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Issue **Article**

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REFERENCE DATA OF PRESSURE DISTRIBUTION ON THE SURFACES OF AIRFOILS HAVING THE NAMES BEGINNING WITH THE LETTER K

Abstract: *The results of the computer calculation of air flow around the airfoils having the names beginning with the letter K are presented in the article. The contours of pressure distribution on the surfaces of the airfoils at the angles of attack of 0, 15 and -15 degrees in conditions of the subsonic airplane flight speed were obtained.*

Key words: *the airfoil, the angle of attack, pressure, the surface.*

Language: *English*

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Introduction

Creating reference materials that determine the most accurate pressure distribution on the airfoils surfaces is an actual task of the airplane aerodynamics.

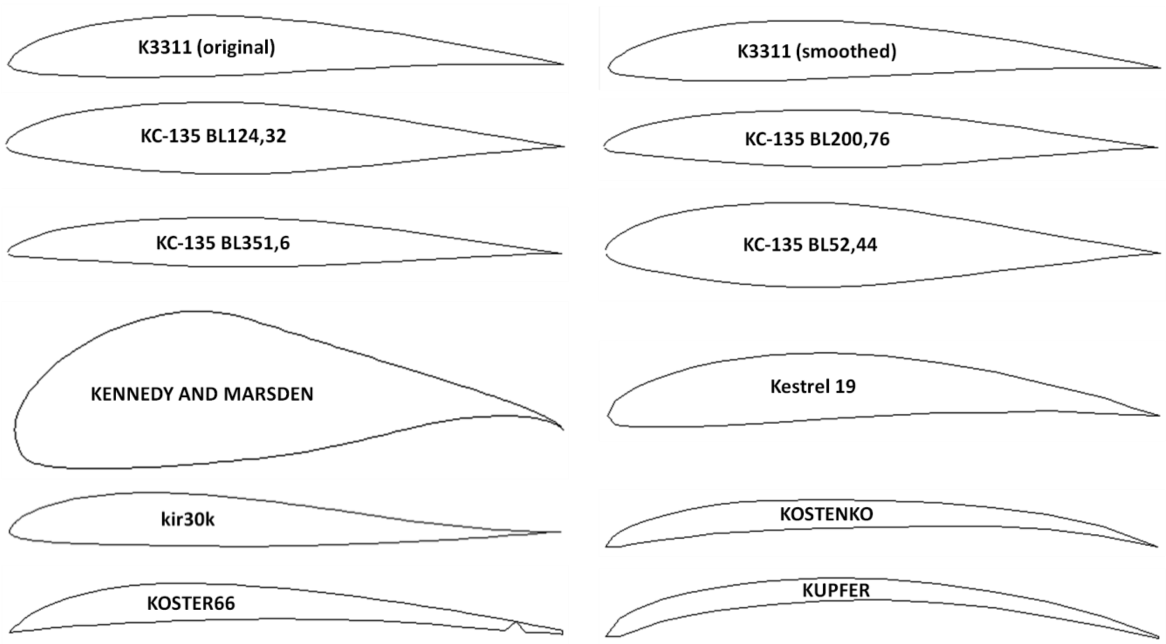
Materials and methods

The study of air flow around the airfoils was carried out in a two-dimensional formulation by means of the computer calculation in the *Comsol Multiphysics* program. The airfoils in the cross section were taken as objects of research [1-26]. In this work, the airfoils having the names beginning with the letter *K* were adopted. Air flow around the airfoils was carried out at the angles of attack (α) of 0, 15 and -15 degrees. Flight speed of the airplane in each case was subsonic. The airplane flight in the atmosphere was carried out under normal weather conditions. The geometric characteristics of the studied airfoils are presented in the Table 1. The geometric shapes of the airfoils in the cross section are presented in the Table 2.

Table 1. The geometric characteristics of the airfoils.

Airfoil name	Max. thickness	Max. camber	Leading edge radius	Trailing edge thickness
K3311 (original)	11.0% at 30.0% of the chord	3.25% at 40.0% of the chord	0.8333%	0.0%
K3311 (smoothed)	11.03% at 30.6% of the chord	3.23% at 41.6% of the chord	0.7625%	0.0%
KC-135 BL124,32	12.98% at 40.0% of the chord	1.57% at 20.0% of the chord	0.9068%	0.0%
KC-135 BL200,76	10.59% at 40.0% of the chord	1.66% at 20.0% of the chord	0.5394%	0.0%
KC-135 BL351,6	8.99% at 40.0% of the chord	2.0% at 30.0% of the chord	0.3827%	0.0%
KC-135 BL52,44	15.49% at 35.0% of the chord	1.58% at 20.0% of the chord	1.416%	0.0%
KENNEDY AND MARSDEN	27.89% at 31.8% of the chord	7.67% at 34.7% of the chord	7.8079%	0.0%
Kestrel 19	12.5% at 30.0% of the chord	5.38% at 50.0% of the chord	1.6287%	0.0%
kir30k	9.75% at 28.1% of the chord	2.27% at 22.6% of the chord	1.1092%	0.0004%
KOSTENKO	5.49% at 25.0% of the chord	6.04% at 40.0% of the chord	0.7229%	0.0%
KOSTER66	6.75% at 25.0% of the chord	5.48% at 37.1% of the chord	0.2936%	0.84%
KUPFER	4.3% at 25.0% of the chord	8.9% at 40.0% of the chord	1.5919%	0.3%
Note: *K3311 (original)* (Leon Kincaid K3311 airfoil (original)); *KC-135 BL124,32* (Boeing KC-135 transonic airfoils); *KENNEDY AND MARSDEN* (University of Alberta/Kennedy and Marsden high lift airfoil); *Kestrel 19* (H. Stock (USA)); *kir30k* (By Matteo Galizia – Italy).				

Table 2. The geometric shapes of the airfoils in the cross section.



Results and discussion

The calculated pressure contours on the surfaces of the airfoils at the different angles of attack are presented in the Figs. 1-12. The calculated values on the scale can be represented as the basic values when comparing the pressure drop under conditions of changing the angle of attack of the airfoils.

12 airfoils of the KC, K and other series were studied in this work. All airfoils are asymmetrical.

The original K3311 airfoil has the larger leading edge radius than the smoothed K3311 airfoil. Other geometric parameters of the two airfoils have an insignificant difference in the value. However, under conditions of the airplane descent, the wing with the smoothed airfoil experiences negative pressure on the leading edge that is twice as large as the wing with the original airfoil.

The KC-135 BL351,6 has the smallest relative thickness and the largest camber of the considered airfoils of the KC series. Taking into account the small value of the leading edge radius, this contributes to the formation of negative pressure regions of the smaller value than that of the other airfoils of this series under conditions of the airplane descent. On the other hand, the large relative thickness and the leading edge radius, for example, the KC-135 BL52,44 airfoil, provide a decrease in negative pressure during the airplane climb.

The KENNEDY AND MARSDEN airfoil has the largest relative thickness and the leading edge radius of all studied airfoils. The configuration of the airfoil during horizontal flight and climb of the airplane leads to the formation of negative pressures of almost the same value. In this case, negative pressure is formed on the upper surface of the airfoil that is 2 times greater than positive pressure that is created on the leading edge and the lower surface.

The KOSTENKO and KUPFER airfoils have almost the same geometric shape in the cross section. They are characterized by the formation of large negative pressure at the angle of attack of 15 degrees and smaller negative pressure at the angle of attack of -15 degrees.

Maximum negative pressure (-121 kPa) occurs on the KOSTENKO airfoil during the airplane climb. Minimum negative pressure (-9.54 kPa) occurs on the KOSTER66 airfoil during the airplane descent.

The maximum increase in pressure on the leading edge occurs at the angle of attack of 15 degrees for the following airfoils: K3311 (original), KC-135 BL200,76, KC-135 BL351,6, Kestrel 19, kir30k, KOSTENKO, KOSTER66 and KUPFER. The maximum increase in pressure on the leading edge occurs at the angle of attack of -15 degrees for the other airfoils.

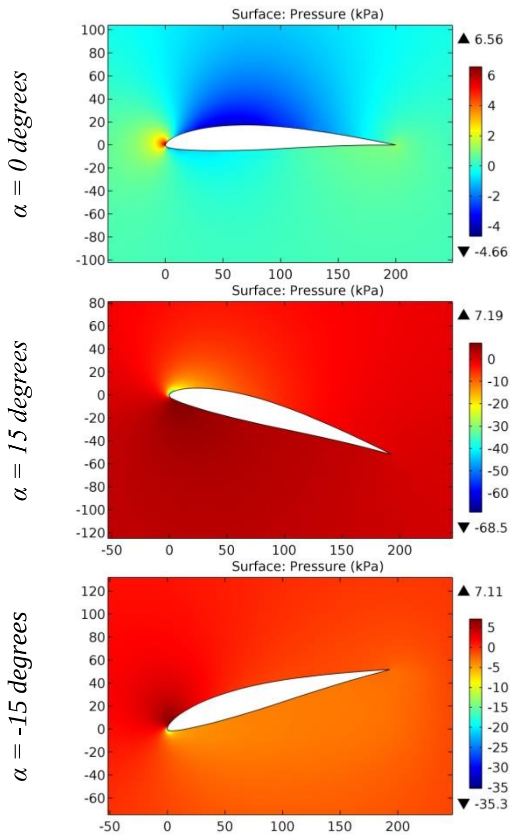


Figure 1. The pressure contours on the surfaces of the K3311 (original) airfoil.

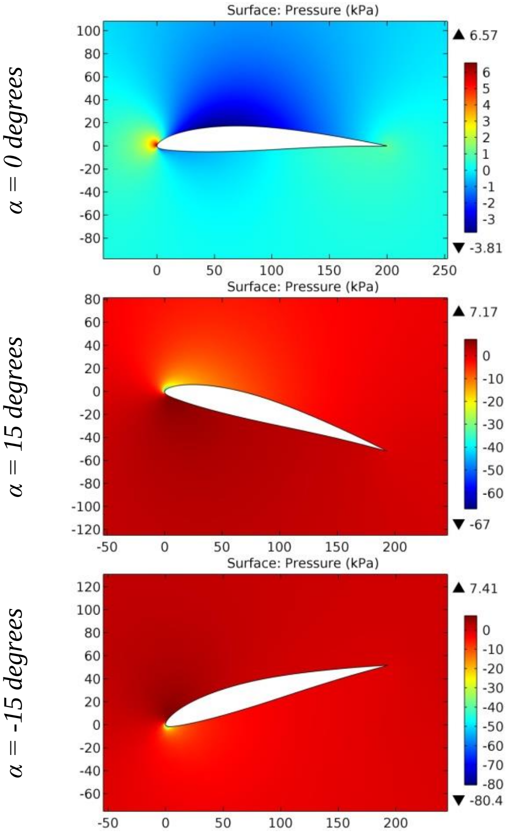


Figure 2. The pressure contours on the surfaces of the K3311 (smoothed) airfoil.

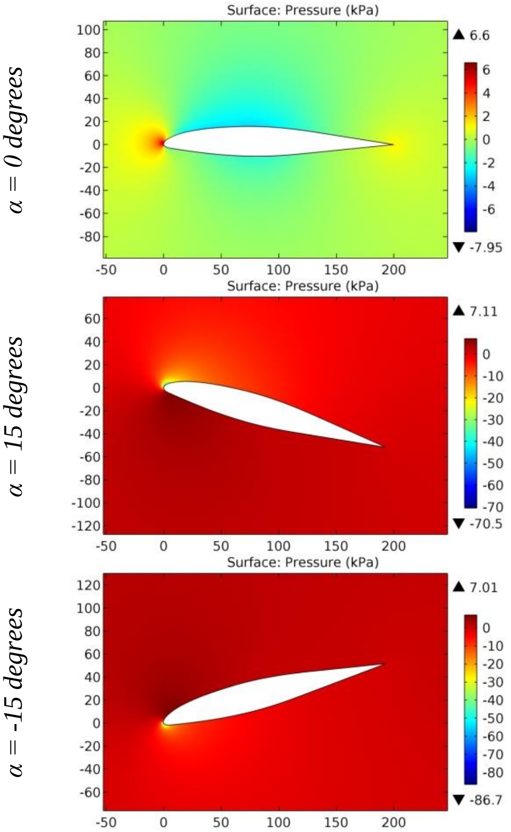


Figure 3. The pressure contours on the surfaces of the KC-135 BL124,32 airfoil.

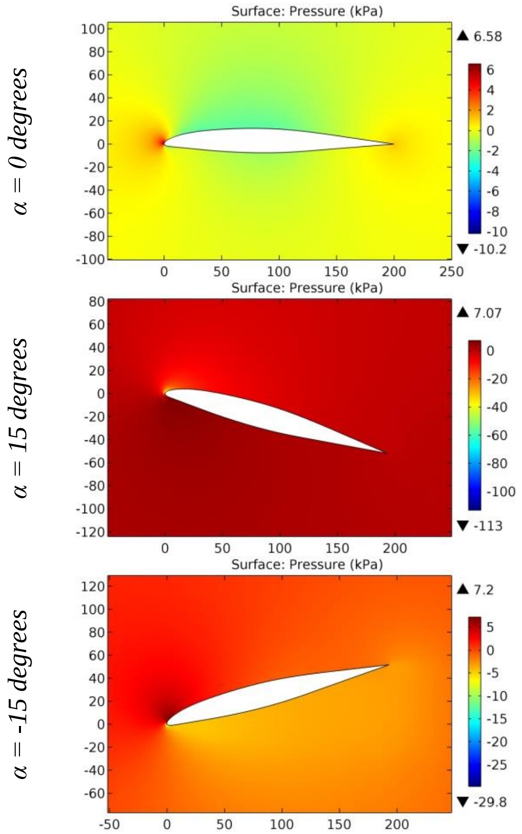


Figure 4. The pressure contours on the surfaces of the KC-135 BL200,76 airfoil.

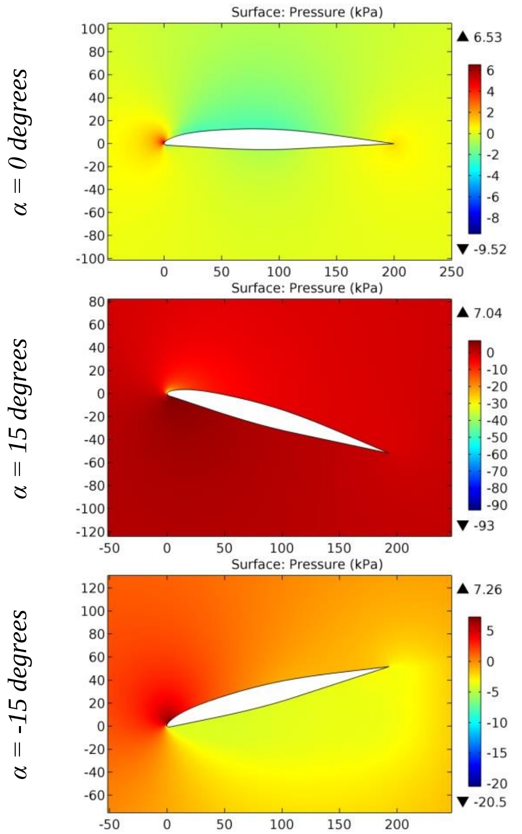


Figure 5. The pressure contours on the surfaces of the KC-135 BL351,6 airfoil.

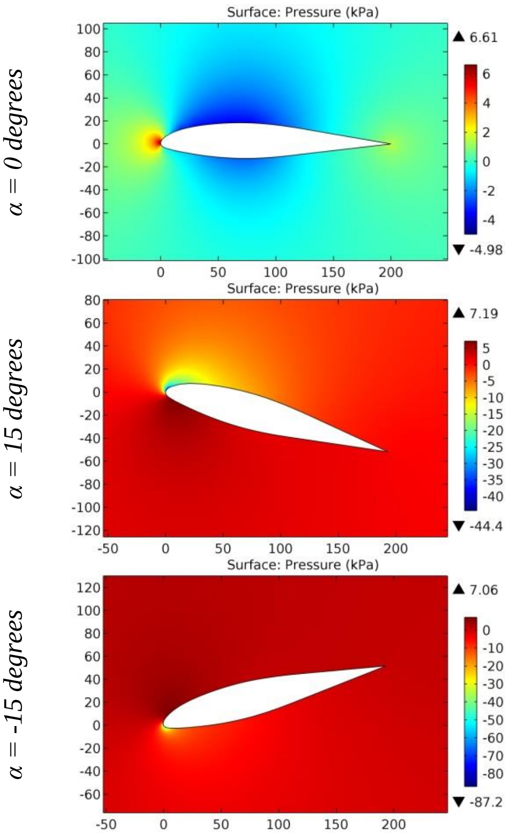


Figure 6. The pressure contours on the surfaces of the KC-135 BL52,44 airfoil.

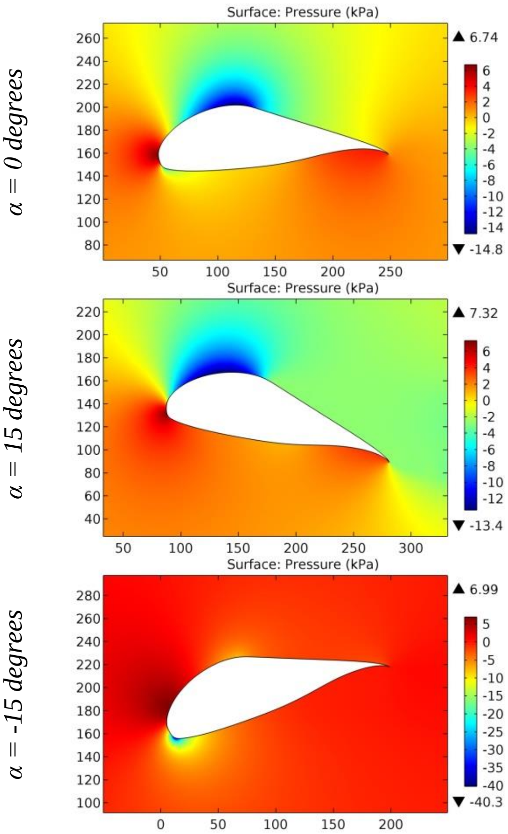


Figure 7. The pressure contours on the surfaces of the KENNEDY AND MARSDEN airfoil.

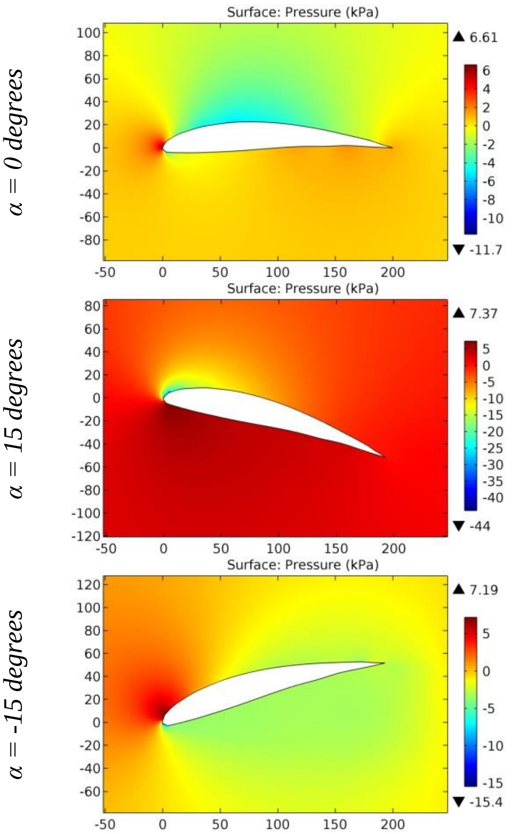


Figure 8. The pressure contours on the surfaces of the Kestrel 19 airfoil.

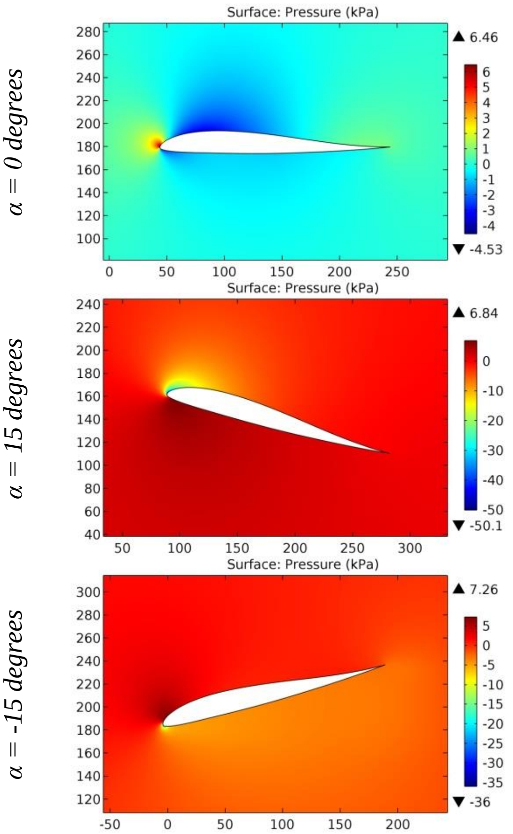


Figure 9. The pressure contours on the surfaces of the kir30k airfoil.

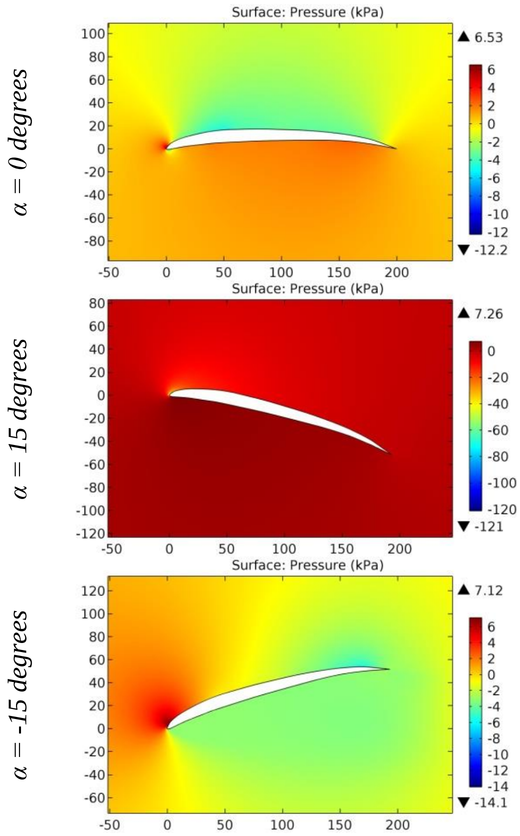


Figure 10. The pressure contours on the surfaces of the KOSTENKO airfoil.

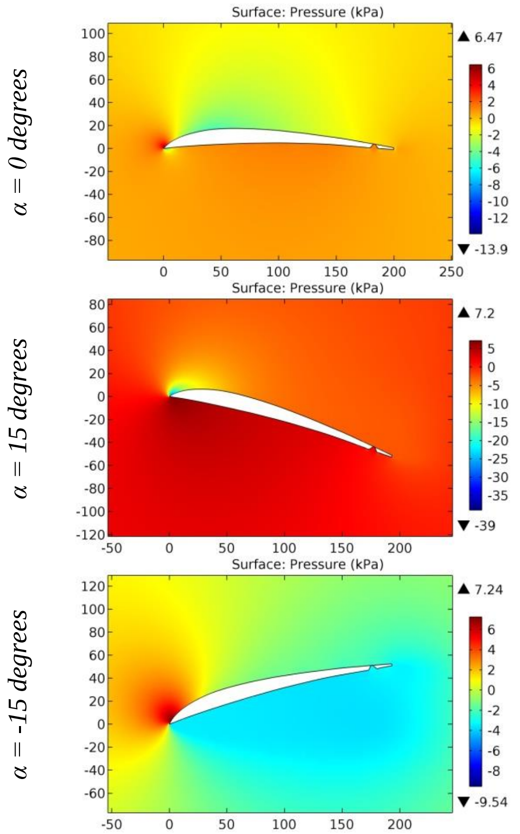


Figure 11. The pressure contours on the surfaces of the KOSTER66 airfoil.

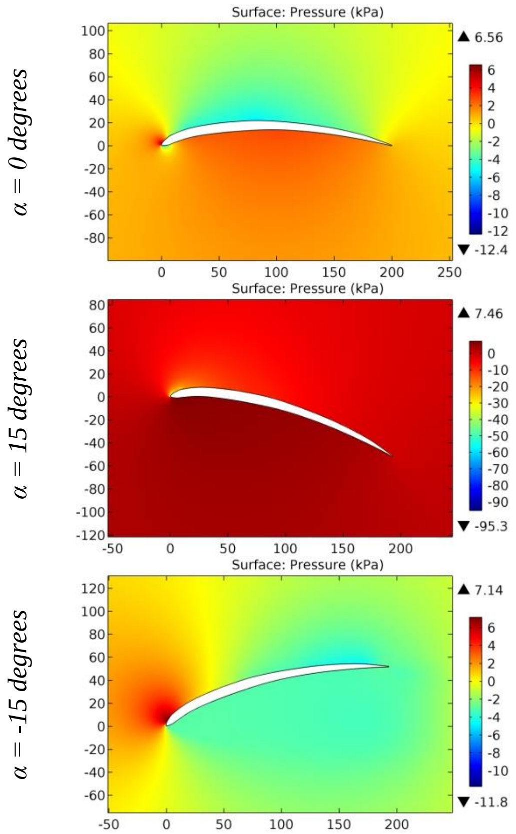


Figure 12. The pressure contours on the surfaces of the KUPFER airfoil.

Conclusion

Thus, the thin airfoils with the camber lead to an increase in negative pressure on the leading edge during the airplane climb, and to a decrease in the pressure value during the airplane descent. The thick airfoils cause more drag and increase lift, as evidenced by the calculated pressure values indicated on the color scales.

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Issue Article

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SCIENTIFIC AND METHODOLOGICAL FOUNDATIONS OF TEACHING SAMPLES OF FOREIGN LITERATURE IN THE SECONDARY SCHOOL SYSTEM: SOME FACTORS OF NATIONAL-HISTORICAL AND FOREIGN EXPERIENCE

***Abstract**: The author of this article provides detailed information about the scientific and methodological foundations of teaching samples of foreign literature in the secondary school system, about some factors of its national-historical and foreign experience.*

***Key words**: the role of literature in school, the younger generation, national historical experience, teaching methods.*

***Language**: English*

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Introduction

Literature is a basic academic discipline that contributes to the formation of the spiritual image of the younger generation, moral and spiritual quest. The history of literature plays a key role in the emotional, mental and aesthetic development of a student, in his understanding of being and national identity; it is difficult to imagine the spiritual development of a nation without studying the art of artistic expression. The uniqueness of literature as a school subject is determined by its essence as one of the forms of culture, more precisely, as a phenomenon: literature aesthetically masters the world, through artistic images depicts the value and diversity of human existence. Has the ability to influence people with great force, getting acquainted with the spiritual and aesthetic values of the nation and humanity.

For centuries, literature has played a significant role in the development of society, standing at the intersection of art and science. Literature, including foreign literature, has not lost its relevance with its greatness and eternity, influencing national and sometimes universal political changes, which led to the emergence and development of various forms of art in the life of a particular society. New literary styles have given people a sense of adaptation and cognition of the new reality, since literary works created at a high artistic level often go beyond the historical reality. Even now, when we read samples of ancient creations written thousands of years ago, far from our country, in other countries, we are amazed that practically nothing has changed, the wheel of history is spinning again, events are repeating themselves.

The topic of this article is very relevant and extremely important, because the place and role of foreign literature in world culture is very great. The literature of different countries and peoples is closely interrelated. We deeply understand and comprehend our national and Uzbek literature only by knowing the history of foreign literature. Therefore, another important aspect of our article is its use in school literature to create a holistic view of world literature, which is an integral part of both textbooks and Uzbek literature.

The introduction of foreign literature into the education system in general, and in particular into the system of secondary and primary school education, has been taking place since the history of our domestic education system. "Most of the scientists who lived in the East and West were engaged in translation practice. The populist rulers, striving for the development of the nation, tried to gather scientists around them and create the necessary conditions for them to engage in translations. As a result, they have made a significant contribution to the transformation of scientific works created in different countries into the public domain, into the value of art and the art of one culture in another culture".[1] As our great ancestor Abu Rayhan Beruni said about his time, "all the collected samples of science were translated into Arabic, processed and described, and found a place in the hearts of people".[2] In this sense, madrassas that received the status of higher educational institutions were of great importance.

