, which has a wide range of opportunities for students to become spiritually healthy, mature people.

Today, in our rapidly developing independent Uzbekistan, not every sphere and every direction is left out of consideration. Therefore, in order to increase the attention of President Sh. Mirziyoyev to the youth on March 19, 2019, 5 important steps to be taken in the field of culture, arts, physical culture and sports on the basis of the new system. had put forward the initiative.

In particular, the first area of the initiative was formed with the development of music, painting, literature, theater and folk arts, and it played an important role in social and economic life.

Materials and Methods

Field of Folk Applied Decorative Arts; production of art objects of practical importance in social and private life and the art of everyday life (tools, furniture, fabrics, tools, clothing, jewelry, toys, etc.) includes work-related creative work areas. Works of applied art are designed to be seen, felt and understood. Works of art and objects serve to beautify the material environment of man, to enrich it aesthetically, but also to affect the mood, mood of man with their appearance, structure, features, the use of decorative objects in life. It is also valued for its artistic value. Therefore, the demonstration of the beauty and elegance of raw materials, the abundance of skills and methods of processing them are active tools that enhance the aesthetic impact in the applied arts.

Folk art has gone through many periods of development from history. But the content and the essence are enriched only by new creative expressions. In particular, during the years of independence there was a period of development. Folk artists appeared on the world stage with their works.

During the years of independence, the art of pottery in Uzbekistan has been developing based on ancient traditions. It is worth noting that today's artists are creating in accordance with the existing traditions of local schools. The 1990s marked a new stage in the history of wood carving and painting in Uzbekistan. These schools are mainly Tashkent, Fergana, Bukhara, Khiva. The Tashkent Memorial Square, the Samarkand Imam Bukhari Complex, the Oliy Majlis building, the Amir Temur Museum have bright examples of wood carving and painting.

In general, all forms of folk art have regained their beauty and shine during the years of independence. In the centuries-old history of the Uzbek people, folk arts and crafts have been a major part of our cultural heritage. Originating and flourishing in the Uzbek land, the applied arts are world-renowned for their uniqueness and uniqueness. When we think about this stage of development, we see that the origin of Uzbek applied decorative art dates back to the first period of mankind, that is, the period of primitive society. Archaeological excavations have unearthed evidence that the art of man-made art began in the Stone Age and has continued for centuries. We have received material evidence from the primitive community system - tools of labor and hunting, furniture and ornaments, the remains of human settlements. Underground historical monuments, human and animal remains, paintings and reliefs on cave and basement walls are important sources for studying the history of primitive society. During the Paleolithic period, examples of applied and decorative arts began to spread. Archaeologists are still struggling to gather enough evidence before reaching the final conclusions about the location of the artefacts. The sedentary nature of human beings and the observance of the laws of nature have led to an increase in the sense of symmetry, rhythm, and form. He created a unique art of painting, which is based on the smooth repetition or intermingling of the same elements.

Painting became widespread in the New Stone Age (Neolithic), influenced and contributed to the development of decorative and applied arts. Decorating pottery and other items with patterns became widespread. Parallel, spiral and wavy lines, circles form the basis of many patterns of this period. Geometric patterns were gradually enriched with schematic drawings from the world of humans, animals, and plants, and expanded in content. Its elements continued to reflect the symbolic signs of the forces of the universe. For example, a socket is a symbol of the sun, a wavy line is a symbol of movement, a symbol of water, and so on. The art of painting has now not only served a decorative function, but also expressed the ideological and philosophical concepts of the people. During the Bronze Age, pottery flourished in Central Asia. The advent of pottery made the artifacts more elegant and beautiful. The red background is found in Chust, and the ceramics are decorated with black paintings and patterns. Decorative and applied arts also play a leading role in the Iron Age. In addition to geometric patterns, the use of plot compositions in decoration is especially developed. Various examples of decorative and applied arts, weapons of war, hunting and labor found in the underground and tombs also play an important role in the study of the art and culture of ancient Central Asia. The ceramics are made of bronze, gold, and silver, and the surface of the items used for human needs is decorated with patterns, embossed images, and sculptures. Some of the objects have life events on them. These factual materials serve to understand the art and culture of the past, the aesthetic and artistic views of the people. It is known that archeological excavations in Khorezm, Sughd, Bactria and other regions of Uzbekistan have developed the art of painting. Remains of paintings and patterns found in the excavations of Fayoztepa (I-II centuries), Dalvarzintepa (I-century) Buddhist temples in Surkhandarya region are a clear proof of this.

The "Amudarya Rich" (Ox Rich), discovered by the upper reaches of the Amudarya, plays an important role in understanding the artistic life and culture of Central Asia in the IV-VI centuries BC. These monuments, now housed in the British Museum in London, include gold statues, various jugs, bracelets, rings, seals, coins, gold chariots and weapons. Alexander the Great (Alexander the Great) defeated the Achaemenid Empire in the 4th century BC and conquered much of Central Asia. Only the nomadic tribes of Khorezm, Fergana and Syrdarya retained their independence. As a result of such a deep philosophical approach to applied art, the creation of works of art based on conditionality, stylization and symbolism has intensified. This historical factor has given impetus to the rapid development of the Uzbek national decorative art, and today our world-famous architectural monuments testify to the wonderful harmony and integration of pottery, tile, painting, calligraphy, stone carving and other arts. Folk applied decorative art enriches the spiritual world of people, forms their artistic taste and nurtures their psyche. That is why the Uzbek folk art is one of the most important sources in the artistic, moral, universal education of people, in the formation of their scientific outlook, as well as in raising their cultural level. In the recent past, the most developed types of Uzbek applied decorative arts, such as painting, pottery, stone and bone carving, carving, knitting, embroidery, jewelry, embroidery, gold embroidery, carpet weaving, felt, basket weaving ziga-specific performance technologies, real national names, their unique terms, schools, styles specific to these arts, and the services of renowned masters in these fields are known all over the world. Central Asian painting has long been known around the world. The magnificent buildings that our ancestors saw in the past have not lost their charm to this day. The tastefully crafted patterns still amaze us. The pattern means an image in Arabic, a flower, and it is an ornament made of birds, animals, flora, geometric and other shapes in a certain order. As a result of obedience to the requirements of Islam, the depiction of animals, birds and people disappeared and painting developed. The Arabic script has been mastered. The result is an epigraphic style with patterns. The Arabic script was drawn along with the patterns. The Arabic script served as both an ornament and a prayer spell. Painting as an art form has long been an important part of Uzbek culture. Over the centuries, his artistic traditions have emerged and developed. In patterns, unlike all other forms of art, one can see the interdependence of generations, the continuity of national traditions. The tradition of painting as a method of studying this type of art has been passed down from grandfather to father and from father to son.

Because of this, the art of painting has survived to this day. The best examples of the pattern are distinguished by the expediency and beauty of the forms combined through a rich creative imagination. This reflects the difference in the views of folk masters on the environment. The House of Patterns, like the melody in the music, the song, and the fairy tale, is made up of "a great generalization of the people's life experience." Artistic painting is the art of creating beauty in a combination of colors and unique compositions. In his work, the artist skillfully uses the natural color and harmony of colors, the perfect shape, the texture of the material to achieve a bright expression. In the traditional architecture of Uzbekistan, painting is mainly used to decorate ceilings, silent arches, palace pillars, mosques, schools, houses of the rich, and wooden objects. The rhythmic movement of intertwined twigs, horns and luxuriously depicted flowers in delicate floral-geometric patterns, the Islamic motifs in the works of Uzbek masters and the classical motifs of girikh patterns are adapted to the shape of the ceilings. The pattern serves to decorate more interiors and covered porches and porches.

