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IBI (India) = 4.260
OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal Theoretical & Applied Science

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

Year: 2021 Issue: 10 Volume: 102

Published: 19.10.2021 <http://T-Science.org>

QR – Issue



QR – Article



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ON THE UNION OF ECONOMIC AND INDUSTRIAL POLICY AS A TOOL FOR EFFECTIVE QUALITY ASSURANCE OF PRODUCTION OF DEMANDED AND COMPETITIVE PRODUCTS

Abstract: In the article, the authors motivate the manufacturer to recommend to the market through their motivation, by managing quality, to produce import-substituting products for the consumer, to revise their concept of forming the market with popular and competitive goods, taking into account their attractiveness. Such an understanding will fully correspond to the consumer's desire to satisfy his desire to make a purchase, taking into account his social status, to ensure that manufacturers sell their products in full and guarantee themselves stable TPP from their activities and financial stability. In addition, the authors focused on the need for motivated high political responsibility for the results of the enterprise led by the management. Personification of responsibility does not mean only the search for who is responsible for everything. It is important to understand that personification of responsibility implies its delegation for obtaining the desired result. And here it is important not to admit a serious methodological mistake - to reduce economic policy to economic analysis, and to maintain the spirit of solidarity in the team - one for all and all for one - and success will surely find the seeker.

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

Language: English

Citation: Blagorodov, A. A., Prokhorov, V. T., Lopatchenko, T. P., & Volkova, G. Y. (2021). On the union of economic and industrial policy as a tool for effective quality assurance of production of demanded and competitive products. *ISJ Theoretical & Applied Science*, 10 (102), 613-672.

Soi: <http://s-o-i.org/1.1/TAS-10-102-65> **Doi:**  <https://dx.doi.org/10.15863/TAS.2021.10.102.65>

Scopus ASCC: 2000.

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Introduction

UDC 685.54: 519.74

The studied situation, which has developed both in Russia and in the regions of the Southern Federal District and the North Caucasus Federal District, with light industry enterprises to fill them with domestic products that are in demand on the markets, is regrettable. Their absence not only provokes a deficit, but significantly worsens the social situation of those living in these regions, since for the majority of the population they were the only source of income, were city-forming and provided the entire infrastructure of the population's life, provoking not only employment, which in itself is very important, but also ensured the flow of funds to these regions to solve all their social problems. The hope of the regional and federal branches of government is that everything can be solved through the ruthless exploitation of natural resources, which is not only criminal, but also a road to nowhere. And the talk about

We tried to show a way out of this situation due to a well-developed assortment and assortment policy, when the unity of all branches of government, namely: municipal, regional and federal in alliance with manufacturers, will offer consumers in their regions not only demanded and competitive products, but what is especially important - economically justified and guaranteeing enterprises to obtain sustainable TEP, providing them with prevention from bankruptcy and guaranteeing stability, and the population of these regions employment and satisfaction of their social problems. After the 2008 crisis, society spent a lot of energy trying to return the economy to the same rapid growth as before. But the assumption that the problems caused by the crisis are temporary is wrong, and we should accept this and understand, that the economy in the new "post-crisis world" will work in a new way. The founder and president of the World Economic Forum in Davos, Klaus Schwab, writes about this in his article on Project Syndicate, he identifies six features of this new world, namely:

- economic growth there will be slower, but potentially more sustainable than before the crisis;
- technological changes will become the driving force behind growth, and their impact will be larger and deeper than, for example, the industrial revolution and its consequences in the 19th and 20th centuries;
- the current industrial revolution will hit economies like a tsunami, almost without warning and with ruthless force, the columnist warns;
- the pace of change will be high thanks to the interconnections at work in the modern world, change will simultaneously affect economic structures, governments, security mechanisms and the daily life of people;

- every standard must be revised, every industry is in danger of being turned upside down. If you want an illustration, take a look at Uber, which has changed not only the field of commercial transportation, but also retail in general: goods and services are "uberized" - consumers use, but do not own them;

- 3D printing will change the light industry as supply chains will have to disappear or transform;

- gone are the days when the big fish ate the little one. The fast fish will dominate in the post-crisis world, while the slow one will die, - says Klaus Schwab;

- economic growth will not be driven by capital and natural resources, but by human Physical imagination and innovation (Figure 1).

According to the economist, despite the difficulties that a new round of technological progress will entail, its overall impact will be positive. At the same time, the advent of robots Klaus Schwab suggests not to be afraid, because the automation of labor will allow more people to get high-paying jobs (for this, however, they will have to acquire new skills in order not to be left behind). In general, in order to compete in the economy of the 21st century, the authorities, business and society will need to constantly adapt to new conditions, predicts Klaus Schwab. Governments will need not so much to manage the consequences as to anticipate change and, by guessing, create the conditions for innovation in the private sector. These changes are inevitable, the columnist concludes, but ultimately they will allow us to improve our strategies. The choice of light industry enterprises as an object for assessing the effectiveness of the socio-psychological factor when introducing QMS for the production of products in demand, including for children with pathological disabilities, is due to the fact that these enterprises are characterized by the presence of highly qualified workers and specialists. Thus, the Policy of goals and objectives of the QMS will be implemented much more professionally and at lower costs due to three main aspects:

- involvement of employees;
- process approach;
- systems approach.

In addition, the personnel of light industry enterprises are more efficiently able to implement the goals and objectives of the QMS also because control activities are more professionally provided for the implementation of the following situations:

- belief;
- execution of delegated powers;
- creation of conditions for increasing productive work and effective use of the business qualities of employees.

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Потребительские роли россиян (2014 г.)



Figure 1. Consumer roles of Russians

The attention of researchers is justified in solving the problem of combining state and market mechanisms for managing competitiveness because it becomes a strategic resource for the economy of these regions. Today, and even more so tomorrow, in the world economy the place of price competitiveness will be taken by the competitiveness of quality levels, which has greatly increased its importance in connection with Russia's accession to the WTO and the need to use ISO 9000 series. competitive strategy in global markets is a long-term trend. The task of increasing competitiveness is especially urgent for those enterprises that, due to external factors (increased competition due to globalization, the global financial crisis) and internal (ineffective management), have lost their competitive positions in the domestic and foreign markets.

Ways to solve this problem based on their use of innovative technological solutions, development of an assortment policy taking into account the peculiarities of these regions, reducing the cost of manufacturing products due to effective technological solutions with more frequent changes in the assortment while maintaining minimal costs for rearrangement of the technological process and the formation of a pricing policy that creates competitive advantages in markets

with unstable demand and taking into account the demand for light industry products.

As a result, the Russian market began to fill with products brought from abroad, which, with rare exceptions, do not even have a quality certificate and now even children are forced to wear shoes that do not provide them with the elimination of their pathological abnormalities.

• Thus, the restoration of the volume of production of light industry products is a rather urgent task facing manufacturers, and is of great social and economic importance for the population of these regions.

Specific reduced costs - an indicator of the comparative economic efficiency of capital investments, used when choosing the best option for solving technological problems.

When comparing possible options for solving any technical problem, rationalization proposals, technical improvements, various ways to improve product quality, the best option, all other things being equal, is the option that requires a minimum of the reduced costs.

The given costs are the sum of current costs taken into account in the cost of production and one-time capital investments, the comparability of which

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with current costs is achieved by multiplying them by the standard coefficient of the efficiency of capital investments. An analysis of this software was carried out in the manufacture of the entire assortment of light industry products, which confirmed the effectiveness of the software product for evaluating the proposed innovative technological process using universal and multifunctional equipment in their manufacture within the territory of socio-economic development. Today, and even more so tomorrow, the implementation of one of the defining principles of production efficiency is important - the manufacturer produces exactly what the consumer needs in an assortment that creates the basis for meeting demand.

Both political leaders and the government have recently been talking about the need for a competent industrial policy. A world-renowned quality specialist E. Deming, who at one time was a scientific advisor to the Japanese government and led Japan out of the economic crisis, writes in his book "Overcoming the Crisis": "... managing paper money, not a long-term production strategy - the way into the abyss ". Whether the state needs to pursue industrial policy, one can quote the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." You can't say more precisely.

What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, decrease in inflation, budget surplus and other financial and economic achievements. And what, is this the end result of public administration, and not the quantity and quality of goods and services sold in the domestic and foreign markets and the population's ability to pay to purchase these goods and services? And, ultimately, not the quality of life of the country's population?

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

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

The problems of improving the quality, competitiveness of materials and products at the present stage of development of the Russian economy are becoming increasingly important. As the experience of advanced countries that at one time emerged from similar crises (the United States in the 30s, Japan, Germany in the post-war period, and later South Korea and some other countries) shows, in all cases, the basis of industrial policy and the rise economy, a strategy was put in place to improve the quality, competitiveness of products, which would be able to conquer both domestic and foreign sales markets. All the other components of the reform - economic, financial-credit, administrative - were subordinated to this main goal.

Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management. Manufacturing must improve, which does not mean becoming more costly. It was absolutely right that attention was drawn to one phenomenon that usually escapes in the troubled bustle - the historicity of the economy. The economy has not always been the way it is perceived now and will never remain. Economic life changes in time, which forces one to tune in to its changing being. 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? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes the social sphere to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-production partnership - the manager and the manufacturer will become members of one team. Mass production will give way to organization, appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It demanded a new look at the fundamental concepts. And therefore the philosophy of quality must also change. We must be ready for the coming events.

The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions

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"direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "on the mind" or "implied." From the relationship in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production.

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

Thus, solving the problem of increasing the efficiency of the economy, and ultimately the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation and quality should become priority tasks.

Main part

The nature of the new competition in the modern world economy, caused by the processes of globalization, sets high demands on manufacturers to increase the competitiveness of goods and enterprises. Increasing the competitiveness of enterprises and industries is one of the most important areas of real economic growth, both in Russia and in the regions of the Southern Federal District and the North Caucasus Federal District, which is reflected in the program document, namely, in the strategy for the development of Russian industry for the period up to 2025.

In this regard, the problem of the competitiveness of domestic footwear requires the development of conceptual foundations of theoretical, methodological and practical recommendations, adequate to the forthcoming changes in the organizational and economic mechanism of the functioning of the entire industrial complex of the country.

In modern conditions of market relations, a competitive environment and direct interaction of Russian and foreign manufacturers, solving the problem of combining state and market mechanisms for managing competitiveness is becoming a strategic resource for the economy of the regions of the Southern Federal District and the North Caucasus Federal District. In the world economy, the place of price competitiveness was taken by the competitiveness of quality levels, which will increase its relevance with Russia's entry into the WTO. The increase in the quality factor of the results of the production of light industry products in the strategy of competition in world markets is a long-term trend.

In Russia, as in most Russian regional entities, there are all the necessary conditions for the development of production in the national interests. If something is not enough somewhere, then this is not the basis for a recession and recession.

In the mid-2010s, the country found itself in an economic situation similar to the late 1920s - early 1930s. Then the question arose: to be or not to be a new social order, desired by the people (for the "chosen ones" always adapt to any situation). The answer was not hidden in the maze, and L.M. Kaganovich did not need Ariadne's thread to reach a secret source in search of the key to solving the problem. He needed the blessing of the leader. JV Stalin agreed that "cadres decide everything." Let us clarify from ourselves - "professionally trained and politically responsible for the result." The explanation is important because the democratic transformations in Russia miraculously removed, first of all, professional responsibility for obvious defects in politics.

Politics has always been understood by everyone as activities in the interests of the state. Political responsibility in a democratically organized society is the highest expression of professionalism. Failure to fulfill political promises and statements - indicates either an inability to engage in politics, or the use of political governance for private interests. 85 years ago, what was obvious to the mind and was so in practice. In vain, speaking about the cruelty of I.V. Stalin, they forget that every mistake in politics affects the position of the people, and not politicians, managers, consultants, advisers.

In the interests of restructuring the economy on the path of increasing the share of added capital in commodity production - in fact, of modern industrialization, it is necessary to start not with economic or scientific and technical actions - with a political renaissance. Of course, the new time requires other tools, different from the measures of the second half of the 1930s, but the essence must be invariant. Political effectiveness is the highest criterion for professionalism. It is better to interpret this conclusion by contradiction. The actual reality fell short of the announced changes - the resignation of managers, followed by a public characterization, depending on the specific conditions and the size of the inconsistency.

In Soviet times, the party slang was widespread - "put in a responsible position"! No one really knew what and how to do it, but everyone knew, if not done, it would be bad. In our country, for some reason, the responsibility was shifted to the market. The responsibility for the implementation of specific political directions, losing its personified form, ceases to be a responsibility. Our Duma is not responsible for anything. The government is accountable to the President and the Duma. The President alone bears personal responsibility to the people. Hence the only worthy rating of the public opinion poll. Undoubtedly,

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the President was helped by his patriotic policy - consistent and active. But it seems that the main factor, albeit not obvious, of the popularity of the President, in contrast to all those endowed with power, is his practical capacity,

Unfortunately, while the knots tied by economic incapacity and impunity will be unleashed by the President, and those responsible for solving the problems facing society will continue to play for time under the guise of uncertainty in the interpretation of modernization, our general task is to "get out of dependence on raw materials" - 55% of tax revenues, will not be resolved.

Personification of responsibility does not mean finding someone who is responsible for everything. Personification implies the delegation of responsibility for obtaining the desired result. Here it is essential to realize that the "team" is not a company of like-minded people, colleagues, partners; "Team" is a chain of responsible persons, conditioned by the specifics of the object and the problems to be solved for its modernization. Responsibility for the result should not be smeared in the depths of the team. Responsibility even for the team result always has a personal expression, which our top managers do not want to admit to the point of emphasis. It is precisely this desire - to "push" everything to the specifics of the object of management, unpredictability of demand, volatility of the currency, incomprehensibility of changes in tariffs, etc., that can explain the pressure "from above", with the help of which they prove to us that management is a professional direction,

An interesting fact, however, not from the history of "light" industry. DI. At the beginning of the 20th century, Mendeleev was tasked by the Government to figure out the secret of gunpowder modernization in Germany. Without direct access to German technology, the chemical scientist requested monitoring of the movement of freight trains in the places where gunpowder is produced, tracking the beginning and end of the routes. On the basis of the information received, he deciphered the German recipe and developed recommendations for the Russian Government. If a pure economist, a modern top manager were in his place, the result would be completely different. He would be stuck in the statistical and financial calculations of expenses and income, leaving the political and scientific and technical components. The most serious methodological error is to reduce economic policy to economic analysis.