"The first information about the madrasah can be found in the sources of the 10th century. Since then, these educational institutions in any form continued to function until the beginning of the twentieth century. According to the testimony of Academician V.V.Bartold, a poor peasant who lived in the village of Argun in the Atkar district near Samarkand, in 848 sent his two sons to study in Samarkand. At that time there were 17 madrasas in Samarkand, where famous scientists of that time taught. Madrasas in Merv and Nishapur are state-run, and teachers were paid. At the beginning of the XI century, government madrassas were established, in which not only religious scholars, but also scientists of specific sciences gave lectures." [3]

According to historical sources, even before the Timurids, in some regions, depending on the scope of services provided by scientists for the development of science, the activities of the education system also developed and achieved high results. It is important to note that each madrasah, large or small, had its own curriculum, teaching aids, educational process and system, as well as internal procedures. Naturally, each madrasah team tried to raise its status, attract a student who wants to study. Most importantly, almost all madrasahs have served for centuries to educate, educate the talented young generation, and increase the potential of a perfect human personality. Madrassas that have achieved high results in this regard have a wide scientific scope, have state significance, have the status of scientists and are considered huge centers of knowledge and enlightenment. Mirzo Ulugbek built one of these madrasas in Samarkand. However, ancient history did not know guns, battles, genocidal wars. Because of these unforgivable mistakes of history, many educational centers, mosques and madrassas were destroyed and destroyed. It was estimated that before the revolution, only two percent of the population of Turkestan were literate. The authors of this conclusion made this decision because they did not know the alphabet, which is read from left to right (Arabic). In fact, the Central Asians (from the VIII-IX centuries) were literate in Arabic. There has never been a village in our country without its own mosque or madrasah. Unfortunately, by the Soviet era, most scientific schools were destroyed by "cultural revolutionaries" in the 1920s and 1930s. Some of the surviving schools and madrassas began to close one after another. The content of public education, the system of training and guidance have radically changed in a "new" way, Russified programs, textbooks, manuals have been created. Enlighteners Mahmudhoja Behbudi, Abdurauf Fitrat, Abdullah Avloni, Munavvarkori and others, who understood the true goals of the "cultural revolutionaries" of the Soviet era, sometimes openly and secretly fought against the Soviet colonialists, which was reflected in their scientific, political and literary works.[4]

It was only in the mid-1980s that it was possible to revise previous estimates, to fairly assess the directions whose creators were previously considered dangerous. The works of poets who had previously taught at the madrasah were republished. Although madrasas are critical of the history of the teaching methods used in them, some comments have been made. In this regard, the information contained in the second textbook "History of Uzbek Literature", written by academician Vahid Abdullayev for universities, deserves attention. The scientist provides information about almost all madrasas that originally operated in Central Asia. Although he is a little critical of the disciplines taught in the madrasah, based on the requirements of the time and ideology, he also expresses his interest in the science of the madrasah, quoting some facts: "The period of study in the madrasah was 15-20 years, more than 137 subjects or books were taught."[5] It is clear that the scientist was well aware that a student who had studied more than 137 sciences and books in a madrasah would certainly

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[5] Абдуллаев В. Ўзбек адабиёти тарихи. II-китоб. Тошкент: Ўқитувчи, 1980,14-бет.

not remain in the dark for 15-20 years. Because it is not difficult to understand that many sciences were studied in the madrasah, including domestic and eastern foreign literature, and it is impossible to say how many scientists received education as a result, but only to provide important information. Similar information can be found in other textbooks, historical sources and encyclopedic dictionaries created in those years.[6]

According to historical documents and sources, from the 10th to the beginning of the 20th century there were 386 large and small madrasas in Central Asia. "Among them were small madrassas that operated for a short time, and then closed. This number has changed naturally at different times due to changes and conditions of socio-political life."[7]

The issue of studying the system of continuing education, which was consistently implemented in madrasahs, attracted the attention of many scientists. However, it was not possible to shed light on the real history of the subject, to comprehend it. It was only as a result of our country's independence that the process of honest study and coverage of the history of the education system, the history of Eastern science, culture and values began and opportunities were created. On the pages of the revived history, information about the history of the madrasah began to be mentioned. They found out the reasons why the amount of knowledge of our great ancestors who were educated in them could be at the encyclopedic level. The scientific research of Academician Boturkhon Valikhodzhayev deserves special attention. Talking about madrasas that played an important role in the development of Oriental science and the educational process in them, the scientist proved with the help of sources that today's educational institutions are the legal successors of madrasas.[8]

Today we can give such general information about the education system of our country before the twentieth century, based on the research and research of modern scientists. In the Middle Ages and in the XII-XIX centuries, literature was one of the main disciplines in the madrasah. However, education in the context of the Islamic faith and the rules of Sharia, Arab-Persian and other centuries, where Turkic and Old Uzbek languages prevailed, did not emphasize foreign literature. The emphasis is on the level of artistic text, ideological maturity, artistic wealth. A number of studies on this subject are described in the conclusions of existing textbooks on the history of literature. At the same time, many lessons can be learned from the lessons of the literature of the past and those that have been useful in practice. In particular, on the basis of new research and written sources, the report made at the International Scientific Conference on Mirzo Ulugbek's contribution to the development of world science in Samarkand on June 9-11, 2009 was scientifically analyzed. As a result of scientific research based on some historical documents and written sources, the following conclusions were made: 1. The teaching methodology was chosen in accordance with the various disciplines taught in the madrasah, and part of the sciences is closely related to methodological science. It is intended for the invention and application of teaching methods. For example, the method of reading by reading, the method of working and compiling a dictionary. 2. Open methods have found application in practice in the sciences, the knowledge of which is perceived by the mind. 3. Unique methods of conducting events for mastering complex texts have also been developed. 4. Some of these teaching methods have also been used to study parts of natural literature.

By the time of independence, especially in the early years of its existence, it would have been quite difficult to create a program for high school graduates whose works of world classical literature, such as E. M. Remarque, had to be presented and taught in practice. The great socio-cultural changes that have taken place in society, the great reforms that have taken place since the country gained independence, the transition of the secondary education system from 10 to 11 years, the question was who to recommend to the curriculum and who to study independently. As a result, it is recommended to use the program for lyceums and gymnasiums of humanitarian profile for gifted classes of 11^{th} grade, the use of programs created for national schools in general secondary schools where the course "World Art Culture" is implemented. Now the programs not only mentioned the names of the authors, but also listed the issues that students had to discuss at graduation. The right of students to choose a literary text for extracurricular reading was also introduced.

Currently, the practice of teaching the history of national Uzbek literature as an integral part of the history of world literature extends to the secondary school system. The experience of reflecting the general principles of studying Russian literature and

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[6] Турсунова М. Мадрасалар таълимида адабиёт сабоғи. Монография. – Самарқанд: СамДУ нашри, 2010. – 34-42 б. Асосий статистик манбалар ушбу қўлланмадан олинди.
[7] Турсунова М. Кўрс. манба.-37 б.
[8] Валихўжаев Б. Олий таълим тизими тарихининг теран илдизлари . «Маърифат» газетаси, 2001 йил, 19- декабрь.; Яна қаранг: Шу муаллиф: Мирзо Улуғбек даври мадрасалари. – Самарқанд: СамДУ нашри, 2001. ; Шунингдек: М.Турсунова. Адабиёт дарсларида шарҳлаш усули «Алпомиш»достони мисолида. «Тил ва адабиёт таълими» журнали, 1992 йил, 4-5 сонлари.; 3 М.Турсунова. Шарқона ўқитиш усуллари «Эрон ва Турон» Халқаро конференция материаллари. – Техрон: 2001, 13-14 февраль.

foreign literature at the qualitative stage, various processes taking place in modern world literature, within the framework of secondary school curricula has the following content: Parallel study of domestic and foreign literature; in which literary similarities, parallels naturally arise during analogies. Such approaches allow students to conduct a comparative study of foreign and domestic literature, in which it is important that the historical reality reflected in the selected literary text and the artistic and aesthetic, literary and philosophical problems posed also have common features. It is also important to include in the curriculum the selection of works by writers of universal artistic and aesthetic significance, such as Remarque, which for various socio-political and other reasons went unnoticed, which in a peculiar way depicted the theme of the First World War.

To conclude, a student can study a general literature course, including samples of foreign literature, in the general education system or through the vocational education system. In both cases, the principle of problem-based learning is observed at the basic level. Students will be introduced to the basics of science, while the traditional foundations of science will be preserved. The purpose of the profile-professional level is to provide in-depth knowledge, prepare students for professional activity in the relevant field.

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Issue Article

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OBTAINING PEGANINE AND DEOXYPEGANINE FROM THE SUM OF PEGANUM HARMALA ALKALOIDS THROUGH THEIR COMPLEX SALTS

Abstract: *The possibility of combining the processes of reduction of deoxyvazicinone and vasicinone to deoxypeganine and peganine and the isolation of the latter in the form of complex salts from a complex natural sum of alkaloids is shown. The most effective way of obtaining peganine in an individual form is proposed.*

Key words: *Peganum harmala plants, alkaloids, chromatography, extraction, deoxyvazicinone, vasicinone, deoxypeganin, peganin.*
Language: *Russian*
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Scopus ASCC: *1600.*

ПОЛУЧЕНИЕ ПЕГАНИНА И ДЕЗОКСИПЕГАНИНА ИЗ СУММЫ АЛКАЛОИДОВ PEGANUM HARMALA ЧЕРЕЗ ИХ КОМПЛЕКСНЫЕ СОЛИ

Аннотация: *Показана возможность совмещения процессов восстановления дезоксивазицинона и вазицинона до дезоксипеганина и пеганина и выделения последных в виде комплексных солей из сложной природной суммы алкалоидов. Предложен наиболее эффективный путь получения пеганина в индивидуальном виде.*

Ключевые слова: *растения Peganum harmala, алкалоиды, хроматография, экстракция, дезоксивазицинон, вазицинон, дезоксипеганин, пеганин.*

Введение

Экстракт суммы алкалоидов, выделенный из растения Peganum harmala (Peganaceae), используется для производства лекарственного средства дезоксипеганина гидрохлорида [1], для которого в настоящего время разработан и синтетический способ получения [2]. Однако при применении обычной схемы обработки растительной суммы теряется еще один интересный в практическом плане алкалоид – пеганин [3, 4], который в данных условиях восстанавливается до десоксипеганина. Между тем, пеганин можно использовать в качестве полупродукта для синтеза других, важных в фармакологическом отношении хиназолиновых алкалоидов [5].

Результаты и их обсуждение.

Предложенный нами метод получения пеганина и дезоксипеганина основан на восстановлении суммы хиназолоновых и хиназолиновых оснований, содержащихся в растительном экстракте, цинком в соляной кислоте. Мы считали, что в данных условиях дезоксивазицинон (**1**) и вазицинон (**2**) восстановятся до дезоксипеганина (**3**) и пеганина (**4**) соответственно, с образованием комплексных соединений последних с хлоридом цинка, аналогично работе [6], и выпадут в осадок в кислой среде. Это позволит избавиться от прочих алкалоидов растительной суммы.

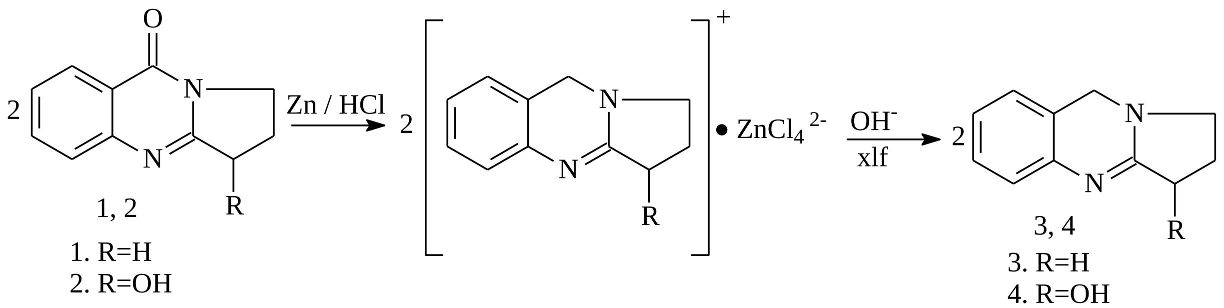

Рисунок 1. Получение пеганина и дезоксипеганина

Для подтверждения данной гипотезы мы провели восстановление модельной суммы А алкалоидов **1-4**, взятых в одинаковых количествах, в результате которого получили смесь комплексов дезоксипеганина и пеганина в равных соотношениях (таблица).

Дальнейшее исследование проводили с 20% хлороформной суммой алкалоидов Б, полученной из растительного сырья в опытно-промышленных условиях. Восстановление этой суммы цинковым порошком в 15% соляной кислоте (предварительная экстракция хлороформной суммы кислотой указанной концентрации) привело к образованию комплексных солей дезоксипеганина и пеганина (см. таблицу). Разрушение суммы комплексов аммиаком в водном растворе при pH>12 с последующей экстракцией хлороформом дало смесь оснований **3** и **4** в соотношениях, приведенных в таблице, из которой видно, что при экстракции содержание дезоксипеганина выше, чем пеганина. Это, вероятно, связано с более высокой степенью устойчивости комплекса последнего с хлоридом цинка. Алкалоиды **3** и **4** могут быть разделены либо методом полибуферного распределения [7], либо колоночной хроматографией [8], либо газовой хроматографией в сочетании с масс-спектрометрией (GC-MS метод) [9].

Таблица 1. Содержание алкалоидов 1-4 в суммах А и Б

Соединение	Сумма А			Сумма Б		
	исх., %	компл., %	осн., % pH>12	исх., %	компл., %	осн., % pH>12
1	25	1	3	52	Сл.	2
2	25	1	2	15	1	2
3	25	48	50	8	58	62
4	25	50	44	25	39	36

Разделение указанной пары алкалоидов проводили, основываясь на различной растворимости их солей в определенных растворителях. Известно [10], что дезоксипеганин легко дает перхлорат, не растворимый в этаноле и ацетоне, а перхлорат пеганина из этих растворителей осаждается с большим трудом, для подтверждения чего мы провели соответствующий эксперимент с чистым (±)-пеганином. Синтезированный перхлорат плавится с разложением при 302-305º (ацетонитрил). Однако пеганин легко образуют нитрат [11], который можно выделить с практически количественным выходом. В результате разделения, проведенного по описанной выше схеме, мы получили две фракции. Первая содержала смесь перхлоратов **3** и **4** в соотношении 3:1, вторая – чистый нитрат пеганина (по данным масс-спектрометрического анализа).

Наличие в основаниях незначительных количеств соединений **1** и **2** объясняется окислением оснований **3** и **4** кислородом воздуха в процессе обработки хлороформом, что неоднократно наблюдалось различными авторами [12-14].

Таким образом, нами показана возможность получения пеганина из суммы алкалоидов Peganum harmala через его комплексную соль с хлоридом цинка.

Эксперементальная часть.

Полуколичественный масс-спектральный анализ. Хроматомасс-спектрометр MS 25RF (Kratos) с системой обработки информации DS90, комбинированный ЭУ/ХИ источник ионов, ионизирующее напряжение 70В, ток коллектора 100 мкА, ускоряющее напряжение 4 кВ, температура системы прямого ввода пробы 100-250º (полное испарение), температура источников ионов 300º.

Полуколичественный масс-спектральный анализ проводили методом реконструирования кривой ионного тока с помощью системы обработки информации DS90. Ранее показано [15], что индивидуальные чувствительности масс-спектрометра к компонентам смеси различаются незначительно. Интегрируя кривые ионных токов M^+-ионов смеси, определяли соотношение алкалоидов **1-4**.

Восстановление модельной суммы алкалоидов. Смесь гидрохлоридов **1-4** по 0.01 М каждого растворяли в 15 мл 15% соляной кислоты и вносили порциями 0.03 М цинкового порошка при интенсивном перемешивании и температуре 90-95ºС. После добавления всего количества цинка раствор фильтровали в горячем виде. По охлаждении выпавшие кристаллы смеси комплексных солей фильтровали. Осадок подщелачивали 10% водным аммиаком до рН 12 и экстрагировали хлороформом (3х50 мл). После отгонки растворителя закристаллизовавшийся остаток представляет собой смесь оснований 3 и 4 в соотношении 1:1.

Восстановление суммы алкалоидов из Peganum harmala. Хлороформную суммы алкалоидов Peganum harmala (500 мл), полученную согласно методике [1], экстрагировали 15% соляной кислотой (2х150 мл). Объединенные кислые извлечения нагревали до 90-95º и добавляли цинковой порошок порциями по 1-2 г. После добавления 72 г цинка раствор кипятили 0.5 ч с 6 г актированного угля. Фильтровали в горячем виде и выпавшие из охлажденного маточного раствора 108 г суммы комплексов пеганина дезоксипеганина отделяли.

Выделение пеганина из его смеси с дезоксипеганином. Смесь 30 г комплексов **3** и **4** в соотношении 58:39 (см. талицу) растворяли в 240 мл 10% водного аммиака, экстрагировали хлороформом (3х100 мл), растворитель отгоняли. К остатку добавляли 100 мл ацетона. Не растворившаяся в ацетоне часть представляла собой смесь пеганина и дезоксипеганина в соотношении 2:1. Эту смесь в количестве 1 г обрабатывали при нагревании этанолом. К раствору прибавили 56% хлорную кислоту до сильно кислой реакции. Выпавший осадок отсосали и перекристаллизовали из этанола. Получили 0.35 г смеси перхлоратов (первая фракция). Спиртовые маточные растворы объединили и добавили к ним конц. азотную кислоту. Осадок нитрата пеганина (вторая фракция) отделяли и перекристаллизовывали из этанола. Т. пл. 168-169º, выход 0.43 г.

ТСХ осуществляли на пластинках Silufol UV 254 в системе хлороформ-метанол-аммиак (5:4:0.1). Для дезоксипеганина R_f 0.071, для пеганина – 0.134.

Выводы.

Показана возможность совмещения процессов восстановления дезоксивазицинона и вазицинона до дезоксипеганина и пеганина и выделения последных в виде комплексных солей из сложной природной суммы алкалоидов. Предложен наиболее эффективный путь получения пеганина в индивидуальном виде.

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Issue Article

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PRESSING ISSUES PROVIDING STUDENTS WITH HOUSING: WHAT DOES PUBLIC-PRIVATE PARTNERSHIP OFFER?

***Abstract**: The article deals with the right to housing for students in higher educational institutions of the Republic of Uzbekistan. The new directions of providing students with accommodation are considered, a special attention is paid to the issues of compensation of expenses connected with the payment for rent of dwelling premises. One of the priorities in providing students with housing is public-private partnership.*

***Key words**: providing with housing, compensation, the higher educational institutions, hostels, public-private partnership.*
***Language**: English*
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***Scopus ASCC**: 3300.*

Introduction

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Young people have always been and remain a special category of housing consumers. Having great potential in life and, as a rule, not having big financial possibilities, being rather mobile category of the population, they have always been customers of special forms of dwelling intended for singles and families, not leading extended household - hostels.

At the initiative of the President of the Republic of Uzbekistan Sh.M. Mirziyoyev in recent years a gradual but intensive system of solutions has been created to meet the need for dormitories for students of higher educational institutions in Uzbekistan. This, in turn, has further increased the urgency of the issue of providing students with housing.

Analysis and Results

The modern format of residence halls is directly related to the location of the university. Universities located in metropolitan areas do not always have their own residence halls, or they are located far from campuses. The exceptions are perhaps the old universities (Oxford, Cambridge, Harvard), which have in their territory entire student towns, where academic campuses are adjacent to dormitories or small villages consisting of cottages. As for suburban and rural university campuses, they are likely to have a dormitory. Thus, student residences can be divided into three main types.

University dormitories are the most popular accommodation option among international students, because booking a place in such residences is usually possible at the application stage for university studies. Such residences are often found at major universities in the U.S., Canada, Britain and China, and about 70% of universities of the world ranking of the top 100 universities have their own dormitories. University residences are much less common in Western Europe and Australia. Rarely can they be found at universities in Japan and Iceland.

State residences were built at the expense of the state budget to accommodate the increased number of students in European countries in the 1960s. Such residences are most common in France, where the Crocus system provides dormitory accommodation for all French government scholars and Erasmus program participants, but despite this the problem of student accommodation in France has not yet been solved. In Germany, universities rarely have their own dormitories, and the German State Association for Student Affairs (Studentenwerk), which brings together various regional associations, is in charge of all matters related to the accommodation of foreigners. Active steps are being taken to build public dormitories in Ireland, Finland, and China.

Private student residences are located in major and college towns around the world. Living in such residences is usually more expensive, so it is much easier to get a place in them. It is usually more expensive, so it is much easier to find a place to stay in a private dormitory. In some countries (e.g., Austria), universities have cooperative agreements with private residences near their campuses, so you can only get into them if you are a student at the particular institution.

Having analyzed the situation in Uzbekistan, we found out that the Cabinet of Ministers adopted on September 09, 2021 № 563 "On measures to increase the level of coverage of students of higher educational institutions of the Republic".

According to the Decree, student dormitories will be built on the basis of public-private partnership in the following forms:

- financing of projects from the entrepreneur's own funds on agreed terms;

- mixed funding for projects at the expense of the budget of the entrepreneur and the state (for the construction of dormitories for at least 200 beds);

- financing of projects entirely at the expense of the entrepreneur's own funds (subject to the construction of a residential complex for at least 400 places).

Up to 0.5 hectares of land will be allocated to the university from the surrounding land by the regional authorities for the construction of residential buildings.

On the land or in a building owned by the entrepreneur will be implemented housing system for at least 50 people.

In this case, the payment is coordinated with the university and for each student living there the entrepreneur receives a subsidy of 10 times the size of the basic calculation unit (BCU) in Tashkent city and 5 times the size of the basic calculation unit (BCU) in other regions for one academic year.

Entrepreneurs who open canteens and cafeterias at universities are subject to minimum rent rates for the use of public real estate.

At the same time, entrepreneurs undertake to prepare and sell quality food and meals for students and sell them at low prices.

As of September 1, 2021, the Group Coach Institute for Student Services has been eliminated, and in its place is the practice of attaching tutors for students in years 1-3 to help with existing problems.

For each 120-150 students the position of "Tutor" is introduced at the expense of 1 state unit.

According to this Decree, a total of 228 student dormitories (for 400 places) will be built across the country. Thus, the regions are planned to build 47 student hostels in 2022, 67 in 2023, 62 in 2024 and 52 in 2025.

The Ministry of Finance has been instructed to prepare, together with the tax authorities of the country, a draft law on amendments to the Tax Code on exemption from taxation of income of individuals renting accommodation to students.

It should be noted that on the basis of this system 20 000 additional places were created, firstly, by optimizing the living quarters in the existing student dormitories and installation of double-decker beds. Thus, at the expense of the state budget, extra-budgetary funds of higher educational institutions, public-private partnership and rental fees, 29 student dormitories were built and put into operation for an additional 11,400 beds.

As a result, an additional 32,100 beds were created last year, and the number of student dormitories at public institutions of higher education increased to 257. This accommodated 91,400 students, and 41 percent of the housing need was covered. Nevertheless, there is still a need for 131,600 additional student housing beds.

Because of the high focus on youth, 60 percent of public higher education students who are not provided with dormitory housing and live on the right to rent in the private sector are covered by the state budget at 50 percent of the cost of living.

A system of student housing construction based on public-private partnership (PPP) with the participation of entrepreneurs and budget subsidies is being established in the regions.

According to the decision of the Cabinet of Ministers of September 9, 2021 "On measures to improve housing coverage of students of higher educational institutions of the Republic", 228 student hostels for 91,2 thousand places in 85 higher educational institutions are planned to be built on the basis of public-private partnership during 2022-2025.

In addition, the new development strategy of Uzbekistan for 2022-2026 years, indicates an increase in the number of student hostels to 100 thousand during this period, including the restoration of 47 student hostels for 18 800 beds this year, as well as increasing the provision of students with dormitories by 60 percent to 2026.

The analysis has shown that at the initial stage of implementation of this system entrepreneurs have not expressed sufficient interest in participating in projects to build dormitories on public-private partnership. This is due to the fact that the building constructed for the dormitory, at the expiration of the PPP terms is completely transferred to the balance of the higher educational institution and does not remain in the form of entrepreneur's ownership, when entering into PPP transactions the term of the contract is small according to the project evaluation documents, and in some standard projects the amount of subsidy paid for each dormitory was small.

At the meeting, held under the chairmanship of our Head of State on March 4 this year, dedicated to the priorities for the employment of students of higher educational institutions, it was noted that the new system of student dormitories was created in 2021, but the construction work is not the same in all regions of the country.

In particular, it was determined that the remaining 50 percent will be covered by the budget if the rector of the university takes the initiative to carry out 50 percent of the construction of the dormitory at the expense of the institution he heads.

With the decision of the Cabinet of Ministers from May 6 of this year "About approval of regulation about the order of allocation of subsidies from the state budget of the Republic of Uzbekistan for the construction of student dormitories on terms of public-private partnership" to ensure the implementation of tasks, the regulation about the order of allocation of subsidies from the state budget.

Entrepreneurs are given wide opportunities for construction of student dormitories on the basis of public-private partnership. In particular, the amount of subsidies allocated from the state budget per bed in dormitories built by business entities on the basis of public-private partnership was increased.

Entrepreneurs who build student dormitories are paid double the guaranteed amount. The subsidy has been doubled to make the program more attractive. The subsidy per student to finance public-private partnership projects on freely negotiated terms in the amount of 25 times the basic estimated amount (7.5 million UZS). In this process, a 15-fold basic estimated amount is guaranteed to be reimbursed from the budget at the expense of the higher educational institution. This will bring the entrepreneur about 3 billion soums of income for 1 year.

Besides, in the decree of the President "About further perfection of interbudgetary relations and tax administration" from April 15, 2022 № PP-208 it is determined to increase the size of subsidies to create favorable conditions for entrepreneurs, to revise the ownership of property.

In the Presidential Decree of July 11, 2019, No. PP-4391 "On measures to introduce new principles of management in the system of higher and secondary special education" is supplemented by subparagraph "d" of the following content:

"d) in cases where projects for construction of student accommodation in higher educational institutions on the terms of public-private partnership are financed on the basis of established conditions entirely at the expense of own funds of business entities, the part not exceeding 20 percent of the constructed buildings and structures (excluding the land area, as well as the part of buildings and structures occupied by communication networks of general use) shall be transferred to the domestic private partner to engage in entrepreneurial activity

It is noteworthy that in this place the entrepreneur can earn an additional income.

Another innovation is that if the entrepreneur allocates 400 seats for students from the constructed building, then for the rest he can open a hotel or a branch of various training courses, services for themselves.

If an entrepreneur, not having built a new building in his personal possession, converts his existing building into a student dormitory and rents it out, he receives a subsidy equal to 15 times the basic estimated amount provided by the state. In general, the introduction of the new procedure serves the interests of both the higher education institution and the entrepreneur, as well as the students.

These innovations are now being implemented. Thanks to these benefits, which are now available to entrepreneurs, construction has already begun on 12,500 student dormitories at 24 institutions of higher education. Of these, 15 are being built on the basis of public-private partnership, 6 on the basis of state programs and 3 at the expense of 100% off-budget financing of institutions.

In addition, on the basis of public-private partnership on 30 hectares of free space in the territory of the Andijan state university modern accommodation for 400 students is being built. 27.5 billion soums were invested in it. Out of them 10,8 billion soums were allocated from the state budget and the rest - from the account of entrepreneur. Moreover, on the basis of public-private partnership a modern dormitory for 400 students in 30 free apartments is being built at the Ferghana Polytechnic Institute. For this purpose 25 billion soums are allocated. The sum of 10,8 billion soums of funds is from state budget and the rest - from funds of an entrepreneur.

Conclusion

In recent years, quite a large number, especially in public universities, began to design the construction of new student dormitories on the basis of public-private partnerships. The housing infrastructure of universities is under the control of the state and is part of social programs. Increasing the number of beds in student dormitories, commissioning of new facilities, reconstruction of existing ones, conversion of other residential buildings for dormitories is carried out on the basis of public-private partnership. Many organizations of higher education spend some work on expanding the university housing infrastructure (construction of student dormitories), but at the moment these works are at the planning stage, search for a private investor-partner, clarification of funding budget from the state, at the stage of competitive consideration or signing of public-private partnership, development of design and estimate documentation, search for major construction contractors and other types of organizations.

Considering the above, we can conclude that the availability of affordable dormitories for students in universities is one of the important nuances and criteria used in the ranking of universities.

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Issue **Article**

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MODERN OPPORTUNITIES OF DIAGNOSTICS AND PROGNOSIS OF PERIPHERAL PRIMITIVE NEUROECTODERMAL BONE TUMORS (PNET)

Abstract*: In this research are present modern opportunities for diagnosing and predicting peripheral primitive neuroectodermal bone tumors based on the analysis of literature data and results of our observations.*

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Introduction

Oncoginecology and patohystomorphology

Recently, based on the data of classical morphology and application of new research methods (tissue culture, cytogenetics, molecular genetics, and immunophenotypic analysis), a group of poorly differentiated small round cell tumors designated by the term "peripheral primitive neuroectodermal tumor", which are related to bone marrow tumors and observed in children, adolescents, and adults, has been identified (PNET) (3, 5).

The mentioned tumor form needs further study since it has certain features of the clinical course and requires correct histological diagnosis to select an adequate specific treatment (1, 10).

Many of the solid malignant tumors of childhood have a similar histological structure, which is a reflection of their dysembryogenetic and primitive nature (4, 7, 10). Some of the members of this group, Ewing's sarcoma and primitive neuroectodermal tumors (hereinafter referred to as PNETs) are localized mainly in bones and soft tissues (5). These tumors were reported long before the introduction of electron microscopy and immunohistochemistry (8, 9, 11).

The term "primitive neuroectodermal tumor" (PNET) was first used in 1973 by Hart and Earle to refer to a group of tumors, which are derivatives of fetal neuroectodermal cells and have immunomorphological features of a tumor of small hyperchromic cells with variable signs of neural, glial and ependymal differentiation (1, 2). Despite the ongoing discussion regarding this term, the designation "PNET" (primitive neuroectodermal tumor) has found wide use in the classification of tumors of the CNS recommended by WHO (6,12).

Purpose of the research. To present modern opportunities for diagnosing and predicting peripheral primitive neuroectodermal bone tumors based on the analysis of literature data and results of our observations.