The main purpose of decorative arts is to beautify the environment in which people live and the objects around them. This type of art is a combination of beauty and application (usefulness). It means that things can be beautiful only when they are used in marriage. Even when some items are unadorned, they can be beautiful and artistic. In this case, the shape and material of the product are of great importance. Imagine for a second you were transposed into the karmic driven world of Earl. He attracted a lot of attention. However, if it cannot be used in practice, it will not be as beautiful as it used to be. I mean, it can't be beautiful. Form plays an important role in decorative arts. If an item is designed according to its purpose in terms of size, but its shape is not found, it is not considered beautiful or artistic. For example, an earthenware bowl for pilaf cannot be used as a bowl or bucket. Because it does not fit the function of the tray. Eating pilaf by hand from the pot causes certain difficulties. Therefore, when creating an item of applied art, the shape of the item should be prepared based on its function.

Folk applied art exists in every nation, and they differ from each other in terms of the genres of Applied Art, the material used in the preparation of Parts, their shape, structure, color, decoration, dimensions, as noted above.

One of the more important harakter signs of folk applied art is the artistic tradition, which has been used for thousands of years in the work of folk Masters. This property will depend on the environment, nature, climatic conditions in which it lives, the more a nation is despised. Because, when the master of Applied Art creates his own work, he takes beauty from the environment, nature. As we noted above, the color of the work is also affected by the climate. Because the climate of the northern countries is cold, masters of Uzbekistan apply more cold colors, colors, warm, temperate ones. Thus, in the practical-decorative art of each people their own traditions are formed.

In conclusion, we can say that if we look at the types of Applied Art and the importance it attaches to historical progress, we can see that over time it has served for the same societal development. Periods know the Applied Art, formed by production, which in the course of its past corresponds to the need of man. Such a culture, aimed at improving the way people live, is manifested in the form of aesthetic education. Now the concepts of aesthetic elegance have become the basis of art. Folk applied art as a daily necessity has also entered our lives as a decoration of houses, dishes, clothes. But what appeared as folk craftsmanship also began to turn into a work of Applied Art.

Conclusion

The provision of knowledge on the basis of a practical art lesson in colleges and schools also affects the development of folk crafts. In itself, it becomes known that in the process of teaching there is a link between different disciplines. Each lesson is explained on the basis of the subject and the subjects are connected on the example of life sciences. That is why these dependencies lead to the formation of the knowledge and skills of the reader. To do this, at the beginning of the school year, teachers of the subjects taught in school or college should jointly draw up a joint educational plan, report on the upcoming and completed work on pedagogical councils, meetings of methodical associations, exchange of experience.

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SOI: 1.1/TAS DOI: 10.15863/TAS
International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2022 **Issue:** 02 **Volume:** 106

Published: 20.02.2022 **http://T-Science.org**

QR – Issue **QR – Article**

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TRADITIONAL PRINCIPLES OF MINIATURE ART OF UZBEKISTAN

Abstract*: This article discusses the traditional principles of the Uzbek miniature school. In particular, the masters, schools and traditions of miniature art, the necessary styles when creating a miniature, composition, placement, symmetry, asymmetry, rhythm, proportion, module, differential, stylization, etc. are scientifically covered. Implementation of the principles of miniature painting in the art of painting with traditional varnish , the emergence of a new type of art in the creative practice of Uzbek artists - lacquer miniatures.*

Key words*: miniature, art, tradition, school, artist, work, principle, experience, art.*
Language*: English*
Citation: Akbarkhujaev, A. A. (2022). Traditional principles of miniature art of Uzbekistan. *ISJ Theoretical & Applied Science, 02 (106),* 477-479.
Soi: http://s-o-i.org/1.1/TAS-02-106-45 ***Doi***: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.45
Scopus ASCC*: 1200.*

Introduction

Miniature art is one of the most elegant forms of creativity of the Uzbek people. In the 1960s, a number of Uzbek artists and folk masters set out to revive this wonderful art form. Among them were well-known Uzbek artist Chingiz Akhmarov and his students Javlon Umarbekov, Bahodir Jalolov, as well as young artists Niyazali Kholmatov, Shomahmud Muhammadjanov, Abduvosit Qambarov, Gayrat Kamolov, Munira Sotiboldieva and others. A creative workshop was organized and headed by Chingiz Akhmarov, an artist who has been consistently developing the centuries-old traditions of Oriental miniature in his works. The method of painting, which is the basis of the means of artistic expression used by Russian miniature masters who have inherited the methods of calligraphy, is in many ways reminiscent of the experience of the Middle Ages miniature artists of the East. In accordance with the agreement on cooperation with Palex, one of the world's leading centers of lacquered miniature art, in 1982 a creative group of artists from the Uzbek Experimental Workshop was sent to this city. They were introduced to the production of semi-finished products from wallpaper, obtaining the desired composition of dyes from powdery pigments based on egg yolk, the heat regime in the processing of products, the use of fine particles, the method of preparation of special brushes. Acquaintance with Palex patterns inspired Uzbek masters to refer to the classic examples of Middle Eastern miniatures. The introduction of the principles of miniature painting into the art of painting with traditional lacquer led to the emergence of a new type of art in the creative practice of Uzbek artists - lacquered miniature. The process of formation of lacquered miniature art was complicated.

Analysis and results.

Over the past 20 years, two principles have emerged in the development of this type of creativity. The first – with a creative bias to the artistic heritage of miniature painting, and the second-with a strict adherence to the rules of classical miniature art, if the pattern reflects modern reality in the plot.

In the creation of miniature ages, it is necessary to adhere to the recognized methods of composition, arrangement, symmetry, asymmetry, rhythm, proportionality, ratio, module, differentiation, stylization for this direction.

The composition suffix is derived from the Latin word “compozito", meaning to compose, combine, connect, combine different elements into one whole integrity and praise any idea. Composition-applied in all directions of art. It is called Design in all kinds of design and Applied Art. Painter creates an elegant work of art, comparing and placing different shapes and landscapes in relation to each other. Such a case we can see in other types of art. We can cite a lot of such examples in sports, music, literature. The composition soy has been used continuously since the renaissance as a term in the directions of Fine Arts.

Placement is the correct placement of the shape or image on the surface, which you need to draw. Placement in the composition is of great importance for all specialties and spheres. The painter himself should be able to correctly place the project he wants to draw on the surface. As a result of not being able to correctly place all the elements in the composition, the basis of which are empty works of art are formed. The composition will be so perfect if the elements in the theme of the work are located correctly.

Symmetry is a Greek word, denoting the compatibility of measurements with each other. If we give an example of symmetrical measurements, then the scale circuit is also located symmetrically relative to each other. The theme of symmetry is incredibly extensive and it can not be limited to time and space. Throughout the history of mankind, in almost any civilization, in science, art and other types of intellectual activity, symmetry played an important role. Symmetry can be met almost everywhere. Only it is necessary to know how to understand and search for it. Many peoples from ancient times imagined about symmetry as an equivalent of balance and harmony in a broad sense. The idea of symmetry, which is inexplicably widely interpreted, can often be seen in painting, sculpture, music and poetry. Symmetry's work activity often forms laws that are subject to ballet movements, symmetrical movements are formed from the basis of dance.