Economic science arose and developed in the context of politics, like political economy. Today, economists in politics are guided not by political economy, but by economics in politics. Instead of investing in the development of production, they hide money in foreign banks, reduce funding for education and self-education, increase the number of the poor, do not index pensions, refuse to help farmers, etc.

"Manilov" nineties were replaced by "buns" of the tenths. For a particular enterprise (better than an association, a group of enterprises), the prospects for promoting marketable products to the market are associated with the development of resources for understanding quality in the coordinates of production - looking for a quality compromise, and educating its consumer.

It is easier for European and North American manufacturers to settle in the market with their products. The experience of communicating with the consumer has been accumulated over the course of two to three centuries, the consumer has dealt with the producers, found "his own" according to his interests and pocket; the market has balanced, adjusted to the requirements of the legislation; the state does not put pressure on the market, the manufacturer and the buyer, but where it is present, it does it toughly. Corruption, arrivals, monopoly claims are not over, but the struggle is real, not decorative, fake, which greatly facilitates market accessibility and unifies the conditions of competition.

Satisfaction with the quality of consumer goods is among the main problems of European theorists and practitioners. The problem, in schematic terms, is simple - it is necessary to qualitatively satisfy the end customer's need for a product. On closer analysis, simplicity turns out to be conditional - composite, in order to obtain the desired result, it will be necessary to build an ensemble on the market of the value of the product (1), price (2) and the consumer's purchasing power. In this sense, the market really acquires a key importance for economic development. This emphasis of the economic policy of producers can explain the concentration of interests on the consumer. It is not important to wait for the consumer, he must be actively sought and "converted".

In foreign analytical reviews, information has appeared that avant-garde marketers representing large companies producing mass-market goods propose to significantly expand the format of participation with product consumers up to the discussion of the recommended price for an economical product. The idea is quite reasonable and practically feasible at no special cost. Buyer's conferences are not realistic here, but the detailed practice of holding promotions, advertising actions with a device for displaying goods, communicating the estimated price and asking for a consumer assessment of the plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overstating the price. The agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, activating which the manufacturer makes the process profitable. A stable market position in the face of increased competition

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and volatility comes at a price. Perhaps it makes sense to rationally modernize what is called “bargaining” in a “market” such as a bazaar.

The quality of a product, in practical consciousness, is determined through its ability to meet the needs and expectations of a particular consumer. The quality of a product consists of many

useful properties. Figure 2 highlights the main quality properties of the product.

New for economic theory, the concept of “product value” is defined as “a set of quality parameters expected by the consumer for the product he needs.” From the concept of “product value”, the “Consumer Satisfaction Tree” was “grown”.

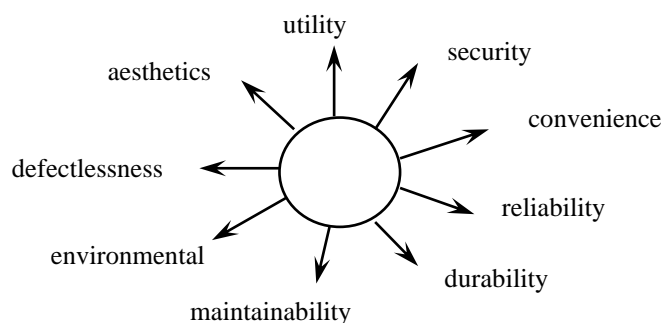


Figure 2. Basic quality properties of the product

The value of a product consists of the degree of necessity for its consumer and the level of quality (the presence of the required characteristics of the product). The buying decision is also influenced by:

- confidence of the buyer in the supplier;
- trust in the manufacturer;
- information from other consumers;
- accumulated experience of using a similar product.

The consumer makes a purchase decision by weighing the ratio of the proposed price of the product to the estimated cost. The higher the level of customer satisfaction, the more opportunities for business development, the more stable its market position. And I would also like to draw your attention to one phenomenon that usually escapes in the troubled bustle of the economy - the historicity of the economy. The economy has not always been the way we perceive it now and will not remain forever. Economic life changes in time, which forces us to tune in not its changing being. 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? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes the social sphere to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair

distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to organization, appropriate implementation of the principle - “the manufacturer produces exactly what the consumer needs. The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be ready for the coming events. To the best of their competence and interests, the authors tried to share with you, dear readers, their thoughts, entrusted you with their judgments about the past, present and future of the case to which they have dedicated their lives.

The validity of the main provisions, conclusions and recommendations formulated in this work is confirmed by the use of simulation methods and research tools that correspond to the current state of science. To achieve this goal, namely, to ensure the competitiveness of footwear produced in the regions of the two districts, the effectiveness of the use of innovative technological processes, modern technologies, mathematical models, applied software packages, theories of synergy, network cooperation, the immanent consciousness of the and competitive products

The authors set out the concept of import substitution of light industry products through the competitiveness of enterprises and through the competitiveness of products, ensuring their relevance,

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attractiveness and pretentiousness in order to create the preconditions for sustainable demand among consumers in the regions of the Southern Federal District and the North Caucasus Federal District. This is possible if manufacturers ensure the demand for products based on assortment policies while socially protecting consumers' interests, guaranteeing them a stable financial position, price niche and a policy of effective cash flow, creating enterprises to obtain stable technical and economic indicators.

Logic suggests that the task of creating in the country its own raw material base for the development of the light industry should be a priority. Technical and technological equipment, personnel training must be carried out in the context of it. Of course, all the actions presented are interrelated. The base will have to be built and improved by specialists; without modern equipment and technologies, it will not be possible to provide production with raw materials. Clusters will remain good dreams without a balanced system of building that direction in the economy, which someone mockingly called "light" industry. Hard years await the light industry, but in Russia "hard" and "successful" have always been in the same team.

The desire of researchers to draw the attention of federal, regional and municipal branches of government to revising the concept of the roadmap and strategy for the development of light industry in Russia until 2025, approved by the government, is justified. Unfortunately, it lacks the main thing - the role and importance of participation in its implementation by the authorities of all levels, without whose support both the roadmap and the strategy for the development of light industry are only intentions and nothing more. The lack of promises and responsible persons deprived them of being obligatory for these very branches of power, and without their interested participation it is simply impossible to achieve the declared results. Another weighty doubt about its performance is not to have a significant impact on the restoration of light industry enterprises in the regions and municipal formations as city-forming.

The implementation of all the proposed measures presupposes the active participation of these very branches of government, but, especially, regional and municipal ones, so that, creating new jobs in small and medium-sized cities, guarantee their population all social conditions for a decent life, ensuring their funding, including work preschool and school organizations, medical and cultural institutions, distracting young people from the street and other undesirable phenomena. And the appearance on the demand markets of products in demand with a price niche acceptable for most consumers in these regions will reduce the migration of the population from these regions precisely by financing all socially significant institutions.

Forming import substitution, regional and municipal authorities, supporting the heads of enterprises in the implementation of their tasks and filling the markets with products that are in demand, especially for children and socially vulnerable groups of the population of these regions, they - these very authorities - will directly implement their promises to voters expressed by them. and create confidence among the population of these regions in their future, which, ultimately, will provide the population of small and medium-sized cities with a decent life. The main and invariant superiority of Russia lies in its geographical position, combined with the absence of the danger of overpopulation of our space due to natural growth. We have a natural and solid margin of safety for centuries. Instead of putting pressure on the past for unreasonableness in politics and economics, we should give our ancestors what they deserve, who managed to rally Russia and the peoples around Russia. The concern is not so much the decline in production itself, the squandering of what has historically manifested its national specificity, folk traditions, as the possibility of the loss of the labor talent of the peoples of Russia; the systemic ineffectiveness of economic policy is alarming.

There is no progress without retreats, slowdowns in movement, recessions. The policy is called upon to take active, purposeful actions to help overcome the obstacles arising in development. Politicians must stay ahead of the economic movement and direct it, stimulate domestic economic factors with political levers, and clear economic paths to efficient production. Instead, politicians continue to link development plans to the price of oil, the ruble size of the European and American currencies, referring to the integration trends in the world and globalization.

The integration of transnational relations is an objective reality, but for all its objectivity, it does not deny the specifics of national economic advancement. Moreover, integration is objectively called upon to contribute to national development. Why can't we do it as it should be? This question arises from a logical comparison of the policy in the field of strengthening defense capabilities, restoring the country's international authority in the most difficult circumstances of the formation of a new world architectonics with the fact that from year to year Russians observe and fully feel on themselves in the sphere of the rest of the economy. two governments? The second one "clicks on the gas and slows down" at the same time.

The protracted recession in the Russian economy has two ways of explanation. First, the people have lost the ability to work well, squandered "human capital", second, the managers are helpless. The media assure that politicians know their business, keep events under control, take the necessary measures and promise changes for the better in the near future.

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Therefore, the reason is the poor performance of the performers and the unfavorable world situation.

How naive does one need to be in order to rely on the sincerity, disinterestedness, and sympathy of competitors when planning an economic policy? The President of the Russian Federation stated long ago that our Western partners do not want to strengthen Russia, they need an obedient Russia, such as the Baltic republics that were formerly part of the USSR. I didn't want to sadden the politicians responsible for the economy, but following Aristotle, we were forced to state: "Friends in the East are also on their minds" - in the sense of "Plato is my friend, but the truth is dearer". They will help us to the extent that they benefit themselves from such help.

It's time to understand that all economic and political alliances in the modern world space are an attempt to achieve national gain in the environment of transnational relations, i.e. you can count on partners as long as this cooperation is beneficial to them. From which the conclusion follows - it is necessary to face your economy. Only in this way, albeit with great effort, will it be possible to solve their problems. For example, there are no objective reasons that would justify the decline in production in light industry for a quarter of a century. Light industry, closely related to agriculture, is really dependent on the work of the latter. Only such interaction should be approached historically concretely, relying on scientific-dialectical analysis. There are old meteorological calculations showing that out of 10 calendar years in Russia, 5 are unfavorable for the development of agricultural production (2 + 3 and 3 + 2). In defining the "five-year plan" as a planning measure, they relied on this pattern.

The problems of agriculture and light industry are not specific, they have always been political. In the USA and Europe, farmers have a lot of our problems. The difference is that the farmer there is a national problem among the most important and basic ones. Its consideration is relevant for the existence of politicians. From how the policy contributes to the resolution, the public place of the politician is assessed. The farmer and the politician are linked by economic policy. They balance on one tightrope of economic viability.

There is nothing similar in Russia. Let us recall the history of the last ministers of agriculture. In the USSR, there was a Ministry of Light Industry, which emphasized the importance of the industry. What prevents, in the context of import substitution and declarations about the importance of developing our own production, to restore equality in industrial management. A "chintz land" without light industry is the same as native nature without birch groves or lyric poetry without the creativity of S. Yesenin.

The reformers of the 1990s were the least worried about the fate of the Fatherland and the country's industrial identity. They built their business

on the ease of maximizing profits and placed the walrus away from the land of their ancestors. Light industry has traditionally been a difficult management problem. Managers must be, above all, patriots, otherwise the light industry cannot be raised. It is also necessary to understand the national importance of "long money". Resilience of demand would compensate for the difficulties.

What is the essence of the ineffectiveness of politics in the economy of the late last century and the beginning of the new century? This is question number 1, and it is not so much about who is to blame. We are interested in the essence of the political paradigm developed by those who were "at the helm". Question number 2 - what should be changed and how, apparently, should it be done in order to raise the national industry, the production of clothing, footwear, leather goods, textiles, accessories, not least?

The answer to question number 1 is simple - no one was going to develop a paradigm of economic policy aimed at a radical transformation of the basis. It was decided to choose the method of reforming (not without outside help) from ready-made samples. It was proposed to take the Swedish experience, the Polish "shock therapy", reforms in Portugal and Argentina as a model.

Politics is not done depending on the state of the senses. Like it or not like it - the level of everyday perception of the world. It is harmful to be in the "political kitchen" with such an approach. Economic policy does not qualify as "good" or "bad", "effective" or "ineffective". It has the right to be called either "useful" or "harmful". The price of such a policy is too high, and accordingly, the responsibility is not limited to the professional form. Politics is politics. It is anti-political and unprofessional to turn politics into a source of one's own income.

Whatever the economic situation develops, it is extremely dangerous to make the meaning of economic criteria in absolute terms, to endow them with the property of universality. F. Engels sharply spoke out against attempts to reduce the teachings of Karl Marx on social development to "economic materialism", "economic determinism." The economic basis is the basis of social organization, but not the system-forming factor of its improvement.

Society is a system of human relations that take place in the dynamics of economic activity. Activity is a means of social life of people. An activity that necessitates a different kind of relationship is a way of manifestation and development of a person. Relationships are designed to provide such human development. At the end of the 20th century, only the dumb did not speak about the fact that the form of ownership should be changed, but that the relations arising from the form of ownership drag along the distribution of the produced product, or its monetary equivalent, that the exchange cannot be completely

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trusted in the market, control functions must be retained for the state, reconstructed democratically, that in a perversely bureaucratic form the state remains a generator of corruption, they tried to remain silent, understanding the delicacy of property reform.

The majority of the population has no relevance in who is the owner, not everyone wants to try on the functions of an owner - to spin, spin, fight, take risks. Distribution, on the other hand, applies to everyone, both poor and non-poor.

The most difficult component of economic reforms is the achievement of social satisfaction with the distribution of the national product. The health of society depends on this satisfaction, and not on the form of ownership. And we have come to an important conclusion - the quality of reforms is assessed not by the changes themselves, but by the ability to impart features of stability to public life.

Integration, globalization is not a panacea for development. They do not cancel the competition, in which there are more than one winner. There are more losers. Hence the relevance of the old truth, the meaning of which became clear in dialectics. Movement in any conditions becomes self-movement. The Chinese closed themselves off rationally and won. The victory was ensured by Eastern caution and skepticism about the unification. They realized before us that integration and globalization are types of "pyramids" and are conditionally useful for national development. From the outside, it might seem that the Chinese reformers have abandoned the curse mentality: "to live for you in times of change." From the inside, everything looked traditional - politicians did not betray with a sharp movement on a national scale, they were in a hurry, but with a constant linking of actions to the state economic order, reforms in the economy subordinated traditional political dominants, did not repent and did not try to please. Nobody seriously thought about any economic shocks. They took finance as the circulatory system of the economic organism into "tight government gloves", introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, did not come up with new parties - they updated the existing one, as before, paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "growing" cadres, which was based on the principle of progressive advancement depending on business efficiency and lifestyle.