Materials and methods. In our study, PNET was observed in 28 cases. In the patients with PNET examined by us (13 male (46.42%) and 15 female (53.58%) patients), the tumor was most often localized in the ribs - 19 cases (67.85%), in the femur - 4 cases (14.28%), in the tibia - 1 patient (3.57%), in the bones of the spine - 1 patient (3.57%), in the scapula - 1 patient (3.57%), in the clavicle - 1 patient (3.57%) and in the skull - 1 patient (3.57%). Morphological examination of buffered formalin-fixed surgical material and tumor tissue fragments obtained by fine-needle biopsy included microscopic examination of serial sections stained by routine methods (hematoxylin-eosin) using decalcification conventional in cases of bone tumors. An immunohistochemical study using the immunoperoxidase method was carried out on sections from paraffin blocks 3–4 μm thick. After deparaffinization and dehydration, in order to block endogenous peroxidase, the sections were treated with 0.3% H_2O_2 for 20 min, washed in distilled water. To unmask antigenic determinants, they were subjected to temperature treatment using buffers with pH = 6.0 (Target Retrieval solution, DAKO) in the microwave for 20 minutes or in a "water bath" for 30 minutes at 98°C. For a number of antibodies, an EDTA buffer with pH = 9.0 was used; in this case, thermal treatment was carried out for 30–35 min. After washing in TBS three times for 5 min, primary antibodies of mouse or rabbit were applied. Incubation with primary antibodies was carried out in a humid chamber for 30-60 min (depending on markers - cytoplasmic, membrane, or nuclear) at room temperature.After incubation with primary antibodies, sections were washed in TBS three times for 5 min, then peroxidase-conjugated avidin-biotin complex was applied for 30 min at room temperature using LSAB+, Dako (two-step method), or EnVision+ detection system (Dako) (one-step method) for 30 min at room temperature. Peroxidase activity was detected using DAB+ (Dako). The nuclei were stained with hematoxylin. When using the EnVision+ detection system, the procedure was reduced by one “step”, since, after the primary antibodies, a polymer conjugated with secondary antibodies to mouse and rabbit immunoglobulins and an enzyme was applied. Primary antibodies to CD99 (“Dako”), S-100 (“Dako”), HBA-710 (“Dako”), EMA (“Dako”), Aktin (“Dako”), Vimentin (“Dako”), Desmin (“Dako”), Myogenin (“Dako”), HBA-71 (“Dako”), NSE (“Dako”), NF(“Dako”), OC(“Dako”) were used. Biotinylated antibodies to mouse and rabbit immunoglobulins were used as secondary antibodies (EnVision, “Dako”).

Results of the research

Clinical research methods of PNET. In most patients, clinical signs of the disease emerged within the first 4–5 months after the injury or immediately after the injury, or shortly after it. Some patients (9 cases 32.1%) denied the role of trauma in their anamnesis. In the majority of the patients studied by us (20 cases, 71.4%), the symptoms of this pathology were noted for no apparent reason or after a certain period following the injury. We believe the frequent definite coincidence in time and localization of the injury with the subsequent development of the tumor suggests that the damage in some cases is the impetus for the acceleration of the growth of a malignant tumor, which until then proceeded without symptoms.

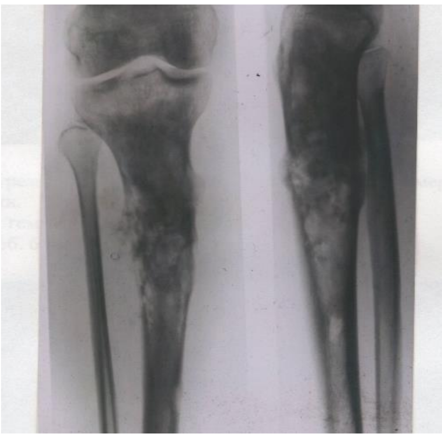
As in Ewing sarcoma, the characteristic triads of symptoms repeated: pain in the affected area of the skeleton, swelling, violation of the functions of the limbs.

In most cases, the pain manifested itself earlier than changes in the bones visible on the radiogram. There is wide variability in the intensity of pain - from dull to sharp. In our studies, in 7 patients (25.0%) the disease developed slowly, gradually; mild, transient pains in the affected part of the bone (ribs) with significant light intervals between attacks were manifested.

The tumor was determined in 21 (75.0%) of 28 patients (100%) and as the first sign of the disease in 9 (32.1%) patients. The sizes of the tumors varied from a small localized swelling to extensive deformity of the affected bone. The tumors were dense, immobile, without clear boundaries, painful, located together.

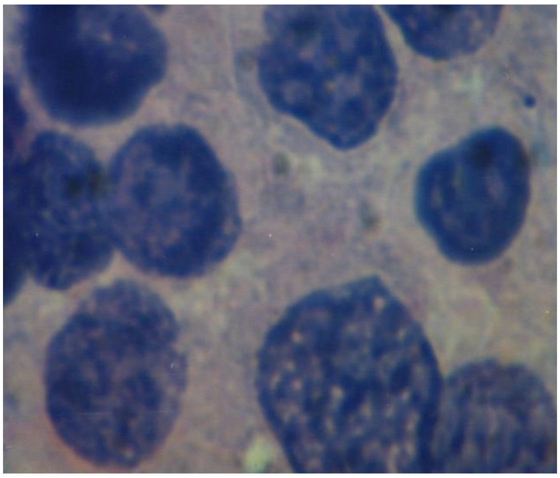
The general reaction of the body to the development of the tumor was manifested in the form of elevated body temperature, changes in the blood – leukocytosis, and acceleration of erythrocyte sedimentation rate (ESR), sometimes a decrease in body weight, and exhaustion was noted in the terminal stages. An increase in body temperature during various periods of the disease was noted in 11 (39.2%) of the patients we examined. A characteristic feature of PNET was an extremely aggressive clinical course of the tumor process. Lifespan in 18 (72.0%) patients averaged 8 months, in the remaining 10 (28.0%), an average of 12 months after diagnosis.

Radiological methods of the research. Radiographic symptoms of PNET are associated with two related processes: bone destruction, endosteal and periosteal osteogenesis. Bone destruction can manifest itself in the formation of small foci of a round or oval shape, giving the affected area a “porous” appearance – small focal destruction. In some cases, lamellar destruction is observed with the presence of a large, rounded, clearly delimited area with a sclerosis zone around and thin or tough partitions inside. Endosteal and periosteal growths are in the form of linear and layered periostitis, in the form of fringed or needle-like growths directed perpendicularly or at an angle to the long axis of the affected bone. The frequency of occurrence of certain radiological signs in PNET is not constant and their combinations in each case are extremely diverse.



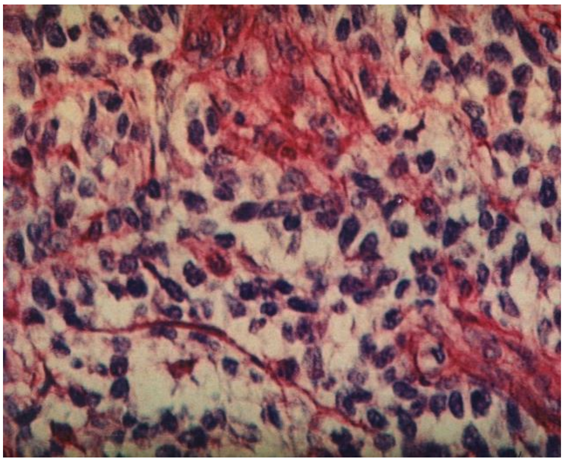
Pic.1.

Cytological methods in the research of PNET. The cytological picture is characterized by the presence of cells of the same type in shape and size. Tumor cells have a round, oval, and polymorphic shape. The cytoplasm is stained with intense basophilic tones, the boundaries are clear, there are vacuoles. The nuclei slightly vary in size, they are almost the same type: rounded, with proper contours of the nucleolemma. "Notches" and invaginates of the nuclear envelope are found only in the cells of the perinecrotic zones. The nucleoli are small, 1-2 each, the chromatin is uniform: it is uniformly reticulated in imprint smears, and fine-grained in histological preparations. The number of mitoses is 14-18 per 10 fields x 40. Pathological figures of mitosis are rare.



Pic.2.

Microscopic description. Tumor tissue in PNET is characterized by diffuse growths of rounded, oval, and polymorphic cells. Cells are usually closely adjacent to each other. With a good blood supply, especially with a developed capillary network, the formation of pseudo-rosettes (of the Homer Wright type) and pseudo-alveoli, which are accumulations of tumor cells around the capillaries, is noted. At high magnification, in the center of such a pseudorosette or pseudoalveoli, a lumen formed by an endotheliocyte can always be found. In the presence of vessels of a larger caliber (venules, veins, arterioles) in the tumor, with simultaneous underdevelopment of the capillary network, confluent fields of hemorrhagic necrosis are formed. In this case, the cells are preserved only in the form of sleeves around wide-walled vessels, forming the so-called pericytic structures. It should be noted that, although it is not an exclusive feature of Ewing's sarcoma and PNET, this type of necrosis is still uncharacteristic of bone lymphosarcomas and neuroblastoma metastases, where it is mainly mosaic. Regarding the issue of pseudorosettes, it should be noted that they are still rare in Ewing's sarcoma and, in a total study of a tumor section, make up less than 10% of its area. Besides, in PNET, almost the only specific morphological sign at the light level is pronounced rosette formation (more precisely, pseudorosette formation), which makes up the majority of the tumor area (about 70%).



Pic.3.

In this pathology, staining with picrofuchsin reveals an extremely poor collagen stroma. Rarely, collagen in the form of small bundles can be found, which can simulate osteoid and will require differential diagnosis with small cell osteogenic sarcoma. In the stroma, silver impregnation reveals a poor argyrophilic carcass. This sign was used for differential diagnosis of malignant lymphomas (according to old ideas - reticulosarcoma) of the bone. Unlike Ewing's sarcoma in PNET (especially in the soft tissue variant), lobulation is determined, which is formed by tough fibrous septa.

Thus, the basic light-optical signs for the diagnosis of PNET are a diffuse pattern of growth, a pronounced polymorphism of cells and nuclei (among the porous units considered in the work, this feature is the most characteristic of Ewing's sarcoma and PNET), the presence of a perivascular nature of necrosis with the formation of pericyte sleeves. Taking into account the histogenetic similarity of Ewing's sarcoma and PNET, proved on the basis of molecular-genetic and cultural studies, as well as the sameness of therapeutic approaches for these tumors, the need for differential diagnosis between them is still insufficiently justified. The only significant morphological feature that distinguishes PNET from Ewing's sarcoma is distinct rosette formation.

Flow cytometry methods for studying PNET. We studied 18 cases of PNET (10 male and 8 female patients) in the first and second decades of life by Flow cytometry. We used 1 fresh material, and 17 materials of paraffin blocks (Table 1).

Table 1. **Flow Cytometric Studies in PNET**

Total material	$C_0/1$	S-phase	G_2+M	>4c
Quantity				
18	78.7	8.1	10.3	2.9

Based on the study of the total DNA content in cells, the hypodiploid DNA content was 11.6±1.6, diploid - 40.3±1.2, aneuploid tetraploid - 20.6±1.1, pentaploid 9.5±1.1, hexaploid - 3.9±0.6, octaploid - 9.1±1.2, and nonaploid - 4.0±0.8.

Given the nature of the ploidy and clonality of the tumor, it was found that in PNET, the aneuploid variant was in 10 cases (55.5%), diploid tumors were in 8 cases (45.5%). Aneuploid tetraploid (36.2%±1.2) DNA content predominated in aneuploid tumors - 10 cases (55.5%±1.5). In 8 detected cases of diploid tumors (45.5%±1.0), the predominant class with diploid (62.3%±2.6) DNA content was clearly expressed.

Immunohistochemical methods for studying PNET.

Immunophenotyping of PNET cells revealed a high degree of positivity only (+++) with CD99. A moderate degree of positivity was found with vimentin, neuron-specific enolase, HBA-71, neurofilaments, and protein S-100. Rare positive cells were detected with EMA. The reaction with actin, desmin, myogenin, and osteocalcin was negative (Table 2).

Table 2.

Immunohistochemical panel	
Quality	19
VIM	++
SD-99	+++
S-100	++
NSE	++
HBA-71	++
ACT	-
DES	-
EMA	+
NF	++
MIO	-
DES	-
EMA	+
NF	++
MIO	-
OC	-

Note: +++ high degree of positivity,
++ moderate degree of positivity,
+ rare positive cells,
- non-positive cells.

Thus, the above material indicates that regardless of the nature of the process, histogenetic sources of development, and type of differentiation, PNET differed from other malignant bone marrow tumors in clinical, radiological, and morphological parameters. Tumor cells can implement a variety of differentiation methods, and thus, acquire certain histochemical and immunohistochemical properties. Specified features should be taken into account when clarifying the histogenetic sources of the studied tumors and conducting their differential diagnosis and prognosis.

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Issue Article

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TREATMENT OF EXTRASPHINCTERIC FISTULAS OF THE RECTUM

***Abstract**: The article analyzes the results of 16 patients with extrasphincteric fistula of the rectum, treated with Loose seton, aged 40 to 50 years. Of the 16 patients, there were 14 men (87.5%) and 2 women (12.5%). Endorectal ultrasound examination was performed in all patients. Urinary incontinence and gas incontinence were observed in one patient for 15 weeks. No fecal incontinence was observed in any of the patients. Recovery was observed in 13 (81.25%) patients with extrasphincteric fistula when Loose seton was used. Unsuccessful results were in 3 (18.75%) patients. Our study shows the possibility of successful and effective treatment of extrasphincteric fistulas with the use of one-stage Loose seton.*

***Key words**: extrasphincteric fistulas, Seton, endorectal ultrasonography.*
***Language**: English*
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Introduction

Treatment of extrasphincteric fistulas of the rectum still remains a serious problem. Despite the proposals of numerous surgical methods, frequent occurrence after them of serious unsatisfactory results as recurrence in 11-38%, sphincter insufficiency in 3-45% of cases are observed (1). In almost 1/3 of patients with incontinence, fecal and gas incontinence occurred in connection with an operation for chronic paraproctitis (9,11).

The traditionally used methods of surgical treatment are fistulotomy, fistulectomy, in which anal incontinence reaches 60%. Ligation of the fistula in the intersphincter layer (LIFT) is also used (7,8). This operation is technically difficult, the disadvantage is that it leaves an internal hole, leading to relapses (2,10). Another method is plastic surgery. The views of coloproctologists on the choice of this operation are very contradictory (3). Fibrin gel, sealing tampons (PLUG), VAAFT technique are also used, but they have a number of significant disadvantages and requires high qualification (4).

In the diagnosis of extrasphincteric fistulas of the rectum, the most informative methods are endorectal ultrasound and MRI (5,6).

Thus, the issues of treatment of extrasphincteric fistulas of the rectum are currently relevant.

The aim of the study was to improve the results of treatment of patients with extrasphincteric fistulas of the rectum when using Loose seton.

Materials and methods of the research. For the period from 2018 to 2021, in the Department of Surgical Diseases III of the Azerbaijan Medical University, under our supervision, there were 16 patients with extrasphincteric fistula who received treatment with Loose seton. Loose seton is a rubber tube that is placed in the fistulous canal. Of the 16 patients, there were 14 men (87.5%) and 2 women (12.5%). The patients were aged 40 to 50 years. The most informative diagnostic method was rectal ultrasound, which made it possible to clarify the topography of the fistulous tract in relation to the anal sphincter. Endorectal ultrasound examination was performed for all patients (Fig. 1).

Fig.1. Posterior extrasphincteric fistula of the rectum

Operations were performed under epidural anesthesia after a preliminary cleansing enema. Probing of the fistulous tract was performed with a metal flexible probe. The imposed Loose seton was left free (Fig. 2). Seton was left for 3 months. After the operation, the patients were prescribed sitz baths 2 times a day and analgesics. The first bowel movement was carried out after 3-4 days using laxatives to soften the stool. Patients were discharged after the first act of defecation. Until complete healing of the wound, the patients were under regular examination. Repeated examinations were carried out every 4 weeks. During the examination, we paid attention to the position of the seton and assessed the wound, asking for the presence of anal incontinence. Seton was removed after 3 months. The patients were followed up for a year.

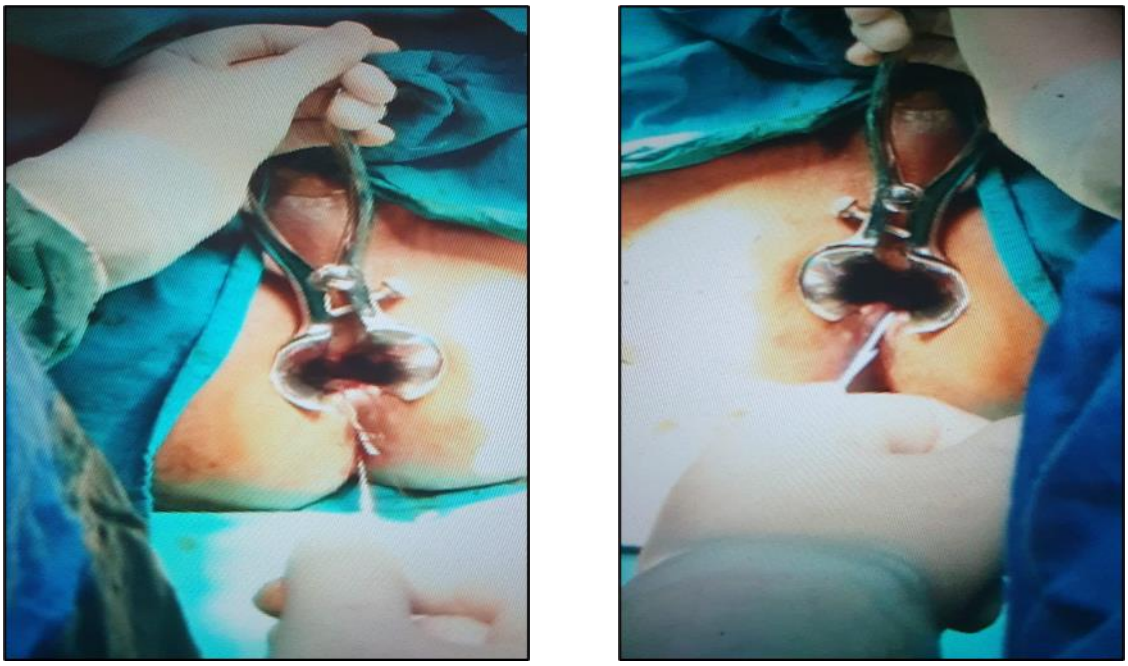

Fig.2 Loose seton overlay.

Results and discussions. 16 patients with extrasphincteric fistula were hospitalized. Urinary incontinence and gas incontinence were observed in one patient for 15 weeks. No anal incontinence was observed in any of the patients. Complete recovery was observed in 13 (81.25%) patients with extrasphincteric fistula when using Loose seton. Unsuccessful results were in 3 (18.75%) patients.

Treatment of extrasphincteric fistulas of the rectum remains a serious, surgical problem. The formation of a fistula of the rectum predisposes a simple opening and drainage of the abscess without eliminating the routes of infection. Through the area of the affected anal crypt or through the routes of another etiology (trauma), there is a constant infection of pararectal tissues from the intestinal lumen. Usually, the reason for a visit to the doctor is purulent or sanious discharge. In the majority, in the treatment of patients suffering from extrasphincteric fistulas of the rectum, the Loose seton ligature method remains the operation of choice.

Conclusion. Our study shows the possibility of successful and effective treatment of extrasphincteric fistulas with the use of one-stage Loose seton. In our study, the recurrence rate was low. Urinary and gas incontinence were impermanent.

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Issue **Article**

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ON THE CONCEPT OF ENVIRONMENTAL PROTECTION IN THE REPUBLIC OF UZBEKISTAN

Abstract: *The article under discussion depicts the Concept of environmental protection in the Republic of Uzbekistan. The Presidential Decree contains solutions to many acute environmental problems. The Decree approves the Concept itself and a three-year roadmap for its implementation, while for the first time requiring the State Committee for Environmental Protection to develop and submit for approval to the Cabinet of Ministers a draft roadmap for the next period. The author of the article believes that the Concept of Environmental Protection of the Republic of Uzbekistan requires in-depth study by managers and specialists, scientists and practitioners, teachers and students. On its implementation depends on how much progress we will make in improving the environmental situation in the country and reducing a number of diseases among the population.*

Key words: *the Concept, environmental, situation, protection, natural disaster, hazardous, toxic substances, toxic waste, chapters, diseases, population.*

Language: *English*

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Introduction

Nothing affects the state of nature more than human activity, no natural disaster has a more serious and lasting effect on the environment. Toxic waste discharges poison the water, air, and soil and lead to the death of entire ecosystems, deforestation and poaching lead to the extinction of many animal species. The situation is worsening as technology advances [7].

Environmental protection was not a priority until the mid-twentieth century, even though by then anthropogenic activities had long had the most negative impact on nature. It was not until the 27th session of the UN General Assembly that this issue was first raised in earnest. At the same time, a new organization, the United Nations Environment Program (UNEP), was created within the UN system. Its activities are mainly focused on environmental monitoring, development of laws and regulations, as well as educational activities. In particular, thanks to UNEP, norms and rules of transportation of hazardous and toxic substances were adopted. The organization was actively involved in the development of many international conventions dealing with the protection of the environment. UNEP also acts at the practical level: for example, the organization supports and sponsors the introduction of renewable energy technologies. There is a program of loans for the purchase of solar panels, which was launched in India and is now being carried out in other developing countries.

Conservationists currently face many challenges. Anthropogenic activities are diverse, and so are their impacts on our environment. Here are the main goals that environmentalists are focused on today:

- limiting the release of toxic waste that poisons water and soil;
- creating nature reserves to protect unique natural complexes and ecosystems;
- limiting hunting and fishing to conserve endangered species, introducing new methods of fishing that cause minimal harm to nature;

- limiting the emission of garbage and finding ways to recycle it.

It is very difficult to achieve these goals by acting only at the local level. International cooperation is needed, because ecology knows no borders.

Many international agreements have been developed to protect nature. Perhaps the most famous is the Kyoto Protocol, which obliged developed countries to strictly control carbon dioxide emissions in order to prevent the greenhouse effect that affects the climate around the world. In addition, the UN Convention on the Law of the Sea was adopted to protect the seas, the Montreal Protocol, which limits the production and use of substances that destroy the ozone layer of the atmosphere, as well as the Convention on Biological Diversity, which aims to protect and sustainably use wildlife resources and dozens of other important documents.

The Republic of Uzbekistan carries out consistent work in the field of environmental protection, rational use of natural resources, improvement of sanitary and ecological situation [2].

However, the results of the analysis indicate a lack of an integrated approach and strategic planning in the implementation of state functions in the field of environmental protection, as well as the lack of authority of the environmental protection body to effectively perform the assigned tasks.

On October 30, 2019, the President of Uzbekistan adopted Decree No. PD-5863 "On Approval of the Environmental Protection Concept of the Republic of Uzbekistan until 2030. The Concept is a logical continuation of the normative acts on environmental protection adopted in the last three years. These include "On the program of comprehensive development and modernization of drinking water supply and sewerage systems for 2017-21", "On measures to radically improve and develop the waste management system for 2017-21", "On measures to further improve economic mechanisms to ensure environmental protection" [3].

The Concept determines the priority directions of the state policy in the field of environmental protection, introduction of effective mechanisms of prevention, detection and suppression of violations of environmental legislation, strengthening of personal responsibility of heads of state bodies and economic entities, citizens for sanitary and ecological condition of settlements of the republic. The Concept consists of 7 chapters, which explain the goals and objectives of the document, the basic concepts, the current state of environmental objects, the existing problems of the qualitative state of the environment, ways to solve environmental problems, the expected results and the implementation mechanism of the Concept [4].

The Concept provides for measures to:

- preservation and ensuring the quality of environmental objects (atmospheric air, water, land, soil, subsoil, biodiversity, protected natural areas) from anthropogenic impact and other negative factors;
- priority use of materials, products, production and other facilities posing the least environmental threat;
- expansion of protected natural areas;
- ensuring environmentally safe use of toxic chemical and radioactive substances;
- improving the environmentally safe waste management system;
- forming an environmental culture of the population, increasing the level of transparency of government agencies in the field of environmental protection, and strengthening the role of civil society.

The Concept of environmental protection of the Republic of Uzbekistan introduced a moratorium on cutting valuable species of trees and shrubs, not included in the state forest fund (hereinafter - moratorium). During the period of the moratorium, authorized state bodies are prohibited to issue permits for felling valuable species of trees and shrubs, not included in the state forest fund, except in cases specified in this paragraph. The moratorium shall not apply to:

- sanitary pruning and felling of trees and shrubs damaged as a result of natural factors or pests, plant diseases, withered or dried up, as well as threatening the safety of human life and health, property of legal entities and individuals;
- cutting of trees and shrubs (poplar and other fast-growing species, mulberry plantations, fruit trees and shrubs) grown for timber and fruits;
- cutting of trees and shrubs growing on plantations and/or being the property of a legal entity or an individual.

The Concept provides for the preservation of trees and shrubs, including through the practice of their replanting, at the stage of selection and allotment of land for construction and design of construction facilities, as well as the creation of engineering and communication infrastructure (electricity, gas and water supply, sewage, railways and highways, and others) [4].

As a result, the Concept ensured that commissions of citizens' self-government bodies on ecology and environmental protection, landscaping and planting control over the observance of environmental requirements in the sanitary pruning and cutting of green spaces, as well as their processing and waste disposal, including the commercial use of wood, with the involvement of non-governmental non-profit organizations and other civil society institutions.

According to the Concept, for the first time the procedure of annual reporting on the state of environmental protection by heads of regional departments and district inspections to regional and district (city) councils of people's deputies is introduced. The State Committee on Ecology is allowed to carry out operational control measures without prior coordination with the inspection coordination bodies when detecting cases of air pollution by burning various substances, illegal intake of natural water and sewage discharge, illegal felling of trees, hunting and plant collection, non-compliance with waste management legislation.

The State Committee for Environmental Protection and other ministries and departments, the regional khokimiyats, and the Ecological Party of Uzbekistan have been identified as implementers of the policy document.

Conclusion

To date, the Concept of Environmental Protection of the Republic of Uzbekistan requires in-depth study by managers and specialists, scientists and practitioners, teachers and students. On its implementation depends on how much progress we will make in improving the environmental situation in the country and reducing a number of diseases among the population.

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Issue Article

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ANTHROPOCENTRIC APPROACH TO LANGUAGE

Abstract*: In the article, the occurrence of anthropocentric orientation rated as a radical turn in linguistics and research in this regard are analyzed. The fact that the text is the most important source in the coverage of the language and relationships of personalities and the attitude to the analysis of the text from an anthropocentric point of view will be highlighted.*

Key words*: anthropocentric orientation, language and relationships of personality, text, analysis of the text, anthropocentric paradigm, approach from the anthropocentric point of view.*
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Introduction

In today's world, the occurrence of anthropocentric orientation is rated as a radical turn in linguistics, and many studies are being created in this regard. Anthropocentric paradigm in linguistics occurred as an antipositive action on the immanent way of learning language .Directions, formed in the last century, such as cognitive linguistics, linguoculturology, linguopragmatics, psycholinguistics, ethnopsycholinguistics, neurolinguistics are developing as an independent field of anthropocentric linguistics. Attention, initially, was paid in issues of the language and culture, language and human factor, language and history by V.fon Humboldt, A. Vaygerber, l. Blumfield, E. Sepir, Boduen de Kurtene, A. A. Potebnya in linguistics [1].

Studying text on the basis of anthropocentric paradigm in the World linguistics, especially, researches related to linguistic semantics, linguocognitology, psycholinguistics, linguoculturology, pragmatic linguistics are leaped out. Particularly, in the works of linguists such as N. Khomsky, U.Chaif, B.A. Serebrennikov, L.V. Shcherba, U.N. Stephanov,N.I. Karaulov, N.I.Jinkin, A.A.Leontev, J.Lakoff, T.A. van Dake, A. Vejbitskaya, Ye.s. Kubryakova, E.Rosh, V.P.Belyanin, V.Z. Demyankov, V.a. Maslova, T. M. Dridze, K. F. Sedov, A. Nurmonov, M.N. Makhmudov, E.A. Begmatov, Sh.Sarafov, S.Boymirzayev, I.Azimova , the language system was studied on the basis of the principles of anthropocentrism.

Formation of the anthropocentric paradigm is related to studying the speaker's – language owner's factor. The emergence of an anthropocentric turn in linguistics, leaving aside the principle of 'in and for oneself' of the study language of structuralism, focused on the factor of personality [2].

The roots of anthropocentrism, which are now recognized as one of the leading paradigms of linguistics, were fed by the theoretical views of V. von Humboldt and L. Weisgeiber [3].

The word *anthropocentrism* is formed from combinations of words that come from the Greek anthropos - human and the Latin centrum – center [4].

The term of *anthropocentrism* was originally applied to views promoting the idea of ancient Greek philosophy 'human is the center of the universe', especially spread in the Middle Ages in Europe [5].

Prof. Sapharov explains the emergence of the anthropocentric paradigm as follows: "The system-structural paradigm has embarked on the path of eliminating the shortcomings of the previous comparative-historical paradigm caused by the "atomistic", that is, a separate, isolated analysis of linguistic phenomena. The main effect of the system-structural direction is to prove that language is a systemic phenomenon. But, it turned out that these two paradigms had a common drawback: in these directions, the language was separated from its host – human. Attempts to eliminate this disadvantage have led to the creation of paradigms of pragmatic and cognitive linguistics" [6].

Prof. N. Makhmudov, speaking about the formation of the anthropocentric paradigm in linguistics, expresses the following opinion: "In accordance with such an objective property of language, a person is promoted to the first place in the anthropocentric paradigm, and language is the main element that makes up the human personality. Experts recalled the wise words of the famous Russian writer S. Davlatov "language makes up 90% of the human personality". As V.A. Maslova noted, it is impossible to imagine a human mind outside of itself, outside of language and the ability to create speech and perceive speech" [7].