Asymmetry this is an anti – symmetry law. Asymmetry is the aksi and violation of symmetry. If the composition is built on the basis of asymmetry, then according to the basic rule it is not symmetry, if the composition on the contrary follows the rules of symmetry, then asymmetry will not be.

The rhythm is the repetition of the elements at a legally certain distance and the consecutive arrival of the corresponding dimensions. Rhythm is a property that is organically inherent in many phenomena of nature and human life. The periodicity of the development of various forms of organic life occurs at the time of the day and night, the change of seasons. This periodicity and recurrence leaves its mark on material forms.

When composing compositions, the application of proportionality methods is of great importance. Two elements of the form are called proportionality, the mutual dimensional relationship of the part. Legal relations in practice are divided into two groups, a simple relationship formed by rational numbers of soda, an irrational relationship – by the product of geometrical devices.

Radio is a relationship that allows to find an unknown dimension in a broad sense by comparing it to another known dimension. The concept of proportion denotes the ratio of the length of the line expressed in its initial meaning to the length of the line that exists in reality. The ratio can be expressed in numbers or through straight line intersections of a certain size.

The module is the size taken as a basis for calculating the dimensions of the item. The fact that the dimensions of the parts fall into the module allows with the help of them to assemble exactly the same itself of a single piece, or use them in other items. The main module is the initial size of the piece. This is common for different bodies and serves as the basis for coordinating the dimensions of the details in its device.

A sharp differentiation in the composition occurs due to the condition that the feature of the product pieces is an alternative, affecting the functional compatibility of the artistic value of the composition. Sharp contrast determines the specific signs of the color of the item's appearance in comparison. When assessing the properties of sharp divergence, items can be compared in relation to each other. In the process of comparison, a sharp difference in some size is determined by eye movement. The determination of the shapes will be affected by the result of comparing the lines of the image with the eyes when assessing the sharply differentiated relationship, the separation of the color difference will be a divorce according to the property of the selected place.

Close features in the size, image, color, size, location, appearance of comparable bodies are called subtle differentiation. This makes it possible to distinguish subtle marks between bodies and parts of the same type. Subtle differentiation is a rather complex process of comparison, consisting of a series of repeated movements of the eye. The subtle distinguishing feature of the body is the insignificant difference in the size, shape, Sathy and characteristic system of the object, which is felt in the general from the repeated movement of the eye to the syncope. The subtle difference in Colors is known from the perception of a trivial difference under the influence of a removable Tester. Sensing the subtle difference in shape, its volumetric and spatial construction is also the most complex process.

Stylization is the generalization of the image, color, shape, and structure of plants, animals and other things in nature in an artistic way, that is, symbolization. Students download copies of the images of cheer, feathers, buds, leaves, flowers, animals, birds, natural landscapes, mountains, rivers, Sun, stars and other manifestations from plants at drawing composition unsurlari, symbolizes, summarizes the image, color, shape, and formations in an artistic way. Using them wisely in miniature compositions creates very beautiful images. A person who sees this receives aesthetic pleasure from the reflected form.

During the years of independence, along with the study of the traditional culture of the past, the further development of miniature art became relevant. It has become an important part of the spiritual heritage in the modern fine arts of Uzbekistan. Along with Lockley miniatures, the art of manuscripts also flourished. Using ancient technologies, the artists copied the works of famous medieval masters such as Kamoliddin Behzod, Mir Ali Tabrizi, Riza Abbas. Several trends have been formed in the modern miniature painting of Uzbekistan.

Conclusions.

In this case, the miniature artists Sh. Shorasulov, Sh. Shoahmedov, A. Tursunov, K. Mirzaev, M. Po'latov, A. Isroilov, J. Ashrapov, B. Nizomqoriev, Q. Shoislomov, U. Qosimov, B. Hojimetov, D. Safarov, K. It is worth noting that the Rasulovs have achieved great success in this field.

In short, modern artists are constantly working to revive historical events, depict the classic works of Eastern thinkers and create magnificent monumental works, as well as to promote the fame of Uzbek miniature art to the world.

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Impact Factor:

ISRA (India)	= **6.317**	**SIS** (USA)	= **0.912**	**ICV** (Poland)	= **6.630**
ISI (Dubai, UAE)	= **1.582**	**РИНЦ** (Russia)	= **3.939**	**PIF** (India)	= **1.940**
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JIF	= **1.500**	**SJIF** (Morocco)	= **7.184**	**OAJI** (USA)	= **0.350**

SOI: 1.1/TAS DOI: 10.15863/TAS

International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2022 **Issue:** 02 **Volume:** 106

Published: 20.02.2022 **http://T-Science.org**

QR – Issue **QR – Article**

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ENVIRONMENTAL ISSUES IN UZBEKISTAN AND MECHANISMS FOR ITS SOLUTION

***Abstract**: In this article it is described the environmental issues of the different regions of Uzbekistan, current policy and possible solutions. Despite Uzbekistan's rich and varied natural environment, decades of environmental neglect in the Soviet Union, combined with distorted economic policies in the Soviet south, have made Uzbekistan one of the most severe environmental crises in the CIS. According to the review of environmental problems in Uzbekistan, it will be possible to see the ill-conceived nature of human economic activity in the country.*

***Key words**: environmental issues, suffocation of the atmosphere, ozone depletion, fresh water, pesticides, eco-systems.*

***Language**: English*

***Citation**: Akxunova, Sh. N. (2022). Environmental issues in Uzbekistan and mechanisms for its solution. *ISJ Theoretical & Applied Science, 02 (106)*, 480-483.

***Soi**: http://s-o-i.org/1.1/TAS-02-106-46 ***Doi**: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.46

***Scopus ASCC**: 1105.*

Introduction

For improvement the ecology of Uzbekistan, to improve the economic situation in the country, to prevent ecological decline, we need to restore the ancient ecological culture among our people, study history and find opportunities to use it in modern conditions the biosphere is changing very rapidly. As a result of such influence or attitude of mankind to natural processes, environmental problems became very serious in the middle of the twentieth century. An environmental problem is related to the impact of humans on nature.

The situation has changed radically with the development of human civilization and its deeper penetration into nature. Not to mention the primitive nature of today. Because the world's forests have been cut down, large areas have been developed for agriculture, fertilized with drugs, and fresh air and nature have been polluted with various wastes and gases. In addition, there are floods, forests, dust storms and other natural processes in nature. All this disrupts the natural balance of nature. Natural, anthropogenic or pure anthropogenic phenomena observed around the world are considered to be universal problems. Here are some examples of such environmental problems:

1. The phenomenon of "suffocation of the atmosphere."
2. The phenomenon of "ozone depletion".
3. The problem of "fresh water".
4. The problem of "reduction of the number of plant and animal species in the wild".
5. The problem of "use of pesticides".

The specific natural climate, socio-ecological, ethnographic features of a certain region of the Earth's surface determine the nature of its interaction between nature and man.