In the seventy years of Soviet history, there were isolated cases when random people found themselves in the management of the economy. They could be just by chance, confirming by their exclusivity, the viability of the political cadre paradigm. Taking into account the economic disadvantages of excessive centralization in the management of the national economy, one can afford the following thesis - the socialist economy of the Soviet type was not rationally

built, but it contained a significant reserve that made it possible for new revolutionaries not to repeat the old Bolshevik methods - to help some and rob others.

Despite the odiousness of the policy of nationalization of property, the Bolsheviks in the image of revolutionaries look in a more favorable light in comparison with those who squandered national wealth in the 1990s and are extremely reluctant to change their interest in what is happening today. The result of the 1917 revolution was the industrialization and rise of light industry, folk crafts, the result of the counter-revolution was a 25-year depression of the economy, the struggle for the existence of textile, footwear, clothing production, a decline in the organization of training qualified personnel across the entire spectrum - from blue-collar to engineering. In such conditions, it is time to abandon the abstract political ideals of dem-reformers and to work out a "roadmap" for the revival of the light industry, counting on that the crisis underscores the relevance of the rationality of "brainstorming" as opposed to "economics schools" in the trend. What kind of road "map" is it, based on the historical experience of the 20th century, when all the main events took place.

1. The priority should be consistently the interests of national advancement. I would very much like to say about the development, but it is not possible to get it on a national scale now. It is necessary to "lick the wounds." Today, the most economically optimistic assessment is within the framework of achieving a stable stabilization of economic indicators. Doctors in a similar situation are encouraging: the condition is "consistently severe." Unfortunately, the economy cannot be put into an "artificial coma" that helps to overcome the crisis through a more economical use of vital forces. We are interested in the first point of the "road map" in the following way. Doctors strive to mobilize the body's vital potential, to help unleash the reserve of the will to live.

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Our economy is capable of fighting for survival, there are many smart, knowledgeable, dedicated patriots in it, however, with each lost year, their number decreases. According to the data of Doctor of Economics, Professor of the Higher School of Economics V. Inozemtsev, one of the regular authors of the AIF, about 400 thousand people leave the country every year. Naturally, not everyone is on permanent residence, some work under a contract, in search of temporary work. First of all, you need to help energetic people, light them the green light at the end of the tunnel. There is no reason to count on officials of the type that has developed over a quarter of a century, confident that it is not the sword of justice that hangs over them, but the safe of the senior bureaucrat to receive remuneration. A possible option is ONF. The President of the Russian Federation regularly and with interest communicates with his activists. Communication is productive. looking for temporary work. First of all, you need to help energetic people, light them the green light at the end of the tunnel. There is no reason to count on officials of the type that has developed over a quarter of a century, confident that it is not the sword of justice that hangs over them, but the senior bureaucrat's safe to receive remuneration. A possible option is ONF. The President of the Russian Federation regularly and with interest communicates with his activists. Communication is productive. looking for temporary work. First of all, you need to help energetic people, light them the green light at the end of the tunnel. There is no reason to count on officials of the type that has developed over a quarter of a century, confident that it is not the sword of justice that hangs over them, but the senior bureaucrat's safe to receive remuneration. A possible option is ONF. The President of the Russian Federation regularly and with interest communicates with his activists. Communication is productive.

Academician A.G. Aganbegyan testified that a year of economic downturn due to poor management takes much longer to restore the economy. It is necessary to act on the starting segment in such a way that there is enough strength to finish and there would be them left for the next stage. One should not hope for great achievements either. Miraculous transformations can be expected in private entrepreneurship. Here, chance is quite capable of manifesting itself. In the overall process, the role of chance is insignificant. Refusing to believe in luck, however, is unwise. It is believed that those who are lucky are "lucky". A successful alignment can be induced through professional activity, character, faith in a successful outcome and even in the highest justice. The faith that accompanies reason has not prevented anyone from striving to do a good deed.

All interstate unions must be considered exclusively in the national interests, otherwise you will lose. An economic agreement is an international

condition that you can really try to use for your own promotion, both at the company and industry level. However, it should be understood that if you are not able to benefit from the terms of the contract, then your competitors, who turned out to be more intelligent, will receive it. A compromise option is not excluded, when the profit is mutual and is temporarily divided in proportion to participation. The main thing to know is that an agreement in any form leaves competitors with competitors, it gives competition a civilized look, limiting arbitrary actions. Production speaks for the leaders of the PRC. In 2016, the Chinese made about 14 billion pairs of shoes - 2 pairs for each inhabitant of the Earth. Chinese leaders are therefore in meetings, when signing the protocols, they are laconic. Ours have a harder time - from them, in the absence of similar indicators, they expect assurances of friendship and mutual assistance. Good, good-neighborly, mutually beneficial relations are the only real reality of the progressive movement. Everything else is virtual reality.

2. The stake on the full support of the light industry, like most areas of investment of public funds (financial, legal, political, humanitarian), contains a risk, but within the limits of acceptable values. History has tested Russia both as an independent state and as part of the USSR for the ability to create a variety of high-quality consumer goods in sufficient quantities. Strengths of domestic light industry goods: material quality, hygiene, compliance with national ergonomic and climatic conditions, variety of assortment.

Almost all types of materials required for the light industry can be produced in Russia. The production of certain types of raw materials is limited in volume, which, in principle, is regulated by scientific and technological progress. The development of science and technology has supplemented natural materials with artificial, synthetic ones. Scientific schools have developed in the country within the framework of agricultural production and light industry, and a system of specialized vocational education has been created. Personnel were trained in schools, technical schools, universities, some educational institutions disappeared in the course of democratic reforms, but the training experience remained. It is not difficult to revive it. Industrial centers and enterprises have been preserved. Just in those places where the percentage of unemployed is high. The revival of light industry enterprises will lead to the activation of the socio-cultural environment, regional traditions, belief in the future of the population. Social optimism in people will return.

The size of the consumer market also serves in favor of the purposefulness of developing the production of goods necessary to meet the physiological needs of a person. They guarantee the production of stability in the workload of orders for the corresponding goods.

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3. The creative potential of specialists is still high. He is quite competitive. Domestic artists, fashion designers, engineers, organizers have a high international rating. Often they are more and better known abroad than in their home country. Like all creative people, they strive to diversify the development of production, taking into account the specifics of the market, they are aware of the importance of monitoring the interest and capabilities of the mass consumer. We left the state regulation of the quantity, quality, price of manufactured products, which was quickly used by people who were random for the industry. Those who, having privatized enterprises, understood this as a way to improve their personal incomes and sought to squeeze out the maximum margin, are guilty of the collapse of the industry no less than their "senior" partners, who determined the fate of the economy created by the people with the help of mediocre reforms. Oligarchs and oligarchic capitalism are also a historically developing phenomenon. It is a mistake to reject the socially positive meaning of their existence. It is one thing for oligarchs-financiers, oligarchs-media tycoons who made fortunes on speculation, mediation, wild extraction of carbon raw materials, and another is those who developed real production with a significant share of added value, i.e. thought about the future.

After the "Gaidar Economic Forum" and the Congress of Industrialists (2016), oligarch O. Deripaska spoke very politically maturely: "2016 is the last year when the state will be able to use reserves to help production, from next year we must start helping the state." There is a certainty that the opinion of one of the most active and experienced domestic oligarchs is not his exclusive view of the interaction between the state and economic entities.

To flee from Russia with a view to the future is the lot of those who are opposed to Russia, hiding in the "white fluffy fur" of the abstract democratic idea of world unity along with their greed. They are not needed in the West, their finances are in demand there - not as impressive by Western standards as in a plundered fatherland, and "anti-Putin views"

The history of Russia is rich in examples of smart, patriotic economic policy, namely of large owners who outstripped the actions of state administration bodies, endowed with professional political responsibility for the development of production. One gets the impression that those who are directly responsible for financial and production policy, having studied the historical experience, are waiting for the production itself to put forward "locomotives" to promote the existing train. G. Gref, who came out of the said sector of the government, openly at the aforementioned "Gaidar Forum" spoke about the need for an active government policy to plan to overcome the crisis in the economy, invest in real production, and control the use of state loans by banks.

Frightened by the "wrong" - not a cyclical crisis, banks do not want to risk even "short" loans in the interests of production. They "cover" speculators in the market and themselves have become ordinary speculators, putting state loans into financial circulation, leaving manufacturing enterprises without credit, or setting deadly calculation rates for them

It is somewhat easier for light industry enterprises to act in such a situation. Firstly, replacing equipment is not as costly. For example: equipping a physical laboratory with elementary modern equipment costs \$ 5 million. Secondly, you can get by with "short" money, which aligns the interests of the financier and the manufacturer. But at the same time, light industry enterprises are more dependent on the rapidly changing market conditions, therefore, you need to be able to spin quickly, be able to use centrifugal forces - to diversify production. "Diversification" is a multidisciplinary word. In dictionaries, 4 - 5 meanings are distinguished. In the context of our research, three are relevant: "Diversification of production" as the expansion of economic activity into new areas, branching of production, expansion of the range of products; kind of marketing strategy,

Diversification is currently "working" in the "most favored nation" regime, of course, with a creative approach, balanced risks and skillful monitoring. We mean the beginning of the transition in the development of mass production from the first type to the second - "lean production", which can be translated as "sparing" or "lean production".

This type of production fundamentally changes the very purpose of the production process. At the same time, the traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documents, from which the consumer must choose the most suitable for him, is replaced by the task of manufacturing exactly such a product that is needed by this consumer and exactly in the required volume and at a certain time.

The new type of organization of mass production shifts planning optimization research to the study of the uniqueness of market demand as a summary expression of individually different wishes. The market is personified depending on the large number of indicators involved, which requires increased diversification of production. The nature of the market is changing, and entrepreneurs are obliged to respond adequately and quickly to this transformation.

To change the paradigm that integrates the policy of organizing and managing production, its ongoing restructuring is not enough, but a serious modification in planning the activities of enterprises has long been necessary. And it began, perhaps so far in the minds of production workers and owners, but this is a natural introduction to practice. The study of the mosaic of market demand was complicated by the search for new sales markets. The desire to capture the

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market in 2016 is unreasonable, as well as the dream of overtaking China, we can only catch up with it in a dream. Fortunately, you can distill in different ways. The most primitive option is to do something more, the more promising is to get ahead, to squeeze into the structure of the market, where its density is not so high. Director General of the Novosibirsk enterprise "Clothes Factory" N. Treshchev is sure that that it is really possible to squeeze into the ranks of products "sewn with high quality" from rather expensive fabrics, interesting design. In the 1990s, Russia was overwhelmed with Bush's legs, and it seemed that nothing could oust them from the market. At the present time, they are not even remembered. Our poultry industry won. Why should we be afraid of the intervention of Chinese consumer goods? We need protectionist measures within the WTO, SCO, but in principle they are not the essence of the matter. The movement is productive because of its independence from external factors. Sustainable development is a consequence of self-movement. If cash conditions do not contribute to the development, it is necessary to look for reserves in the process itself, "removing" the negative effect of external circumstances.

The state is obliged to make a turning point in the decline in the prestige of professions associated with the light industry, to create an attraction for those who decided to devote themselves to this interesting business. The owners are looking for reserves to raise wages. In 2020, it did not exceed 14 thousand rubles for VAT, which is half of the average salary in the regions. The director of the group of footwear companies A. Titov sees a way out in the transition of production to automated complexes. Last year, the companies spent 350 million rubles on the purchase of Italian and Taiwanese equipment, which made it possible to attract qualified specialists, retrain the personnel backbone and raise salaries to an average of 28 thousand rubles. A. Titov associates the production development forecast with the increase in the production of footwear in the mid-price segment. In favor of A.

It should also be borne in mind that China's economic growth will inevitably lead to higher wage costs. This will emphasize the relevance of logistics calculations. As a result, the Chinese will lose their economic attractiveness, and it will be possible to compete with them in the segment that interested A. Titov. Russian industrialists also have such a trump card as their raw materials of natural origin. We hope that the promised investments in agricultural production will reach farms and fields.

The market for the light industry is also growing due to socio-cultural progress, in particular, thanks to the development of professional sports, an increase in the demand for those who choose sports as a path to a healthy lifestyle. At the end of 2015, the Sportexpress newspaper published an interview with the Chairman of the Board of the Russian Outdoor Group A.

Grebtsov. "The outdoor market serves mountaineering, tourism, extreme sports, special forces, rescue teams, polar services and troops. These are areas that require heavy-duty, frost-resistant, waterproof equipment that meets the latest world standards of safety and comfort." Grebtsov gave interesting details, in particular, he compared the technological base for the production of quality products in the Russian Federation, Europe and Asia. We are "somewhat behind", according to him, from the Asian potential, but with Europe "We can definitely compete ... in Russia there are about 30 companies that know how to sew well." After the introduction of the import ban for state orders and state defense orders, the share of materials from the member countries of the Customs Union supplied to the country's law enforcement agencies increased from 30% in 2019 to 83% in 2020. In 2021, the tendency for an increase in the share of materials produced by the KPEC countries used for the production of clothing should be about 85 - 90%. The turn of the state order towards domestic production will open up opportunities for the subcontractors of the chemical industry (raw materials for thread, accessories, membranes, insulation). Will increase the production of fabric, tailoring, which will pull the development of equipment.

A. Grebnev believes that to consolidate the achieved results it is important:

- make it clear to large retail chains the importance of purchasing and placing goods produced in Russia, of course, taking into account their proper quality;
- to place, first of all, orders for production from those "who have already got on their feet and know how to sew". They have proven their worth;
- to assist companies in obtaining European certification of materials, otherwise foreign companies will not be interested in them, and the goods produced in our country will not get to the West;
- actively support companies with collective stands at international exhibitions;
- provide such enterprises with subsidies for loans for the purchase of raw materials and supplies. The share of these loans in the total volume of lending should be from 50 to 85%;
- to exempt modern imported equipment from import duties and VAT. The equipment used in the sewing shops is 90% imported;
- introduce preferential leasing.

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As you can see, A. Grebnev's program systematizes the main and primary steps in the direction of the light industry to regain its former importance. However, Heraclitus was right in saying that you cannot enter the same river twice. The rise of the light industry should be carried out on a new technological, economic and legal basis.