Indeed, the text is the most important source of illumination of the relationship between language and personality. after all, it is not only a speech structure embodying all levels of language, but also a phenomenon that fully reveals the linguistic potential of the speaker's (writer's) personality. The external and internal structure of the text can be likened to an all-shaped mirror reflecting the linguistic abilities of native speakers of a particular nationality. According to N.I. Jikin's interpretation: "I person speaks not by means of individual statements, but by means of a text" [8].

M.Yuldashev, who studied the literary text from a linguopoetic point of view, in his scientific work he draws attention to the following points of prof. N.Makhmudov:" The interpretation of language as a means of communication only and only between people is no more than at least a generalization of a natural language, this complex and greatest phenomenon, equating it with an artificial language (for example, Esperanto) that has lost a certain national appearance or national-spiritual soil, unification with a conditional "language" created for the purpose of regulating traffic movements... Taking into account that people also express various feelings through language, such as their feelings and experiences , their joys and sorrows , their surprise and surprise, their presence in the soul, which do not always pursue purely communicative goals " [9] .

Although the materials of the Uzbek language are not studied in a broad aspect based on the anthropocentric paradigm in Uzbek linguistics, several studies of a cognitive, psycholinguistic, linguoculturological nature have been conducted. Anthropocentric features of a literary text, including the issues of its creation and meaningful perception, have not been studied in Uzbek linguistics in monographic form [10].

In linguistics, the formation of the field of anthropocentric linguistics (or anthropocentric paradigm; neolinguistics) is associated with the study of the personality factor of a native speaker - speaker. The emergence of an anthropocentric turn in linguistics is explained by the fact that the attention of researchers has shifted from the question "how language works" to the question "how language works". To investigate how language works, it is necessary to consider language from the point of view of the human factor that it is"[11].

Indeed, language is one of the most effective ways of expressing human emotions. Due to fact, it has such a property that can "control" the reader's feelings - to cause various experiences and emotions in his soul. The approach to text analysis from an anthropocentric point of view has become one of the leading directions of modern linguistics. In world linguistics, the study of the connection of the text with the personal factor can be traced mainly in the works of cognitive, psycholinguistic and linguoculturological aspects. In particular, the artistic text will embody many possibilities, such as spiritual excitement, crying, laughter, immersion in the world of fantasy, the formation of aesthetic thinking, teaching a deep, different view of events. Certain linguistic units are actualized in the expression of the mental state of a person. From such units, tone and associative words can be considered as the most active accentual units. These units can be one of the important factors in the study of psycholinguistic features of texts in the Uzbek language.

Of course, there are many of the texts of educational and moral character in the Uzbek language. This is explained by the socio-moral views formed in the East, as well as the primacy of national values.

As recognized in linguistics, in the anthropocentric paradigm, the main emphasis is on the speaker, that is, the speech developer and the owner of the language who perceives it. The study of the language personality factor, a native speaker, led to the formation of an anthropocentric paradigm in linguistics. Such directions as cognitive linguistics, linguoculturology, linguopragmatics, psycholinguistics, ethnopsycholinguistics, neurolinguistics, formed from the 2nd half of the 20th century, have been developing as independent branches of anthropocentric linguistics.

It should be noted that the introduction of the category "language owner" into the scientific paradigm necessitates the further activation in linguistics of such concepts as personality, linguistic consciousness, thinking, activity, mentality, culture. The Uzbek language system should also be studied on the basis of anthropocentric approach, which is considered one of the leading paradigms in World linguistics. This, along with increasing the development of Uzbek linguistics to a higher level, serves to show the unity of our language with society, culture, national mentality and spirituality. Based on the requirements of the new era, the principles and technologies of the anthropocentric approach provide information to professors-teachers and university students teaching their native language about the directions of anthropocentric linguistics, the study of the relationship of linguistic phenomena with human factors and their advantages, with their familiarization with the latest achievements in the field of linguistics, formed today as an independent scientific paradigm in the world language education.

Native language teaching based on the principles and technologies of the anthropocentric approach:

- approaches linguistic phenomena based on the principles of the anthropocentric scientific paradigm;
- forms the ability to analyze issues of language and thinking, language and culture, attitudes to language and society;
- forms the ability to analyze a text taking into account the human factor;
- forms an anthropocentric paradigm of language and speech phenomena.
- studies linguistic analysis of language and speech phenomena based on the principles of the anthropocentric paradigm.

The formation of the anthropocentric paradigm is associated with the study of the factor of a personality - a native speaker.

The anthropocentric idea of language forms the basis of modern linguistics. To date, the purpose of linguistic analysis cannot be considered simply to determine the various characteristics of language systems. Language is a multifaceted phenomenon that arises in human society: it is a system and an anti-system, an activity and a product of this activity, a soul and a substance, etc. Although Yu. S. Stepanov presented it in the form of several images to explain the complex essence of language, none of them can fully reveal all sides of the language: 1) language is the language of an individual, 2) Language is a member of language families, 3) language is a structure, 4) language is a system, 5) language is a type and characteristic; 6) language is a computer, 7) language is the space of thoughts and the "house of the soul", i.e. language is a complex cognitive activity of a person.

From the point of view of the anthropocentric paradigm, a person learns the world through self-knowledge, through his theoretical and practical activities. For example, no abstract theory can explain why, when thinking about the feeling of fire, they talk about the *flame of love, the flame of the heart, warm friendship, etc*. Awareness of all things in their own dimension gives a person the right to create an anthropocentric order of things in his consciousness .It will be possible to study it not at the household, but at the scientific level. This order, existing in the brain, consciousness of a person, determines his spirituality, values and motives of behavior. all this can be understood by studying human speech, especially the expressions that it uses the most.

Thus, by teaching their native language based on the principles and technologies of the anthropocentric approach, students learn about the latest achievements and new directions of modern linguistics, get acquainted with the best practices in world and Uzbek linguistics in the study of linguistic phenomena based on a new approach, acquire professional competence in the analysis of linguistic units in connection with the human factor.

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Issue Article

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ON THE POSSIBILITIES OF QMS FOR MANAGING THE PRODUCTION OF DEMANDED AND COMPETITIVE PRODUCTS

Abstract: *in the article, the authors, using the developed software, evaluated the possibility of a new term for assessing product quality, namely: "Product Priority", in order to help the consumer of this same light industry product to have more effective criteria for preference when choosing an assortment for their needs. For the first time, we studied the possibilities of motivating a person to effectively manage the team of a light industry enterprise for the manufacture of demanded and import-substituting products in the demand market, taking into account its priority and guaranteeing the enterprise sustainable TEP from their activities, considering the possibilities of combining culture and participatory management to ensure the production of demanded and competitive products consumers in the regions of the Southern Federal District and the North Caucasus Federal District. In addition, the authors consider that control within the framework of the QMS carries a psychological burden and forms a sense of responsibility in the team for the implementation of the tasks formulated before it. But this is on condition that a competent selection and recruitment of personnel is implemented, which has communication skills, professionalism and stress resistance.*

Key words: *respondents, experts, randomization, demand. competitiveness, import substitution, concordance coefficient, competence, survey, questionnaire, demand, product sales, convergence, divergence, quantity, measure, market, consistency, consumer, manufacturer, consumer culture, quality activities, quality of life, purchasing qualifications, economic policy.*

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Introduction

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The seller stands on the way to consensus, the subject of relations, which, in essence, has nothing to do with the quality of the goods, but it is he who is the key figure in the market economy. We get everything we need from him. He is a monopolist and, as such, dictates the terms of relations through price interest and profit margins. In Russia for twenty years not a single branded light industry enterprise has appeared, on the contrary, a lot of trade brands have appeared. Trade rows are multiplying, and consumers are assured that the production of goods is unprofitable. The culture of the organization of trade is replaced by the concept of "sales quality". The culture of trade is measured by the assortment, price and physical availability of goods, high-quality advisory support, the absence of queues, compliance with sanitary and hygienic standards, the appearance and behavior of staff, after-sales service. “Quality of trade” is determined by the proportionality of the price and quality of the goods, the conformity of the goods sold with its certificate, and the demonstration of the goods. The seller's profit should not exceed the producer's profit. Both should not wait for an increase in consumer activity only by increasing consumers' wages, but create the most favored nation regime for the buyer (without colluding with another predator of the market - banks).

Only in Russia, and only liberals - marketers at every opportunity remember how bad it was for the people before the onset of true democracy - they starved, were ragged, lived in no one knows where and how. Monitoring the quality of life - through the qualitative possibilities of consumption - is expedient within the framework of the existing time. There is only one criterion - the consumer basket is growing and due to what it is increasing?

The rate of inflation is a necessary but not sufficient indicator of the state of the quality of life. The government has taken inflation reduction as its main benchmark. The indicator is actually socially - economically significant, indicates the culture of the market and indirectly the state of production. The disadvantage of this indicator is the lack of quality in it. The quality of life is determined through the amount of products consumed in monetary terms. The qualitative composition remains constant and one can only speculate about quality, since quality erodes quality. The quality of shoes, clothes, cereals, fish, vegetables, fruits within the common name varies quite significantly. The reserve of quality manipulation is significant. The main thing is still in understanding the quality, not the name, but the systemic characteristic of the product, reflecting the assortment.

Quality is 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 just 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 view 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 infrastructural status of the market.

The monopolization of production led to the accumulation of financial capital, the latter's autonomization, and market control. As a result, the market has turned from an intermediary into a key subject, trying to replace the indicator function - to show the demand for goods - with the role of the organizer of economic activity as a whole, which distorts the economic system.

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 alienation of consumption. With natural production, the quality of the product was hardly an actual problem. Quality "dissolved" in the conservatism of technology and technology, traditional 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 producer and the consumer. Management levers - financial policy, directions - the main ones - two: the impact on quantity and quality.

The quality of the product has become relevant in commodity production. It became clear that in the understanding of quality there are sensual and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not capable of directly (using its own mechanisms) influencing the objective properties of a product, but it can very well influence the objectivization of subjective ideas. So the manipulation of quality was first included in the functions of the market, then became an element of economic policy.

Main part

A sound and healthy economic policy is called upon 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 the subjective perception of quality, to block the negative effect of advertising impact, which has long and thoroughly become an attribute of market speculation on the importance of quality for the buyer. The presence of choice and solvent opportunities do not serve as a basis for the indisputability of a quality acquisition.

In the existing market, price and quality are divorced even at auctions, famous for the thoroughness of the organizational culture. The buyer is turned into an expert and this grimace of the market is not so bad as illogical. The market forces the consumer to develop as a person. From a layman with a wallet, in order not to turn out to be suckers, we involuntarily try to learn more about the subject of interest, we improve our “purchasing qualifications”. 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 holistic view.

"Purchasing qualification" includes, along with certain knowledge that helps to determine the location of the store, the price range for the product, requires basic information about the manufacturer, quality features of the product, the manufacturer's market reputation, company traditions, scale of activity. Today, in the consumer market, the naive buyer runs the risk, beyond any reasonable measure, of being the victim not only of deceit, but also of his own carelessness, and therefore without any right to compensation.

The buyer in Russia is formally protected. In real life, one has to be guided by the famous rule “saving the drowning (“buying”) is the work of the drowning themselves, read “buying”.

Increasing "purchasing qualifications", if there is a desire, is a mutually beneficial matter for the state, activating the cultural national heritage and the patriotic mood of the mass consumer. Although there is another way, tested under Mao in China - "the worse, the better."

Imported consumer goods - not Chinese - in the 1980s-90s. we had a bang! The assortment, packaging, external features of the product were impressive. And what is the result? After 10 years, the manufacturer returns Soviet brands, naturally in the absence of effective control, not of Soviet quality.

We know how to make high-quality products and are quite able to regain "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only consumer, judging by failures in rocketry, aircraft operation, etc.) market. They explain to us: we need economic measures. True, however, it is a half-truth. If you need it, then take it. The government should have power that is not nominal. It's time to understand that economics has always been politics, economics has always been political economy.

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

An amazing thing. When it comes to the future of technological progress, futurologists of various stripes moan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere in the development of the economy. For whom is it better? There is only one conclusion: do not disrupt the self-movement of the economy in the interests of those who have privatized the economy and in whose service are the "border guards" who prohibit controlling economic processes through politics.

None of the convertible currencies is backed by a quality commodity equivalent, and the "free" movement of the currency continues under the guise of politics. Financial self-movement creates favorable 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 in the wagon train of the economy instead of being ahead of its development on the basis of objective socio-economic trends. I would like to believe the explanations of politicians regarding the success of joining the WTO. It's good that they bargained, creating a legal "airbag" for the domestic manufacturer of consumer goods. The problem is: how will they now take advantage of the concessions from the WTO?

The time for political action—not decisions—is most propitious. The dope of the nineties and zero seemed to be on the decline. Awareness of the qualitative advantages of many Soviet products of the light and food industries is returning. There is a revival in consumer cooperation, which can stimulate the production of agricultural products in the countryside. There is a growing distrust of consumer imports, including due to their mass production in China. Migration flows are stabilizing.

A harsh assessment of the socio-economic situation and a direct indication of the government's responsibility for the failure to fulfill the presidential instructions of 2017 in the Address of V.V. Putin are associated with the determination to “tighten the screws” to keep the movement on track. A clear activation in interethnic economic relations within the Customs Union, a reset of strategic relations with an emphasis on China, India, Iran, and Latin America. A real opportunity for full-scale cooperation with Egypt, Syria and Iran, for example, the key states of the Middle East and the African North, all this is a unique international sphere for restoring balance in the domestic consumer goods market.

Domestic producers need a "clear" economic policy. By "intelligibility" they understand: clarity, consistency, guarantee support, which allows cutting off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. And those who produce, and those who are called upon to ensure the rights of producers. The Customs Union has lit the green light for national goods on the market of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate natural, and not advertising quality. By the way, a wonderful research topic is "real and "advertising" quality, i.e. created by advertising.

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

Integration is the interethnic interpenetration of various types of socio–economic, cultural and humanitarian activities. It can have an interethnic size, for example – "Union State (RF and RB); local – Customs Union; regional (Shanghai Organization, EEC). Globalization indicates the global scale of the phenomenon. Global problems include those that have arisen as a result of common, 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 event is postponed, but it itself is super relevant in terms of significance, then speculators, including financial oligarchs, actively rush into the resulting gap, trying to profit from uncertainty.

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

Consider the problem of "quality of consumer goods" in the coordinate system "national" and "international". First of all, it is necessary to find an answer to the question: is integration capable of replacing 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, being in common is not sufficient on its own. General requirements are realized through a special development, due to the specific circumstances of the action. In other words, no matter how standardized the production of a commodity is, it will still show the originality of the conditions of production.

The specificity of the conditions - regional, national - is immanently present in the raw materials, climate, traditions, culture of the performers' consciousness. And in all this is the power of production, which determines the nuances of the quality of the product, creating 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 about Kenyan coffee, Bulgarian and Chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scottish whiskey, Russian linen, Egyptian cotton, Chinese silk, Argentinean leather, Greek olive oil and much more. The specificity of the environment should be valued and preferences for its reproduction should be provided. In the founding treaties,

The Customs Union reinforces the interethnic division of labor built in the 20th 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 reasonable practice not only because it is correct. Activity makes theory a practice, and in order to get the desired result, the activity must be systematic and consistent.

Interest in the quality of goods, theoretically, should not begin 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 drives the production chain. But not the spontaneous demand of buyers abandoned to the mercy of fate. Demand is a state of mind determined by purchasing power, but not limited to the amount of money, especially when lending is stimulated in every possible way by banks. Demand farmed out to intermediaries, lobbyists, speculators is a deadly disease for Russia's national producer. Demand should be taken under control and formed, 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 system "manufacturer - seller - buyer". The seller is given the role of an active intermediary, but nothing more. It culturally provides a meeting point between producer and consumer. The system, on the other hand, must be functionally active, which implies not the presence of its constituent components, but their participation. The perfection of the system is not determined by aesthetics - a sign of design. It manifests itself in the maximum activation of the possibilities of that, the system of relations of which it acts. The perfection of the design of the system lies in the ultimate 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 perfect not by the size of the paying capacity. His complicity is determined by knowledge of the commodity-economic situation. The consumer is not the object of the application of the actions of the seller and the manufacturer. The consumer is a subject of the market and it is in his (and other subjects too) interests to be informed not by the advertising community, but by professional sources. Then counterfeit and "lochism" will cease to populate the market. The quality of a product starts in the mind of the consumer. Imposing the idea of quality is bad for all legitimate subjects of economic relations. It needs to be brought up 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 - a "smart", "prudent" economy activates systemic relations. The function of the market appears in a new light. Together with the manufacturer, the seller focuses on knowledge of consumer tastes. To the perfection of the system, it remains to take only one, but not an easy, step - the whole world to take up the formation of a consumer culture.

The accusation of the current generation in the consumer attitude to 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 really of a socio-cultural dimension. Another consequence of funding cultural progress. Why does one power replace another, while culture is still in power last in line for political relevance? It is time to understand that not only science has become a direct productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor.

The 21st century has sharpened the scientific, philosophical and practical interest in competition. The scale, content, forms and significance of competition have 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 performer 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, there is no other way to call it, is occupied by the mood of self-consciousness, 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 of human capital. Competences are not effective on their own, they are valid when they are formed as the needs of an individual, developed diversified and in harmony with their own, national and universal interests.

The formula for the harmony of the interests of the individual is extremely simple. It was discovered 2500 years ago by Confucius, and clarified by I. Kant, giving a rational look "the other 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 the production in general and consumer goods, in particular, the conclusion is even more simplified to the creation of technical, economic and humanitarian (sociocultural and psychological) conditions in a specific production, aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs.

Where are the reasons for such an anomaly, in what? Is this due to objective factors, whose resistance we have not yet been given to overcome, or are the braking forces still of inertial nature, inherited from us, introduced in the course of modernization and we are able to deal with them, and not with the consumer on the market? What are our reserves?

Answers to the questions posed must be sought in system analysis, which requires an appeal to scientific and philosophical theory. One should not be afraid of the tension of thought-creation. The well-known naturalist D. Dan, following Charles Darwin, analyzed the meaning of competition and came to the conclusion that competition in the struggle for existence is not limited to greater and better adaptation to circumstances, it strengthens the nervous system and develops the brain. So let's start with philosophical reflection.

In economics and politics, many phenomena are known that contradict the nature and functions of these spheres of public life. Practical development does not always coincide with historical logic. History, contrary to its rational basis - the history of the implementation of the activities of a reasonable person, often drives the reflection of the mind into a dead end. In this connection, a problem arises: if the history of the sociocultural activity of a “reasonable person” should be at least no less reasonable and logical than the individual mind of a person subject to chance incomparably more than the socialized mind of mankind, then how to explain the existence of social anomalies, a kind of "jambs"?

They are historical blind alleys from which we must regularly get out, or the product of the costs of underdevelopment of the organization of social relations and management, including here a limited knowledge of historical patterns. In other words, we have before us the riddle of history and should we determine where to look for the keys to its solution - in consciousness or in objective reality? What exactly to focus on? We don't have an answer that could be adequately substantiated. Moreover, it seems to us that it would be more legitimate to study the nature of this problem in parallel - both in social life and in public consciousness.

The reasonableness of the history of human activity could not but lay a logically expressed pattern, but the absence of extralogical processes in real history would look as if the script of history was written by someone in advance and the one who invented it continues to orchestrate the course of the historical movement. N.G. Chernyshevsky compared history with Nevsky Prospekt, laid on a ruler. He did this to emphasize that historical consistency requires a specific awareness. History is comparable to the order of movement in the physical space of being, but it is located in it non-linearly.

There are no straight lines in nature - they are conditional and exist as intervals-segments of movement. The same is true in the development of society, it is reasonable to the extent of historical concreteness. And each historical concreteness carries in itself something new, as well as unresolved or limitedly resolved problems, left as a legacy to the passing generations. Historical logic stumbles upon the imperfection of historical concreteness and will be better understood as a sequence of concrete historical rationalities built from the contradictions of the rationality of human activity, in fact, the relative logic of that historical specificity that accompanies the historical ascent of the socialized Homo sapiens.

The 20th century confirmed the idea of historical materialism in its Marxist interpretation.

The improvement of production is due to the transformation of science into a direct productive force, technical progress, but the productivity and quality of productive activity depend no less on the moral factor - the attitude of a person to work. In this light, the Japanese mentality, developed by the original economic policy, linking the interests of owners and employees, is indicative. Its core is a national tradition that goes back to the history of Confucianism. Confucius taught: “When running a state ... constant attention to business and sincerity in relation to people, moderation in spending and love for the people are necessary. And it is no less important to encourage people to work ... ".

In Japan, China and other countries of the East, one can find examples of moral disorder, but they do not so much testify to a sociocultural reorientation in a national format, but to the historical costs of developing a national culture. There, the vast majority of the population continues to listen to the words and reasoning of teachers. “Wealth and nobility, explained Confucius, are the subject of human desires, but a noble husband does not use them if they have been acquired illegally ...” How can a noble husband bear such a high name if he has lost his philanthropy? A noble husband does not part with humanity for an hour, it will certainly be with him: both in trouble and in worldly fuss.

To maintain the prestige of the company in Japan, the key phenomenon of the social form of life is actively used - the family, family traditions, accumulating the power of morality. The company is run by a family. Each member of the family, traditionally associated with the history of production, perceives the company and their work through the prism of family tradition, removing the burden of alienation of labor, inevitable in the conditions of exploitation. Exploitation itself is draped in a form of social partnership. The essential contradictions of bourgeois production remain, but the form of their perception by consciousness changes. In modern Russia, the term "exploitation" is not used to characterize production, which is not surprising given the existing practical attitude to national culture, especially education, which is officially aimed at the development of competencies by politics.

The quality of production and the quality of the product of production depend on the technical conditions - technology, technical means, organization of production, professional qualifications of organizers and performers and attitude to work. The last two components form the content of the concept of "subjective factor" or "human capital". Based on the achievements of the scientific and technological revolution, entrepreneurs are trying to minimize the complicity of the “subjective factor” due to its volatility. Without advertising, the "subjective factor" refers to the conditions of uncertainty and risk.

The problem here is that all attempts to limit the presence of the subjective factor in production and, mainly, in its technological component, inevitably lead to the absolutization of the technical component. It becomes a total means of increasing labor productivity, production safety and profitability. Thus, the management of the organization of production development is delegated to artificial intelligence, built on the laws and rules of formal logic, expressing one of the aspects of development - conservatism.

The original law, and, in essence, the principle of this logic is the law of identity. The subject and the subject, their relationship are recognized as immutable. Movement is reduced to its relative moment - rest. Peace replaces movement and with it change as the essence of any movement.

C. Darwin said: nature does not like jumps and explained, because all of them consist. J. Cuvier, on the contrary, tried to understand the variability of species as a result of earthly cataclysms. The life of nature tells us that we should be afraid of logical linearity in thinking. It is effective when it is important to bring something to perfection in its traditional manifestation. For example, in the case of improving the existing assortment, achieving a rational ratio of consumer requirements for a well-known attractive product, its quality and price. But everything comes to an end, improvement is not an exception, therefore, it is necessary to look in advance for options for an interesting promising development of the product line, to think not about what is already there in principle, to improve what is available, but to try to fantasize systematically, ahead of demand with innovations.

Our thinking in that part of it, which is called creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic endures its heuristic potential. Perspective thinking is thinking that tries to "grab" the direction of change in commodity production. Here the possibility in thinking of anticipatory reflection of reality dominates - a property discovered by P. Anokhin. There are physiological grounds for foreseeing changes, mental prerequisites in the form of will, needs, emotions are also natural. It remains to look for logical tools. The arrow of movement should be translated from Aristotelian formal logic to Hegelian dialectical logic, based on the principle of developing the content of concepts and changing the concepts themselves. Representing the peculiarity of dialectical logic, its fundamental difference from the logic of Aristotle, G. Hegel wrote: “In rational logic, the concept is usually considered as a simple form of thinking and, more precisely, as a general idea, ... as if the concept as such is something dead, empty, abstract.” And he clarified: “Of course, the concept should be considered as a form, but as an infinite, creative form.”[13]

It is no coincidence that the like-minded people of K. Marx noted that the founder of the universal understanding of dialectics did not leave a textbook to the heirs, since it was supposed to be the logic of analyzing the movement of production in Capital. K. Marx showed how the logical limited thinking of production managers reduces the process to capital management and brings production not only to a crisis provoked by overproduction, but also to socio-political tension. The development of political economy after K. Marx was expected, subordinated to the historical rehabilitation of capitalism. Intellectual and political forces concentrated on identifying the perfection of commodity production with its bourgeois form of organization.

Here, the features of Aristotelian logic, aimed at the immutability of the conditions of inference, came in handy. If commodity production is the only universal reality of the objective historical process in the conditions of a developed society, then history itself is destined to carry it out with dignity exclusively in the form of a bourgeois organization. Thus, the consumer's thinking, also generally tuned to a formally logical type of action, is led to the final conclusion: the period preceding capitalism was prehistoric, just becoming. The true history of commodity production is being created in a bourgeois form. Objective reality was embodied in an absolute, that is, non-historical form.

The strength of logic is in the ability to build an internally consistent theory, but the truth of any theory is not verified by its sequence alone. Here, the correspondence of the consequences of the theory to the realities of life is of particular importance. Economic theory is being tested en masse, because its results concern everyone directly. People may or may not be producers, but everyone consumes products of production and everyone wants to make consumption of sustainable quality and corresponding to the ability to pay.

Starting with handicraft labor and the guild form of its organization, the quality of the goods pushed all other signs of production into the background. As long as the division of labor had a shop form, and inside the shop everyone produced the goods up to the final commodity form and fully guaranteed the quality with his brand, the quality of production and the quality of the goods remained in the unity of existence, and the problem of the quality of the goods was simplified, reduced to the observance of the technological standard of production. Production was a way of life support for the manufacturer, so the relevance of the quality of the product was removed by the specifics of its relationship to production.

On the market, the goods were of high quality, one should only be afraid of counterfeiting, which did not have the current scale and was resolutely suppressed by both the state and self-regulation of trade. For mass production, which was the main consequence of the industrial revolution, the problem of the producer's interest as a commodity was not noted among socially significant ones. It undoubtedly existed, but the nature of production did not allow it to leave the sphere of private consciousness and materialize in the product range.

Potentially, this problem appeared even before commodity production, but at that time it was in the form of an abstract possibility, because the reality was the actuality of the quantity of the product produced. Production was only gaining strength as a source of human vitality. First, the problem of quantity was born, the increase in quantity raised the question of quality, since it became possible to compare the produced product, and there was a specialization of production depending on the uniqueness of the natural environment.

The developing market demanded a variety of goods. Goods were needed within the framework of the difference in the purchasing power of consumers. Factory - factory production, based on the technical base, opened up the prospect of varying the quality of the goods. Severe restrictions on production, which distinguished shop activity, receded. There are different types of goods on the market. In the British philosophy of the Enlightenment, the very concept of quality was actively discussed.

Shoes, by their quality, by definition, should ensure the interaction of two fundamental competencies - safety and comfort in use. The aesthetic properties of shoes are subordinated to them and packed in them. With their help, the producer "entices" the consumer, like the flowers of plants, calling for insects, performing the work of pollination through consumption.

The concreteness of achieving rationality in modern, qualitatively oriented production is in the solidarity of human capital:

• internal solidarity of producers, their need for quality,

• external solidarity with the consumer, taking into account the interests of the latter,

• solidarity in the understanding of quality based on a combination of economic and socio-cultural approaches,

• Consistency and balance in the state's economic policy in terms of market orientation, inducing quality interests in the development of the market by the tools of the economic mechanism.

We have tried to define and summarize the basic conditions for achieving solidarity. As far as the analysis of literature data allows us, this is done for the first time, so clarifications and additions will be received positively.

So, what should be considered as the necessary conditions for achieving a radical change in relation to the quality of production of a truly high-quality product - the transition from the stage of external audit to the stage of internal guarantee, which is formed through the formation of the need to create a product of the required quality by the consumer.

1. The presence of competition in the market of high-quality professional labor, so that there is a clear understanding of the need to work in accordance with the needs of the commodity market. Otherwise, the market will not allow you to take a stable place on it.

2. Significant increase in purchasing power. Achieving the level that allows you to select the right product. A quality product cannot, by definition, be cheap, but it can be made available through market mechanisms.

3. A high level of professional training of producers, provided on the basis of the formation of a professional culture and national identity. The main thing should be the education of attitude to work as a deed that has dedicated one's life. Expanded education of consumers, their perception as subjects of a common cause.

4. Overcoming the feeling of conscious and unconscious alienation of the ability of the individual in labor and its products with the help of the following tools:

❖ achieving a symmetry of the quality of work and remuneration.

❖ reduction to a reasonable ratio of differences in the amount of remuneration of managers and performers, the clarity of the grounds for such proportionality.

❖ Dependence of remuneration on the dynamics of advanced training and on participation in the improvement of the production process.

❖ full use of socio-cultural mechanisms to stimulate the individual to a general corporate movement, entry into command forms of movement.

❖ sustainability of corporate activities.

❖ formation of relations according to the type: "One for all, all for one." Active promotion of the command form of responsibility for the results of work.

❖ organization of a systematic competition for the quality of work.

❖ striving for national and international recognition of the quality and range of products produced.

❖ the formation of labor dynasties, participation in the distribution of profits.

❖ understanding the quality of goods as a comprehensive assessment of the product.

❖ awareness of the fact that it is the “little things” that reveal the perfection of quality, therefore, the little things should be treated as the building material of quality.

There is not a single enterprise that would not have an external environment and would not be in a state of constant interaction with it. Any enterprise needs to regularly receive initial products from the external environment to ensure its vital activity. At the same time, each enterprise must give something to the external environment as compensation for its existence. As soon as ties with the external environment are torn, the enterprise dies. Recently, due to increased and more complex competition, as well as a sharp acceleration in the processes of change in the environment, enterprises are increasingly forced to pay attention to issues of interaction with the environment, to increasingly develop the ability to adapt to changes in the external environment.