Nowadays, with the rapid development of science and technology, the natural balance between man and nature is disturbed, and the care for nature in society is weakened, causing great damage to the environment. It is an important task today to treat Mother Nature with a vision for the future, to leave it beautiful and natural for future generations. Because just as man is cruel to nature, so is nature cruel to man. The more ecological culture is formed in the minds of everyone, the more society will develop. Independent Uzbekistan is a large industrial and agricultural region, and in the future it is planned to further develop the world's automotive, energy, chemical, and food and transport industries. The development of such productive forces has a certain negative impact on the state of socio-ecosystems in the Republic [1]. The most pressing environmental and nature protection problems in the country are:

1. Problems of nature protection in the regions where large territorial-industrial complexes are located, ie in Angren-Almalyk Chirchik, Fergana-Margilan, Navoi and other regions. The socio-ecological situation in these areas is not good. This is because the various gases and wastes emitted in industrial centers lead to the deterioration of the ecological state of the environment. [2]

2. Environmental problems in the agro-industrial complex.

3. Contamination of natural waters with industrial wastes such as pesticides and mineral fertilizers is also a problem.

4. Problems of protection and restoration of flora and fauna, expansion of the network of nature reserves and national parks.

The main strategic goals of the Republic of Uzbekistan for the protection and rational use of nature are:

Creating favorable conditions for the health of the population, maintaining the biosphere balance; Use of natural resources for the sake of efficiency and sustainability of socio-economic development of Uzbekistan Production of renewable natural resources and balance of consumption processes Production of non-renewable resources, rational use of waste; restoration of nature restoration at the regional and local levels; the preservation of the original species of nature and their gene pool in the diversity of landscapes [3].

According to the Meteorological Center 10, millions of tons of dust and salt are blown away by the wind every year from the dried-up bottom of the Aral Sea, which stretches for several thousand square kilometers. The level of environmental security in the Aral Sea region is growing. Metrological conditions of the regions also affect the negative changes in the ecological situation. High solar temperatures in Central Asia increase blood circulation in the human body, causing excessive sweating and the absorption of certain chemicals through the skin, even the smallest number specified in the regulations can lead to fatal poisoning.

Under such conditions, mental (85%) and neurological diseases (109%) and respiratory diseases (108%) increase. Prolonged consumption of water and food containing nitro compounds can lead to metabolic, musculoskeletal and nervous system diseases, hereditary defects. Due to the large number of chemical, petrochemical and microbiological enterprises in Chirchik, Almalyk, Ahangaron, Angren, Fergana, Margilan, Navoi and a number of other places in the country, the high level of energy and water-intensive production facilities change intensified.

The negative consequences of the aluminum plant in Tursunzoda, Tajikistan, were felt in Sariosiya, Denau, Shurchi and Altynsay districts of Surkhandarya region. As a result, the yield and quality of pomegranates and dates have declined, and the health of the population has deteriorated.

In order to provide the population of the Aral Sea with normal sanitary conditions and food, to develop a unified water policy in a short period of time together with the Central Asian countries and to provide each Republic with water that can flow into the Aral Sea, ie all activities such as preserving natural lakes are planned. The main direction of air protection is to improve the quality of atmospheric air in cities and settlements, and then to comply with sanitary and hygienic regulations increase output efficiency by replacing obsolete devices with improvements, and so on.

The drying up of the Aral Sea has also led to climate change. Due to the drought, the climate became more continental. Changes in temperature between sea and land have led to increased wind speeds and increased water surges [4]. Mammals and birds have declined. Dried areas are flooded with rodents that spread dangerous diseases. The sanitary-epidemiological situation in the Aral Sea region is deteriorating. If the problems that arise in nature are not solved immediately, the lives of humanity and all beings will be in danger. We depend on nature, we cannot live without nature, so we all care for nature, protect every inch of it like the apple of an eye, and use natural resources wisely, save every drop of water, always care about nature we have to work.

For many years, environmental problems in the Central Asian region have been neglected under the old administrative command system. Significantly less money was spent on conservation. The money did not cover the damage to nature. In the former Soviet era, environmental and atmospheric air pollution and a lack of clean drinking water were concerns and ignorance. Laws were passed for formality, but they were not implemented. During the Soviet era, the false belief that man should subjugate nature to his will prevail for many years. As a result, the ecological balance in all regions has been grossly disturbed. [5] Concerning environmental conditions have emerged in our region, as well as in the Republic of Uzbekistan. The Republic of Uzbekistan has inherited a heavy economy from the former Soviet Union, the former dictatorial regime, based on cotton monopoly and uncontrolled use of rich mineral resources. The republic is considered to be a remote country that produces raw materials. Most of the cotton grown in large quantities in our country was transported free of charge. Profits from the production and sale of gold, precious and non-ferrous metals, strategic materials and other valuable products that are in high demand on the world market would not go to the Uzbek treasury. The ecological crisis that has begun to take place in our region has become extremely acute and social. Of course, the general public is concerned about the environmental degradation. People clearly felt the danger they were facing, the damage they were doing to the environment. People, scientists, poets and writers, experts and MPs, who realized that rude and arrogant treatment of nature, would inevitably lead to the extinction of people and the extinction of the gene pool, began to sound the alarm. As in all countries of the world, as in other regions, environmental problems in Central Asia and Uzbekistan have become urgent [6]. The most dangerous environmental problems in Uzbekistan are fresh air, drinking water, soil degradation and the Aral Sea.

According to the State Sanitary Epidemiological Surveillance of the Republic of Uzbekistan, more than 3 million people are currently employed in industry and agriculture of the Republic, of which about 1 million are exposed to harmful conditions (dust, noise, vibration, ultrasound and under the influence of infrasound). There is an increase in occupational diseases due to harmful working conditions. In particular, over the past five years, the incidence in the country (per 10,000 workers) has increased from 1.2 to 1.76, while at the Navoi Mining and Metallurgical Combine the rate has increased from 1.62 to 3.2. The most important of the regional environmental problems in Central Asia is the Aral Sea and the Aral Sea Basin. Until recently, the Aral Sea was one of the largest seas. Infant mortality is 45-90 per 1,000 live births. 80% of women have anemia. 90% of children have increased levels of salt in their urine. The essence of the solution to the Aral Sea problem lies in the rational use of water resources. In order to preserve the island, it is necessary to develop a single water management policy with the Central Asian republics in a short period of time in the amount of 20-21 cubic km of water per year, taking into account the preservation of all natural lakes in the Aral Sea. The development of the productive forces has a certain negative impact on the social and environmental situation in the country. Along with other areas in our country, serious attention is paid to ensuring environmental stability, creating the necessary conditions for the population to have a favorable natural environment, rational and efficient use of natural resources, prevention of emerging environmental problems and mitigation of their negative consequences is coming [7].

The report of the President of the Republic of Uzbekistan on July 12, 2017 at a meeting with representatives of the chambers of the Oliy Majlis, political parties and the Ecological Movement of Uzbekistan critically analyzed the past activities of the authorities and political parties and the Ecological Movement. was given. In particular, the future tasks of the Environmental Movement and its parliamentary group in the Legislative Chamber were clearly indicated. First of all, the creation of new bills in the field, improvement of existing ones, strengthens control and analytical activities at the current level, development of the concept of continuous environmental education, development of public inspectors of environmental control, systematic work to improve the environmental culture of the population. A program of measures for the inventory of harmful facilities and water treatment facilities has been adopted and is being consistently implemented. Also, the Ministries of Health and Housing and Communal Services of the Republic of Uzbekistan on the implementation of the Law of the Republic of Uzbekistan "On Water and Water Use" for the consumption, household and other needs of the population. , Parliamentary hearings on the information of the State Committees on Ecology and Environmental Protection, Geology and Mineral Resources. The Committee on Ecology and Environmental Protection held a hearing on the implementation of the Basel Convention on the Control of Trans boundary Movements of Hazardous Wastes and their Disposal.