4. In modern times, it is necessary to thoroughly work on the culture of consumer demand - to educate the buyer. We have repeatedly emphasized in our publications that understanding the quality of natural and artificial phenomena is not the same. The consumer product is man-made and for man. It alienates the human essence, including the socio-cultural status of the individual. Consequently, the understanding of quality should also include the subjective perception of the properties of the product through feelings and reflection. The perception of quality should not be allowed to "drift", given to the sensual element or simplified thinking. It is important to learn not only the art of modern design, to sew shoes and clothes with high quality, it is necessary to help the consumer understand all this, direct his aesthetic and hygienic ideas, make him empathize,

The wise Buddha laid down four key steps in the eightfold path: correct understanding; making the right decision; finding the right words and, finally, the right actions to implement the right decisions. The fate of the light industry now depends on what this last step will be. Its execution is the function of the Government. The political paradigm is extremely simple - we should not compete with anyone in the fight for the world market, especially with the Chinese. The Chinese rightfully want to shoe and dress the whole world. One fifth of the world's population lives in the PRC. Our task is completely different. We need to make sure that the Chinese do not put shoes or clothe us. To transfer purchasing demand to our own Russian production, to interest in goods produced in the country. We are quite capable of such a task, as the manufacturers say.

But first, it is necessary to name this team the problems themselves that are typical today, but most importantly, tomorrow, for the light industry and shown in Figure 1.

Figure 3 shows the systemic problems of the industry, the reasons for their occurrence and the result of the impact of problems on the main indicators of the light industry. The emergence of systemic problems in the industry is due to intra-industry and external industry reasons. They are associated both with the activities of the industry itself, and with ongoing institutional transformations and changes in the national economy, in the field of legislative and foreign economic policy of the country, as well as with changes in the world economy.

This is mainly due to structural imbalances in the light industry - the current inconsistency in the scale and capabilities of the industry to qualitatively meet

the growing demand for products, to stop the critical drop in the share of domestic goods in the domestic market and to prevent the emerging threat of loss of national security of the country.

The reasons for the first group of problems - the technical and technological backwardness of light industry from foreign countries are:

- low potential of the equipment installed in the industry, most of which is morally and physically obsolete. The share of equipment in the machine tool park of the industry (according to Rosstat) operated up to 5 years was only 1.2% at the beginning of 2021, 39.6% for 6-10 years, as much as 45.4% for 11-20 years and more than 20 years - 13.8%.

Worn out and obsolete equipment is not only incapable of producing a modern range of high-quality products, but also creates unsatisfactory working conditions, leading to increased industrial injuries. As a result of this factor, the specific labor intensity of production in the industry is 3 - 5 times higher than abroad;

- lack of modern technological redistribution and automated production control systems;
- lower, in comparison with the standards accepted in the world, rates of technological renewal. The equipment renewal rate at Russian enterprises is 1 - 2% per year and is carried out at the expense of credit and own funds, at foreign companies this figure is 16 - 19%, which is largely due to investment support from their states interested in the development of light industry. A low level of equipment renewal leads to a reduction in production capacity (due to a significant excess of the withdrawal of moral and physically worn-out equipment over the commissioning of new equipment).

Over the past 5 years, production capacity has decreased:

- for rough cotton fabrics by 14 percent;
- on linen fabrics by a third, and on woolen fabrics by almost 4 times;
- for knitwear - 1.8 times, hosiery - 10 percent;
- on shoes by 62 percent.

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	GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Summary: the state of fixed assets, especially their active part, does not meet modern requirements in terms of indicators characterizing the competitive and technical level of the industry's production potential;

- a significant lag behind foreign enterprises in the level of organization of production, in operational control over the technological process, in the efficiency of the marketing services of enterprises and a 2 - 2.5 times large duration of orders for the manufacture of products.

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PROBLEMS OF LIGHT INDUSTRY	CAUSES OF PROBLEMS	IMPACT RESULT
Technical and technological backwardness of the industry from foreign countries	<ul style="list-style-type: none"> ◆ Moral and physical deterioration of OPF, especially their active part. ◆ The lack of modern technological conversions at many enterprises: bleaching, dyeing, printing and finishing of fabrics, which mainly affect the consumer properties of the finished product. ◆ Low coefficient of renewal of OPF - 3 - 5% per year, against 14 - 16% in economically developed countries, whose products prevail on the Russian market. ◆ Lack of automated production process control systems. 	<ul style="list-style-type: none"> ◆ High raw material intensity, labor intensity, energy consumption of production. Low level of equipment productivity and production profitability, high share of unprofitable enterprises (30.7%). ◆ Low quality, "uninteresting" design and high production costs. ◆ The gap between the development of the world market for light industry products and the development of the Russian industry, its capabilities in increasing the growth rate of the production of goods and the volume of their circulation on the market.
Low level of innovation and investment activity	<ul style="list-style-type: none"> ◆ Insufficient for the modernization and restructuring of production, the level of investment (0.75% of the total investment in the fixed capital of the processing industries). ◆ Low utilization of production facilities (35 - 50%) and the development of advanced technologies. ◆ Violation of the harmonious development of industrial production and branch science. ◆ Decrease in budgetary financing of scientific research, low level of development of positive results and achievements of science at enterprises. 	<ul style="list-style-type: none"> ◆ Degradation of high-tech industries, a small share of innovative high-tech products on the market, including nanoproducts. ◆ The growing gap between consumer requirements for the quality of finished goods and the ability of enterprises to satisfy them. ◆ High commodity dependence on foreign countries. ◆ Formation of a negative attitude towards Russian producers in the world market.
High specific gravity shadow economy	<ul style="list-style-type: none"> ◆ Inconsistency of production, assortment and quality of products with the demand of the Russian and world markets, due to: <ul style="list-style-type: none"> ★ the lag of Russian fashion from European trends for 2 - 3 years, the excess of the competitiveness of imported products over Russian in design, quality and price; ★ high production costs (reasons - a galloping rise in prices for raw materials, services and products of natural monopolies); ★ lack of its own raw material base, new types of fibers, dyes and TVB, low quality and narrow range of raw materials. 	<ul style="list-style-type: none"> ◆ Weak competitive positions of Russian producers; ◆ The growing expansion of imported goods and counterfeit products in the Russian market, the share of which in the volume of sales of goods is about 70 - 75%. Bankruptcy of domestic enterprises. ◆ Strengthening the strategic and commodity dependence of the state on foreign countries.
Lack of a civilized consumer goods market	<ul style="list-style-type: none"> ◆ Poor development of market infrastructure, legal framework, interregional and intersectoral distribution network and commercial ties with countries of near and far abroad. 	<ul style="list-style-type: none"> ◆ Aggravation of competition in the domestic market between Russian and foreign producers. ◆ Loss of positions and market segments by domestic enterprises.
Social and staffing problem	<ul style="list-style-type: none"> ◆ Poor solution to the welfare issues of the PPP (average monthly salary in textile and clothing production 8.1 thousand rubles, in the production of leather, leather goods and footwear - 9.4 thousand rubles, against 15.9 thousand rubles on average for manufacturing industries), improving its values in life, improving the image of labor and production culture. ◆ Low opportunities of enterprises in creating the conditions necessary for attracting young highly qualified specialists and professional workers. 	<ul style="list-style-type: none"> ◆ Annual (approximately 10%) outflow of workers. ◆ Lack of highly qualified specialists (marketers, managers, managerial personnel, etc.) who are able to skillfully conduct production and business in an open market, as well as professional workers in all major technological redistributions. ◆ Low growth rates of labor productivity.

Figure 3. Problems of light industry, the reasons for their occurrence

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As a result of the impact of these reasons, high dependence of textile enterprises on the quality of raw materials, dyes and textile auxiliaries (TWS) and, as a result, high production costs due to the high cost of raw materials, dyes, TVA and accessories (a large proportion of which are imported from abroad), and high costs of energy, the prices of which are unreasonably growing at an ultra-fast pace; and weak competitiveness in the domestic and European markets of Russian goods in comparison with imported ones, both in quality, design and price, and in assortment, which is the main obstacle to the successful competition of domestic producers with foreign ones.

The second group of problems is the low level of innovation and investment activity due to the following reasons:

- the lack of investments necessary to modernize the industry and introduce breakthrough innovation and investment projects that will remove structural constraints on the development of the industry and enter the production of completely new (in terms of consumer properties) types of products that are in demand in the foreign and domestic markets. At the same time, it is important to keep in mind that if today the domestic light industry can cover the needs in the public procurement sector, then tomorrow, when the demand for products increases, its own production will not be able to satisfy the growing demand even in this segment - which is unacceptable. In this regard, the development of import substitution through an increase in the output of high-quality products is the only possible way to solve the problem of production potential, the growth of which, starting in the public sector, will move to the market as a whole;

- a decrease in the volume and effectiveness of research and development due to a decrease in the volume of budgetary funding for R&D (in 2019, at the expense of the budget, R&D was carried out by 22.7 million rubles, in 2020 - by 25.0 million rubles). To the greatest extent, this has affected fundamental and exploratory research. Many scientific developments, able to form a new technological basis for the industry to expand the production of competitive science-intensive products, not brought to completion and require continuation and deepening of development. Scientific organizations are not allocated funds for the development of their experimental base, which reduces the effectiveness of scientific developments. And this is despite the fact that the achievements of Russian scientists are not inferior and even many of them surpass the world level in the field of creating new technologies and a new competitive range of products. The importance of industrial science is evidenced by the fact that for 2016 - 2020 six scientific works were awarded the Prize of the Government of the Russian Federation in the field of science and technology.

In foreign countries traveling to the development of science and its experimental base invest 6 - 9% of the funds from the turnover of products, which allows them to consistently achieve high achievements in science, increase the technological level of production and the competitiveness of goods in accordance with the requirements of the world market.

Failure to take measures to solve problems related to the development of science and the effectiveness of scientific support of the industry will lead to the inevitability of the appearance in its work of possible risks of an economic and social nature. Deprived of the influx of new technologies, the industry will no longer be able to compete with foreign firms, which will affect the ability of Russian producers to maintain their positions in the domestic market and to conquer new segments in foreign markets. The technological backwardness of the industry in the foreseeable future may become an irreversible process, which will increase the strategic and economic danger of Russia.

The low level of development in the industry of the positive results of scientific research and innovation (less than 1 percent of enterprises) - this negatively affects technological modernization, expanding the range of products (both civil and strategic) and quality, the ability to give it new functional and consumer properties, using modern technologies, including nanotechnology.

Without taking effective measures to improve the current situation in the industry, its state can reach a critical level. The task of increasing competitiveness is especially urgent for shoe enterprises, which, due to external factors (increased competition due to globalization, the global financial crisis) and internal (ineffective management), have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensified, one of which is the union of commodity producers and the state.

There are three main options for the concept of an enterprise in a developed economy: neoclassical, agency (stock) and the concept of partnerships.

The concept of partnerships, or stakeholder theory, examines the dependence of a firm's actions on the interests of a wide variety of stakeholders, including consumers, suppliers, shareholders, managers, employees, etc. Moreover, each of the partners has certain rights to control the enterprise. therefore, the concept implies the need to make decisions taking into account their interests.

The theory of strategic management is one of the most difficult areas of management science. For a fairly short period of its existence, characterized by the rapid development of a number of concepts, it managed to turn into an independent scientific discipline with its own academic infrastructure. The most important question that theory must answer is the

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identification of the sources of long-term competitiveness of enterprises. These sources are determined by the strategy of the enterprise and, accordingly, raise the question of its nature.

Reliability and versatility are signs of the quality of knowledge. Reliability allows you to minimize risks, versatility relieves stress from the search for new solutions to the problem - "they do not seek good from good". Quality comes at a price. Fees are generally considered to be financially dependent, but this does not always look straightforward. In the history of civilization, there are two outstanding achievements at the level of revolutions that clearly did not receive an equivalent assessment, namely:

- the discovery of the price of knowledge, comparable to the price for a person of things, "knowledge is power";

- awareness of the special significance of theoretical knowledge in the form of concepts and related forms of abstract thinking - judgments, inferences. This naturally led to the need to develop a specific technology for their production - a methodology for understanding the essence of the relationship of existing phenomena. The visible part of the world is "designed" for the consumer, the invisible part for the manufacturer. Competition between manufacturers can be formalized in the form of a simple technical problem - to penetrate through the chaotic multitude of phenomena of the visible part of the world into its hidden part, to understand it, so that, upon returning, we can understand chaos as an order of coexistence and development of phenomena. Orderliness is regularity. Laws only in textbooks exist by themselves, separately. In reality, the law is stability, community and the necessity of the order of

Economics in the XX century found itself in a difficult position, which by the end of the century became critical. The theory of A. Smith and the method of K. Marx did not fit into the contours of the ideology of developed capitalism. In Europe and North America, the very idea of the historicity of capitalism was perceived as heresy. The history of capitalism has a beginning, but the presence of a beginning cannot be the basis for the conclusion about finitude. Mathematics is an exact science, it allows infinity in one direction. The dialectical interpretation of infinity is metaphysical, abstracted from real history. The salvation of economic science must be sought not in the historical, but in the formal-logical understanding of reality, that is, in mathematical calculus and statistics.

We will stop the immersion in the philosophical, or, more correctly, in the methodological foundations of science, but not because it is necessary to plunge into practical matters more quickly, but because of the importance for the successful understanding of the production of a commodity of the understanding that all production involves the reproduction, along with a commodity, of relations. Production begins with the

achievement of certain relationships and leads to the development of these relationships - between producers, producers and consumers. It is possible to understand such a complexly built production only with the involvement of scientific analysis based on conceptual thinking.

We further quote: "For sewing school clothes, fabrics made from natural fibers such as wool, linen, cotton should be used. These fabrics are the most hygienic, have high hygroscopicity and good thermoregulatory properties." According to the results of the study, out of 98 manufacturers of school trousers, only 14 (!) Products corresponded to the quality mark, were safe for health according to the requirements. Of the 30 shirts manufacturers, 28 had violations."

It is unlikely that anyone who was initiated into the state of the domestic light industry expected other results. It is not so much depressing statistics that amazes as the comments of a specialist addressed to the consumer of garment production. A specialist advises through a journalist: "If the label does not contain information about the manufacturer - its name and location, the composition of the fabric, the date of issue - this is a reason to think."

The transition to independent standardization of technical characteristics is really possible within the boundaries of objective quality parameters only if there are two conditions:

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

Of course, non-state control over production, a kind of people's control, must be added to the basic conditions. The ONF may be the center of such popular oversight, but there is a danger of its party formation. The real strength of the ONF lies precisely in the status of an organization independent of inter-party relations, directly subordinate to the President. Top management, unfortunately, has gained experience in taming those who are self-sufficient.