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

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

First sphere. Is the general external environment of the enterprise. This external environment reflects the state of society, its economy, natural environment and is not directly related to a specific enterprise. The general external environment is more or less the same for the vast majority of businesses.

Second sphere. This is the so-called immediate business environment of the enterprise. This environment is formed by such subjects of the environment that are directly related to or directly affect the activities of this particular enterprise. At the same time, it is important to emphasize that the enterprise, in turn, can directly influence them.

The general external environment is formed under the influence of political, legal, socio-cultural, economic, technological, national and international processes, as well as processes of nature management.

The direct business environment of an enterprise is formed by customers, suppliers, competitors, business partners, as well as regulatory agencies and organizations such as administrative bodies, business associations and associations, trade unions, etc.

Managing the processes of interaction between the enterprise and the environment, management faces a number of serious problems generated by uncertainty in the state of the environment. In this regard, one of the most difficult tasks facing management is to reduce the uncertainty of the enterprise's position in the environment. This is achieved by developing its adaptability to the external environment and establishing broad connections with the environment, allowing the enterprise to organically fit into the environment.

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

1) mechanical type of control; 2) organic type of management.

*Mechanistic type of enterprise management*characterized by a set of the following characteristics:

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

*Organic Type Enterprise Management*characteristic:

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

Each of these types has certain advantages.

Accordingly, each of these types may be given a certain preference depending on the nature of the environment and the level of uncertainty. In the event that the environment is dynamic, if the level of uncertainty is high, the organic type of enterprise management is more effective. If the environment is stable and the uncertainty is at a low level, preference may be given to the mechanical type of control.

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

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

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

We must also remember about the presence of the external environment of the enterprise, clearly understanding that it is it that opens access to resources and, thereby, determines the possibility of its existence.

It is absolutely unacceptable to forget at the same time that "a person thinks because he does." And, although the thought itself is not subject to time, its materialization is carried out in time and space and, most importantly, requires energy.

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

The practice of management is as old as the enterprise. Clay tablets dating back to the third millennium BC record commercial transactions and laws of ancient Sumeria.

Let's keep in mind: A task is a goal in specific conditions. A task (task) is a prescribed work, a series of works, or a piece of work that must be completed in a predetermined manner within a predetermined time frame. Tasks are assigned to the position, not to the employee.

Views on management developed as social relations developed, production technology improved, new means of communication and information processing appeared. However, managerial thought has always marked the milestones from which there have been broad transformations in management practice.

Managerial thought constantly refers to the sphere of the collective activity itself or the activity of management. If we single out the subjective and object plans in the first one, then we get three areas of attention and searches: tasks, people and managerial activity. For the initial stage of development of the science of management, it was typical to focus on one of them (one-dimensional exercises), in the subsequent coverage of the number of factors studied increased (multidimensional, synthetic exercises).

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

"One-Dimensional" Control Teachings

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

The founder and main developer of the ideas of scientific management is Frederick Taylor. Starting as a worker, he worked his way up through the hierarchy to chief engineer in a steel company. Taylor was an engineer, so it was perfectly natural for him (within the paradigm of his time) to look at man control as machine control. Based on a mechanistic understanding of the essence of the activity of a person of labor, his place in the organization, Taylor saw the solution to the problem of the success of an enterprise in the rationalization of labor operations. Therefore, the study of the problem was the starting point for him. At the same time, he believed that workers by nature are lazy and can work well, at best, with economic incentives. That is why - managers should think, and workers should work.

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

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

Without weakening attention to the scientific organization of labor, in the 20-30s of the last century, attention was paid to the fact that labor productivity significantly depends on the social conditions in the organization, and can be significantly increased if special relations are created in working groups in the process of joint activities - with signs of collectivism. The transfer of the center of gravity in management from tasks to the person gave rise to the development of various behavioral theories of management.

So, Walter Dill Scott advocated that managers should look not only through the prism of their economic interests, but also social ones, recognizing their merits. Marie Parker Follet believed that the manager should abandon formal interactions with workers, be a leader recognized by the workers, and not based on official authority. Her interpretation of management as “the art of achieving results through the actions of others” emphasized flexibility and harmony in the relationship between managers and workers, based on the situation, rather than relying on functional prescriptions.

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

A specific opposition of the scientific direction and behavioral concepts in the form of their theoretical generalization was reflected in the theories "X" and "Y" by Douglas McGregor. There are two types of management, reflecting at their core two diametrically opposed views on employees.

Type X enterprises are characterized by the following conceptual assumptions:

- the common man has an inherited dislike of work and strives to work;
- due to the unwillingness to work a person only by coercion, with the help of orders, control and threats of punishment, it is possible to induce him to carry out the necessary actions and expend due efforts to achieve the goals of the enterprise;
- the average person prefers to be controlled, tries not to take responsibility, has relatively low ambitions, and desires to be in a safe situation.

Type “Y” enterprises are characterized by the following prerequisites:

- the expression of physical and emotional efforts at work is as natural for a person as during play or leisure. External control and the threat of punishment are not the only means of inducing a person to activity. A person in his activity is guided by a certain set of values learned in the process of education, exercising self-control and self-motivation;
- responsibility and obligations in relation to the goals of the organization depend on the remuneration received for the results of work. The most important reward is that which is associated with the satisfaction of needs for self-expression and self-actualization;
- an ordinary person, brought up in a certain way, is not only ready to take responsibility, but even strives for it.

At the same time, McGrigor emphasized that many people are willing to use their experience, knowledge and imagination in solving the problems of the enterprise. However, modern industrial society makes little use of the intellectual potential of an ordinary person.

If, caring about the success of the enterprise, Taylor concentrated on how to perform tasks better, exploring operations and functions, Mayo and the behaviorists were looking for answers to the same questions, referring to the nature of relationships in the team, to the motives of human activity, then Faol tried to approach to solving the problem from the standpoint of improving the management activity itself.

Henri Fayol spent most of his adult life working for a French coal and iron ore company. He believed, based on personal experience, that with the right organization of his work, every manager can succeed.

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

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

Having singled out management as an independent activity and endowed it with five specific functions (planning, organization, management, coordination and control), Fayol developed fourteen management principles, which he himself followed in his practice and on which, as he believed, the success of management depends:

- *Division of labor* (increases qualifications and the level of work performance).
- *Power* (the right to give commands and be responsible for the results).
- *Discipline* (clear and clear understanding between workers and managers, based on respect for the rules and agreements that exist in the enterprise, is mainly the result of the management's capabilities).
- *Unity of command* (orders from only one leader and accountability to only one leader).
- *Unity of leadership* (one leader and a single plan for each set of actions to achieve some common goals).
- *Subordination of individual interests to common interests* (the manager must achieve by personal example and tough but fair management that the interests of individuals, groups and departments do not prevail over the interests of the enterprise as a whole).
- *Staff remuneration* (payment should reflect the state of the enterprise and encourage people to work with dedication).
- *Centralization* (the level of centralization and decentralization should depend on the situation and be chosen in such a way as to give the best results).
- *Chains of interaction* (a clear construction of chains of following commands from management to subordinates).
- *Order* (everyone should know their place in the enterprise).
- *Equality* (workers should be treated fairly and kindly).
- *Staff stability* (frames must be in a stable situation).
- *Initiative* (managers should encourage subordinates to come up with ideas).
- *corporate spirit* (It is necessary to create a spirit of unity and joint action, to develop a team form of work).

While asserting the universality of the formulated principles, Fayol nevertheless emphasized the need for their flexible application, taking into account the situation in which management is carried out.

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

Weber believed that the bureaucratic system should ensure the operation of the enterprise as a machine, guaranteeing speed, accuracy, order, certainty, continuity and predictability.

According to Weber, the basic principles of building an enterprise that provide these qualities should be the following:

- division of labor based on functional specialization;
- a well-defined hierarchical distribution of power;
- a system of rules and regulations that define the rights and obligations of employees;
- a system of rules and procedures for behavior in specific situations;
- lack of a personal beginning in interpersonal relationships;
- admission to the enterprise based on the competence and needs of the enterprise;
- career advancement based on the competence and wide knowledge of enterprises that come with seniority;
- strategy for lifetime employment;
- a clear career system that provides upward mobility for skilled workers;

• management of administrative activities consists in the development and establishment of thorough written instructions in enterprises.

"Synthetic" doctrines of management

For "synthetic" teachings, a view of management as a multifaceted, complex and changing phenomenon, associated with many connections with the internal and external environment of the enterprise, is characteristic. The first successes of such understanding of management took shape as a systematic approach to the enterprise. The possibility of deep penetration into the system of internal and external relations and multivariate analysis of both the object and the subject of management activity has opened up.

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

One of Drucker's most famous theoretical propositions is his concept of management by objectives. Drucker's idea that management should begin with the development of goals and then move on to the formation of functions, interaction systems and processes, radically turned the logic of management upside down.

Among the "synthetic" doctrines of management, situational theories occupy a prominent place. Situational theories provide guidance on how to manage in specific situations. At the same time, a step-by-step algorithm for solving problems is recommended. Firstly, it is necessary to carefully analyze the specific situation, highlighting what requirements the situation imposes on the enterprise and what is characteristic of the situation. Secondly, an appropriate management approach must be chosen. Thirdly, management must create the capacity in the enterprise and the necessary flexibility in order to be able to move to a new management style appropriate to the situation. Fourth, management must make appropriate changes to adjust to the situation.

One of the most popular system management concepts is the "7-S" theory, developed in the 80s. (USA). It was noted that an effective organization, as a rule, is formed on the meringue of seven interrelated components, a change in each of which necessarily requires a corresponding change in the other six. These key ingredients are as follows:

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

In 1981, an American, William Ouchi, based on Japanese management experience, put forward the theory of "Z", as if supplementing and developing McGregor's ideas and leveling the provisions of situational theories. The starting point of the Ouchi concept is the position that a person is the basis of any enterprise and the success of the enterprise depends primarily on him. Based on this, Ouchi formulated the basic provisions and rules for effective people management.

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

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

This review of the doctrines of management shows that practice constantly highlights more and more problematic facets of managing joint activities that arise during its progressive development. Science, in turn, responds promptly and effectively to the demands of practice, while putting forward a kind of benchmarks that are very useful for practitioners, guided by a four-step model for achieving success, namely:

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

Setting the right goals means being able to "correctly formulate the result."

Basic principles for the formation and selection of your goals:

1. Choose goals that deserve to be achieved.
2. Choose a goal that you can achieve on your own.

3. Formulate your goal in affirmative terms.

4. Express your goal accurately, in sensory terms.

5. Relate your goal to the context (situation).

6. Soberly evaluate the consequences of achieving your goal.

The subconscious mind plays an important role in everything we do. Business and organizational methods of achieving goals (formalized) usually omit this factor. The same applies to individual goals chosen in a logical, systematic way, by the "left hemisphere". [16]

Thinking in the affirmative is the principle of the correct formulation of the result.

With regret, usually focus on trying to avoid the unwanted instead of thinking about what you want and getting what you want. They develop an “aggressive-defensive”, “denying” character instead of an “affirming” one. The "denying person" experiences, in the end, the scenario that he would like to avoid, because it is he who is strategically fixed and implemented. We can call such a system of "avoidance" prudence, realism, prudence, and so on. It manifests itself most effectively when achieving internal goals, but when it comes to conscious goals “…? ..”, it often leads to blunders that are incomprehensible at first glance. Therefore, the first principle of a correctly formulated result is: "I express my goal in affirmative terms."

Principles of balanced self-renewal

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

The principles of NLP (Neuro-Linguistic Programming) involve taking into account all four dimensions. This means that we must regularly and consistently develop them in the most reasonable and balanced way. Spending time on self-renewal requires us to be proactive.

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

Knowledge is a theoretical paradigm that defines what to do and why. Skill determines

how to do. And desire is motivation - I want to do it.

If one day we believe that from now on our behavior depends on our decisions, and not on the surrounding conditions, then the very first skill necessary for the beginning of self-development of a personality is about activity. Proactivity should be understood as a fact that by initiating what is happening, subordinating feelings to our values, we are responsible for our actions (and, above all, to ourselves). The behavior of an active person is a product of his own choice, he does not look for "guilty" for his actions and for their results. In this case, he asks himself, and looks for the answer in himself. Despite the fundamental differences between these concepts discussed above, they nevertheless have something in common at their core, which reflects a certain commonality in the motivation of a person to act.

The named concepts of Maslow, Alderfer, McClellakd, Herzberg allow us to conclude that there is no canonized doctrine explaining what underlies human motivation and what determines motivation. Each of these theories has a certain fundamental difference.

Thus, each of the theories has something special, distinctive, which made it possible for it to be widely recognized by theorists and practitioners and make a significant contribution to the development of knowledge about motivation. However, despite the fundamental differences, all four of the above theories have something in common that allows us to establish certain parallels between them. A characteristic feature of all four theories is that they study needs and give a classification of needs that allows drawing some conclusions about the mechanism of human motivation. Comparing the classifications of all four theories, it can be noted that the groups of needs identified in different theories quite definitely correspond to each other.

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

An enterprise is a complex organism, the basis of the life potential of which is organizational culture: that for which people became members of the enterprise; how the relationship between them is built; what stable norms and principles of life and activity of the enterprise do they share; what, in their opinion, is good and what is bad, and many other things that relate to values and norms. All this not only distinguishes one organization from another, but also significantly determines the success of the functioning and survival of the enterprise in the long term. Organizational culture is not so clearly manifested on the surface, it is difficult to “feel” it. If we can say that an enterprise has a "soul", then this soul is the organizational culture.

People are the carriers of organizational culture. However, in enterprises with a well-established organizational culture, they seem to be separated from people and become an attribute of the enterprise, a part of it that has an active influence on the members of the enterprise, modifying their behavior in accordance with the norms and values that form its basis.

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

In modern literature, there are both very narrow and very broad interpretations of what constitutes an enterprise culture.

Most often, organizational culture is interpreted as the philosophy and ideology of management accepted by the majority of the enterprise, assumptions, value orientations, beliefs, expectations, dispositions and norms that underlie relationships and interactions both within the enterprise and beyond.

Using the common that is inherent in many definitions, we can understand organizational culture as follows. Organizational culture is a set of the most important assumptions accepted by the enterprise team and expressed in the values declared by the enterprise, which give people guidelines for their behavior and actions. These value orientations are transmitted to individuals through the "symbolic" means of the spiritual and material intraorganizational environment.

Basic Assumptions. This is what the team of the enterprise adheres to in their behavior and actions. These assumptions are often associated with the vision of the environment surrounding the individual (groups, enterprises of society, the world) and the variables regulating it (nature, space, time, work, relationships, etc.). It is often difficult to formulate this vision in relation to the enterprise.

Values (or value orientations) guide the individual in what behavior should be considered acceptable or unacceptable. So, in some enterprises it is believed that “the client is always right”, therefore it is unacceptable to blame the client for failure in the work of the enterprise team. In others, it may be the other way around. However, in both cases, the accepted value helps the individual understand how he should act in a particular situation.

"Symbolism" it is that by means of which value orientations are "transferred" to the collective of the enterprise. Many enterprises have special documents intended for all, in which they describe in detail their value orientations. However, the content and significance of the latter are most fully revealed to workers through "walking" stories, legends and myths. They are told, retelled, interpreted. As a result, they sometimes have a greater impact on individuals than the values that are written in the advertising booklet of the enterprise.

Organizational culture has a certain structure. The latter can be considered as a three-level one.

*The first, "superficial" or "symbolic" level.*Includes such visible external facts as applied technology and architecture, use of space and time, observed behavior, language, slogans, etc., or everything that can be felt and perceived through the known five senses of a person (see, hear, feel taste and smell, touch). At this level, things and phenomena are easy to detect, but they can not always be deciphered and interpreted in terms of organizational culture.

Second, subsurface level. At this level, the values and beliefs shared by the enterprise team are revealed, in accordance with the extent to which these values are reflected in symbols and language. The perception of values and beliefs is conscious and depends on the desire of people.

Third, "deep" level. Includes basic assumptions that are difficult to realize even by the enterprise team itself without special focus on this issue. These hidden and taken for granted assumptions guide people's behavior, helping them to perceive the attributes that characterize organizational culture.

According to which of these levels are studied, there is a division of organizational cultures into subjective and objective.

Subjective organizational culture comes from the patterns of assumptions, beliefs and expectations shared by employees, as well as from the group perception of the organizational environment with its values, norms and roles that exist outside the individual. This includes a number of elements of "symbolism", especially its "spiritual" part: the heroes of the enterprise, myths, stories about the enterprise and its leaders, organizational taboos, rites and rituals, the perception of the language of communication and slogans. Subjective organizational culture serves as the basis for the formation of managerial culture, i.e. leadership styles and problem solving by leaders, their behavior in general. This creates a distinction between seemingly similar organizational cultures. For example, two businesses may claim to provide quality service to their customers. But the end result will largely depend on.

Objective organizational culture is usually associated with the physical environment created by the enterprise: the building itself and its design, locations, equipment and furniture, colors and amount of space, amenities, cafeteria, reception rooms, parking lots and cars themselves. All this, to one degree or another, reflects the values that the company's staff adheres to. Although both aspects of organizational culture are important, however, the subjective aspect creates more opportunities for finding both similarities and differences between people and between enterprises.

Content of organizational culture

A specific organizational culture can be considered based on ten characteristics:

- awareness of oneself and one's place in the enterprise (some cultures value the concealment of their internal moods by the employee, others encourage their external manifestation; in some cases, independence and creativity is manifested through cooperation, and in others through individualism);
- communication system and language of communication (the use of oral, written, non-verbal communication, “telephone law” and openness of

communication varies from group to group, from enterprise to enterprise; jargon, abbreviations, gestures vary depending on the industry, functional and territorial affiliation of enterprises);

- appearance, clothing and presentation of oneself at work (a variety of uniforms and overalls, business styles, neatness, cosmetics, hairstyle, etc. confirm the presence of many micro-cultures);
- what and how people eat, habits and traditions in this area (organization of meals for employees, including the presence or absence of such places in the enterprise; people bring food with them or visit the cafeteria inside or outside the enterprise; food subsidies; the frequency and duration of meals; whether employees eat different levels together or separately, etc.);
- awareness of time, attitude to it and its use (the degree of accuracy and relativity of time among employees; compliance with the time schedule and encouragement for it; mono-chronic or poly-chronic use of time);
- relationships between people (by age and gender, status and power, wisdom and intelligence, experience and knowledge, rank and protocol, religion and citizenship, etc.; degree of formalization of relations, support received, ways to resolve conflicts);
- values (as a set of guidelines in what is good and what is bad) and norms (as a set of assumptions and expectations regarding a certain type of behavior) - what people value in their organizational life (their position, titles or work itself, etc. .) and how these values are preserved;
- belief in something and attitude or disposition towards something (belief in leadership, success, in one's own strength, in mutual assistance, in ethical behavior, in justice, etc.; attitude towards colleagues, clients and competitors, towards evil and violence, aggression, etc., the influence of religion and morality);
- worker development process and learning (thoughtless or conscious performance of work; rely on intelligence or strength; procedures for informing workers; recognition or rejection of the primacy of logic in reasoning and actions; abstraction and conceptualization in thinking or memorization; approaches to explaining the reasons);
- work ethic and motivation (attitude towards work and responsibility at work; division and substitution of work; cleanliness of the workplace; quality of work; work habits; work evaluation and remuneration; man-machine relationships; individual or group work; promotion at work) .

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

Members of the enterprise, sharing faith and expectations, create their own physical environment, develop a language of communication, perform actions that are adequately perceived by others and show feelings and emotions that are understood by everyone. All this, being perceived by employees, helps them to understand and interpret the culture of the enterprise, i.e. give meaning to events and actions and make sense of your work environment. The behavior of individuals and groups within an enterprise team is strongly bound by the norms derived from these shared beliefs, expectations, and actions.

The content of organizational culture affects the direction of behavior and is determined not by a simple sum of assumptions, but by how they are interconnected and how they form certain patterns of behavior. What distinguishes a culture is the relative order in which the underlying assumptions that form it are arranged, indicating which policies and principles should prevail in the event of conflict between different sets of career planning assumptions.

The impact of culture on organizational performance.

There are two ways in which culture influences organizational life. First, culture and behavior mutually influence each other. Second, culture influences not so much what people do as how they do it. There are various approaches to identifying a set of variables through which the influence of culture on the enterprise can be traced.

Sate model. The influence of culture on organizational life V. Sate considers through seven processes:

- cooperation between individuals and parts of the enterprise;
- control;
- communications;
- enterprise dedication;
- perception of the organizational environment;
- justification for their behavior.

At the same time, the first three processes correspond with the first, superficial level of organizational culture or patterns of organizational behavior, and the next four - with the second, subsurface level, which has a "value" basis. The efficiency of the enterprise depends on how these processes proceed.

Cooperation as a model of behavior in an enterprise cannot be established only with the help of formal management measures, since it is impossible to foresee all possible cases. The extent to which people actually cooperate in collectives of enterprises depends on the assumptions they share in this area. In some enterprises, teamwork is the highest value, in others internal competition. In other words, it all depends on which philosophy prevails: individualist or collectivist.

The influence of culture on decision-making is carried out through shared beliefs and values that form a stable set of basic assumptions and preferences among members of the organization. Since organizational culture can help minimize contention, the process decision making becomes more efficient.

The essence of the control process is to stimulate actions towards the achievement of the set goals. In the nature of governance, there are three mechanisms of control: the market, administration, clan. Usually, in the collectives of enterprises, all three mechanisms are present at once, but to varying degrees. Under the market mechanism of control, they rely mainly on prices. The underlying assumption is that changing prices and payments should stimulate the necessary changes in the enterprise.

Administrative the control mechanism is based on formal authority. The process itself consists of changing the rules and procedures by issuing directives. This mechanism is based on two assumptions:

- from above it is clearer what measures to achieve the desired result;
- employees obey without question within shared basic assumptions.

Clan the control mechanism is entirely based on shared beliefs and values. It is from them that the members of the enterprise team proceed in the implementation of their actions. It is also assumed that employees are sufficiently committed to the enterprise, they know how to act within the framework of this culture. As the enterprise grows and develops, the clan mechanism is replaced by an administrative one, and then by a market one.

The impact of culture on communication occurs in two ways. The first is that there is no need to communicate in cases where there are shared assumptions. In this case, certain actions are performed as if without words. Second, shared assumptions provide direction and help in the interpretation of messages received. So, if at the enterprise the employee is not considered an appendage of the machine, then the news of the upcoming automation or robotization will not cause shock in him.

The content of culture also influences the content of communication. Some businesses value open communications, while others value it the other way around.

An individual feels committed to an enterprise when he identifies with it and has some emotional connection with it. A strong culture makes strong the individual's identity and feelings towards the enterprise. Also, employees can step up their actions in an effort to help the enterprise.

Perception organizational reality or what he sees is determined to a large extent by what his colleagues say about what he sees, sharing the same experience with him. Culture influences this process by providing the members of the enterprise team with a common interpretation of their experience. In businesses that place a high value on timely customer service, the perception of a lack of resources to operate will not be interpreted as a need to change an established customer disposition. Otherwise, the client may be seriously harmed.

Culture helps people in the enterprise act meaningfully by providing justification for their behavior. In enterprises where risk is valued, a person takes it, knowing that in case of failure he will not be punished and that lessons will be learned from failure for the future. Actions thus justified reinforce existing behavior, especially when it fits into the situation. This process is a source of funds for changing the culture itself. Because people use culture to justify behavior, it is possible to change culture through change in behavior. However, for this process to be successful, it must be ensured that people cannot justify their new behavior with the "old" culture.

Peters-Waterman model. T. Peters and R. Waterman, the authors of the well-known bestseller "In Search of Successful Management", found a connection between culture and success in the work of an enterprise. Taking successful American firms as a model and describing management practices, they “deduced” a set of beliefs and values of the organizational culture that led these enterprises to success:

- faith in action;
- communication with the consumer;
- encouraging autonomy and entrepreneurship;
- considering people as the main source of productivity and efficiency;
- knowing what you are managing;
- do not do what you do not know;
- simple structure and few management staff;
- simultaneous combination of flexibility and rigidity in the enterprise.

Faith in action. According to this value, decisions are made even in the absence of information. Postponing decisions is tantamount to not making them.

Communication with the consumer. For successful enterprises, the consumer represents the focus in their work, since it is from him that the main information for the enterprise comes. Customer satisfaction for such businesses is at the core of their organizational culture.

Autonomy and entrepreneurship. Enterprises those who struggle with lack of innovation and bureaucracy "divide" into smaller manageable parts and give them, as well as individuals, a certain degree of autonomy necessary for creativity and risk-taking. This cultural norm is maintained through the dissemination of legends and stories about their own Edisons and Fords in the enterprise.

Performance depends on the person. This value proclaims a person the most important asset of enterprises. At the same time, the effectiveness of the enterprise is measured through the satisfaction of its members. The belief that treating people with respect and dignity leads to success is at the heart of the culture of these businesses.

Know what you are in control of. In accordance with this deeply rooted cultural norm, successful enterprises are expected “to be managed not from behind the closed doors of executive offices, but through visits by managers to the facilities they manage and through direct contact with subordinates in their places of work.

Don't do what you don't know. This provision belongs to the category of one of the important characteristics of the culture of successfully operating enterprises. These businesses do not accept diversification away from the core business.

Simple structures and few managers. Typical for successful enterprises is the presence of a small number of levels of management and a relatively small staff of managerial employees, especially in the upper echelon. The position of a manager in such enterprises is determined not by the number of his subordinates, but by his influence on the affairs of the enterprise and, most importantly, on its results. According to this cultural value, managers are more focused on the level of performance of their subordinates, rather than on the growth of their staff.

Simultaneous flexibility and rigidity in the enterprise. The paradox of this attribute of the organizational culture of successful enterprises is resolved as follows. High organization in them is achieved due to the fact that all employees understand and believe in the values of the enterprise. This tightly connects and integrates them. Flexibility is ensured by minimizing "management" interventions and minimizing the number of regulations and procedures. This encourages innovation and the desire to take risks. As a result, a rigid structure of shared cultural values makes possible a flexible structure of administrative control.

Parsons model. In a more general form, the relationship between culture and the performance of an enterprise is presented in the model of the American sociologist T. Parsons. The model is developed based on the specification of certain functions that any social system, including an enterprise, must perform in order to survive and succeed. The first letters of the English names of these functions in the abbreviation gave the name of the model - AGIL:

- adaptation;
- achievements of goals;
- integration;
- legitimacy.

The essence of the model is that for its survival and prosperity, any enterprise must be able to adapt to constantly changing environmental conditions, achieve its goals, integrate its parts into a single whole, and, finally, be recognized by people and other enterprises.

This model proceeds from the fact that the values of organizational culture are the most important means or tools for performing the functions of this model. If the beliefs and values shared in the enterprise team help it adapt, achieve goals, unite and prove its usefulness to people and other enterprises, then obviously such a culture will influence the enterprise in the direction of success.

Quinn-Rohrbach model. The ideas of T. Parsons were developed and concretized by R. Quinn and J. Rohrbach in their model "Competing Values and Organizational Efficiency", which explains the influence of certain groups of values on organizational efficiency. In the development of the AGIL model, it was proposed to consider this influence not in one, but in three dimensions. Therefore, the model of so-called "competing values" was used.

This model includes the following three dimensions:

integration- differentiation: refers to the design of works and the enterprise as a whole. This dimension indicates the degree to which the company's team emphasizes either control (preferring stability, order and predictability) or flexibility (preferring innovation, adaptation and change);

inner focus- external focus, this dimension reflects the predominance of interest in the enterprise team either in the organization of its internal affairs (coordination and satisfaction of employees), or in strengthening the position of the enterprise as a whole in the external environment;

means/tools- results/indicators: the measurement in the model demonstrates the difference in the focus, on the one hand, on processes and procedures (planning, goal setting, etc.), and on the other hand, on the final results and indicators of their measurements (productivity, efficiency and etc.). These three dimensions “give birth” to four different approaches to models of organizational effectiveness: quadrant 1 - the “human relations” approach, reflecting the state of maintaining a system of social relations, people's obligations, decentralization and differentiation through the development of cohesion and qualification skills among employees; quadrant 2 - "open system" approach, reflecting the state of decentralization and differentiation, growth and adaptation, quadrant 3 - the “rational-target” approach, reflecting the strengthening of the competitive position of the enterprise as a whole, maximizing results, centralization and integration through an emphasis on planning, efficiency and productivity; Quadrant 4 - the approach of "internal processes", reflecting the state of centralization and integration, consolidation and succession, maintaining a system of social relations through the distribution of information and strengthening stability and order.

This general model describes the values of enterprise culture in relation to each individual approach to performance measurement and compares the perspective of one approach with all others. Competing values are measured in the Quinn-Popbach model using "scaled" questionnaires. Therefore, the model can be used as an effective organizational diagnostic tool. Unlike one-dimensional models, in this case it is impossible to get the “only correct answer” about the efficiency of the enterprise. The model reveals shortcomings in all four of its parts to the extent that they are present in the activities of the enterprise.

For management practice, it is important to get an answer to two questions from theory: what do you need to know about national culture in order to take into account its impact on the effectiveness of team management, and is it possible to “splice” elements of different national cultures within one enterprise?

Systems approach. The entire "color" of the national culture of the society in which the enterprise operates takes part in the formation of organizational culture.

Systematization, as orderliness in the relationships between parts, contributes to the direction of analysis and taking into account the level of influence of individual elements of the whole. And they stand out as follows: the family system, the education system, the economic system, the systems - political, religious, socialization, health, recreation.