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SOI: 1.1/TAS DOI: 10.15863/TAS

International Scientific Journal

Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2022 **Issue:** 02 **Volume:** 106

Published: 20.02.2022 **http://T-Science.org**

QR – Issue **QR – Article**

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THE ROLE OF A LAWYER IN CRIMINAL PROCEEDING-LAW-COURT AS A PARTICIPANT AND HIS/HER ROLE IN CRIMINAL JUVENILE PROCEEDINGS

Abstract*: This article describes in detail the role of a lawyer in the trial, his/her defender, the process of proving, collecting evidence and presenting it to the court. It is legally confirmed that in these processes a lawyer can, if possible, try to create relief for his client. As well as, the article provides information about the thirteenth section of the Criminal Procedure Code of the Republic of Uzbekistan. In particular, this chapter deals with the proceedings in criminal cases of a separate category set out in Chapter 60 of this section, In accordance with the requirements of the Law On the Procedure for Criminal Proceedings in cases of juvenile crimes, which provides information about the role of a lawyer and the rights and obligations of a minor in court proceedings. Detailed information on how a lawyer protects a juvenile under his protection, with detailed legislation, is given in this article.*

Key words*: lawyer, the Criminal Procedure Code of the Republic of Uzbekistan, law-court, juvenile.*

Language*: English*

Citation: Shermatova, G. (2022). The role of a lawyer in criminal proceeding-law-court as a participant and his/her role in criminal juvenile proceedings. *ISJ Theoretical & Applied Science, 02 (106),* 484-487.

Soi: http://s-o-i.org/1.1/TAS-02-106-47 ***Doi***: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.47

Scopus ASCC*: 3300.*

Introduction

As far as we know, lawyers play a role in law-court. This, of course, is enshrined in the legislation. The participation of a defense lawyer in criminal proceedings is regulated by article 49 of the Criminal Procedure Code of the Republic of Uzbekistan. According to the constitutional requirements, from the moment of detention or indictment, a lawyer (defender) has the right to assistance. Defender - a person authorized in accordance with the procedure established by law to protect the rights and legitimate interests of suspects, accused, defendants and provide them with the necessary legal assistance. The Law of the Republic of Uzbekistan "On Advocacy" (dated December 27, 1996) states that a lawyer in the Republic of Uzbekistan can be a citizen of the Republic of Uzbekistan who has a higher legal education and has received a license to practice law in accordance with the established procedure. Also, the Law of the Republic of Uzbekistan "On Guarantees of Advocacy and Social Protection of Lawyers" (December 25, 1998) establishes the right to practice law, the basic principles of its activity, the oath of a lawyer, powers, ensuring independence, inviolability, prevention of interference in advocacy and ensuring its protection, measures of social protection of a lawyer and all other powers granted by law. A lawyer in order to provide legal assistance to individuals and legal entities has the following powers:

- provides consultations and clarifications on legal issues, oral and written information on legislative acts;
- draws up legal statements, complaints and other documents; carries out representation in civil cases and cases of administrative offenses in court, other state bodies, before individuals and legal entities;
- defender in criminal proceedings, at the preliminary investigation and in court; victim, civil plaintiff, representative of the civil defendant;

- acts as a defender with a decision or determination on participation in the case on the side of the suspect, the accused, the defendant or the victim, if the interests of the legal representative do not coincide with the interests of the suspect, the accused, the defendant or the victim.[1]

A lawyer has no right to disclose information that he knows in connection with the exercise of his official duties in a criminal case.[2] The Law about Advocacy strictly defines that "a lawyer cannot be questioned as a witness about details that became known to him during the performance of the duties of a defender or representative.[3] "The Law about Advocacy" of the Republic of Uzbekistan states that an assistant lawyer can be an assistant.[4]

In recent years, significant work has been carried out in our country to strengthen the role and importance of the advocacy as one of the effective institutions for ensuring as an important component of judicial and legal reform the protection of the rights, freedoms and legitimate interests of individuals and legal entities. Measures aimed at organizing the proper functioning of the adversarial principle of the parties at all stages of legal proceedings were consistently implemented, the necessary legislative framework for the professional activities of lawyers was created. On the part of individual employees of the bodies of inquiry and investigation, lawyers can freely enter their proxies (persons under their protection).

In proving criminal cases carried out by a lawyer, the defendant, the suspect is aimed at protecting the rights and legitimate interests of the accused. Proof -consists in the collection, verification and evaluation of evidence in order to establish the truth about the circumstances relevant to the lawful, reasonable and fair resolution of the case.[5] Proving is a system of actions aimed at obtaining evidence in a criminal case. Ensures the gradual transition from one stage of the procedure to another until the criminal case is resolved without interruptionIt is the driving force of the criminal pocedure. Knowledge carried out in the criminal proceedings is carried out in the form of proof, which in itself embodies a complex process and consists of individual elements. In turn, they determine the procedure, methods, means and conditions of proof at each stage of the criminal process. Proof serves to establish the truth. A fact in criminal proceedings is a proven opinion of the investigation and the court on the conformity of conclusions with objective reality.

The defender-the lawyer focuses his efforts on proving the innocence of the protected person in the commission of a crime, characterization of his personality, mitigation of punishment, as well as circumstances entailing exemption from criminal liability and punishment. For more effective implementation of the protective function, lawyer carries out its activities in a certain following form:

- advising a protected person;
- development of a protective orientation;
- participation in investigative actions;
- cooperate with law enforcement agencies conducting inquiries in order to better respect the rights and interests of the protected person;
- establishing contact with a representative of the affected party, developing possible circumstances of the agreement;
- appeal against illegal actions of law enforcement officials;
- determination of the lawyer's position and conducting an inquiry in order to identify information, evidence unknown to the investigation and contributing to the establishment of the truth;
- analysis of evidence in terms of relevance, reliability, adequacy;
- participation in the proof process at the pre-trial stage and during the construction of the case in court;
- formation of defensive speech;
- appeal against sentences, rulings, court decisions if there are grounds provided for by law;
- participation of the defender in the courts of the highest instance.

In accordance with the above-mentioned laws, the lawyer carries out his/her action. of the Criminal Procedure Code of the Republic of Uzbekistan "Section thirteen, proceedings in criminal cases of a special category. 60-chapter. The Law "On the initiation of criminal proceedings in cases of crimes against juvenile" also contains specific information about the role of a lawyer in the judicial process. In particular, in article 552 of the Code, it is possible to find such proposals: "When charging a juvenile, the legal representative of the juvenile may be present along with the defender." It follows from this that at the time of the announcement of the verdict to be handed down to the defendant, the defense lawyer stands on the same line with him/her. If there is enough evidence in it, this court also has the right to appeal the verdict. Petitions filed by a lawyer at the final stage of familiarization with the materials of the preliminary criminal case may be aimed at collecting information relevant to the defense of the accused, checking evidence refuting the charges brought against the defendant, changing the classification of the accused's actions to a milder one, excluding certain episodes or parts from the prosecution,

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[1] The Law's 1-part, 5-article and the Criminal Procedure Code of the Republic of Uzbekistan (CPC) - 49, 55, 59.60, 62- articles.
[2] 53-artcile, 3-chapter of the Criminal Procedure Code of the Republic of Uzbekistan.
[3] The Law about Advocacy, 10-article, 2-chapter.
[4] "Lawyer" UzNE. A-letter. The first chapter. Tashkent, 2000-year.
[5] 85-article of the Criminal Procedure Code of the Republic of Uzbekistan.

terminating the criminal case and criminal investigation.