In the USSR in the 50s - 80s, a quality management system was formed, which was not much inferior to foreign experience. This system was constantly improved taking into account the positive and negative experience gained until the end of the 1980s. Everything began to crumble in waves born of the "new political thinking." Finally, the systemic policy regarding the organization of quality management was swept over by the democratic tsunami of the nineties. The crisis and "shock therapy" removed the urgency of the problem for the next decades. The reasons for the deactivation of interest in quality are obvious, namely:

- the achievements of the quality management policy of the Soviet period were associated with the peculiarities of the socialist type of planning, built on the principle of directiveness, in which, unlike

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indicative planning, economic incentives were directly subordinated to political goals. When the administrative-command practice of enterprise management became unnecessary, the practice of quality management went down with it;

- it is no secret that with the collapse of the USSR, the future of Russia was viewed in a completely different way - "systemically". They tried not to integrate the Russian economy into world production, but to attach it in the interests of the existing architecture. We were given the place of producers and suppliers of raw materials, mainly of natural origin. The quality of such products is not due to production. The quality of production depends on the amount of added value - the lower the costs, the greater the difference between price and cost, the higher the profit. The cost of producing a barrel of oil in Qatar and Saudi Arabia is significantly less than in the Russian Federation. Having renounced control over the market, the state has consistently freed itself from the obligation to control the production process. And this happened despite the fact that the bureaucratic apparatus and the costs of its maintenance increased by an order of magnitude. The very concept of "quality management" was downgraded to the level of "quality control", after which each manufacturer could manage the quality himself. After all, quality was simplified to technical regulation;

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

The market is an integral part of society. The order in the market reflects the state of society, and the manufacturer is guided by the state of the market. For him, the barometer is not national interest, but market opportunities. The market is the driving force behind production. If market culture truly outpaced production culture, objections to the consumerist approach to production would be reduced to a minimum. In fact, the culture of the market in Russia was laid not by manufacturers, and even less so by consumers with their skinny wallet. Our market has been dominated by intermediaries and speculators from the very beginning. Legislation is also built under them, allowing a lot of different interpretations of actions and the same number of opportunities to avoid criminal liability. Quality management in such a situation has become a manipulation of quality in the interests of the market owners.

The manufacturer is currently not interested in producing a high-quality product, the costs are high, the cost of goods will increase, the real price will be significantly increased by the intermediary and the seller. As a result, the market for such a product "will not digest" and the manufacturer will be stricken with the fatal disease No. 1 according to E. Deming. On a limited - obviously scanty scale for Russia, quality things are guaranteed to be done, manufactured, but this practice has nothing to do with the situation in production, it is exclusive.

Attempts by the executive branch in the zero years to activate interest in TQM were again local and temporary. In Soviet times, the commands from above looked logical and forced to reckon with them. The reality that changed from socialist to capitalist reacted to these initiatives sluggishly, without any enthusiasm, one might say purely educational, but not practically. Not surprisingly, faulty rockets, unable to ascend into space, were added to the unstuck shoe soles.

To the above causal factors, let us add an old illness that Russian management inherited from the socialist period. "The creation of a quality system in Russia runs into one more problem, typical for our country, write B.S. Aleshin et al. It consists in the fact that instructions are written for someone, and not for a specific employee. Therefore, it is common practice to simply violate instructions. This is fundamentally unacceptable in enterprises using a quality management system. " Not trusting top management to solve this problem, B.S. Aleshin seeks support at the corporate level - "... when preparing and creating a quality system in Russia, it is useful to expand the scope of the problem and consider creating a system of corporate standards that supports the quality system."

B.S. Aleshin is a well-known expert in the field of management, held the highest positions in the Russian Government and knows the matter from the inside. He should be familiar with the history of the problem of training managers, rooted in Soviet times. A.G. tried to solve it. Aganbegyan when he was the director of the Institute in the system of the USSR SOAN. He did it very seriously, initiating the creation of the Board of Directors of the largest enterprises in Siberia. Outwardly, the question looked simple: an economist-manager (then the overseas "manager" was not used) is a "free artist", or his professional training must be built as a superstructure over a production-oriented foundation, i.e. first professionally oriented education, only then economic education. There was a formal solution to the problem in departmental universities,

Discussion with A.G. Aganbegyan ended as expected - the majority considered it expedient to associate economic training with production specifics. This is the only way to give it the necessary level of concreteness. The reforms of the 1990s canceled the

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developed scheme, brought the training of managers in our country in accordance with the procedure established by them, whose economy was determined as a benchmark. The logic of economic policy was not hidden, on the contrary, it was extolled. Absolutization in science is not permissible as a brake on scientific creativity. Nevertheless, recognizing the need for a transitional stage, the economists who came to power took as teachers those who, from the history books, knew what to do during the transition. At the expense of "one or two" they wanted to find themselves in a post-industrial economy, bypassing a developed industrial one. For all the defects of socialist industrialization, it became an objective historical fact in two five-year plans, and in five "five-year plans" they did not even manage to carry out reindustrialization. As a result, they returned to the previous logic of development. The military-industrial complex and Ros Kosmos have made the locomotives of industrial progress, hoping that they will pull the development of the rest of the industry along with them. But, not being confident in the ability of the others to cope with the new tasks, because they do not fulfill the old ones either, the authorities called on the military-industrial complex to expand the production of an assortment of mass consumer consumption in order to meet the household needs of the population. hoping that they will pull the development of the rest of the industry with them. But, not being confident in the ability of the others to cope with the new tasks, because they do not fulfill the old ones either, the authorities called on the military-industrial complex to expand the production of an assortment of mass consumer consumption in order to meet the household needs of the population. hoping that they will pull the development of the rest of the industry with them. But, not being confident in the ability of the others to cope with the new tasks, because they do not fulfill the old ones either, the authorities called on the military-industrial complex to expand the production of an assortment of mass consumer consumption in order to meet the household needs of the population.

Experts consider one of the basic rules of quality management to return to the starting position if the process has not started. Therefore, the restoration of the previous model of economic growth should be included in the assets of the authorities. To this I would also apply the principle of consistency in the implementation of the socialist imperative of the unity of theory and practice. The Soviet vippers from the Politburo did not develop a solution. They agreed and accepted them. Draft solutions were prepared by professionals, consultants, "subcontractors" and "initiators"; they had scientists from the USSR Academy of Sciences and the most successful production managers. A random person in the industrial departments of the regional party committees, the Central Committee of the CPSU, could only get into Stirlitz. Party and people's control

was established. Naturally not perfect, but effective. Decomposition started when, with the arrival of M. Gorbachev's henchmen declared themselves scientists, experienced production workers, and prophets, having lost their critical ability. Dialectics in management gave way to the desire to find an existing example, which gave rise to the degeneration of dialectical thinking, built on the basis of the historical concreteness of true knowledge, into the primitive eclecticism of E. Gaidar and Co.

On the natural desire of A. Aganbegyan and his associates to combine scientific knowledge of economics with common sense and practically verified experience, liberal abstract fantasy was washed away.

The criterion for the level of subject-oriented knowledge is the quality of management of the corresponding area of subject reality.

The paradox of economic management lies in the specifics of the movement of social production. To manage competently, you need theoretical, therefore, general scientific knowledge produced by economic science, but you almost always have to manage a separate enterprise that closes the economic chain. In this sense, economic management is already an art, it is akin to medicine, the principle of which is also outwardly simple: we define the disease, but treat the patient, therefore the algorithms are good in the process of theoretical training of the doctor, but they are limitedly applicable in the treatment of the patient. Something close to economic management and fashion. Haute couture determines the style, color preference, the specific shape of the product, the nature of its combination with decoration and accessories, the type of material. As for a single product, then its specificity is approved by the customer, based on the constitution and financial capabilities. They usually think that fashion enslaves, do not agree. Fashion provides just enough freedom of action in the given parameters. She experiences the cultural development of the consumer's personality. The manager of the enterprise also has freedom, including in determining the attitude towards product quality. The dream of a manager to obtain quality by reducing costs is an understandable dream, because otherwise it will be necessary to raise the selling price, which is wrong from the point of view of the theory of quality management. The authoritative Japanese specialist in management I. Ishikawa has repeatedly said that it is immoral to talk about an increase in prices while improving the quality of products, since an increase in quality is associated with stabilization of production, a decrease in defectiveness, costs, and, consequently, with a decrease in cost and price. According to I. Ishikawa, it is justified to judge the price increase only when the consumer receives a product of a new technical level.

In the conditions of poor organization of the transition period to a modern high-tech economy,

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aggravated by a global recession and the Western policy of sanctions against Russia, it is hardly realistic to count on the professional responsibility of a particular manufacturer for the quality of products. Morality was born before commodity production, but then economic development put morality under its control, consolidating the new correlation ideologically. Moral development only in novels is controlled by the inner forces of the characters. In economics, morality exists like a precious stone in the grip of a ring. Why ISO standards emphasize three points of application of forces - the responsibility of the leader, cost reduction and personnel policy? There are three "golden truths" of quality policy in quality management:

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

The rules apply when there is no reason not to abide by them - every violation is dearer to yourself. In our country, under the conditions of selective control over the rules, rare producers follow the rules, act much more according to concepts, that is, under the guise of imperfect rules and agreements with officials. And here we can formulate the essence of the political moment, as the leaders liked to say not very long ago. So what do we have?

First, it is no coincidence that economic theory was disconnected from politics, political economy was neutralized in economic science. To God - what is divine, to Caesar - what is Caesar's. Gaidar and the oligarchs really liked American economic liberalism, and they reflected it in a specific way. They took the freedom of enterprise with a bang, and they forgot to tell the people about the American draconian measures for violating the rules of economic activity. It was not profitable. They began to remember only after everything was divided, and the question arose about the redistribution of the products of privatization.

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

Economic managers have become lawmakers in the development of production. A lot of economic advisers and consultants came to Russia in the 1990s, and almost the main financial speculator Soros

became more active. The question is, why was all this necessary and who benefits from it? The answer is not so difficult - these changes provided a cover for the transition from a policy of managing production quality to a policy of manipulating quality. Quality parameters began to be determined by economic managers, naturally, proceeding from managerial interests. K. Marx indicatively called the attempt of the economist Proudhon to understand the philosophical foundations of poverty "poverty of philosophy." Liberal economists have stepped on the same "economic" rake as their French predecessor. The result was the same. Removing subject specificity, economists - managers - restored the scholastic philosophy of the "realists". Instead of moving towards the concreteness of true knowledge, they absolutized the abstraction of general ideas. Economic science is called upon to reconstruct an objective, objectively defined reality, and not to be a producer of knowledge that is convenient for calculating. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, apparently, it is in such a status of science that there is a special interest, otherwise how to explain the departure from the objectification of the criteria of scientific assessments. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, apparently, it is in such a status of science that there is a special interest, otherwise how to explain the departure from the objectification of the criteria of scientific assessments. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, apparently, it is in such a status of science that there is a special interest, otherwise how to explain the departure from the objectification of the criteria of scientific assessments.

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

- "Quality" is a system of defining properties of a phenomenon;
- the definition of "quality" always implies quantity in one of its manifestations - wholeness, intensity;
- reflecting the objective diversity of the world, quality reproduces in itself the objectivity of the difference between phenomena, it is structured.

"Quality management" is a concept of political economy, it allows for variability in design, but within the objectivity of quality characteristics. Manipulation of quality is a definition of quality attributes, free from actual characteristics, on a general - theoretical and particular - practical scale. In economic theory, until the 1950s, there was no specific procedure for estimating quality costs. Dominated by the "traditional approach to determining the" optimal "cost of quality." 100% compliance of the product

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with the TU was considered unattainable, therefore the price of quality was laid in the after-purchase perspective. It was believed that the consumer's cost of operating the product is inversely proportional to the quality of the product. They decrease with the quality of the goods, tending to zero. The concept of "optimal quality level" has appeared. It corresponded to the minimum cost of quality for the supplier and the consumer. Total costs were defined as the sum of the costs of the producer and the consumer.

The new economic reality took shape in the 1970s under the direct influence of the scientific and technological revolution. The technical complexity of the product has increased, the warranty period has increased. The changes that have taken place have forced to abandon the simplified model for determining the cost of quality. The concept of the cost of quality was born, based on the reduction through more rational financing of the cost of quality and a decrease in the total cost of manufacturing a product. They tried to make the economy economical. The emphasis in quality management has shifted towards solving general problems of production development, its standardization. G. Taguchi generally called its cost a measure of quality and gave the following calculations: one wash of a shirt costs 250 yen, usually a shirt is washed 80 times during its service. The laundry costs are 20,000 yen. If they can sew a shirt crumpled and fouled at half the rate, the consumer is saved up to 10,000 yen. Suppose a new shirt will cost the manufacturer 1,000 yen more and sales increase by 2,000 yen, then the manufacturer will receive 1,000 yen in income, and the consumer will gain 8,000 yen. The community will have a savings of 9,000 yen plus a reduction in environmental costs, as there will be less waste from laundry. We are not against quality manipulation. Within certain limits, this is a forced measure, testifying to the limitations of cognitive and other capabilities. Theory should not be conservative, but quality manipulation is a tactical level of management as opposed to the strategic value and relevance of quality management. Manipulation is one of the management tools, and it must remain private,

The second thing to keep in mind when looking at the perspective of private quality self-control. Private initiative is conditioned by the general political and economic situation. Socialism could have been built in a single country; it was impossible to ensure the competitiveness of socialism at this historical time. Capitalism is still strong. The same situation awaits private producers. He will release a quality product. Will it be able to work steadily in an environment that is not ripe for such a practice.

It is not enough to be able to produce a quality product. It should be in demand by a mass buyer, and this alignment is already a socio-economic policy. Everyone always wants to have quality products. Only - this is an abstract desire. It exists as a dream, a fairy

tale. Only as abstract wishes acquire the status of concreteness of real possibilities, favorable conditions will develop for the priority of "good taste", and the buyer will look for a quality product, and not look enviously at the basket of a rich but obvious minority. In addition, the relationship between the manufacturer and the buyer has its own Higgs fields. In nature, passing through them, the particles are endowed with mass and are transformed from energy particles into "material" particles. In the market of goods, the product passes through the fields of sellers of various ranks and acquires an unrealistic price, which is advertised as real, corresponding to the quality. Until the domestic market is brought to a normal market state, which will have to wait for a very long time, there will be no interest in the production of quality goods. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc.

Of course, there is a certain niche in our market, which is used by the most respectable part of the middle class. The niche is insignificant due to the lean social stratum and its instability in the face of volatile economic development. Nevertheless, this sector exists, and for its requests manufacturers of quality products, for example, sausages for 1,500 rubles per kilogram, shoes for 5 thousand or more, suits from 15 thousand, also exist.

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But what does this market exclusive have to do with the characteristics of our economy as a whole? Unless, it serves as an exception to the rules that only they are confirmed. The problem of the status of a manufacturer of quality goods - on a national scale and the potential of individual, relatively prosperous stratoes, refers to it as the fate of passengers fleeing in a boat after what a storm did to their large ship.