The family system is family relations and the way in which people reproduce, educate and introduce their children into society. In the family, for the first time, children develop patterns of behavior that they need to fulfill various roles in the enterprise team in the future (for example, relationships by status, age, gender, etc.)

The education system is how young and new members of society are provided with information, knowledge, skills and values. So, for example, in some cultures they teach more through what not to do, while in others it is the other way around.

An economic system is the way in which a society produces and distributes goods and services. At the same time, there are group, collective and individual approaches.

The political system is what is predominantly used to maintain order and existing power. These may be attributes of a tribal and even generic approach, or they may be elements of a developed democracy.

A religious system is a non-material, spiritual means of providing meaning and motivation to people's actions. This system determines the morality and prevailing values in society, which are guided by the enterprises operating in this society.

The system of socialization is the network and principles of social grouping created by people in a given society.

The health system is the way in which a culture prevents and heals disease and cares for the victims of disasters and incidents.

The recreation system is a way of socializing people and using their free time. Some cultures pay significant attention to people's sports, various types of outdoor activities are cultivated. In a number of cultures, there is an emphasis on folk dancing and singing, visiting spectacles, etc. during the holidays.

Hofsteed model. The most popular approach to the study of the national in organizational culture, developed by G. Hofsteed and based on five variables:

- *power distance;*
- *individualism;*
- *masculinity;*
- *the desire to avoid uncertainty;*
- *long-term orientation.*

Power distance is the degree of inequality between people that the population of a given country considers acceptable or normal. At the same time, a low degree is characterized by relative equality in society, and a high degree is vice versa.

Individualism is the degree to which the people of a given country prefer to act as individuals rather than as members of a group. A high degree of this variable implies that a person, being in conditions of free social ties in society, takes care of himself and his loved ones in the family, as well as bears full responsibility for all his actions. The same variable is characterized as collectivism (or a low degree of individualism). In collectivist societies, people are taught from childhood to respect the groups to which they belong, usually family, clan, clan, or organization. There is no distinction between members of the group and those outside the group. Group members expect the group to protect them and be held accountable for them if they get into trouble. For this, they are obliged to pay loyalty to their group throughout their lives. In individualistic societies, we are taught from childhood to think of ourselves in terms of "I" and not part of "Us." It is expected that, once on his feet, the individual will no longer receive protection from his group, and she will not be responsible for him. Therefore, he should not show strong loyalty to the group.

The third variable also has two poles: masculinity and femininity, reflecting how people of this culture relate to values such as "perseverance" and "self-confidence", "high level of work", "success and competition", which are associated almost everywhere to a greater extent with the role of a man. These values are different from the "tender" values such as "life's comforts", "maintaining warm personal relationships", "caring for the weak and solidarity" associated predominantly with the role of a woman. We are talking about the predominance in society of patterns of behavior inherent in either males or females. The role of a woman is different from the role of a man in all countries, not in "hard" societies this difference is greater than in "gentle".

The fourth variable received, the name "uncertainty avoidance" can be defined as the degree to which the people of a given country prefer structured situations as opposed to unstructured ones. Structured situations are situations with clear and precise rules for how to behave. These rules can be formalized, or they can be supported by traditions. In countries with a high degree of uncertainty avoidance, people tend to be highly agitated and restless, feverish at work, or rushed. In the opposite case, people behave and work more calmly and systematically. In countries with a high degree of desire to avoid uncertainty, the prevailing opinion is that everything “not ours and unusual” is dangerous.

The fifth variable is measured by long-term or short-term orientation in the behavior of members of society. Long-term orientation is characterized by a look to the future and is manifested in the desire for savings and accumulation, in perseverance and perseverance in achieving goals. Short-term orientation is characterized by a look into the past and the present and is manifested through respect for traditions and heritage, through the fulfillment of social obligations.

Model Lane and Distefano. The influence of the national on organizational culture is based on six variables, defined as the problems that a society has faced throughout its history. Anthropologists have found that different societies deal with these problems in different ways. In the model, these different paths are called "variations in value orientations."

The six variables of the model under consideration include:

- *relation of man to nature;*
- *orientation in time;*
- *belief about human nature;*
- *activity orientation;*
- *relationship between people;*
- *orientation in space.*

The model assumes that each of these variables and its "national" variation are directly related to certain characteristics and variations of their condition within the organizational culture that prevails in a given society.

Thus, faith about the nature of man does not consist in understanding how one individual thinks of another, but in what an individual believes in considering the possibilities of a person. For example, is it possible to change a person or not. Or whether people are inherently bad, good, or both.

In an organization, value orientations in relation to human nature can, according to the model, be measured through the following characteristics: control system; management style; organizational climate.

The most obvious, in terms of the impact of human nature on organizational performance, is the control system. Orientation to the inherently “bad” in human nature serves as the basis for a rigid control system that implies a suspicious attitude towards people. Other orientations ("neutral" and "good") in relation to human nature will reproduce correspondingly more flexible systems of control.

Ouchi model. W. Ouchi's well-known "Z" organization today is an attempt to show how the combination of the advantages of two quite different cultures (Japanese and American) "gives birth" to an effective version of the culture of the American business enterprise. U. Ouchi built his research on a comparative analysis of seven organizational culture variables:

- *obligations of the enterprise in relation to its members;*
- *performance evaluation;*
- *career planning;*
- *control system;*
- *making decisions;*
- *level of responsibility;*
- *interest in the person.*

Obligations towards employees. According to W. Ouchi, all three types of enterprises highly value low employee turnover. Dismissals apply only in a stalemate. However, how this cultural value is maintained distinguishes these three types of enterprises. While in Japan the system of lifetime employment is more often used for this purpose, American firms traditionally focus on short-term employment, giving the individual freedom of choice. Although in practice, most American workers and employees build their life career by changing a small number of enterprises.

Evaluation of work performance. All three types of enterprises carry out this work using both quantitative and qualitative measures. However, the time lag and its impact on careers are different. Thus, in a "purely" American enterprise, rapid progress is valued, based on the evaluation of work using a variety of quantitative meters.

Career planning. The number of functions performed in the process of passing a career significantly distinguishes Japanese and American managers. The "third" path offers to diversify the manager's career within three to five functions.

Control system. Not a single enterprise can do without control. However, each company decides this in its own way. If a typical American enterprise has a clear, clear and fairly formal reporting system, then for the “ideal” model, a mainly Japanese approach is proposed, when control is exercised through informal and less structured mechanisms. One of the most effective mechanisms is organizational culture.

Making decisions. Preference is given to the Japanese version, when decisions in the collective of the enterprise are made at the group level and on a consensus basis (everyone basically agrees and makes decisions for execution).

Responsibility level. In contrast to the advantages of a group consensus decision, W. Ouchi's model suggests that for an American Z-type firm, responsibility should be maintained at the individual level. In this case, it is assumed that two different cultural values (group decision and individual responsibility) must coexist with each other. This is solved in many cases through the mechanism of participation in management, which traditionally keeps the last word in the decision for the manager. The American individuality does not suffer.

Interest in a person. Following the Japanese approach, U. Ouchi proposes in the “Z” option to consider a person in the enterprise team more than just an employee, to show interest in his home life, hobbies, faith, desires, fears and inspiration. The typical American approach to see only an employee in an individual limits the ability to manage a person in an enterprise team.

U. Ouchi's model was put into practice at a number of Japanese automobile factories of the Toyota and Nissan firms in the USA. Where enterprises have systematically invested in their employees and their work over a long period of time, gradual and significant improvements have been observed.

The main groups of culture maintenance methods are as follows.

Objects and objects of attention, evaluation, control by / managers. This is one of the most powerful methods of maintaining culture in the enterprise team, as the manager lets employees know what is important and what is expected of them through repeated actions.

Leadership response to critical situations and organizational crises.

In these situations, managers and their subordinates discover organizational culture to a degree that they never imagined. The depth and scope of the crisis may require the enterprise to either strengthen the existing culture or introduce new values and norms that change it to some extent. For example, in the event of a sharp decline in demand for manufactured products, the organization has two alternatives: to dismiss some of the employees or to partially reduce working hours with the same number of employees. In enterprises where a person is declared as the value of "number one", apparently, they will accept the second option. Such an act of management will turn over time into organizational folklore, which will undoubtedly strengthen this aspect of the culture in the company.

Aspects of organizational culture are learned by subordinates through how they should perform their roles. Managers can deliberately build important "cultural" signals into training programs and daily assistance to subordinates at work. So, an educational film can focus on the cleanliness of the workplace. The manager himself can also demonstrate to subordinates, for example, a certain attitude towards customers or the ability to listen to others. By constantly focusing on these points, the manager helps to maintain certain aspects of the organizational culture.

Culture in an organization can be learned through a system of rewards and privileges. The latter are usually tied to certain patterns of behavior and thus set priorities for employees and indicate values that are more important for individual managers and the enterprise as a whole. The system of status positions in the enterprise team works in the same direction. Thus, the distribution of privileges (a good office, a secretary, a car, etc.) indicates the roles and behavior that are more valued by the enterprise. At the same time, practice shows that this method is often not used in full and not systematically.

This is one of the main ways to maintain culture in the enterprise team. What the enterprise and its management proceed from, regulating the entire personnel process, quickly becomes known to its members by the movement of employees within the enterprise. Criteria for personnel decisions can help or even hinder the strengthening of the cultural bodies existing in the team of the enterprise. Thus, the turnover of personnel on assembly lines inherent in conveyor production has prompted many enterprises to switch to either a group approach to work, or to the transition to “trolley” assembly as part of an integrated team.

Many of the beliefs and values that underlie the culture of the enterprise are expressed not only through legends and sagas that become part of organizational folklore, but also through various rituals, rites, traditions and ceremonies. Rituals include standard and repetitive team events held at a set time and on a special occasion to influence the behavior and understanding of employees of the organizational environment. Rituals are a system of rituals. Even certain managerial decisions can become organizational rituals that employees interpret as part of the organizational culture. Such rites act as organized and planned actions of great "cultural" significance. Observance of rituals, rites and ceremonies enhances self-determination

The culture of the enterprise team includes three levels: symbols; values and beliefs; basic assumptions. The question arises about the possibility of manipulating culture through the implementation of changes at each of these levels.

There is a position that regardless of the stage of development at which the enterprise is located, its top management can manage culture in two ways. The first is like a vision from above, which should arouse enthusiasm among the majority of the members of the enterprise team. The leader-leader inspires and implements the basic values of the enterprise. This presupposes that the leader has an obvious and sincere personal commitment to the values he believes in.

The application of the second method starts from the other end of the enterprise, from its lower levels. In this case, much attention is paid to the details of real life in the enterprise team. Managers must track throughout the enterprise what is happening with them, while trying to manage the culture of the enterprise step by step.

It is known that a number of managers confidently adhere to certain values and beliefs, but do not transfer them to other members of the enterprise team. In such a situation, they lose the opportunity to influence the culture of the enterprise. Managers - "recluses" can comprehend all the "technical" secrets of management, but they cannot influence the culture of the enterprise, remaining "invisible". It follows that the first way can be implemented through public statements, speeches and personal example, indicating a consistent interest in the values being introduced. Leaders are encouraged to appear in print, radio, and television as often as possible, preaching the values they set. The latter should not be an enterprise secret. The second way requires an understanding of the importance of culture in the daily life of the enterprise. At the same time, effective means can be the manipulation of symbols and things of the material world of the enterprise, the creation and development of patterns of behavior, the introduction step by step of the conditions for interaction. Culture management implies the ability to influence the subsurface level through the constant manipulation of attributes of the surface level, up to the change of basic assumptions. If the daily actions of managers in the enterprise team are in line with the values they declare, then this, of course, contributes to the development of culture and its strengthening. Culture management implies the ability to influence the subsurface level through the constant manipulation of attributes of the surface level, up to the change of basic assumptions. If the daily actions of managers in the enterprise team are in line with the values they declare, then this, of course, contributes to the development of culture and its strengthening. Culture management implies the ability to influence the subsurface level through the constant manipulation of attributes of the surface level, up to the change of basic assumptions. If the daily actions of managers in the enterprise team are in line with the values they declare, then this, of course, contributes to the development of culture and its strengthening.

Obviously, managing organizational culture is not easy. Value orientations should not only be declared, but also become an integral part of the inner life of top management and be transferred to the lower levels of the enterprise in all its details.

When managing culture, keep in mind that it can serve as a kind of "glue" that holds the parts of the enterprise together. However, it must be remembered that if the parts are bad, then even the best "glue" in the world will not make the whole strong enough. The unification of Values and the daily work of managers to "implement" them in life can lead the enterprise to success.

Crop management is a rather lengthy process and bears little resemblance to quick fixes. The basic assumptions that lie deep in the minds, beliefs and behavior of the members of an organization cannot be changed in a short time. This process provides for the constant socialization of new members of the enterprise, the endless clarification of what they believe in and what they value in the team of the enterprise, tireless attention to both the general abstract view of things and the specific details of the life of the enterprise, and, finally, the correct planning of all this work. The recommendations discussed below can help managers to improve the effectiveness of managing culture in the enterprise team.

Pay special attention to the intangible, outwardly unperceivable aspects of the organizational environment. Deeply ingrained assumptions and value orientations in people may require long and difficult changes in the system and structure of management. Culture is the path that helps to understand the organizational "Through the Looking Glass".

Be skeptical of proposals calling for rapid transplantation or crop transformation.

Try to understand the importance of important organizational symbols (company name, logo, slogans).

Listen to the stories told within the enterprise team, analyze who their heroes are, and what these stories reflect in the culture of the organization.

Introduce organizational rites periodically to transmit basic ideals and enhance culture.

Practice abstract ideals directly and directly in your daily activities. The manager is required to understand what ideals he should adhere to and what actions should take these ideals down the levels of the enterprise.

Organizational culture is a set of the most important assumptions, values and symbols shared by the members of the enterprise team. There are different levels of organizational culture: superficial, subsurface, deep.

Depending on the predominance of elements of one or another level, subjective and objective culture is distinguished in the enterprise team. The first is the basis for the formation of a managerial culture or leadership style.

Organizational culture is not a monolith, but consists of the dominant culture, group subcultures, and countercultures that reinforce or weaken the culture of the organization as a whole. The strength of culture depends on the extent and separability of its main attributes to the members of the enterprise team, as well as on the clarity of its priorities.

Development organizational culture involves its formation, maintenance and change. The formation of culture takes place in the conditions of solving two important problems by the enterprise: external - adaptation and internal - integration. The formation of culture in the team of the enterprise is influenced by the culture of the society / people within which the enterprise operates.

Organizational culture is supported by what attention is paid to, how the activities of members of the enterprise team are evaluated and controlled, ways of responding to critical situations - role modeling and staff training, motivation criteria, as well as criteria in personnel work. Compliance with rituals, rituals and traditions also contributes to the maintenance of organizational culture.

Changing organizational culture is, to a certain extent, the opposite action in relation to its maintenance. Changes in behavior can lead to changes in the culture of the enterprise team, and vice versa. Three combinations of changes in behavior and culture in the enterprise team are possible: 1) culture change without behavior change; 2) changing behavior without changing culture; 3) change in behavior and culture.

The study of the influence of culture on organizational performance is associated with the choice of approach and variables. Each of the existing models of cultural influence uses its own criterion for the formation of a set of organizational variables; So, for V. Sathe, these are organizational processes, for Peter and Waterman, value orientations, for T. Parsons, the functions of the social system, and for Quinn and Rohrbach, the system of competing values.

Success in business implies a high degree of compatibility of strategy and culture in the enterprise team. The following situations may arise: a culture is ignored that strongly impedes the effective implementation of the chosen strategy; the management system adjusts to the existing culture in the enterprise team; an attempt is made to change the culture in accordance with the chosen strategy; the strategy adjusts to the existing culture.

Conclusion

The influence of the national in the organizational culture is great. When studying the national in organizational culture, two questions are solved: what you need to know about national culture in order to foresee its impact on the culture of the enterprise; Is it possible to “splice” the best of different national cultures within the framework of one enterprise team in order to increase its efficiency?

When answering the first question, various models are used: J. Miller - a systematic approach; G. Hofsteed - variables of national culture; Lane and Distefano are variables of national culture and variations in their change, correlated with certain variations in organizational variables. For these purposes, groups of elements that form the state of a given society can also be studied: territory, nature and climate; language, faith, morality and law; family, upbringing and education; forms of socialization of people's lives; way of doing business, economics and business; politics, history and government. Ouchi's "Z" theory attempts to answer the second question about the synergy of different cultures. The model uses a comparative analysis of seven organizational variables in refraction to national characteristics and, based on its results, a “Z” type culture is formed.

1. To the Government of the Russian Federation:

a) provide for, when drafting the federal budget for 2023 and for the planning period of 2024 and 2025, the provision of state support to light industry enterprises annually in volumes not lower than the level of 2022.

b) provide for, within the framework of the State Program for the Development of Agriculture and the Regulation of Agricultural Products, Raw Materials and Food Markets for 2018-2025, the formation of a subprogram aimed at providing light industry with high-quality agricultural raw materials, as well as the implementation of anti-epizootic measures in order to eliminate hypodermatosis in cattle.

c) to consider the issue of establishing at the federal level incentives for corporate property tax in relation to movable property in order to stimulate the modernization of production and ensure that appropriate changes are made to the legislation of the Russian Federation;

d) take measures to mitigate, within the framework of bilateral international agreements with the central veterinary authorities of foreign countries, veterinary requirements for raw hides imported into the territory of the Russian Federation;

e) determine the sale of fine and semi-fine wool, long flax fiber to processing enterprises located on the territory of the Russian Federation, as a prerequisite for the provision of state support to agricultural producers engaged in the production of these products, and ensure that appropriate changes are made to regulatory legal acts;

f) provide for the introduction of amendments to the legislation of the Russian Federation aimed at developing a system for ensuring the traceability of the turnover of light industry goods;

g) to consider the issue of the expediency of introducing a recycling fee for footwear;

h) jointly with the Russian Export Center joint-stock company, submit proposals to promote the development of exports of Russian light industry products, including by compensating for the costs associated with the entry of these products to foreign markets.

Thus, today, and even more so tomorrow, there are all the prerequisites for the light industry to get out of the stall and re-assert itself as an industry capable of successfully implementing import substitution for most demanded goods, endowing them with competitiveness and, at the same time, maintaining such a price niche, which would be accessible to all segments of the population of the regions of the Southern Federal District and the North Caucasus

Federal District, but this is possible only in an alliance between manufacturers and all branches of government - federal, regional and municipal. It is gratifying that both the President and the head of government understand this, which inspires hope for the successful implementation of the strategy for the development of light industry approved by them until 2025, and we will strive for its implementation.

I am glad that they are supposed to be implemented in full and on time, understanding the responsibility of the named persons and their motivation to act.

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Issue **Article**

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ON THE SIGNIFICANCE OF MOTIVATION OF THE LEADER OF AN ENTERPRISE FOR THE PRODUCTION OF DEMANDED AND IMPORT-SUBSTITUTE PRODUCTS

***Abstract**: In the article, the authors explored the importance of learning for shaping the behavior of a person who is able to manage the team of an enterprise in order to ensure satisfaction with the results of such work, to be carried away by it and become its face. For the successful management of the enterprise team, it is necessary to conduct research in order to determine the degree of satisfaction of a person with the results of the work of the enterprise team with their work, i.e. form workaholics. Then these people are people who love to work and strive to work well and will be those who are able to implement the tasks set for the entire staff of the enterprise in order to ensure the production of import-substituting products.*

***Key words**: specialization, standardization, productivity, workaholics, management, enterprise team, passion, commitment, satisfaction, amount of work performed, salary, personality, identity, situation, reward, risks, market, demand, competitiveness, products.*

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Introduction

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The prospects for the market and production are related to the activity that managers will show in relation to the concept of "priority of goods." The most difficult for them will be the process of restructuring thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of minimizing costs to obtain the final margin, to a new principle: to legally and morally maximize the margin. More and more energetically moving into mathematical methodology, economists are losing the specifics of political economic analysis, which requires acting against the backdrop of perspective. More often you need to return to the works of the classics - W. Petty, A. Smith, D. Ricardo.

Main part

As a result of yet another political and economic disproportion, lending flourishes, 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 worldview primitivism, implanted everywhere and aggressively. Schoolchildren are taught to memorize, students are not taught to think scientifically, calling it the modernization of education. Life is the ability to act effectively, based on real possibilities. The substitution of the reality of a really existing, earned, virtual-object, life on loan, inevitably leads to spiritual nihilism, moral decay and a personality crisis.

The primary reasons for the consumer 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 - in the market. The economic priorities of the policy are called upon to determine the role of the market: will it become a fraternal burial place for native producers or a trigger for the rise of domestic production? But manufacturers should not contemplate what is happening, criticize politicians and demand favorable development conditions for themselves. By their status in society, they are faced with the vital need to look for new factors of advancement, to think about reserves that have not yet been involved in the process.

In O. Comte's idea that every science must be a philosophy, far from everything is false. Philosophers who adhere to classical ideas about philosophy argued with Comte, considering it wrong to leave methodology and, especially, worldview at the mercy of private scientific reflection. The dissolution of philosophical reflections in scientific knowledge will lead the latter into an epistemological dead end, as it will provoke absolutization in solving the universal problems of scientific knowledge. The adoption of 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 able to act productively, be innovative, innovative, and creative. Anyone who has advanced on the path of organizing business development, like prayer No. 1 "Our Father", must know and repeat: only dialectical thinking will help me be successful, save the enterprise. But who in our age will teach you to think dialectically? The Russian democrats, who ruled politics at 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. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done, according to the voluntaristic instructions of N.S. Khrushchev. how Massandra's 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 voluntaristic instructions of N.S. Khrushchev. how Massandra's 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 voluntaristic instructions of N.S. Khrushchev.

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

It is not so much the goods themselves that compete in the market, but the minds and will of the producers, of course, equipped with capital. Goods are the visible side of the market, objectifying 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 transformations of opposites, the spirit into the material, and the material into the 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 trends of the movement. It was necessary to begin with a comprehensive study of what everything was made of. For us, this is a product, its necessary and additional (superstructure) features.

The production of goods is determined by the market. Once upon a time, the market was formed by excess 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 unusually new appear on the market. Theoretically, taking into account the reasonableness of human activity, its rationality, the mutual interest of the manufacturer, seller and buyer, one can conclude 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, this is what happens sometimes. Only the market is not something abstract, existing outside of time. It represents a form of concrete-temporal reality.

The market is the most important link that ensures the timely reproduction of goods. Market stocks are not born out of fantasy. Sellers agree to bear certain costs, to sequester into their expectations precisely because of the need to do everything on time. Otherwise, the losses will increase, status costs will join the financial costs. The authority of the market participants themselves will be at risk. In the context of these arguments, the idea matures that the main function of the market is not to make people buy at all, but to make people buy as quickly as possible. A civilized market is designed not only to sell goods in a timely manner, but also to be a factor in accelerating the development of the production of goods. How exactly could 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 increase. Where such confidence? From an analysis of the objectively real foundations of the history of the market. The basic market product is one that provides for the naturally necessary needs of a person. Outside the market, it is impossible to satisfy that without which social-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 supposed to take care of the development of the market. Not the freedom to give “how much you can swallow” (B.N. Yeltsin),

Let's return to the specific structure of the commodity market and continue its analysis, starting from the original idea of the "basic product". Satisfaction with the help of basic human needs requires decoding with the involvement of worldview achievements. You can do it in a different way, simplified, only the 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, it incorporates the biological and the social. As a first approximation, it is not difficult to separate the biological and social in a person.

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

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

Biological and social are combined on the basis of the need for communication and are realized in communication through activity. Public and interpersonal communications also require their market expression. The biological and social features of human reality are multifaceted. They are not set 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 products offered.

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

The development of the market goes in the direction of increasing its autonomy. Representatives of financial capital pay special attention to this vector, they are well aware that the market represents the optimal prerequisites for speculative stocks. Finally, the market in the 20th century has become a favorite subject of economic science, 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 opposed to 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 taken on 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 generated by the market, its, so to speak, reverse side, development costs.

No matter how significant for the history of the market are naturally necessary goods that guarantee the stability of the market movement in the foreseeable future, one should not overestimate the importance of their natural necessity. The natural necessity of a product line points to the nature, characterizes the essence of the object. But the nature and essence of the commodity do 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 yourself from injury, to match the workplace and the specifics of the performance of official duties, will lead a person to the store and make him a potential buyer of a product that he lacks, but will force him to purchase only in one case, if nothing else is found anywhere . 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 priority. 9 out of 10 choose, 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 the consumer will buy from. He will buy what he sees as a combination of the need to purchase goods, free financial resources, more precisely, the prices on the price tags, and the appearance of the goods, including the art of service. The buying formula is simple - "the urgency of the need plus the charm of the offer." The specific content of the terms should be filled by specialists, based on the experience of market relations. On our own behalf, we recall that the demand on the ordinary, non-exclusive, author's market is of two types: natural and artificial, provoked by the promises of manufacturers and the advertising process.

The domestic consumer, addicted to the effect of "pop culture" "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 littered with foreign consumer goods and counterfeit products, to which it is impossible to apply a qualitative assessment. A specific cultural picture is emerging in the market, which is difficult to understand. The state is not seriously interested in the culture of the buyer. The former experience of cultural enlightenment and upbringing was banished. “A holy place is never empty” and instead of the state came organizations from the structure of civil society, which have neither official powers, nor effective mechanisms, nor the required financial resources. Scientists economists convince entrepreneurs that it is necessary to cut off everything that is not directly included in production, reducing costs, increasing profitability. In doing so, entrepreneurs are driving themselves into the trap of spontaneity and the vagaries of the market element, abandoning the levers of demand management. “Prudent economy”, which is replacing the current irrationally arranged mass production, focused on the absolute freedom of choice of goods by the consumer, when the assortment must satisfy the request here and now, otherwise the seller will lose customers and call into question the continuation of his business, is “tied” to knowing the needs of a particular buyer. Of course, such knowledge is specific, it is indicative, relative, conditional, more like knowledge, an assumption, but still knowledge, unlike an abstract attitude like: the buyer came for the goods and he must buy it, but we are obliged to help him. How specifically? We don't know therefore, 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 pressure on the natural environment. After all, they will not be written off, they will be distributed among consumers, increasing the purchase price.

The priority of the product can become a magnet that initiates the interest of the buyer. No wonder V.I. Dal interpreted “attractiveness” as “attractiveness”, “magnetism”. The economic system is formed by relations of production, there will be no radical transformations of the existing system of the economy, therefore there will be no, there will be a restructuring, a reboot that changes not the system, but the order of the system's functioning, the vector evolution of economic policy. The economic system will be optimized by rationalizing costs, minimizing the cost of assortment.

Does the consumer win? Apparently, yes, provided that manufacturers and sellers are not stingy with 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, sanitary, 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 the costs of its implementation, including the financing of risks. In our view, the analyzed transition to the new economic policy should justify the expectations - lead to a reduction in costs, losses, environmental burden, but the result will largely be determined by the construction of scientific, technical and educational policies. Good intentions often end up with worse results due to poor management.

The bad experience of the past is described even in the sacred books. The modification of the economy of mass production in lean production involves the mobilization of a scientific and technical initiative, the maximum involvement 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 organization of production, designed for mass consumption, without appropriate training 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. Change of 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 K. Marx, focus on the cell of the modern economic organism - the product, but, unlike the author of Capital, put the product not into production, but try to fit it into the subsystem of market relations. Capital without circulation is not capital. Capital is a process. The process of reproduction of capital is a characteristic mode 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, the demand for goods is required, which the market must provide - a condition that connects the producer with the consumer. Everything, as we see, rests not even on the characteristics of the goods, 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 man, but he is unable 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 its core work with the buyer and the producer, the real subject (object) of relations, which is the product, as a set of properties that can satisfy all market participants. The goods will pass from the property of one to the property of another only if there is a consensus. Consensus is designed to ensure the market. Consensus is a measure of market culture. When the market shifts from the notion 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 prepared culturally for a 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 needs of the mass buyer, thereby contributing to national development and political progress. The economic task of the commodity market is to involve the financial reserves of the country's population in production, and they are considerable, actually comparable to the annual budget of Russia. It is possible to control 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 differently to the desire to restore order. The orders are also not uniform. In the theater there is one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically. thereby contributing to national development and political progress. The economic task of the commodity market is to involve the financial reserves of the country's population in production, and they are considerable, actually comparable to the annual budget of Russia. It is possible to control 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 differently to the desire to restore order. The orders are also not uniform. In the theater there is one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically. thereby contributing to national development and political progress. The economic task of the commodity market is to involve the financial reserves of the country's population in production, and they are considerable, actually comparable to the annual budget of Russia. It is possible to control 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 differently to the desire to restore order. The orders are also not uniform. In the theater there is one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically. realistically comparable with the annual budget of Russia. It is possible to control 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 differently to the desire to restore order. The orders are also not uniform. In the theater there is one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically. realistically comparable with the annual budget of Russia. It is possible to control 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 differently to the desire to restore order. The orders are also not uniform. In the theater there is 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 should be managed through the conditions for the sale of goods, creating favorable conditions for the demand for goods. Such management is effective both in relation to the consumer and the producer. Building a market according to the principle: "here and now the buyer must satisfy his request", saves time and possibly insignificant financial resources of the consumer, but it is unnatural, because it is wasteful for society and nature. This is "foppery" due to political myopia. Do not give it up, society will put the next generations of people in a responsible position. The future of the country and the people will be in question. The transition to production oriented by the market to the structure of specific consumption, can be seen 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 of an objective regularity in the development of reproduction. The center of concentration of activity is shifting to the territory of the market, its scientific potential is being updated. Question number 1 lean production: is the market ready for an increase in funding for research on the structure of the needs of the mass buyer? Individual examples are not difficult to find. At the end of June 2017, Google conducted a survey of the culinary preferences of Russians in order to rank the basic 20 products and the same number of dishes. The taste of Russian consumers reassured marketers and horrified nutritionists. Nevertheless, experts are convinced that there will be no changes in two or three years. Production, providing the food market, received the necessary information to think about the directions of investment in production. Now it is important to avoid a rush 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 company in the context of general problems, since it highlighted several characteristic reasons for thinking. The first and, probably, the most important, leads to the conclusion that economists - theorists were late again and instead of forecasting, they fixed the real fact of the existing reality. A market that meets the needs of the mass buyer has not been and it is not clear when it will match the models of marketers. It forms itself, 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 meat and eggs was established back in the 1970s and 80s, lost in the 1990s, saving American farmers, later returned to their own farms, and quickly restored in the required volumes. The market is reliably provided with this product in assortment. Prices are kept, the manufacturer, sellers cannot overestimate them - there is no shortage, a network of stores has been created by manufacturers. A diverse assortment, its timely replenishment, quality, affordability of products form the buyer's interest in them. Pork production also began to increase back in the pre-reform period, the originality of growing a pig herd allows solving problems relatively quickly.