Separately, it should be noted that this code establishes another law on the participation of a defense lawyer in the consideration of juvenile crimes. That is, article 553 of the code states "During the interrogation of a juvenile suspect and an accused, a juvenile also participates as a defender at the time of interrogation. As well as, with the permission of the inquirer, the investigator, the legal representative of the juvenile may be present during the interrogation. The defender and the legal representative have the right to ask questions to the suspect and the accused. At the end of the interrogation, the defender and the legal representative have the right to familiarize themselves with the protocol and express their comments on it. The total time spent on the interrogation of a juvenile suspect, accused, minus an hour break for rest and meals during the day, should not exceed six hours. "[6] With the help of these laws, a lawyer can in every possible way protect the protected person, for example, from psychological, physical and other pressure, to ensure that there is no pressure on him/her. Lawyers are provided with a timely and unhindered meeting with persons under their protection in special rooms not equipped with audio and video surveillance devices, and without the participation of unauthorized persons, while maintaining the possibility of their visual inspection, excluding the possibility of listening to the conversation of a lawyer and a person under their protection by third parties. The defense of a person whom a lawyer defends with the help of his/her evidence is a very delicate process. The process of proof has a complex internal structure, which manifests itself at 3 levels: informational, logical and legal. At the informational level, proof consists in verifying and evaluating the collection of concrete evidence. With this type of proof, the subject of proof comes into direct contact with the source of evidentiary information, as a result of which a set of evidence in a criminal case is formed. Logical proof means substantiating conclusions about the facts being discovered by evaluating the totality of evidence collected in the case. An example of logical proof can be cited Part 1 of Article 23 of the Criminal Procedure Code of the Republic of Uzbekistan, according to which "the suspect, the defendant or the defendant is considered innocent until his/her guilt is proved in accordance with the procedure provided for by law and is determined by a court judgment that has entered into legal force". At the logical level, proof is expressed through justification in procedural documents (indictment, sentence), petitions and refusals. At the legal level of proof, presumptions and prejudices are applied by the subject of proof, taking into account the ineffective results of information-logical proof. In particular, the process of proving unproven guilt under the presumption of innocence is an activity carried out on the basis of the Criminal Procedure Law in order to establish the truth and correct resolution of a criminal case by proving, cognizing and documenting the facts of objective reality with the help of evidence. Innocence equated to proven. The inquirer, investigator, prosecutor, judge, court, within their competence, carry out proof. The suspect, the accused, the defendant, the defender, the public prosecutor and the public defender, as well as the victim, the civil plaintiff and the civil defendant and their representatives have the right to participate in proving. Experts, experts, impartial and other persons performing certain procedural duties established by law are involved in the collection and verification of evidence. The collection and verification of evidence is carried out by: interrogation, confrontation, presentation for identification, seizure, search, inspection, experiments, examinations and other investigative and judicial actions provided for by the Criminal Procedure Code of the Republic of Uzbekistan.

The following paragraph, set out in article 558 of the Criminal Procedure Code of the Republic of Uzbekistan, should be particularly noted: "A juvenile accused may be detained or placed under house arrest. It says that "when considering the issue of initiating a petition for the application of a preventive measure in the form of detention or house arrest against a juvenile, the prosecutor is obliged to personally familiarize himself with the case materials, check the validity of the petition, make sure of the urgency of the event and interrogate the accused on the circumstances related to the application of this preventive measure."[7] In this process, the lawyer collects evidence that the protected person is under house arrest, in relation to his/her behavior, and presents them to the prosecutor.

It is also very important that the lawyer is involved in the judicial process. Naturally, during the interrogation, the lawyer asks questions in favor of the defendant. Therefore, it is necessary to take into account that the prosecution can use the right to simultaneous double interrogation, that is, it is better to prepare in advance for questions unpleasant to the defense in order to achieve the most acceptable and strong answers to them. The procedure established by the Criminal Procedure Code of the Republic of

[6] 553-article, 2-chapter of the Criminal Procedure Code of the Republic of Uzbekistan. Of the Republic of Uzbekistan dated September 6, 2017. UzRD-442-number. The edtiong of law — UzRD, *2017-y., 36-number, 943-article.*

[7] 558-article, 2-chapter of the Criminal Procedure Code of the Republic of Uzbekistan. Of the Republic of Uzbekistan dated September 4, 2017. UzRD-373-number. The edtiong of law — UzRD, *2014-y., 36-number, 452-article.*

Uzbekistan for interrogating a witness provides the defense side with the greatest opportunities to establish the circumstances testifying in favor of the defendant. Success in this case will consist of four main components: knowledge of law, logic of thinking, psychological approach and oratorical skills. During the interrogation , the lawyer has the following goals and objectives:

- obtaining full, truthful, impartial testimony from a witness in accordance with the requirements of the CPC;
- explanation of the reasons for contradictions in the testimony of one witness during interrogations conducted at different stages of the inquiry;
- establishing the discrepancy between the witness's testimony and the materials of the criminal case, as well as the testimony of the accused, the victim and other participants in the process;
- obtaining testimony from witnesses justifying the defendant, mitigating his/her responsibility;
- sorting materials for defensive speech.

Article 561 of the Criminal Procedure Code of the Republic of Uzbekistan "On the removal of a juvenile defendant from the courtroom" also specifically reveals the importance of a lawyer. In particular, "The defender, the legal representative of the juvenile defendant, as well as having heard the opinion of the prosecutor, when investigating circumstances that may have a negative impact on the juvenile, the court has the right to exclude him/her from the courtroom by its ruling.

After the **juvenile** returns to the courtroom, the presiding judge informs him/her in sufficient volume and form of the content of the discussion that took place in his/her absence and gives the juvenile the opportunity to ask questions to the persons interrogated in his absence."[8] After the completion of these fines, if the parties do not agree with the verdict of the court, the decision on the application or non-application of a coercive measure may be appealed and protested in a general manner with the help of a lawyer. If the defendant denies the event itself or his/her involvement in the commission of a crime, in all cases the lawyer must ask the court to acquit the defendant. The defender must adhere to the position of the person under protection.

The defense speech will consist of an introductory (descriptive) part, an analysis and evaluation of evidence and data on the identity of the defendant, an analysis of the reasons that prompted the commission of the crime, as well as a conclusion.

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[8] 561-article of the Criminal Procedure Code of the Republic of Uzbekistan.

QR – Issue QR – Article

SOI: 1.1/TAS DOI: 10.15863/TAS

International Scientific Journal

Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2022 **Issue:** 02 **Volume:** 106

Published: 21.02.2022 **http://T-Science.org**

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INSTITUTIONAL MECHANISMS FOR MANAGING THE INTELLECTUAL PROPERTY MARKET IN THE INNOVATION PROCESS

***Abstract**: The article examines the characteristics of intellectual property management in the scientific, technical and industrial spheres in relation to the set of property rights, develops a subjective aspect of intellectual property (IM) relations, ie the scheme of distribution of powers between participants and analyzes the institutional structure of the market.*

***Key words**: Intellectual property, copyright, patent law, sanctions, counterfeiting, integration, mechanism, global economy, related rights.*

***Language**: English*

***Citation**: Sunnatov, M. N. (2022). Institutional mechanisms for managing the intellectual property market in the innovation process. *ISJ Theoretical & Applied Science, 02 (106),* 488-492.