We did not say everything about our market, but we highlighted the main thing. We have power in the market with intermediaries and speculators, who often appear in one person. It is with them that corrupt officials are associated. Therefore, the proportions shown on the right side of the diagram look different in our market. Especially in terms of the cost of products sold. This is a klondike part for everyone on the market and a headache for real workers. No one has yet given up their advantages just like that. Without the regulation of the market, no good intentions will find a quality road to the buyer, because it is known where such a road leads.

The main reasons for the absence of a civilized consumer goods market are:

- poor development of market infrastructure, interregional and interbranch distribution networks and commercial ties with countries of near and far abroad;
- imperfection of legislation in the field of production, export and import of Russian products. Given the complex and multifaceted nature of the problems of this group, cardinal measures are needed to solve them, including state support, as is done in foreign countries. So, for example, the recognition by the governments of China, Turkey and some other countries of light industry as a strategic industry allowed them to quite quickly turn outdated production into modern ones and contribute to the powerful development of raw materials, chemical and machine-building complexes in these countries.

In Russia, in recent years, the state has taken some steps to normalize the situation in the light industry. The government of the Russian Federation has provided a number of preferences to enterprises in the industry. For the third year already, technological equipment has been imported into the country with zero import duties and without VAT. There is a mechanism for subsidizing interest rates on loans for the purchase of raw materials and materials. Since 2014, this mechanism has been extended to loans received for technical re-equipment. Support and incentives are provided for exporters of industrial products by reimbursing from the federal budget part of the costs of paying interest on loans received for the production of export products. Although not large, funds are allocated from the federal budget for R&D in the interests of light industry.

Efficiency of preferences: each ruble invested in the industry in the form of subsidies on loans provides

additional revenues to the budgets of all levels and state extra-budgetary funds from 6 to 7 rubles, and for individual enterprises - from 20 to 30 rubles.

Operational and preventive measures "Counterfeit" were carried out to curb the illegal turnover of light industry goods. In particular, in 2020, as a result, more than 700 crimes were revealed, for which material damage in the initiated criminal cases amounted to more than 2.7 billion rubles. In the course of the investigation of criminal cases, property worth more than 73 million rubles was seized, property, money, valuables were seized and the damage caused in the amount of more than 57.6 million rubles was voluntarily repaid.

To reduce counterfeit products, the Russian government has provided for the introduction of identification of fur products or the so-called chipping from January 1, 2021, in order to protect the consumer from poor quality and inappropriate value of fur products from June 1, 2022, the same promotion will be introduced for shoes. In the future, a regulatory framework is being developed for garments, and government officials, together with manufacturers, hope that the measures introduced will significantly reduce counterfeit products and allow consumers to buy high-quality products.

The process of marking all footwear imported and produced in the territory of the Russian Federation, launched by analogy with the marking of fur products, causes a reaction in most shoe manufacturers, if not rejection, then at least fear. The conference briefing of representatives of the expert group at the Ministry of Industry and Trade of the Russian Federation, dedicated to the new law on labeling, held in September 2017 as part of the business program of the Mosshoes exhibition, gathered so many listeners that the hall could not accommodate everyone. Of course, all participants in the preparation of the project - both the national footwear union, and the department for the development of domestic trade, light industry and legalization of product turnover of the Ministry of Industry and Trade of the Russian Federation, and even the largest market players tried to allay market fears.

Using the created labeling system, you can see the structure of the industry online, as well as track cases of understating customs value, tax evasion schemes and violations of the order of goods turnover. On the example of the fur industry, where the marking was introduced in 2020: more than 9000 participants are registered (2500 business entities); retail sales increased by more than 51.7 billion rubles. (908 thousand pieces); legal entry (production / import) of fur products into circulation increased by 57% (the number of goods in legal circulation increased 5 times); 3.9 million items were marked (forecast - 2.5

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million items); more than 20% of the project participants legalized their business.

It is possible to change the current situation and revive the light industry, and this was confirmed by the experts - respondents, showing unanimity, on the main criteria for assessing the competitiveness of light industry enterprises, the list of which, approved at the end of the meeting, is given below:

1. To the Government of the Russian Federation:

a) provide, when forming the draft federal budget for 2021 and for the planning period of 2022 and 2025, the provision of state support to light industry enterprises annually in volumes not lower than the level of 2020.

b) provide, within the framework of the State Program for the Development of Agriculture and Regulation of the Markets of Agricultural Products, Raw Materials and Foods for 2016 - 2025, the formation of a subprogram aimed at providing light industry with high-quality agricultural raw materials, as well as the implementation of antiepidemiological measures in order to eliminate hypodermosis in cattle.

c) consider the issue of establishing at the federal level privileges on property tax of organizations in respect of movable property in order to stimulate the modernization of production and ensure the introduction of appropriate amendments 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 providing state support to agricultural producers engaged in the production of these products, and ensure the introduction of appropriate amendments 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 traceability of the turnover of light industry goods;

g) consider the feasibility of introducing a recycling fee for footwear;

h) jointly with the Russian Export Center joint-stock company, submit proposals for promoting 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. 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 for action.

In many constituent entities of the Russian Federation, there is a wider list of benefits, including taxes on property, land and others. At the same time, the existing preferences and the industry's problems

solved to one degree or another at the federal and regional levels are still insufficient to eliminate the influence of negative factors on the development of the industry and turn it into a competitive and self-developing sector of the country's economy, and domestic producers to strengthen their positions on the domestic market and compete on an equal footing in the world market not only with the EU countries and the USA, but also with manufacturers from China, Turkey, India and a number of other countries. Hence, the key task is the accelerated qualitative modernization of the industry and its supporting infrastructures using cluster approaches,

Social and personnel problems are caused by the state of the qualitative component of the personnel potential, which at many enterprises is in the zone of critical values, and for some it is already behind them.

The deteriorating situation in the professional and qualification training of workers, low wages and prestige of work lead to an annual reduction in the number of mainly young and promising workers aged up to 30-40 years. Only over the decades (from 1990 to 2008) the number decreased by 3 times, and over the next nine years -2.8 times, which led to a drop in production volumes. At the same time, the measures taken for anti-crisis management of unprofitable enterprises on the part of government bodies and management could not affect the course of development of structural imbalances in the industry.

Failure to resolve the problems of this group will significantly affect the industry's ability to raise its economy and increase the production of competitive products in the volumes necessary to ensure the national security of the country. In addition, all of the above problems are exacerbated by the impact of the global financial crisis. In a crisis, light industry, like no one else, begins to feel its effects on itself. Even those enterprises that in recent years have achieved positive results in innovative development, paying considerable attention to the modernization of production, are already forced and will be forced to reduce production volumes and abandon long-term investments in the coming years. This is due to the difficulties encountered, associated with the attraction of bank loans (the share of borrowed funds in working capital in recent years has reached 40 percent), on the one hand, an increase in the volume of official imports, counterfeit and contraband products, a fall in demand and a slowdown in the sale of many types of goods, a reduction in workers and specialists - on the other sides. At some enterprises, delays in the payment of wages began to arise from 2 weeks to 1.5 months, temporary work interruptions began and, according to experts, by the end of 2017, the number of employees may be reduced by 10-15%. This is especially true of three federal districts - Central FD, Volga FD, Southern FD, which are the most significant in social terms. The capital structure of the industry, being concentrated in these districts, makes

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their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences resulting from the shutdown of production. The share of Russian goods on the domestic market will decrease even more and may be less than 20% in 2022.

The situation can be changed only by developing and implementing anti-crisis measures aimed at enhancing innovation, increasing production efficiency at a new technical and technological level and creating favorable conditions that ensure a stable growth in the output of competitive goods over the years.

It is gratifying that the meeting held on August 24, 2017 in Ryazan "On measures for the development of light industry" with the participation of government officials, heads of trade enterprises and scientists with the personal participation of the President of the Russian Federation V.V. Putin forced them - the participants - to give the president answers to uncomfortable questions about the reasons for the unsatisfactory state of light industry and about the failure to fulfill the tasks that were formulated in 2018 in Vologda at a similar meeting and with practically the same participants. I would like to believe that the municipal, regional and federal branches of government will decrease the syndrome of deafness and the desire to boycott the fulfillment of their own proposed tasks, since the president will certainly check and ask about the reasons for their failure. In any case, such confidence appeared among the majority of the participants in this meeting, because the president at the Eastern Economic Forum, which took place on September 8-9, 2017 in Vladivostok at a closed meeting in a harsh manner, demanded that those responsible for disrupting similar events in the Far East, which provoked the dismissal and dismissal of those officials who most of all did not fulfill the tasks assigned to them. This confidence in our country is due to the fact that the position of light industry is extremely bad and can lead to a catastrophe, not only economic, but also social. All experts objectively expressed their opinion on the questionnaires with factors offered by them in order to answer the main question in the heading - "To be or not to be light industry?" Another thing is that their vision on this issue can be subjective and, of course, has the right to be. But the researcher himself must make a decision on the obtained results of a priori ranking, guided by the opinion of other scientists-researchers about identical problems, comparing them with the obtained ones and deciding on the legality of including them in the object of research. Such a solution requires the competence not only of the responding experts themselves, but also a deep knowledge of the problems by the researchers themselves.

It is encouraging that all the responding experts are unanimous in assessing the role of the assortment

policy and the need to use effective innovative technological solutions in order to guarantee manufacturers the manufacture of such products that would be in demand by consumers in the regions of the Southern Federal District and the North Caucasus Federal District and would provide them with effective technical and economic indicators of results their activities, and products - its demand not only in the domestic, but most importantly, in foreign markets. The fact was again confirmed that there is every reason to trust the results of a priori ranking, and the software developed by the authors for assessing the competence of survey participants has a long life. Such use of software is especially justified when assessing the competence of responding experts, invited by customs committees for their work in customs commissions. Heads of customs receive an objective assessment of each expert-respondent based on the results of their participation in the work of customs commissions, since in this case the expert cannot but agree with the obtained objective assessment of his competence, and the customs committees receive a methodology for their ranking, giving preference to the most qualified and objective experts in order to ensure that only high quality products enter the domestic markets, and guarantee the safety of the consumer.

I would like to warn the customs committees about the haste to make decisions about the competence of experts, if they do not have an objective characteristic obtained from highly qualified specialists. All this presupposes a correct attitude not only to one's duties, but also to invited specialists, creating a confidential atmosphere and an interest in obtaining positive results of examination. If we sum up the effectiveness of the software for assessing the competence of the respondents participating in the survey, then the researcher has a tool for selecting those respondents whose opinion has a high degree of confidence, confirmed by the value of the coefficient of concordance (W), which tends to one. Thus, summing up the effectiveness of a priori ranking and the software developed by the authors,

Roadmap for the implementation of the light industry development strategy until 2025

Within the framework of the Strategy implementation plan, cross-cutting measures are provided for during the entire period of its validity:

- support for the creation and development of Russian brands of clothing and footwear;
- fight against illegal and illegal circulation of light industry goods;
- export promotion in competitive segments of light industry;
- preservation of leather raw materials for own production of leather and footwear;
- formation of the personnel potential of the industry;

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- stimulating research and development and technology transfer;
 - information and marketing support for the development of the industry;
 - monitoring the effectiveness of the implementation of the strategy and adjusting the plan
- in addition, a number of strategic initiatives will be implemented in stages:

Stage 1. The main activities are being implemented in the period 2016 - 2019:

- preparation for the implementation of the strategy;
- stimulating the development of the production of synthetic textiles (synthetic fabrics);
- stimulating the growth of consumption of technical textiles;
- creation of an eco-system of enterprises for the production of technical textiles and nonwovens within clusters / industrial parks;
- stimulating demand for special and protective clothing and footwear;
- creation of preferential conditions for contract clothing and footwear production;
- reorientation of garment production towards competitive products with favorable access to materials and a low proportion of manual labor;
- support for the creation of industrial infrastructure within the shoe industry cluster;
- ensuring favorable access for manufacturers to functional components of clothing and footwear;
- stimulating the production of automotive leather and increasing the degree of localization of auto components.

Stage 2. The main activities are being implemented in the period 2020 - 2023:

- formation of demand for chemical fibers;
- support of projects for the localization of the production of chemical fibers;
- stimulation of the processing of leather waste and the introduction of new technologies to improve

the environmental safety of production.

Stage 3. Monitoring results and implementing cross-cutting initiatives in the period 2024 - 2025

A detailed plan for the implementation of the Strategy with an indication of the list of activities, expected results, timing and responsible persons is presented in Table 1.

If customer satisfaction is formed at the expense of the manufacturer's level, i.e. its test level is formed by the price availability of the product, which is offered by the assortment range, of course, by quality, and at the expense of the consumer's level, i.e. its test level assumes the presence of a culture of customer service, the attractiveness of the product, customer satisfaction, and, of course, the solvency of the consumers themselves, then the respondents who took part in the survey believe that consumer satisfaction will be ensured with the reliability of the product, its affordability, and the availability of the opportunity for buyers make purchases, i.e. their solvency. Natural product quality, variety of assortment range, attractiveness by design decision, i.e. correspond to fashion, products should have a sufficiently long warranty period, and, interestingly, all respondents are unanimous that manufacturers should fight for respectful attitude of buyers towards them, to win their trust and desire to make a purchase of the products of these enterprises, i.e. the brand and image are always in demand, which together solves the main task - provides consumers with domestic products within the framework of import substitution.