The hardest thing is with milk. Market liberalism hit hardest on the weakest link in agricultural production - the dairy herd. Until the nineties, it was in a state of disrepair. Collective farms were abolished, farming, designed to increase 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 expected for at least 10 years. Huge investment required! The West is not interested in us as a competitor. All of the above are conditions of instability and scarcity. The market oriented itself to the deficit and brought its own price order in cooperation with dairies. Milk, affordable and of high quality in the difficult Soviet years, has become both of poor quality and inaccessible to the average mass buyer. Especially milk products. The market has weaned the consumer away from milk. The question arises. Why? The market must be interested in the buyer. That's right, but not stupid people work in production and in the market. They understand that the herd of cattle will be formed for a long time. An indefinite time to get the result is enough to take the largest margin, and it is not necessary to rely on the mass consumer. Second, natural and socio-cultural 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 the economy. An indefinite time to get the result is enough to take the largest margin, and it is not necessary to count on the mass consumer. Second, natural and socio-cultural 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 the economy. An indefinite time to get the result is enough to take the largest margin, and it is not necessary to count on the mass consumer. Second, natural and socio-cultural 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 the economy. 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 the economy. 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 the economy.

If you do not manage, then at least it is quite possible to know the product rationality and assortment architecture of the market through the study of consumer preferences. Economic, sociological and psychological tools make this possible. It is only necessary to be able to "look into the soul" of a potential client of the market, to make him open up. A common environment that creates an atmosphere of trust is required. Questioning pretty tired of the public, which is understandable. Efficiency is not visible, questions are often not clear, the questioning technique is primitive, without application to the process. On the other hand, ongoing "sale" campaigns are not used for surveys. Questioning the buyer in the specific conditions of the sale, depending on the ability to reduce their costs, by specialists, and not by random counters, naturally encourages reciprocity. Questionnaire should try to make part of the action. Why not hold “buyer days” in specialized stores with the wide involvement of representatives of interested organizations. The compilation of questions for questionnaires and interviews should also be done not by random “scientific units” working under any order. We need permanent research centers specialized in the main sectors of the consumer market, periodically analyzing the state of consumer interests. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions. Why not hold “buyer days” in specialized stores with the wide involvement of representatives of interested organizations. The compilation of questions for questionnaires and interviews should also be done not by random “scientific units” working under any order. We need permanent research centers specialized in the main sectors of the consumer market, periodically analyzing the state of consumer interests. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions. Why not hold “buyer days” in specialized stores with the wide involvement of representatives of interested organizations. The compilation of questions for questionnaires and interviews should also be done not by random “scientific units” working under any order. We need permanent research centers specialized in the main sectors of the consumer market, periodically analyzing the state of consumer interests. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions. The compilation of questions for questionnaires and interviews should also be done not by random “scientific units” working under any order. We need permanent research centers specialized in the main sectors of the consumer market, periodically analyzing the state of consumer interests. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions. The compilation of questions for questionnaires and interviews should also be done not by random “scientific units” working under any order. We need permanent research centers specialized in the main sectors of the consumer market, periodically analyzing the state of consumer interests. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions. Moreover, a very high analytical and methodological qualification of the workers of such centers is required. There is no doubt that the reduction of losses, the acceleration of trade turnover will significantly exceed the costs of the activities of these divisions.

The current state of the study of consumer demand is proportional to the cost of its implementation. If statistical methods, as a rule, are in a satisfactory state, they are borrowed in mathematics, then the methodology for developing questionnaires and questionnaires raises many questions. The wording of the questions indicates a poor understanding of the structure and specifics of the thinking activity of homo sapiens. How, for example, to understand the “perceptibility of the need to purchase a product”, in what units can this feeling be measured. The sensation of pain tells the doctor about a possible disease. It is different both in character, and in strength, and in the course of time. The sensibility of the need should first be differentiated and only, having received a specific picture of the options for the saturation of the feeling, put into information circulation, interrogate. The lack of prior prepared to assess the feeling of working with a client will turn into a poor-quality answer, in which the respondent will be the least to blame - you need to be able to ask. In the course of interviewing, an oversight - in the formulation of the question can be corrected by leading additional questions, in questioning there is no such possibility.

Questions on the content intersect, repeat each other. So the questions: "Manufacturer's responsibility for the quality of the goods" (by the way, it is unnecessary to ask, because it is clearly spelled out in the conditions of purchase and sale) and "an impressive warranty period" duplicate one another.

The last one is really important. In the general questionnaire, private questions are adjacent, helping to assess the state of consumer attitudes and synthesizing, which do not belong in the questionnaire, but in the analysis of who will evaluate the answers and make an expert opinion. For example, the question "Cultural service" should not be included in the questionnaire in such a formulation. It is usually divided into sub-questions so that the respondent does not know and is not pre-engaged. The one who ordered the study will have to judge the culture. Quite often, questions drive the mind into a dead end for a long time. How to understand the question: "The level of interest of the manufacturer in the formation of the attractiveness of the product"? What does he have to do with the buyer? Requires clarification and the question "completion of goods"? Two or three such questions are enough to turn away the buyer, alerting him. The questionnaires are poorly structured, it seems that the questions are arranged as they are invented. For example, often the questions, the purpose of which is to expand the readiness of the client to make a purchase, to determine the degree of "maturity of the client, are next in the general section with questions aimed at establishing the rating of information sources. The question of the possibility of a subsequent exchange (regulated by legal order) is clearly superfluous in the questionnaire, especially in the neighborhood with the question of modern design. Puts into a stupor a question like: “The needs of the consumer to buy a priority, original product? It combines senselessness with uselessness.

Compiling a questionnaire is an art that is not available to every specialist. The best thing is when teams of specialists and consultants work on the development of the questionnaire. We can only assume a variant of the structure of the questionnaire, aimed at identifying the place and role in inducing the consciousness of the buyer to purchase the product of its attractiveness. It seems to us that such a questionnaire should consist of 3 sections:

- the first is formed by questions designed to reveal the degree of readiness of the consumer's consciousness to purchase a product of this group;
- second, to help determine the attractiveness of that in the product that brings the consumer to the state of the buyer, concretizes the subjective mood of his consciousness, determines the choice;
- the third is to understand what can prevent a consumer from becoming a buyer, to exclude factors of negative impact on a potential buyer.

A rare product is able to zombify the consumer, make him not think or feel anything other than what he holds in his hands. Such a product must combine all the features of an ideal degree, be perfect in everything. The main danger for abandoning a seemingly resolved issue of purchase is usually created by the behavior of the seller, a violation of the cultural order - signs of the operator's lack of interest in selling the goods. A potential purchase decision is subjective and, as such, needs to be objectified - to make a purchase - under certain conditions, showing the reciprocity of the interests of the parties to the transaction. The culture of customer service is sometimes more significant than the priority features of the product. Unfortunately, the understanding that their actions are an integral part of the priority of the product has not yet grown into the minds of sellers. They think,

In the context of the philosophical characterization of the priority of the product, the first group of questions is of particular interest, which allows monitoring the movement of consciousness. There seem to be four phases here:

- the need for a product at the level of feeling (desire);
- interest at the level of a systematic assessment of the possibility of a purchase;
- maturation of the relevance of the acquisition;
- super maturity, forcing to attract a loan.

The ideal solution to the problem of priority would be the directed interaction of three subjects, like Gogol's "bird - troika" - the producer of the goods, he would play the role of the "root" and "attached" - the buyer with the seller. This could be so if each of the trio worked autonomously in their own interests, with the manufacturer and seller showing all the signs of a high professional culture. We use the definition of "ideal solution" in its basic practical sense, as a perfect way to implement an ideal consideration, that is, something that is objectively realistically achievable. The system-forming feature of the philosophy of the organization of reproduction has been and will be the position: "the consumer (buyer) is always right." It's about prevention.

The contradictions of reality hold back the movement along the ideal route. In public life, the movement takes place in the conditions of mutual intersection of objective prerequisites and their awareness in human interests. Human interests are determined by the position of a person in the structure of social architectonics. Even L. Feuerbach concluded: “In huts they think differently than in palaces.” And K. Marx and his supporters convinced that it was useless to wait for the consensus of the inhabitants of huts and palaces. Everyone will fight for their own truth, regardless of the objective failure to the end. It is not only about extreme forms of political struggle. Their extremeness shows that they are exclusive. In the ordinary life of society, there are many ordinary ways to achieve their class, national, political and economic goals. Ideology is called upon in different ways to protect the interests of those.

The thesis "The buyer is always right" is a reliable cover designed to create an impression of the humanity of the democratic structure of the social organism. In practice, the market is dominated by sellers in allied relations with producers. Producers do not produce what they can, but mostly what is especially profitable. Do they take market conditions into account? Undoubtedly, but not as the interests of the consumer as a measure of their activities. Producers know that market orders are again not determined by the needs of buyers. The market is ruled by the seller in the person of the organizer - the owner - of the market. The owner of the market, in turn, is well aware of the importance of cooperation with the manufacturer for his well-being. And so it turns out that from a market "deity" the buyer turns into an extreme subject of the market, whose thinking and wallet are manipulated by everyone, including government services. The market order in the "culture of the market" is not formed over a quarter of a century of demonstrating the search for civilized mechanisms in conditions of economic instability.

The market, taken abstractly, as a necessary link in commodity reproduction, is a clear and important concept for political and economic thinking, indicating the role of the market in ensuring the sustainability of social progress. This significance of the market is speculated by those who objectify, materialize understanding, transform it into a socio-economic reality. The concepts of economic theory have a cultural design within the framework of the most general requirements, ensuring reproduction in its fundamental expression. This is the level of cultural abstraction.

The real market is determined by the available cultural equipment of society. Here culture is concretized historically in time and space. What they have grown is what they got on the market. Let's add to what has been said the importance of attitude to culture. It is one thing to understand culture as an ordinary factor; it is quite another thing to see culture as a source of social development.

Prophetic Oleg at A.S. Pushkin was surprised at the prophecy of the Magi regarding the cause of his death. Someone, for sure, after reading the following, will remember the surprise of the prince of the Rus. The ability to be surprised is a sign of active thinking, an argument in favor of the creativity of consciousness, but it requires caution and knowledge, not opinion. In an effort to find out what does not make the product attractive, we logically came to the originality of the product. Dealing with the concept of "originality", they remembered the "pretentiousness". Progress is carried out in a spiral, so a return to the past, partially forgotten, is natural. At one time, the concept of "pretentiousness" was commonplace, the term was often used by domestic classics: V.G. Belinsky, N.V. Gogol, I.S. Turgenev, F.M. Dostoevsky. Interestingly, none of them used "pretentiousness" in a positive sense. Pretentiousness was understood as a dangerous deviation from the cultural norm, emphasizing the need for delicate handling of this word. V. I. Dal also, it seems, did not come to a unified attitude to the content of the concept of “artsy”, preferring to let readers think for themselves how they will operate with the term. Dahl only fully decided on the origin of the word. “Fancy” from the verb “fancy”, and originally from “chur” (“in games: find out what is what, protect yourself (or a thing) with a “conspiracy”). “Fancy, according to Dahl, patterned, sharp, motley, with embellishments; exquisite, strange ... " Dahl only fully decided on the origin of the word. “Pretentious” from the verb “pretentious”, and originally from “pretentious” (“in games: find out what is what, protect yourself (or a thing) with a “conspiracy”). “Fancy, according to Dahl, patterned, sharp, motley, with embellishments; exquisite, strange ... " Dahl only fully decided on the origin of the word. “Fancy” from the verb “fancy”, and originally from “chur” (“in games: find out what is what, protect yourself (or a thing) with a “conspiracy”). “Fancy, according to Dahl, patterned, sharp, motley, with embellishments; exquisite, strange ... "

The content of concepts and attitudes towards concepts change over time, sometimes even to the opposite point of view. We compared the interpretation of V.I. Dahl with explanations in the "Dictionary of the Russian Language", published by the Academy of Sciences of the USSR: "artsy" - intricate, overly intricate, overly decorated. Literary examples taken from Belinsky, Dostoevsky and Nikulin are chosen in such a way as to emphasize the negative presence of this excess in the pretentiousness. For a century and a half, as we see, there have been no significant changes in the understanding of "pretentiousness" for the cultural status of the concept of "pretentious". Pretentiousness is the lot of experienced, skilled artists. One thing is for sure, pretentiousness implies exclusivity of the product. A mass product excludes pretentiousness, as it is designed for a consumer of a standard cultural taste. The mass consumer of pretentiousness will not understand without a preliminary explanation, but then pretentiousness loses its meaning as "something beyond what is." Boutique managers have the right to hope for the effect of pretentiousness. They have a specific customer. Pretentiousness is the element of stylists, established fashion designers, and not all, but only those who have not crossed the threshold of measure, subtly feels the limit of the permitted invasion of personal imagination into the formed variety of tastes. And again on our way there is a philosophical position of the artist, facing a choice: to do for whom and for what? Because its future depends on who will be in it, connoisseurs or consumers of creativity. History passed its verdict on pretentiousness at the beginning of the Enlightenment. Pretentiousness has been tied to the past, leaving a place in the future for pretentiousness not as a product, but as a creative method of searching for "productive" thinking. Pretentiousness is normal for fantasy in a test expression, in order to determine the reaction to an innovation, an avant-garde detail. The inclination towards pretentiousness should be viewed through the prism of the fate of avant-garde movements.

They left behind ideas, technical tools. The demand for avant-garde products was aesthetically pretentious, determined by the size of free finances and remained an exclusive phenomenon. The demand for artsy products on a mass scale can be counted on for a short time, and after the total processing of the mass consumer by means of the mass media. It is clear that the consumer here is also specific with an unformed culture of thinking, looking not for answers to questions, but for hints of what exactly and how to do it. Judging by the paradigm of the domestic modification of the modernization of education, manufacturers of artsy products can hope for the near future if they correctly orient prices. The logic of sensual thinking is "iron" in the mind and is easily broken on practical cliffs. One of them is the size of the margin of the "manufacturer-seller" union.

The market, both in demand and in the range of offers, is actively used by politicians, mainly during periods of social uncertainty. In particular, in our days, the rulers and their ideological support in Ukraine. Prior to the Maidan events of 2014, provoked by the participation of radical Nazi nationalists, shirts embroidered with a national pattern were kept in chests, and in some places hung in the huts in the form of relics in the corners. When it was necessary to activate the national spirit of the freedom-loving Ukrainian people, the Rada blossomed with embroidery. And democratic Europe, which long ago determined for itself the normal business look of a suit for official presence in government bodies, became blind, did not see such an obvious nationalist action.

Consider the birth of Nazism in Germany. German extreme radicalism was born in a brown uniform. Politicians who seek coups most often need pretentiousness:

firstly, in order to achieve uniformity of the ranks, their cohesion;

secondly, in opposition to the essential order with which they are going to fight.

Along with negative examples of the use of “pretentiousness” in clothing and equipment, there are also positive experiences - the scout movement in the USA, the pioneer movement in the USSR. What conclusion can be drawn from the analysis of the political perspectives of design creativity in the form of creating pretentiousness of a product? One conclusion suggests itself: there is a "dialectic" of the individual and the general, usually it is formed through the "special". The dispute about the primacy of "single" and "general" is a long-standing one. Dating back to Plato and Aristotle, was the basis of medieval scholastic ideology, dividing it into "nominalists" and "realists". The dialectician Hegel, at the level of philosophical - metaphysical thinking, considered what is what and how they are connected in development, natural science confirmed the dialectical understanding of the unity of "single" and "general". But, one thing is speculation, another is practically oriented awareness, called "common sense". "Common sense" is a pre-scientific form of knowledge production. It attracts with the ease of obtaining them, ease of use, but its reverse side is the danger of getting lost as you plunge into the process of cognition, replacing knowledge with opinion. Unscrupulous politicians use all this in their private interests. Pretentiousness in creativity is a normal phenomenon, indicating the working state of thoughts. However, creative vigilance is also needed, not allowing a "pretentious boom". Everything should have its new place. Manufacturers are called upon to go beyond satisfying the practical demand of the mass buyer brought up by advertising pressure. With their sociocultural status, they are called upon to shape the tastes and aesthetic priorities of consumers in the context of national and universal traditions.

The criteria 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 actions unfold, his capabilities, the dynamics of ongoing processes, mood and a number of other factors. However, with all the variety of factors, the behavior of each particular person has a certain stability and predictability, certain principles of behavior inherent in him, criteria for selection and preference, taboos, and the like. Moreover, in exactly the same situations, if such situations exist at all, different people can make completely different decisions.

The criterion base of any person's behavior consists of his disposition towards people, events and processes, the totality of values shared by this person, the 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 their strong interdependence, they can be considered as relatively separate characteristics of a person's personality that affect his behavior.

Location of a person to people, individual processes, the environment, their work, the organization as a whole plays a very important role in establishing normal interaction between a 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 towards this phenomenon or action. Reflecting a person's feelings towards a particular object, the 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 man. On the "surface" only its consequences are visible;

secondly, the location stems from the feelings that a person has for an object;

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

fourthly, the location affects the behavior of a person and is manifested in the fact that he behaves in accordance with an a priori positive or negative attitude towards a phenomenon, object, process or person.

Is it permissible within the framework of scientific analysis to compare a real object with a phenomenon from the folklore classics, for example, a market with the fabulous 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 adherence to the requirements of the way of presenting the content of thoughts that is characteristic of science. Neo-positivists generally tried to build a special language of scientific communications, however, without success. The conflict 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 extralogical, real and fantastic, imaginary. Cognition in any expression is a progressive process, connecting the continuous with the discrete, the ordinary with the unusual. Normalized thinking is relatively, conditionally, artificially organized. The appeal in scientific thinking, including its printed forms, to images created outside the scientific specialization of knowledge, of course, is technologically conditioned.

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

Will, perseverance, resourcefulness provided Aladdin with access to cave riches. No 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 be understood and managed. The wealth of the cave belonged to the rapists, the market is also not free from violence, so the state is obliged to take the necessary measures to curb the market element, which serves 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 them problems, the main of which is the realization of commodity receipts. What should be the product for the buyer 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, more by chance than out of necessity. The mass consumer is extremely economical and it is difficult to “shake” him to buy. It requires a certain type of product that can charm, and the presentation of the product - "cultural packaging". It is necessary to attract a buyer, to bewitch. As a reflection of the desire to comprehend the specifics of the status of the demand for goods on the market, one should consider the revival of interest in the concept of "goods attractiveness". It is significantly more specific in content in comparison with the close and more scientific concept of “the market demand for a product”. It has less economic statistics, formal signs that allow measuring pressure, but the “human factor” that determines market dynamics is fully present.

The concept of "attractiveness of a product" concretizes in the characteristics of the product at the same time its consumer value - the degree of "exchange" 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 function of "attractiveness" explains the active promotion of the concept in the group of those economic categories that reveal the potential of the product's competitiveness in the market. Some authors tend to interpret this nomination as traditional actions in the interests of the application of advertising production, which is inappropriate to do due to one-sidedness, interfering with the achievement of a systematic understanding of the value of the attractiveness of the product in the process of reproduction. Advertising production is indeed present here, but as an accompanying factor, that is, the usual place of advertising in the market is confirmed.

The growing interest in scientific research and economic policy in the concept of “attractiveness of a product”, in our opinion, shows the pattern of restructuring mass production from the existing simplified type to a new, sometimes opposed to it, method of organization - lean production (prudent, gentle production), focused not on abstract variety of buyers' needs, but on the specific architectonics of consumer requests and the solvency 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 goods market to the zone of special attention of economists and sociologists is associated with the birth and development of mass production. The time of mass factory production is calculated with the Industrial Revolution, which laid the scientific, technical and organizational prerequisites for such a development of labor productivity, which turned out to be sufficient for a real opportunity to satisfy the demand for vital goods of the main part 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. which turned out to be sufficient for a real opportunity to satisfy the demand for vital goods of the main part 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. which turned out to be sufficient for a real opportunity to satisfy the demand for vital goods of the main part 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 subsistence 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 being produced and was essentially closed to the producer, not contributing to the proper extent to national progress. Hence the cult of aggressive wars aimed at plundering near and distant neighbors, feudal fragmentation, and the constant redistribution of property. Wars and power 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 now classic image of reproduction are due not only to scientific and technological progress, a change in the way of organizing production, but also to the competition of production products in the market, 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 began to work on the market, the product turned into a commodity. The status of the product has changed, and the requirements for it have changed. In order for the product to be sold 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 the consumer. The term "hot product" reflects just the movement of goods, its demand by the buyer. "Selling Goods" - the locomotives of the market. A product is not a product for sale, but a product that can interest the consumer. The term "hot product" reflects just the movement of goods, its demand by the buyer. "Selling Goods" - the locomotives of the market. A product is not a product for sale, but a product that can interest the consumer. The term "hot product" reflects just the movement of goods, its demand by the buyer. "Selling Goods" - the locomotives of the market.

The sign of "priority" belongs to the basic characteristics of the product, and is its "relic" property, which has strengthened its position. It is unprofessional, absurd to produce an unattractive product. Domestics could be forced, taught to consume what they had prepared, grown or made, but buyers always have their own reason and vote with a coin so necessary to continue production. In modern times, the concept of "presentation" is used as a synonym for "priority". From here, perhaps, the expression "prominent product" came from, that is, one that accumulates attention to itself, "strikes" the eye. The ability to make a product "prominent", "attractive" requires both the manufacturer and the seller of high qualifications, professional imagination, and presentation skills. This is a costly business, but the costs pay off with the result.

Even a panoramic and 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 lead the mind into a state of question regarding the actual significance of this sign of marketability in the ongoing economic restructuring to the level of lean production.

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 determines the measure of such demand. Cost objectifies labor costs - the quantity and quality of labor produced. Labor also manifests itself through the contradiction born of the commodity essence of capitalist reproduction. On the one hand, it is the creative, creative power of a person - the facet of his essence, on the other hand, he necessarily alienates this human essence, because the product of labor, which has absorbed the creative power, is produced for someone else's consumption. Marxism derives 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.

Priority is a highly significant pricing factor. The priority dependent portion of the price can be seen as the economic equivalent of priority. This part is measured by the size of demand. Getting a product with new features is costly and limited by its physical nature. This way to surprise the consumer is associated with the risk of losing competitiveness due to high costs. 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, by acting on the psyche of subcultural perception. "Priority" has such reserves, about which managers still have a very unprofessional idea. There is no doubt, that in the future, marketers will go beyond the range of knowledge now defined by education and will squeeze out production and assortment managers. Market management does not require the teachings of Z. Freud about the “it”, “ego” and the conditions for achieving the “superego”; the theory of the "collective unconscious" by C. Jung; E. Fromm's ideas about the significance for consciousness of the ability to be surprised and the role of dreams in real life.

The prospects for the market and production are related to the activity that managers will show in relation to the concept of "attractiveness of the product." The most difficult for them will be the process of restructuring thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of minimizing costs to obtain the final margin, to a new principle: to legally and morally maximize the margin. More and more energetically moving into mathematical methodology, economists are losing the specifics of political economic analysis, which requires acting against the backdrop of perspective. More often you need 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 to the current course of events, resembles a ship at anchor, built as a means of propulsion. "Fathers" of economic science" were philosophers, their heirs have slipped into accounting. Economists can be understood. In conditions of instability of world development, it is extremely dangerous to look ahead beyond the nearest corner. The crisis of 2008, the consequences of which are still making the world economy storm, is a man-made thing. The path was paved by Nobel laureates, they wanted the best. It came out like always. It is time for economic science to return to thinking the scale - not only spatial, but also temporal. Research of the present should be carried out with a reserve for a reasonably foreseeable future, combining them with related sciences, including the teachings of V.I. Vernadsky about the noosphere. E. Deming back in the 1950s, developing the philosophical foundations of quality management, in the section “Seven Deadly Diseases”, put planning in the first place, not focused on the production of such goods and services that the market requires, at the same time, the American specialist was aware of the complexity of the situation.

The fate of a product on the market is determined by its demand. "Demand" - the concept of social and humanitarian level. It is determined, on the one hand, by the degree of development of society and the solvency of the mass consumer, on the other hand, by the structure of the buyer's needs. Epicurus differentiated needs on the basis of two features - naturalness and necessity. According to the view of the ancient thinker, needs are divided into three types: "natural and necessary", "natural and not necessary" and "unnatural and not necessary".

In Epicurus's judgments there is a clue to understanding the status of a commodity. There are goods that are objectively necessary; their necessity 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 “basket of existence” of the consumer are not only usefully necessary, but also pleasant to the senses, however, it is allowed not to purchase such goods only in two cases when there is nothing to pay and nothing to exchange for. Naturally necessary goods are always “hot” on the market. If they are delayed in warehouses or in places of sale, then there is only one reason - price inaccessibility, greed of speculators who have occupied the market. Shoes are a typical representative of the group of naturally necessary goods, along with clothing and household utensils. A characteristic feature of the shoe stores of modern stores are various kinds of promotions, allegedly aimed at reducing prices. When the third pair is promised to be handed over free of charge in a commercial establishment, this means that the price of the first and second pair allows you to painlessly compensate for the losses associated with the “gift”. They pay their price "gift". There is no more obvious argument in favor of defining the pricing situation as one-sided. Oil and gas companies include in pricing the cost of exploration in difficult, often extreme circumstances that require the creation of special equipment, specific materials. The unknown and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach here, a priori overestimating the losses for the production of the product, but the lack of flawlessly developed methods for calculating the inevitable investment in design; the level of scientific and technical support, the need for risky actions, significantly soften the critical reaction.

"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: "In the market as in the market." By releasing market relations between the producer of goods, the consumer-buyer and the seller-intermediary, the government made life easier for itself and, it is possible, made it comfortable at the expense of the producer and consumer. Pricing in a market economy objectively involves the participation of such factors as the cost of goods, the buyer's consumer interest in it, the 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 formulas that describe forces in mechanical movement, a 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 between a civilized market and a bazaar built "according to concepts" passes.

For what and whose market freedom are liberal politicians fighting for, why are distortions in market pricing interpreted 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 current stores and the lack of customers? Indeed, there was a shortage until the 1990s, but it was associated primarily with a high level of purchasing power, the affordability of most goods. Demand outpaced production. Now, on the contrary, the offers of sellers clearly exceed the real possibilities of buyers, which hurts domestic producers as well, as they sell imported cheap goods that are dangerous to health.

As a result of yet another political and economic disproportion, lending flourishes, 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 worldview primitivism, implanted everywhere and aggressively. Schoolchildren are taught to memorize, students are not taught to think scientifically, calling it the modernization of education. Life is the ability to act effectively, based on real possibilities. The substitution of the reality of a really existing, earned, virtual-object, life on loan, inevitably leads to spiritual nihilism, moral decay and a personality crisis.

The primary reasons for the consumer 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 - in the market. The economic priorities of the policy are called upon to determine the role of the market: will it become a fraternal burial place for native producers or a trigger for the rise of domestic production? But manufacturers should not contemplate what is happening, criticize politicians and demand favorable development conditions for themselves. By their status in society, they are faced with the vital need to look for new factors of advancement, to think about reserves that have not yet been involved in the process.

The dissolution of philosophical reflections in scientific knowledge will lead the latter into an epistemological dead end, as it will provoke absolutization in solving the universal problems of scientific knowledge. The adoption of generalizing and guiding decisions in cognition is the lot of a "judge" independent of the specifics of private judgments. Anyone who has advanced on the path of organizing business development, like prayer No. 1 "Our Father", must know and repeat: only dialectical thinking will help me be successful, save the enterprise. But who in our age will teach you to think dialectically? The Russian democrats, who ruled politics at 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. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done, according to the voluntaristic instructions of N.S. Khrushchev.

An enterprising entrepreneur is conditioned in making decisions by the state and trends of the existing market. But dialectically organized thinking will not allow him, when developing a business plan designed for the foreseeable future, to be in the grip of market conditions. However arbitrarily formed, anarchically free, the market is regulated by the movement of production. Everything in production is connected by a common node. "Everything is one," argued the ancient dialecticians, and they were looking for something that makes everything one. The market today requires one thing, tomorrow the situation on it will be different, however, it is impossible to exclude the repetition of today's. Therefore, a preliminary, comprehensive, better systemic approach is needed. Systemic is better, because it allows you to join the essence of what is happening, it involves the allocation of a system-forming factor. The product has been and will be the system-forming factor in the economic analysis of market production. It is no coincidence that K. Marx in Capital began with the commodity, called it a cell of the economic organism of capitalism and built the contradictions of the movement of the bourgeois mode of production from the contradictory nature of the commodity.