***Soi**: http://s-o-i.org/1.1/TAS-02-106-48 ***Doi**: crossref https://dx.doi.org/10.15863/TAS.2022.02.106.48

***Scopus ASCC**: 1804.*

Introduction

Paying special attention to the improvement of state administration in the field of intellectual property, the development of mechanisms for evaluating intellectual property objects in the innovation process, the fact that in the total income of the population in our country "interest from intellectual property and royalties in the structure of income received from property, are 20,1%" necessitates further development of this area in the future.

In particular, with the participation of the leadership of the World Intellectual Property Organization, representatives of Elsevier and other foreign organizations, scientific research is being carried out on the topic "Improving the position of the Republic of Uzbekistan in the ranking of the Global Innovation Index", which is an urgent task today, however, the need to "strengthen responsibility for violation of intellectual property rights (copyright, related rights, rights to inventions, etc.), as well as state control in this area" when developing programs for comprehensive measures for the further development of the scientific sphere in Uzbekistan, substantiates the relevance of this research work.

Scientific research to a certain extent will serve to implement the tasks specified in the Decrees and Resolutions of the President of the Republic of Uzbekistan No. UP-4947 of February 7, 2017 "On the strategy of actions for the further development of the Republic of Uzbekistan", No. UP-6097 of October 29, 2020 "On approval of the concept development of science until 2030", No. PP-4168 dated February 8, 2019 "On measures to improve public administration in the field of intellectual property", No. PP-4965 dated January 28, 2021 "On measures to improve the system for the protection of intellectual property objects", No. PP-4996 dated February 17, 2021 "On measures to create conditions for the accelerated introduction of artificial intelligence technologies", as well as in the implementation of tasks, set in other regulatory legal acts related to this area.

As a result of the study, the author studied the features of managing intellectual property objects in the scientific, technical and industrial fields in relation to a bundle of property rights, developed the subjective side of intellectual property relations, that is, a scheme for the distribution of powers between the participants in these relations (Table 1).

It is proposed to finance advanced innovations in the intellectual property market through the "collective contribution of people" by attracting funds from foreign investments, international organizations and entrepreneurs in the commercialization of projects in the field of information technology with a high sales flow.

The introduction of this scientific novelty in practice leads to the development of healthy competition, ensuring the formation of an intellectual property market and the development of a startup ecosystem, and, in turn, will create a Central Asian startup hub. The role of digital infrastructure is important in determining the growth of the national economy and the impact of the country on the global world.

In a rapidly developing and modern world, raising funds via the Internet is becoming an alternative and promising scheme for project financing. In particular, the mechanism for placing and financing projects in the field of information technology through a crowdfunding platform has an important place. This scheme provides young entrepreneurs and start-ups with the opportunity to attract investments and find sources of funding.

The advanced technology market, including artificial intelligence, blockchain, fifth generation mobile communications (5G), robotics, drones, genetic engineering, nanotechnology and solar photovoltaic systems, is ushering in a new era of digitalization of the economy and collaboration. 90% of these technologies belong to intellectual property. As you know, a new network in the field of production and services is being formed and developed all over the world, which is called the “Information of an intellectual product” network. The information of an intellectual product, in turn, substantiates the relationship of market entities in innovative activities during the commercialization of intellectual property (Fig. 1).

Here: legislative, regulatory legal documents (1), financial income (2, 4, 5, 6, 8, 10, 12, 14), intellectual property (3), products based on intellectual property (7, 13), product competitors (9), pirated product (11).

Table 1. Intellectual Property Management Functions *

№	Management of intellectual property objects based on the “Property Rights Package”	Subjects of property rights					
		Copyright			Patent rights		
		Author-creator (or co-authors)	Copyright organization	User	Author-inventor (or co-authors)	Patent Granting Organization	User
1.	Ownership	+			+		
2.	Right of use			+			+
3.	Right of disposal or management	+	+		+	+	
4.	The right to develop or receive income	+		+	+		+
5.	Residual value right or sovereign right	+			+		
6.	Right to safety	+		+	+		+
7.	Right of Inheritance	+			+		
8.	Right to Perpetuity	+		+	+		+
9.	Right to prohibit harmful use	+	+		+	+	
10.	Right to liability in the form of recovery	+	+		+	+	
11.	Right to Expected Balance	+			+		
*Developed by the author.							

Among such terms as "smart car", "smart home", "smart city", the phrase "smart people" is also often found in the achievements of science. Consequently, the improvement of mechanisms for supporting projects initiated by smart people and organizations accelerates the implementation of the results of scientific and technical developments in production, and also ensures the creation and development of a sustainable chain of systems for the release of innovative products to the international market. In 2015-2020, the total number of applications for the grant of patents for inventions amounted to 3318 units (table 2).

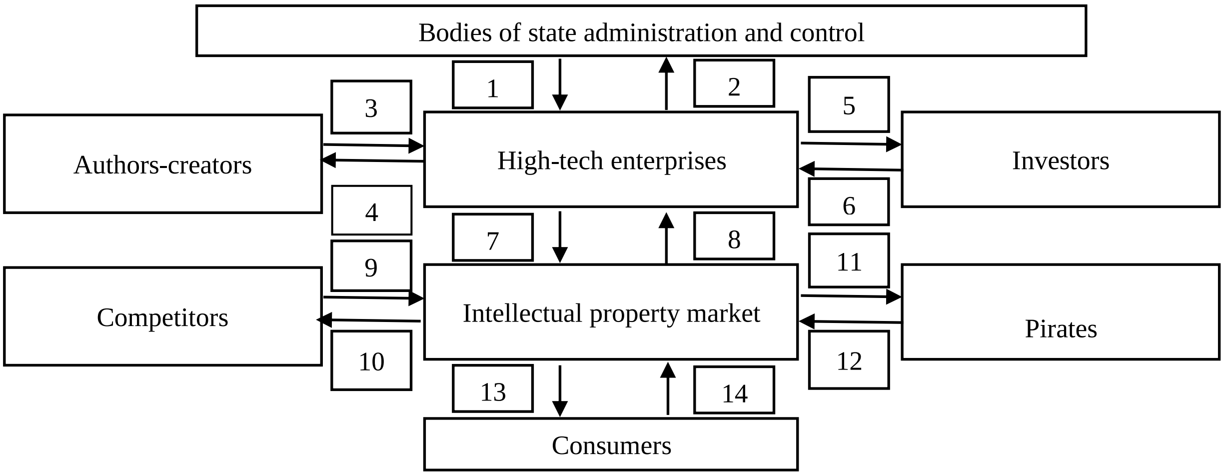

Fig.1. The relationship of market entities in innovative activities in the commercialization of private property (Developed by the author.)

The number of active patents in the intellectual property market is increasing every year. The reason for this is due to the fact that the invention registration mechanism is not perfect. Today, not enough attention is paid to the role and importance of using intellectual property objects (OIP) in commercial organizations in Uzbekistan, in particular, to its institutional framework. In addition, existing sources are trying to be understood using various approaches and methods, such as "intangible objects", "intellectual property", "intellectual capital".