The criteria for assessing the competitiveness of a light industry enterprise using the software developed by the authors made it possible for the first time to formalize the role of experts - respondents on the basis of their competence to the problem under consideration. The need for such an approach is due to the desire to have an objective assessment of competence, taking into account not only the opinion of the invited party of expert respondents to participate in the survey, but also with the help of an assessment

Table 1. Russian light industry development strategy for the period up to 2025

Strategy name:	Light industry development strategy Russia for the period up to 2025
Name, date and number of the normative act on the preparation of the Strategy	Instruction of the President of the Russian Federation dated July 3, 2008 No. Pr-1369 and instruction of the Government of the Russian Federation dated July 15, 2008 No. VP-P9-4244. and taking into account the new instructions of the President of the Russian Federation following the results of the meeting "On measures for the development of light industry in the Russian Federation", held on August 24, 2017 in Ryazan
Strategy name:	Light industry development strategy Russia for the period up to 2025
Strategy Developer	Ministry of Industry and Trade Russian Federation

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Systemic socio-economic problems solved by the Strategy	<p>Technical and technological backwardness of light industry from foreign countries, expressed in high energy intensity, raw materials and labor intensity of production.</p> <p>The low level of innovation and investment activity in the industry, expressed in the weak competitiveness of domestic goods, in a low share of innovative products.</p> <p>The high proportion of the shadow economy, which has become the reason for the strengthening of the strategic and commodity dependence of the state on foreign countries.</p> <p>Lack of a civilized consumer goods market, expressed in the intensification of competition in the domestic market between Russian and foreign producers.</p> <p>Social and personnel problem, manifested in the annual (approximately 10%) outflow of workers</p>
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Objectives and tasks Strategies	<p>Goals: intensification of innovative development and technological breakthroughs in the textile and light industry of Russia, ensuring effective correspondence of production volumes, quality and range of products to the aggregate demand of the Russian and world markets, increasing the national importance of the industry and its image in the world community.</p> <p>Main goals:</p> <ul style="list-style-type: none"> - increasing the competitive level of the material and technical base on the basis of technical re-equipment and modernization of production, the introduction of breakthrough technologies and the creation of new high-performance industries that provide a solution to the problems of technological and commodity dependence of the industry on foreign countries; - increasing competitiveness and increasing the volume of production of high technology products; - strengthening the fight against shadow production and unauthorized imports in order to increase the share of Russian goods in the domestic market by 2020 to at least 50%, and increase the economic and strategic security of the state. - ensuring by 2020 the growth of exports of products by 4.2 times, the volume of which may exceed 3.5 billion US dollars, the involvement of light industry organizations in the international division of labor; - development of effective mechanisms to stimulate investment and innovation activity, increase the efficiency of R&D and the development of science-intensive industries; - creation of a basis for deepening the processes of cooperation, integration and development of inter-territorial and inter-sectoral organization of interaction between subjects of science, industry and small business; - the formation of a civilized consumer market and market infrastructure, the development of an interregional and intersectoral distribution network, commercial relations with countries of near and far abroad; - development of a system for the reproduction of labor resources, training and retraining of workers, managers and administrative personnel capable of skillfully conducting production and business in an open market.
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Target indicators and indicators	Indicators	2016	2020	2023	2025
	1. Growth rates of marketable products in% to the previous period	107.4	111.3	111.7	109.6
	in% to 2008	107.4	136.6	193.9	314.8
	2. Number of newly developed technologies, incl. world class	5	eight	15	24
	3. Number of patents certifying novelty of technological solutions	7	13	twenty	37
	4. The share of innovative products in the total output,%	eight	16	29	46

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	5. The share of domestic products in the volume of sales of light industry goods in the domestic market,%				
	19.8	24.2	33.4	50.5	
	6. Share of shadow turnover,%				
	41.6	31.0	21.6	ten	
<i>* Data on the innovative scenario of the industry development</i>					
Strategy name:	Light industry development strategy Russia for the period up to 2025				
Measures to ensure the implementation of the strategy	<p>Increasing the competitive advantages of light industry, demand and consumer preferences, technical regulation.</p> <p>Technical re-equipment and modernization of production, institutional transformations.</p> <p>Development of innovative activity in light industry.</p> <p>Protection of the domestic market and the Russian manufacturer from illegal shadow circulation of goods, the formation of a civilized market for consumer goods, the creation of fair conditions for competition between Russian and imported products.</p> <p>Improving the system of providing light industry with raw materials.</p> <p>Development of labor resources, retention of existing personnel, attraction of young specialists and workers.</p> <p>Legislative aspects related to improving customs and tariff regulation, credit, financial and tax policy; institutional transformations, regulatory legal acts necessary for the development of inter-territorial and inter-sectoral cooperation</p>				
Timing and main stages of implementation	First step: (201 - 2019)	Realization of the competitive advantages that the light industry possesses, as well as of quickly implemented innovative projects created on the basis of the existing scientific and technical groundwork. At this stage, it is planned to continue the validity of the adopted regulatory legal acts and economic measures, flexible application of customs and tariff policy. At the same time, institutional conditions and technological groundwork will be created, ensuring at the next stage a systematic transfer of the industry economy to the mode of innovative development.			
	Second phase: (2020 - 2022)	The transition of the industry economy to a new technological base based on the development of low-waste and waste-free technological processes, improving the organization of production and management. During this period, a large-scale implementation of pilot and mega-projects related to the inflow of foreign and state investments will be carried out, including through the development of public-private partnerships. It is planned to create competitive production systems, develop sustainable cooperation ties, inter-territorial and inter-sectoral cooperation			

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	Stage three: (2023 - 2025)	The phase of the industry reaching the given dynamics of investment and innovation activity, achieving the goals and economic indicators of the Strategy. The foundations will be created to reduce the gap in the industry in technological development from foreign countries, to increase its contribution to GDP by at least 2.0 times by 2020, to increase the national importance and image of the industry in the world community.
Amounts and sources of funding	Costs for the implementation of the Strategy, total	145.63 RUB bln
	including:	
	- own funds	65.22 billion rubles
	- involved funds	62.91 billion rubles
	- federal budget funds	10.96 billion rubles
	- funds of the subjects of the federation	6.54 billion rubles

Distribution of funds	Subsidies, total,	8.92 billion rubles
	incl. to reimburse interest rates on attracted loans for:	
	purchase of raw materials	4.44 billion rubles
	technical re-equipment	3.52 billion rubles
	incentives for exporters of goods	0.96 billion rubles
	funds for the implementation of pilot investment projects	44.32 billion rubles
	funds for technical re-equipment	89.05 billion rubles
Strategy name:	funds for the implementation of VIP projects	RUB 1.58 billion
	R&D costs	1.75 billion rubles
Light industry development strategy Russia for the period up to 2025		

Expected results	<ul style="list-style-type: none"> * creation of a high-tech sector of the Russian economy and innovative foundations for increasing the rates of economic growth of light industry, increasing its share in the total volume of industrial production to 2.5% in 2025; * an annual increase in the productivity of the machine tool park of equipment by at least 15%, output per employee by an average of 18%, an increase in the number of profitable organizations - by 10%; * growth in the production of competitive high-tech products in volumes that best meet the needs of various strata and categories of the population, departmental structures and business entities; * reducing the technological backwardness and commodity dependence of the domestic industry on advanced countries, increasing the national security of the state; * an increase in the share of Russian goods (clothing, knitwear and footwear) in the domestic market by 2025 to 50.5%, the share of innovative products in the total volume to 46%; * Growth in exports of competitive science-intensive products by 4.0 times, involvement of light industry organizations in the international division of labor, expanding opportunities for equal international cooperation in the field of high technologies; * increasing the degree of reliability of protecting the population from the influence of negative factors (man-made and natural accidents and disasters, rapidly spreading infections and bioterrorism, possible terrorist attacks, industrial injuries, harmful emissions into the environment) * improving the ecology of the environment; * provision of receipts (taxes from profit, VAT) to the budgets of all levels for the period 2014 - 2025 in the amount of 523.4 billion rubles. (which will be 3.6 times higher than the cost of implementing the Strategy);
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	<p>* the profitability index of product sales in 2025 will be 8.3% in the textile and clothing industry, the production of leather, leather goods and footwear - 13.5% versus 4.7% and 8% in 2014, respectively, by production, the payback period of financial costs for the implementation of the Strategy (return period) from all sources - 1.86 years;</p> <p>* reproduction of labor resources, raising the level of vocational education, preservation and creation of new, including innovative jobs in the light industry and in related industries of about 1 million people;</p> <p>* an increase in the average monthly wage by 2025 against the level of 2014 by 3.6 times, an improvement in working conditions and production culture;</p> <p>* creation of a civilized market for consumer goods, equal competitive conditions in the domestic market for products manufactured in Russia and imported products, discipline in foreign trade (at customs) and with illegal production within the country (counterfeit).</p> <p>* improving the image of light industry in the foreign economic activity of Russia and on world markets</p>
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The results of a survey of experts on assessing the competitiveness of an enterprise and the competitiveness of a light industry product (table 2), although they received the value of the concordance coefficient (W) in the range of 0.4 - 0.6, but excluding heretics, that is, those respondents whose opinions do not coincide with those of most other experts, we found a pleasant fact that the opinion of those respondents whose authority is beyond doubt, and those whom the program classified as heretics, have an unambiguous or close opinion that the factors characterizing their influence on the competitiveness of an enterprise and the competitiveness of a product are identical, and they can be used in further studies to assess this very competitiveness of enterprises, assuming that he is able to manufacture import-substituting products for consumers in the regions of the Southern Federal District and the North Caucasus Federal District. Wherein, manufacturers have all the grounds for these criteria, namely: the ratio of the quality of the product and the costs of its production and marketing; sales growth rates; costs of innovation; labor productivity; the level of partnerships with interested participants in the production of import-substituting products; costs per ruble of products sold, and the main criterion; the competitiveness of the goods weighted average for the assortment of goods should be considered in demand.

But at the same time, all the responding experts were unanimous that the company's competitiveness will be more stable over time if the company's share in the demand market is stable. In any case, it will not decrease in time if the return on investment is guaranteed and, of course, a stable profitability of the

total assets of the light industry, engaged in the production of import-substituting products, is ensured. The opinion of all experts is justified that the competitiveness of an enterprise is also influenced by a stable trade turnover on the basis of direct contractual relations with the sellers of the products of these same enterprises.

We agree with them on the role of highly qualified personnel, which, of course, although it was reflected in the questionnaire in the form of one criterion - the staff turnover rate - did not, unfortunately, cause the experts to worry about the liquidation of lyceums and colleges, on the basis of which they trained highly qualified workers and middle managers - foremen, technicians, mechanics, technologists, engaged in servicing not only an innovative technological process, but also innovative equipment. The training of engineering and technical personnel was practically stopped, all this was motivated by the lack of their demand, although the managers of the enterprises themselves are at a loss. There is also a downside to this situation, namely, that the leaders have withdrawn from the training of these highly qualified specialists through targeted training in colleges and universities, not wanting to bear the costs of this very training, forgetting the Russian proverb: "A miser pays twice." It is also disappointing that the majority of enterprise managers believe that everything will be resolved by itself, but if a shoemaker, a seamstress-minder, a furrier can be trained in the workplace, then a leading engineer - a manager and a production organizer for filled technological processes with an effective innovative solution, can be trained, unlikely.

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Table 2. Results of a survey of respondents on the influence of factors on the competitiveness of an enterprise and the competitiveness of a product

Factors	Characteristics of survey participants							
	Opinion of survey participants with heretics				The opinion of the survey participants is without heretics, i.e. whose opinion does not coincide with the majority of survey participants			
	Students	Specialists	All survey participants	Consensus opinion of respondents	Students	Specialists	All survey participants	Consensus opinion of respondents
1	1	1	1	1	3	1	3	3
2	2	4	2	2	1	6	1	1
3	4	6	4	4	4	11	4	4
4	3	3	3	3	2	7	2	2
5	6	23	7	6	10	16	10	10
6	7	8	6	7	12	3	12	12
7	9	13	9	9	6	26	6	6
8	12	22	14	8	11	8	11	11
9	5	15	5	5	7	27	7	7
10	13	16	19	16	5	13	5	5
11	16	17	18	17	8	18	8	8
12	26	28	27	10	13	28	13	13
13	10	11	11	11	16	9	16	16
14	20	27	25	27	15	23	15	15
15	8	26	13	13	17	20	17	17
16	31	21	31	31	21	19	21	21
17	11	15	12	12	18	2	18	18
18	13	5	8	14	19	4	19	19
19	21	31	26	15	20	31	20	20
20	15	20	20	18	22	29	22	23
21	14	18	16	20	24	10	24	24
22	29	24	28	28	26	22	26	25
23	27	29	30	21	25	21	25	26
24	19	25	22	19	23	25	23	22
25	23	10	21	23	27	5	27	27
26	18	14	15	24	14	17	14	14
27	24	9	17	25	28	24	28	28
28	25	19	24	26	29	30	29	29
29	30	12	29	29	30	15	30	30
30	28	7	23	30	31	12	31	31
31	22	2	10	22	9	14	9	9

The most significant factors were identified by the respondents:

X1 - The ratio of the quality of the product and the costs of its production and marketing

X2 - Labor productivity

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- X4 - Costs per 1 ruble of products sold
- X3 - Coefficient of advancing labor productivity in relation to the growth of wages
- X9 - Profit per unit of goods sold
- X5 - Weighted average for the product range of competitiveness of the goods
- X6 - Number of assortment groups at the enterprise
- X8 - Degree of satisfaction for each product group
- X7 - The share of the assortment group in the total production volume
- X13 - Break-even unit of sold products
- X17 - Assessment of the level of partnerships with stakeholders of the enterprise

Significant factors identified by experts:

- X10 - Conditionally variable costs per unit of products sold
- X11 - Conditionally fixed costs per unit of products sold
- X12 - Weight of the total price per unit of products sold
- X15 - Sales growth rate
- X18 - The share of the enterprise in the market
- X19 - Return on investment
- X20 - Return on Total Assets
- X21 - Cost of innovation
- X24 - Material return

The respondents named the following factors as insignificant:

- X14 - The margin of financial strength from the volume of products sold
- X16 - Exceeding the permissible level of stocks of finished goods
- X22 - Equity ratio
- X23 - Production capacity utilization factor
- X25 - The share of certified products in accordance with international standards of the ISO series
- X26 - Reducing the level of material consumption
- X27 - Share of innovative products
- X28 - Trade turnover allowing direct links
- X29 - Coefficient of uniform supply of goods to sales markets
- X30 - Depreciation of fixed assets
- X31 - Personnel turnover rate

There is not a single enterprise that does not have an external environment and is not in a state of constant interaction with it. Any enterprise needs regular receipt of initial products from the external environment to ensure its life. Moreover, each enterprise must give something to the external environment as compensation for its existence. As soon as connections with the external environment are broken, the enterprise dies. Recently, due to the intensification and complication of competition, as well as a sharp acceleration of the processes of change in the environment, enterprises are increasingly forced to pay attention to the issues of interaction with the environment, to increasingly develop the ability to adapt to changes in the external environment. Management plays a key role in the development and implementation of the policy of interaction between the enterprise and the environment, especially its top level. The issues of long-term strategy of interaction of the enterprise with the environment are becoming the cornerstone of the construction of all management processes. The management no longer deals only with the internal issues of the enterprise. Equally, and perhaps to a greater extent, his gaze is directed outside the enterprise. Management is trying to build effective interaction between the enterprise and the environment, not only by influencing the processes

occurring in the enterprise, but also by impacting the environment. Strategic management that solves these problems is highlighted in the complex of enterprise management processes. The external environment of the enterprise, the state of interaction with which is determined mainly by the quality of its management, can be represented in the form of two spheres. The issues of long-term strategy of interaction of the enterprise with the environment are becoming the cornerstone of the construction of all management processes. The management no longer deals only with the internal issues of the enterprise. Equally, and perhaps to a greater extent, his gaze is directed outside the enterprise. Management is trying to build effective interaction between the enterprise and the environment, not only by influencing the processes occurring in the enterprise, but also by impacting the environment. Strategic management that solves these problems is highlighted in the complex of enterprise management processes. The external environment of the enterprise, the state of interaction with which is determined mainly by the quality of its management, can be represented in the form of two spheres. The issues of long-term strategy of interaction of the enterprise with the environment are becoming the cornerstone of the construction of all management processes. The management no longer deals only with

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The first area 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 enterprises.