It is not so much the goods themselves that compete in the market, but the minds and will of producers, of course, equipped with capital. Goods are the visible side of the market, objectifying 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 transformations of opposites, the spirit into the material, the material into the 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 trends of the movement. It is imperative to start with a comprehensive study of what everything is made of. For us, this is a product, its necessary and additional (superstructure) features.

The production of goods is determined by the market. Once upon a time, the market was formed by excess 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 unusually new appear on the market. Theoretically, taking into account the reasonableness of human activity, its rationality, the mutual interest of the manufacturer, seller and buyer, one can conclude 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, this is what happens sometimes. Only the market is not something abstract, existing outside of time. It represents a form of concrete-temporal reality.

The market is the most important link that ensures the timely reproduction of goods. Market stocks are not born out of fantasy. Sellers agree to bear certain costs, to sequester into their expectations precisely because of the need to do everything on time. Otherwise, the losses will increase, status costs will join the financial costs. The authority of the market participants themselves will be at risk. In the context of these arguments, the idea matures that the main function of the market is not to make people buy at all, but to make people buy as quickly as possible. A civilized market is designed not only to sell goods in a timely manner, but also to be a factor in accelerating the development of 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 increase. Where such confidence? From an analysis of the objectively real foundations of the history of the market. The basic market product is one that provides for the naturally necessary needs of a person. Outside the market, it is impossible to satisfy that without which social-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 supposed to take care of the development of the market. Not the freedom to give “how much you can swallow” (B.N. Yeltsin).

Let's return to the specific structure of the commodity market and continue its analysis, starting from the original idea of the "basic product". Satisfaction with the help of basic human needs requires decoding with the involvement of worldview achievements. You can do it in a different way, simplified, only the 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.

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

The development of the market goes in the direction of increasing its autonomy. Representatives of financial capital pay special attention to this vector, they are well aware that the market represents the optimal prerequisites for speculative stocks. Finally, the market in the 20th century has become a favorite subject of economic science, 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 opposed to 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.

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

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 choose primarily by 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 the consumer will buy from. He will buy something in which he sees a combination of the need to purchase a product, free financial resources, more precisely, the price on the price tags, and the appearance of the product, including the art of service. The buying formula is simple - "the urgency of the need plus the charm of the offer." The specific content of the terms should be filled by specialists, based on the experience of market relations.

A specific cultural picture is emerging in the market, which is difficult to understand. The state is not seriously interested in the culture of the buyer. The former experience of cultural enlightenment and upbringing was banished. “A holy place is never empty” and instead of the state came organizations from the structure of civil society, which have neither official powers, nor effective mechanisms, nor the required financial resources. Scientists economists convince entrepreneurs that it is necessary to cut off everything that is not directly included in production, reducing costs, increasing profitability. In doing so, entrepreneurs are driving themselves into the trap of spontaneity and the vagaries of the market element, abandoning the levers of demand management.

“Prudent economy”, which is replacing the current irrationally arranged mass production, focused on the absolute freedom of choice of goods by the consumer, when the assortment must satisfy the request here and now, otherwise the seller will lose customers and call into question the continuation of his business, is “tied” to knowing the needs of a particular buyer. Of course, such knowledge is specific, it is indicative, relative, conditional, more like knowledge, an assumption, but still knowledge, unlike an abstract attitude like: the buyer came for the goods and he must buy it, but we are obliged to help him. How specifically? We do not know, therefore 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 pressure on the natural environment. After all, they will not be written off, they will be distributed among consumers, increasing the purchase price.

Going from good to better in any area of activity comes with an increase in implementation costs, including risk financing. In our view, the analyzed transition to the new economic policy should justify the expectations - lead to a reduction in costs, losses, environmental burden, but the result will largely be determined by the construction of scientific, technical and educational policies. Good intentions often end up with worse results due to poor management.

The bad experience of the past is described even in the sacred books. The modification of the economy of mass production in lean production involves the mobilization of a scientific and technical initiative, the maximum involvement 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 organization of production, designed for mass consumption, without appropriate training 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. Change of 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 K. Marx, focus on the cell of the modern economic organism - the product, but, unlike the author of Capital, put the product not into production, but try to fit it into the subsystem of market relations. Capital without circulation is not capital. Capital is a process. The process of reproduction of capital is a characteristic mode 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, the demand for goods is required, which the market must provide - a condition that connects the producer with the consumer. Everything, as we see, rests not even on the characteristics of the goods, but on the organization of the market. Of course

As for the cultural organization of the market, it is rational to make its core work with the buyer and the producer, the real subject (object) of relations, which is the product, as a set of properties that can satisfy all market participants. The goods will pass from the property of one to the property of another only if there is a consensus. Consensus is designed to ensure the market. Consensus is a measure of market culture.

When the market shifts from the notion 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 prepared culturally for a 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 needs of the mass buyer, thereby contributing to national development and political progress. The economic task of the commodity market is to involve the financial reserves of the country's population in production, and they are considerable, actually comparable to the annual budget of Russia.

It is possible to control 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 differently to the desire to restore order. The orders are also not uniform. In the theater there is one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically. Do not give it up, society will put the next generations of people in a responsible position. The future of the country and the people will be in question. The transition to production oriented by the market to the structure of specific consumption can be seen 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 of an objective regularity in the development of reproduction. The center of concentration of activity is shifting to the territory of the market, its scientific potential is being updated.

With this in mind, we can try to formulate a definition of what a location is. At the same time, it must 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. Location has three components:

firstly, this is the part that reflects the feelings of a person in relation to the object: whether he likes it or not. This part is called the influencing part of the arrangement;

secondly, it is knowledge about the object that a person has;

thirdly, it is the intention about how to behave towards the object. Combining together, these three parts form the disposition of a person to an object, in which they find a dynamic linkage between a person's knowledge of an object, his feelings towards this object, and his intentions towards this object.

The location 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. At the same time, the formation of disposition 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 disposition has been formed. The relationship between behavior and location is ambiguous. From the fact that a person does not like something, it does not follow one hundred percent the fact that he will not accept it completely. However, nevertheless, in most cases, human behavior is influenced by location. Concerning, an important task of management is the formation and change, if necessary, of the location of the members of the organization. Three types of location are important for effective management and establishing good relationships in an organization:

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

The extent to which these dispositions are developed among employees 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 be attributed more to the impact component of location. The degree of job satisfaction depends on many factors, both internal and external to the person. However, with a wide variety of factors and different directions of their influence on a person, eight characteristics of work are distinguished, on which the degree of job satisfaction depends quite steadily:

- - the nature and content of the work;
- - the amount of work performed;
- - the state of the workplace and its environment (noise, lighting, 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. In relation 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 vary significantly both for individual members within the organization and for different organizations. And finally, due to the stable satisfaction with individual 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 disposition towards the organization, it is necessary to conduct regular surveys to determine the degree of satisfaction of the employees of 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.

A long time of standardization and specialization of work have been considered and in practice acted as strong sources of productivity increase in 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 work is absolutely not standardized, then job satisfaction is low. As specialization and standardization increase, it begins to rise, but up to a certain point, after which it begins to decline rapidly. With full standardization, satisfaction falls to the same low level as if the job were not standardized at all. Therefore, management should think about how to reduce the negative impact on job satisfaction, generated by excessive specialization and standardization. The two most common ways of doing this are rotation (moving an employee from one job to another) and expanding job responsibilities by assigning additional tasks to the employee. Clarity of job content, clarity of role (especially regarding 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 increased job satisfaction. This is most evident when there is a clear and formal delineation of roles in the organization. The presence of elements of a challenge in work, such as creativity, the ability of an individual to use their original or unique abilities, the complexity of tasks, etc., leads to increased job satisfaction. At the same time, boring work, as studies show, usually reduces job satisfaction. Enthusiasm for work is one of the strongest dispositions that determine how a person approaches his work, his participation in the process of collaborative work. Two types of work engagement develop. One type is a love of work in general, with little or no regard for what exactly to do. People with this type of passion are called workaholics. people who work, who love to work and who want to work. This type of disposition is formed by upbringing from childhood, although at a later age there are cases of the development of this disposition. The other type is love for the specific work that a person does in an organization. Both of these types do not necessarily accompany each other, although there is a strong interdependence between them. There are three aspects to job satisfaction:

firstly, this is the extent to which work occupies a significant, central place in a person's life (the importance of work);

secondly, how much the work itself attracts a person (labor force);

and, thirdly, to what extent a person identifies his personality with the work he performs (work attribution).

Analysis in these three areas allows you to determine the degree of a person's enthusiasm for their work. At the same time, it is necessary to take into account that each of these aspects of work enthusiasm is relatively independent and, depending on the personality characteristics of a person, can affect his work enthusiasm to varying degrees.

Organization Commitment is a disposition that is substantially broader than job engagement or job satisfaction. In modern conditions, when more and more organizations are trying to look at a person not as an employee doing a specific job, but as a member of the organization, striving, together with the rest of its members, to lead the organization to achieve goals, the significance of this location becomes extremely high. The organization's commitment is made up of the following components. First, a member of the organization shares and owns the organization's goals and values. Secondly, a member of the organization strives to remain in the organization and retains this desire even when it may be disadvantageous for him. Thirdly, a member of the organization is ready not only to try for the organization, but also, if necessary, to sacrifice their personal interests to organizational interests. Commitment to the organization is a personal feature of each individual. However, this does not mean that management cannot develop or enhance this disposition. There are a number of ways to help this. And the most successful modern management systems are based to a very large extent on the fact that they develop in employees a strong commitment to the organization and achieve very great success through this. Values, as well as location, have a strong influence on a person's preferences, decisions and behavior in a team. However, there is a huge difference between values and locations. If the latter determine the relationship of a person to an object according to the principle "like - dislike", "love - dislike" 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, values are quite abstract and general in nature, they live an “independent” life, regardless of a particular person, they 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 carriers of values are groups of people (for example, the values of the middle class), and each individual person accepts some set of values, which he can change, but which he follows at any particular moment in time. 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 occurring around him, processes and people, a person makes decisions and carries out his actions. Values are at the core of a person's personality. They are quite stable over time and there are not so many of them. Usually, values are considered as the normative base of morality and the foundation of human behavior. Values are of two types:

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

- values relating 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, intelligence, commitment, responsibility, self-control, etc.

The set of values that a person follows constitutes 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 is subject to development and change even in adulthood. The organizational environment plays a big role in this. In organizations where they seriously think about the harmony of human values and the values of the organization, serious attention is paid to the combination of these two value systems. In particular, a lot of work is being done to clearly formulate, explain and communicate to all members of the organization the value system that the organization follows. Considerable attention is also paid to understanding what value orientations the members of the organization have. Very often a person makes decisions based on assessments of phenomena or conclusions about the qualities of these phenomena. If these estimates are stable enough 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 in their perception. Beliefs can change over time. However, at the moment when a person has some definite beliefs about an object, he usually perceives and. evaluates the object in accordance with these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to individual characteristics of the object. For example, about the same person there may be the following beliefs: If these estimates are stable enough 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 in their perception. Beliefs can change over time. However, at the moment when a person has some definite beliefs about an object, he usually perceives and. evaluates the object in accordance with these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to individual characteristics of the object. For example, about the same person there may be the following beliefs: If these estimates are stable enough 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 in their perception. Beliefs can change over time. However, at the moment when a person has some certain beliefs about an object, he usually perceives and. evaluates the object in accordance with these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to individual characteristics of the object. For example, about the same person there may be the following beliefs: process or person that people use in their perception. Beliefs can change over time. However, at the moment when a person has some certain beliefs about an object, he usually perceives and. evaluates the object in accordance with these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to individual characteristics of the object. For example, about the same person there may be the following beliefs: process or person that people use in their perception. Beliefs can change over time. However, at the moment when a person has some certain beliefs about an object, he usually perceives and. evaluates the object in accordance with these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to individual characteristics of the object. For example, about the same person there may be the following beliefs: since usually beliefs refer to individual characteristics of an object. For example, about the same person there may be the following beliefs: since usually beliefs refer to individual characteristics of an object. For example, about the same person there may be the following beliefs:

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

Beliefs are developed on the basis of individual experience, as well as on the basis of information 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 accepts his beliefs as the truth, they do not always fully correspond to reality. Beliefs can be divided into two large groups:

the first group consists of those describing the absolute and relative characteristics of the object of belief, which do not have an evaluative character. 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 car of the Zhiguli brand is better than a car of the Volga brand. Beliefs have a noticeable influence on the location, especially on its component that is associated with knowledge about the 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 an incorrect location in relation to the object, which can adversely affect the interaction of a person with the environment, it is necessary to be critical and skeptical of one's beliefs and perceive the beliefs of others with sufficient caution.

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 system of values, they are a stable form of manifestation of a system of values and the embodiment of beliefs in the form of certain standards of behavior. People do not necessarily realize what values and beliefs are embodied in individual principles. Often the principles are accepted by people as beliefs, and they follow them in their activities without questioning the justification for following these principles and why they follow them. Principles can be developed by people on their own. However, most often they are adopted from the environment along with education and other forms of cognition of the surrounding reality. All people are alike in some way. And this allows us to talk about a person in general, to talk about his features, behavioral patterns, etc. However, no particular person is an impersonal "man in general". 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 job and plays a certain role in the organization, it is such a person that needs to be managed, helping him to discover 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.

The individuality of a person is made up of three principles:

firstly, each person is somewhat similar to everyone else;

secondly, each person is in some way the same as some other individuals;

and, finally, thirdly, each person in some way is not like 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 has something in common with the rest and is not like the others. Each person has a stable set of traits and characteristics that determine his actions and behavior. These features manifest themselves in a sufficiently long period of time, thanks 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 the individuality of a person 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 consists of heredity and physiological characteristics of a person. Heredity preserves and transmits the external features of a person. But not only. Studies conducted with twins show that heredity can also carry the transmission of 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, the influence of these factors can be considered as the influence of the environment on the formation of individuality:

Firstly, a strong influence on the individuality of a person is exerted by the culture in which he is formed. A person receives norms of behavior from society, assimilates certain values and beliefs under the influence of culture;

secondly, the individuality of a person is strongly determined by the family in which he was brought up. In the family, children learn certain behavioral stereotypes, develop their attitudes towards work, people, their duties, etc.;

thirdly, 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 influence from outside 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 individuality are the traits and characteristics of a person's character, his individuality.

That is, in this case, the situation with the formation of individuality is 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 a product of heredity and environment. With all the depth of human 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, willingly accept authority and highly value conservative values. Love and faith in people as an individual character trait have a strong influence on a person's interaction with others. This is especially evident in the willingness to participate in group activities, 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 perceived in the 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 take unpredictable steps, then the team reacts negatively to such a person.

Self-esteem, those how people look at their behavior, capabilities, abilities, appearance, etc., has a strong influence 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 difficult 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.

Risk perception is an important behavioral characteristic that clearly reflects the individuality of a person. 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 necessarily worse than that of those who scrupulously prepare the decision and collect all the necessary information.

Dogmatism is usually a character trait of individuals with a limited view. Dogmatists see the environment as a concentration of threats, refer to authorities as absolutes, and perceive people by how they relate to dogmas and absolute authorities. Usually dogmatists are people with authoritarian traits. Dogmatists are not inclined to search for a large amount of information, they are quite quick 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 their position in the group. It is 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 cognizable phenomenon into parts and integrate, synthesize general ideas or conclusions about a conscious phenomenon. People with high complexity of awareness show greater information processing abilities, consider more alternatives, and make more complex decisions than people with low complexity of awareness. It is noted that leaders with a high complexity of awareness in situations with a large variety of environments cope better with their duties, that this type of leaders is more prone to extensive contacts with people than leaders with a low level of complexity of awareness, and that these leaders tend to use variety of resources for problem solving.

*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 the case, external circumstances, the actions of other people, then it is believed that he has an external sphere of control (extroverts). Introverts are more in control of their actions, more focused on achieving results, more active, more satisfied with their work. They like the informal style of management, 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, prefer 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, these issues and this type of activity are given great attention. 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 many incorrect conclusions are usually made about people, about their characteristics, their individuality. This is due to the fact that people, when cognizing others, rely on stereotypes, prejudices, and unfounded generalizations. Drawing wrong conclusions about the individuality of people, we create the basis for harmful conflicts, scandals, gossip, difficulties in communication and interaction between people. All this harms individuals and the organization as a whole.

The need for a thorough and regular study of the individual characteristics of the members of the organization is beyond doubt. However, recognizing the significance 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 man must always be carried out in conjunction with the study of the situation.

Finally, when studying the individuality of a person, 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 much determined by the age stage he is in. Only taking into account all these factors in the aggregate can give the key to understanding the individuality of a person, and, consequently, to managing a person.

Conclusion

Summing up the results of the analysis of the concept of "priority of goods", its relationship with the nearest economic concepts, it is methodologically expedient to arrange the relations of these concepts systematically. In order to discuss and improve the problem, the following scheme is proposed. The domestic light industry is not going through the best of times, and the consumer is offered products of dubious quality that have entered our markets in counterfeit and other illegal ways, that is, they do not have guarantees for buyers to exercise their rights under protection from unscrupulous manufacturers and suppliers.

It is necessary to revive the role and significance of a quality-oriented strategy, since only in this case, enterprise managers will subjectively and objectively be forced to improve their production using nanotechnologies and innovative processes so that competitive and sought-after materials and products fully meet the needs of domestic consumers. At the same time, the assertion is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, market requirements should dictate to manufacturers the need to increase the role of the state and consumers in the formation of sustainable demand for domestic materials and products, namely: to maintain the range of goods, regulating it with federal, regional and municipal orders; encourage price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create a basis for the consumer to realize the need to pay for the benefits of 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 through technical innovations aimed at the use of new technological and engineering solutions, including making a quality revolution either through the quality of advertising, or through real quality.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. With all the economic, social and political costs, humanity is getting richer and wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The consumer has realized the need to pay for the advantage of quality services and products. The line is behind the manufacturer, who must close the mind "greed" and "mortal sin" in order to burn greed. The most prominent economists unambiguously declare that an increase in the quality of goods is not causally connected with an increase in prices. Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly.

And I would also like to draw attention to one phenomenon that usually slips away in the bustle of problems - the historicity of the economy. The way we perceive it now, the economy has not always been and will never remain. Economic life changes over time, which makes us tune in to its changing existence. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively pushing the “social sector” to the sidelines, is not compatible with the prospect of economic development, which is confirmed by the steady striving of the social-democracy in the West to develop the economy on the front of social security, a fair distribution of profits. The new economy is called temporarily "prudent". It requires humanization not only in the distribution of national wealth. The production itself is also being humanized, including the management system. The current principle: "survival of the strongest, most adapted", will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at the root concepts. The philosophy of quality will also change. One must be prepared for the upcoming events in order to answer the main question: what dominates in quality - advertising or the manufacturer, and will the revolution in quality unite them or will it be impossible to do so? But life will judge both.

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Issue Article

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PROBLEMS OF STORING INFORMATION IN BIG DATA

Abstract: *The article demonstrates the issues of storing a large amount of information, since the problem of digital chording is associated with rapid growth in volumes.In ten years, from 2010 to 2020, there has been a 50-fold increase in stored data, more than 90% of which is corporate data. In 2011, the total volume of digital data in the world reached 1 zettabyte, in 2020 the increase in the volume of information was 50 times, which required an increase in the number of servers necessary for its storage by 10 times. According to some forecasts, the increase in the volume of information in the coming years will be more than 20 exabytes, and the problem of storing large amounts of information without Big Data will be inconceivable.*

Key words: *Big Data, information technology, redundant data storage, unstructured data, relational databases.*
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Introduction

The Big Data category includes information that can no longer be processed in traditional ways, including structured data. To work with them, traditional "monolithic" systems have been replaced by new massively parallel solutions.

Information that can be used in the future can be stored.Meanwhile, the cost of storing redundant data varies enormously and is associated not only with losses caused by obvious costs for energy, maintenance and occupied space, but more importantly, with the difficulties of analyzing excessively large amounts of data. To avoid the undesirable consequences of digital chording ("reserve"), it is advisable to get rid of the excess - if some data has not been used for several years, they are most likely not needed; not to arrange isolated data packages, the so-called silo (silo tower); not to accumulate raw and defective data. The problem of digital chording is related to the rapid growth of data volumes. In ten years, from 2010 to 2020, there was a 50-fold increase in stored data, with more than 90% increase in corporate data. However, the increase in the volume of information in the coming years will be more than 20 exabytes, and the issue of storing large amounts of information without Big Data will be unthinkable.

Previously, when the monopoly on data storage belonged to data management systems (DBMS), there was no problem with the use of digital chording. In addition, the structured data that is typically stored in relational databases has been ordered by nature. In the 21st century, unstructured data has become the main source of digital chording. The idea of creating a computer database in its modern sense was proposed in the late fifties by SDC, which is still considered the first software company. The company was state-owned, it developed software for a well-known in computer history project of a control complex designed to monitor airspace called SAGE (Semi-Automatic Ground Environment).

In general, the origins of big data can be classified as follows:

• program-related data sources, whether public or otherwise, such as electronic health records, hospital admissions records, insurance records, bank records, and food banks;

• commercial or operational data sources associated with transactions between two parties, such as credit card transactions and online transactions (including those conducted using mobile devices);

• data sources associated with the operation of sensor networks, such as data from satellite images, data from road sensors and meteorological data from measuring devices;

• data sources associated with the operation of the recording devices, such as recording data from the mobile telephone network and from the Global Positioning System (GPS);

• data sources related to user behavior, such as Internet search data (for a particular product, service or any other type of information) and web page browsing data;

• data sources related to the expression of opinions by users, such as data from social media comments.

Since then, DBMS have gone through a huge, not without oddities, development path, in which the creation of the theory of relational bases is of particular importance. At the beginning of the second decade of the 21st century, with the advent of clouds and big data, the situation changed - alternative DBMS, such as NoSQL and NewSQL, came to the fore.

A natural question arises - how to replace the DBMS in relation to the new conditions? The answer to it can be the Big Data Platform (BDP). This type of platform should not be confused with similar-sounding platforms - what in marketing is called CDP (Customer Data Platform) user data platforms that serve as databases for CRM (Customer Relationship Management).

From a structural point of view, the DBMS is much simpler than the BDP, because there is homogeneous table storage built on relational principles, and there is data access via SQL. But, in modern conditions of information technology development, the increasing amount of information every year, which is facilitated by the virtualization and automation of many business processes, data digitization has led to problems of storing large amounts of data, and the use of a DBMS could not cope.

In 2011, the total volume of digital data in the world reached 1 zettabyte, which in our usual units is 1 trillion gigabytes, while at the end of 2010 about 7 exabytes (7 billion gigabytes) were accounted for by corporate databases, and 6 exabytes for individuals [1]. Moreover, in 2020 the volume of information increased by 50 times, which required an increase in the number of servers necessary for its storage by 10 times.According to some forecasts, the increase in the volume of information in the coming years will be more than 20 exabytes.

The use of a variety of telecommunications and other devices today generates large amounts of digital information, including the use of GPS technology, the use of social networks, satellites, mobile networks, and so on. Big data, on the one hand, generates a large stream of unstructured information, however, this information can become a valuable source of statistical data if to know how to extract the necessary data from this stream correctly. The potential of big data sources lies in the possibility of obtaining data almost in real time with minimal costs of resources and finances. Although, the application of Big Data technology in statistics has required addressing issues related to methodology, quality, technology, data access, legislation, privacy, governance and funding.

Promising sources of information in the BigData can be:

–mobile telephone network and GPS devices and other recording devices;

–satellite images and other types of geospatial information;

–social networks.

As part of the analysis of mobile network data, it is possible to obtain data on the location of a mobile phone subscriber, and his movement, which can be used in assessing migration, tourist activity of the population, mobility of citizens and other areas. The presence of a telephone in almost every person in the country makes it possible to track information almost in real time, which can provide the most up-to-date information in the field of migration processes.

Satellite data can be used in the preparation, for example, of agricultural statistics, statistics of emergencies and others. The best example which can be used in an argument is that the Australian Bureau of Statistics, as part of the analysis of satellite images, supplemented and partially replaced the practice of surveys conducted to measure agricultural production statistically [3]. Social networks "Twitter", "Facebook", "VKontakte" and others are the source of the largest array of data on people's behavior, interests and movement.Social media is becoming a source of preliminary estimates and reduces the need for statistical surveys, as estimates based on social media data can be obtained more frequently and at a lower cost. To date, Italy and China analyze data from the Internet in general, and social networks, in particular, to assess the situation in the labor market [5].

Big data is currently one of the key drivers for the development of information and communication technologies in the context of high-tech production [6]. The use of Big Data technologies at this time will not be able to solve all the problems of statistics, but it will be able to supplement it, significantly increasing the relevance and accuracy. According to the studies of the UN Statistics Division and the Eurasian Economic Commission of the United Nations, the most interesting areas of application of Big Data technologies in statistics can be demography, social statistics, economic and financial statistics, price statistics. (see Fig. 1)

Application areas of BigData technologies in statistics	%
Demographic and social statistics (including indicators of the subjective well-being of the individual)	44,2
Vital statistics and vital records	11,5
Economic andfinancialstatistics	48,1
Price statistics	38,5
Transport statistics	13,5
Environment statistics	13,5
Tourismstatistics	17,3
Information society / information and communication technology statistics	11,5
Laborstatistics	21,2
Mobility Statistics	19,2

Figure 1. Potential areas of using BigData technologies in statistics [5]

The area of migration and population mobility may also be of interest for statistics using big data. Thus, big data opens up great opportunities in the production of official statistics in general, and in migration statistics in particular. Despite the current problems with the use of big data in practice (problems of obtaining access related to privacy, methodological issues, problems with computing power, etc.), the development of statistics in this direction is inevitable.

Today, in order to develop the use of big data in migration statistics, it is necessary to focus on the development of a specific methodology for assessing migration processes using Big Data technologies and determine what data is needed, how information will be collected, how not to violate the right to privacy of citizens and other related issues [7, 8]. Currently, global Big Data technologies are the key technologies of the future [9].

In downtown New York, thousands of infrared cameras are pointed at the windows of houses - they collect information about when residents fall asleep and wake up, when they turn on the lights, they even know what types of light bulbs they use, they collect information about environmentally harmful emissions from buildings. Sound sensors on traffic lights record the noise level from traffic and house parties.In Chicago, sensors on the streets record data not only on the state of the environment (carbon dioxide concentration, noise level, wind speed), but also on the behavior of pedestrian flows. In Houston, authorities monitor citizens' smartphones to learn about traffic congestion and synchronize traffic lights [9,10]. In Barcelona, analysts commissioned by the authorities study just a huge number of parameters of city life - from economic and demographic indicators to statistics on the use of rented bicycles and congestion of bus routes; computer programs scan messages on social networks about various city events, while sensors on garbage containers help to optimize the work of sanitation services.

This is large business for the world's largest companies - IBM, Microsoft, Cisco Systems, Qualcomm and others. Installing 65 multi-functional sensors in Chicago cost $200 million (the federal government paid) plus large business subsidies, according to the Wall Street Journal. IBM — not just from urban projects, but from big data solutions in general — earned $1.3 billion in 2012, more than any other company in the world. At the same time, this business (especially if we discard the paranoia about total surveillance) is really capable of improving life in cities [4, 12]. Office workers need to scrutinize spreadsheets, dashboards, and reports to gain insight into their organization's activities. Taking into account that employees also receive a huge amount of information via e-mail, at teleconferences and meetings, it is simply amazing how they find time to perform their current duties [7,13].

However, a much more significant effect, both network and at the macro level, is generated not so much by storing as processing and analyzing information, which makes it possible to extract economic value precisely from large volumes of data, the diversity of their types, sources, areas, as well as a high rate of updateand replenishment, and the circle of beneficiaries is not limited exclusively to information and communication companies (ICT companies) [1]. Unprecedented and truly inexhaustible opportunities open up for business entities to make more informed and verified decisions, optimize and improve performance, and create new types of products and services, based on a comprehensive, all-inclusive analysis of situations and problems, forecasting their dynamics and trends, establishing cause-and-effect relationships with factors that were not previously taken into account and identifying the influence of circumstances that were considered insignificant [14].

A similar vision and approaches to handling data, known under the quite predictable name of Big Data, arose quite recently - the very concept of metadata was proposed in 2010 in the United States.

However, the corresponding technologies and solutions are actively promoted by the company to micro-developers and software, for which they form a new capacious market segment. For example, IBM has already invested $12 billion in developments in this area, having opened 6 metadata analysis centers around the world with a total of 4,000 employees [9]. As for the business that is the recipient of the results of this R&D, then, according to SAS, 26% of companies already use Big Data on a systematic basis and note in this regard an increase in efficiency over the past 3 years, while 41% expect an increase in the next 3 years; according to IBM, 28% of subjects have launched pilot projects on metadata analysis, and 47% have a firm intention to implement the relevant technologies [6]. The importance and prospects of Big Data are also recognized by the state as the central institution of economic coordination. Metadata or big data strategies have already been adopted and are being implemented in South Korea, the United States, the United Kingdom and Singapore, which are the largest participants in the global information and communication market. In particular, South Korea was the first in the world in October 2011 to put forward a strategy in the field of Big Data as part of the course towards the formation of e-government, using them to ensure the transparency of the state, develop and strengthen the competitiveness of the economy [7]. At the same time, the strategy itself is the most systematic in comparison with the programs of other countries, covering the whole range of aspects for introducing Big Data into business practice. The UK and Singapore, where special data strategy centers have been established to promote Big Data, are not aimed at developing technologies, but at creating value added through their active use by making information available to a wide range of users [6, 11].

The ever-growing capabilities of processing large volumes of data today are fundamentally changing business processes and the business environment. The use of global Big Data technologies can play a key role in the modern innovative development of the post-industrial economy. Big Data technologies are a completely new development trend, which is confirmed by representatives of the world community [9].

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