This creates additional difficulties both economically and institutionally. On the basis of the study, a scheme was developed for the correlation of the concepts of "intellectual property", "intangible assets" and "intellectual capital".

Table 2. Dynamics of the number of patent applications for inventions in 2015-2020

Indicators	2015	2016	2017	2018	2019	2020*	Total
Applications submitted, total of them:	507	555	553	650	543	510	3318
national applicants	288	353	357	470	374	303	2145
foreign applicants	219	202	196	180	169	207	1173
including under the procedure of the Patent Cooperation Treaty (PCT)	213	194	185	157	153	161	1063
*Developed by the author.							

Comparison of intellectual property and fixed assets allowed us to identify similarities and differences between intellectual property and fixed assets (PF). The use of OIS in the above areas allows you to increase the production capacity and production efficiency of the enterprise. The correct use of intellectual property increases the income and profitability of the enterprise, as a result of which its value increases. This chapter has developed the main criteria for similarities and differences between intellectual property and fixed assets (Fig. 2).

There are a number of basic principles for evaluating intellectual property: the principle of profitability, the principle of substitution (change), the principle of expectation, the principle of compliance, the principle of supply and demand, the principle of competition, principles that depend on the macroeconomic situation or the economic development of the region. Since an object of intellectual property (IP) is presented as a commodity, it must have its own market value. At the same time, it is required to effectively use the institutional structures of the market for IP valuation services.

For the capitalization of intellectual property assets, the cost approach is used, which assesses the costs associated with the creation of intellectual property assets at their enterprises or their acquisition by third parties. In this case, the amount of profit for a certain reporting period is determined by the following formula:

* Data for 2020 was obtained by the author from the official bulletin of the Agency for Intellectual Property under the Ministry of Justice of the Republic of Uzbekistan.

$$\text{ПТ1} = \sum_{th}^{tk} Vt \times \Delta\text{П}t \times Kdt, \quad (1)$$

where: PT1 is the amount of expected profit for the period T from the sale of own produced goods and services; Vt is the volume of sales of products based on intellectual property items during the year; ΔПt is the expected profit from the sale of a unit of manufactured products; Kdt – discount factor in t-year; th and tk are the initial and last years, calculated respectively with period T. When using other forms of commercialization of IP rights (sale of patents and licenses, contribution to the authorized capital of a joint venture, franchising, leasing, industrial cooperation, commercial privilege, etc.) the copyright owner receives only a part (10-30%) of the total profit, the rest belongs to the buyer of patents and licenses. In this case, the amount of profit received by the right holder is determined by the following formula:

$$\text{ПТ2} = \text{Д} \times \sum_{th}^{tk} Vt \times \Delta\text{П}t \times Kdt, \quad (2)$$

where: PT2 - the amount of royalties paid from the sale of licenses and patents; D is the share of the copyright owner in the profit of the patent or license holder, in % x. A comparison of the calculation formulas shows that the greatest effect is obtained when the intellectual property is used in one's own production, in which high profits can be obtained.

Intellectual property valuation is required when an enterprise/organization goes into liquidation, when conducting a merger and acquisition, when filing an official report with the court, when assessing the damage caused by infringement of property rights, when determining the right paid to authors, and if necessary when issuing and licensing rights intellectual property, and the valuation of intangible assets - when making contributions to the authorized capital of an enterprise / organization, making decisions on investments in an intangible asset, acquiring and selling property rights, valuing and acquiring a business, as well as for International Financial Reporting Standards. The Commonwealth of Independent States (CIS), including Uzbekistan and a number of developed, developing and undeveloped countries are also members of the World Intellectual Property Organization (WIPO). WIPO acts as an international arbitration forum for commercial disputes relating to the protection of intellectual property.

Copyright and related rights, as well as international conventions in the field of patents, are fundamental to equal and fair relations between countries.

Based on the analysis, it was determined that the intellectual property market of the Republic of Uzbekistan needs to be managed in total in accordance with 14 international agreements that are members of the World Intellectual Property Organization (WIPO), as well as agreements managed by WIPO, the International Organization for the Protection of New Varieties of Plants UPOV (International Union for the Protection of New Varieties of Plants, UPOV), the World Trade Organization (WTO) and the United Nations (UN).

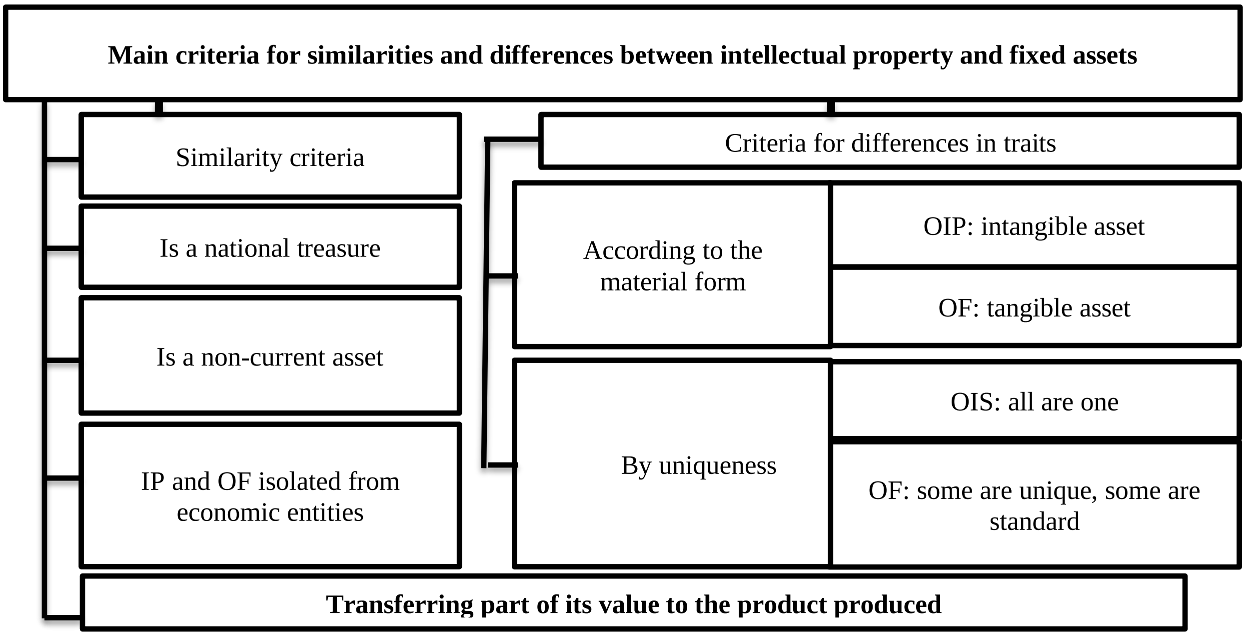

Fig.2*. Main criteria for similarities and differences between intellectual property (IP) and fixed assets (PF)
(*Developed by the author.)

Studies on improving the institutional management of the intellectual property market have shown that in practice there is no state that would regulate or manage intellectual property on the basis of a single state body. In practice, 6.8% of the state resolves this issue through a specific ministry or organization. Improving the mechanism for regulating the intellectual property market in the economy is, first of all, a state policy, and today the state is taking measures to improve the system for protecting intellectual property objects.

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Signed in print: 28.02.2022. Size 60x84 1/8

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