The second area is the so-called direct business environment of the enterprise. This environment is formed by such environmental subjects that are directly connected or directly affect the activities of this particular enterprise. 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 environmental management processes.

The direct business environment of the enterprise is created by buyers, 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 of an enterprise with the environment, management is faced with 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 company'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 company to organically fit into the environment.

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

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

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

- conservative, inflexible structure;
- clearly defined, standardized and sustainable objectives;
- resistance to change;
- power comes from hierarchical levels in the organization and from 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 the management.

Organic management is characterized by:

- flexible structure;
- dynamic, not rigidly defined tasks;
- willingness to change;
- power is based on knowledge and experience;

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- 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 can 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 can be given to the mechanical type of control.

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

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, people, tasks, technologies and structures.

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 that "a person thinks because he does what he does." And, although thought itself is not subject to time, its materialization is carried out in time and space and, most importantly, requires the expenditure of energy. In other words, the development of thought is really possible only with the experience of its implementation.

The practice of management is as old as the enterprise. Clay tablets dating from the third millennium BC contain information about commercial transactions and the 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 part of work that must be performed in a predetermined manner within a predetermined time frame. Tasks are assigned to the position, not the employee.

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

Managerial thought constantly turns 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, 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 characteristic to focus on one of them (one-dimensional doctrines), subsequently the coverage of the number of studied factors increased (multidimensional, synthetic doctrines). To date, these two groups of the most important approaches are sufficiently developed and represent a jointly systemically defined science of management.

"One-dimensional" doctrine of management.

The most notable teachings of this group include: scientific management, behavioral teachings, and organizational theories.

The founder and main originator of scientific management ideas is Frederick Taylor. Starting as a worker, he went through all levels of the hierarchy to the chief engineer in a steel company. Taylor was an engineer, so it was completely natural for him (within the paradigm of his time) to see human control as machine control. Based on a mechanistic understanding of the essence of the work 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 starting point for him was the study of the problem. At the same time, he believed that workers are lazy by nature and can work well, at best, with economic incentives. Therefore, managers must think, and workers must work.

The basic principles of Taylor's 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 in those jobs and tasks where they, realizing their abilities, can give the greatest return;
- pay based on labor results (the greater the specific result, the higher the pay);
- the use of functional administrators who exercise regulatory control in specialized areas;
- maintaining friendly relations between workers and managers, in order to implement scientific management.

Without weakening attention to the scientific organization of labor, in the 20-30s of the last century, they drew attention 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 the working groups in the process of joint activities - with signs of collectivism. The shift of the center of gravity in management from tasks to a person gave rise to the

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development of various behavioral theories of management.

Thus, 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 Follett believed that a manager should abandon formal interactions with workers, be a leader recognized by workers, and not relying on official authority. Her interpretation of management as "the art of achieving results through the actions of others" prioritized 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's teaching, a person has a complex structure of hierarchically arranged needs, and management in accordance with this should be carried out on the basis of identifying the needs of the worker and using appropriate methods of motivation.

The 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 basically two diametrically opposed views of workers.

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

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

For enterprises of the "Y" type, the following prerequisites are characteristic:

- the expression of physical and emotional efforts at work is as natural for a person as when playing or relaxing. External control and the threat of punishment are not the only means of motivating a person to act. A person in his activity is guided by a certain set of values, assimilated in the process of upbringing, 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 associated with satisfying the 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, McGregor emphasized that many people have a willingness to use their experience, knowledge and imagination in solving the problems of the enterprise. However, the modern industrial society makes little use of the intellectual potential of an ordinary person.

While Taylor focused on how best to accomplish tasks by exploring operations and functions while caring about the success of the enterprise, Mayo and behaviorists were looking for answers to the same questions, referring to the nature of relationships in a team, to the motives of human activity, then Fayol tried to approach to solve the problem from the position of improving the management activity itself.

Henri Fayol has spent almost his entire adult life in a French company for the processing of coal and iron ore. He believed, based on personal experience, that with the right organization of his work, every manager can achieve success.

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 activities (manufacturing);
- commercial activities (purchase. Sales and exchange);
- financial activity (search and optimal use of capital);
- security activities (protection of corporate property);
- accounting (analysis, accounting, statistics);
- management (planning, organizational function, management, coordination and control).

Separating management into an independent activity and endowing it with five specific functions (planning, organization, management, coordination and control), Fayolle developed fourteen principles of management, which he himself followed in his practice and on which, he believed, the success of management depends:

- Division of labor (improves qualifications and the level of work performance).
- Power (the right to give commands and be responsible for the results).
- Discipline (a clear and clear understanding between workers and managers, based on respect for the rules and agreements existing in the enterprise, is mainly the result of leadership capabilities).
- Unity of management (orders from only one manager and accountability to only one manager).
- 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 through

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personal example and tough but fair management so that the interests of individuals, groups and divisions 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 efficiency).
- 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).
- Interaction chains (clear construction of command chains from management to subordinates).
- Order (everyone should know their place in the enterprise).
- Equality (workers should be treated fairly and kindly).
- Staff stability (cadres must be in a stable situation).
- Initiative (managers should encourage subordinates to come up with ideas).
- Corporate spirit (a spirit of unity and joint action should be created, a brigade form of work should be developed).

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

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

Weber believed that a 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 ensure these qualities should be as follows:

- division of labor based on functional specialization;
- a well-defined hierarchical system of power distribution;
- a system of rules and regulations defining the rights and obligations of employees;
- a system of rules and procedures for behavior in specific situations;
- lack of personality in interpersonal relationships;
- admission to the company based on the competence and needs of the company;
- promotion based on the competence and broad knowledge of enterprises that come with seniority;
- Lifetime Employment Strategy;

- a clear career system that provides upward advancement for qualified workers;
- management of administrative activities consists in the development and establishment of detailed written instructions in enterprises.

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

Undoubtedly, Peter Drucker should be considered one of the most prominent theorists of our time in the field of systems view of management. The center of P. Drucker's ideas about management is a systematized teaching about management as a professional activity and about a 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 the most famous theoretical positions put forward by Drucker is his concept of management by goals. P. Drucker's idea that management should begin with the development of goals and then proceed to the formation of functions, a system of interaction and a process, radically turned the logic of management.

Situational theories occupy a prominent place among the "synthetic" doctrines of management. Situational theories provide guidance on how to handle specific situations. In this case, a step-by-step algorithm for solving problems is recommended.

At first, it is necessary to carefully analyze a specific situation, highlighting what requirements the situation imposes on the enterprise and what is typical for the situation.

Secondly, an appropriate management approach should be chosen.

Thirdly, management must create 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 should make appropriate changes to adapt to the situation.

One of the most popular systemic 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 a meringue of seven interrelated components, changing each of which necessarily requires a corresponding change in the other six. These key ingredients are as follows:

- strategy - plans and directions of action, defining the allocation of resources, fixing the

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circumstances for the implementation of certain actions in time to achieve the set 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 in the enterprise;
- state - key groups of personnel existing at the enterprise and characterized by age, sex, education, etc.;
- style - the way in which managers manage the enterprise, including the organizational culture;
- qualification - the distinctive capabilities of key people in the enterprise;
- shared values - the meaning and content of the main activities that the company communicates to its members.

In 1981, the American Ulyam Ouchi, based on the Japanese management experience, put forward the theory "Z", as if supplementing and developing the ideas of McGrigor and leveling the provisions of situational theories. The starting point of Ouchi's concept is the provision that a person is the basis of any enterprise and the success of the enterprise depends on him first of all. Based on this, Ouchi formulated the main provisions and rules of effective people management.

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

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

This brief overview of the teachings on 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 requests of practice, while putting forward a kind of guidelines that are very useful for practitioners, so guided by a four-step model of achieving success, namely:

1. Decide what you want (formulate and set a goal for yourself).
 2. Do something.
 3. See what happens.
 4. If necessary, change the approach until you achieve what you want.
- Setting the right goals means being able to "correctly formulate the result", namely: realism, attainability, accuracy, timeliness, and

commensurability.

- The basic principles of the formation and selection of their goals:

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

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

- Thinking in the affirmative is the principle of correctly formulating the result.

• Many people tend to focus on trying to avoid the unwanted instead of thinking about what they want and getting what they want. They develop an "aggressive-defensive", "denying" character instead of a "affirming" one. In the end, the "denying person" experiences the scenario that he would like to avoid, because it is he who is strategically fixed and implemented. You might call this "avoidance" system prudence, realism, prudence, and so on. It manifests itself most effectively when achieving internal goals, but when it comes to the perceived goals "...? ..", it often leads to incomprehensible at first glance blunders. Therefore, the first principle of a correctly formulated result reads: "I express my goal in affirmative terms." By changing your thoughts, you begin to behave differently and achieve different results.

- What interests our thoughts the most (consciously or unconsciously) is usually reflected in behavior and becomes a reality.

• What you see, hear and feel in your imagination gives you an idea of real events in the future.

- Manage what you can manage and don't worry about the rest.

• Everything around us that was created by man originally appeared in someone's mind.

- Reaching a goal means reaching your goal.
- Evaluate the total set of changes associated with the achievement of the intended result.

• Man is not his behavior. People create their own experiences.

- The meaning of communication is in the reaction of the interlocutor.

- Experiences have their own structure.
- We see not with our eyes, but with our brain.
- Behind every action - good intentions.
- By consciously changing submodalities, you

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change your experiences.

- Mind and body are complementary to the same system.
- Everyone chooses the best of what is available to him.
- Everyone acts in their own way flawlessly.
- There are no failures, there is only experience.
- Resistance is a reaction to forced communication and a likely sign of unsuccessful joining.
- Learning is life. We cannot help but learn.
- There is no problem that does not have a solution.
- If something is within the power of one, it is within the power of everyone.
- The choice is better than no choice.
- Changes can be instant.
- The system is run by whoever is most flexible.
- Everyone has everything they need to bring about change and achieve success.
- Nobody can help but react.
- Whoever you think you are, you are actually something more.
- I am responsible for my thoughts - and therefore for the results I achieve.
- The content of any event depends on the framework in which we perceive it.

• Perhaps we began to understand that if we want to change something, then we must start the change with ourselves. And in order to change ourselves effectively, we must first of all change our perception. The principles of NLP involve taking into account all four dimensions. This means that we must develop them regularly and consistently in the most sensible and balanced way. Spending time on self-renewal requires initiative on our part.

• *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 determines what to do and why. Skill determines how to do it. 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 personality self-development is proactivity. By proactivity we must understand it, comprehending it as a fact that by initiating what is happening, subordinating our feelings to our values, we are responsible for our actions (and, above all, in front of ourselves). The behavior of a proactive person is a product of his own choice; he does not look for the "guilty" for his actions and for their results. In this case, he asks himself, and looks for the answer in himself. Stephen R. Covey believes As we master the first three skills, we will more and more acquire independence from external factors and more and more open up the possibilities of consolidating

personal victory, trying in a new way to interact with the world of our own kind around us, realizing objective interdependence. To do this, we need three more skills: "Think in the spirit of won / won" (4), "First strive to understand, and then be understood" (5), Achieve synergy" (6). Cooperation and trust are both the result and the condition for consolidating these skills, which are important in communication and collective activity. "Think in the spirit of won / won" (4), "First strive to understand, and then be understood" (5), Achieve synergy" (6). Cooperation and trust are both the result and the condition for consolidating these skills, which are important in communication and collective activity. "Think in the spirit of won / won" (4), "First strive to understand, and then be understood" (5), Achieve synergy" (6). Cooperation and trust are both the result and the condition for consolidating these skills, which are important in communication and collective activity.

Skill 7 (7) Stephen R. Covey called Sharpen the Saw. He did not ambiguously believe that we can count on success, on efficiency only when we make constant efforts in the formation of all these skills, working on comprehensive self-development.

Finally it must be admitted that, working on your update alone, it is doubtful to be successful, even with all three ingredients to develop the necessary skills. Man is a social being. In reality, upbringing is carried out only through an act. There are three people involved in upbringing: - in addition to the educated person, there should also be - an educator (do as I do) and a connoisseur (what they teach and how it turns out). In self-education - where to get two more missing ones? There is only one way out - to find an image that would be a teacher, to find an image that would be a connoisseur. We did not make a reservation, and you were not mistaken - namely the IMAGE or IMAGES. For this, literary heroes, friends, girlfriends, dads, mothers, grandmothers, grandfathers ... with your rich imagination can come up. Despite the fundamental differences between the above concepts, they, nevertheless, have something in common at their core,

These concepts allow us to conclude that there is no canonized teaching that explains what lies at the heart of a person's motivation and how motivation is determined. Each of the theories outlined has a certain fundamental difference. So, for example, in Maslow's concept, needs are arranged hierarchically, and the ascent along them is from the bottom up. Alderfer's theory also has a certain hierarchy. However, this theory, as one of the most important provisions, has the assertion that the movement along the hierarchy can be carried out both from the bottom up and back from top to bottom if the need of the upper level is not satisfied. McClelland introduced in relation to the needs he considered the idea of their acquisition: and development under the influence of learning and life experience. At the same time, he takes into account

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the relationship of individual groups of needs, moving away from considering the isolated influence of individual groups of needs on human behavior. In Herzberg's theory, needs are divided into two large groups: motivating and "health". Thus, it is indicated that not all needs constantly have a motivating effect on a person, but only those of them that lead to the development of a state of satisfaction.

As you can see, each of the theories has something special, distinctive, which gave it the opportunity to gain wide recognition from 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, which makes it possible 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 one to draw 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 various theories quite definitely correspond to each other (Table 3).

Table 3. Characteristics of human motivation and action, formulated in their concepts by Maslow, Alderfer, McClelland and Herzberg

Theories	Needs groups				
Theory Maslow	The need for self-expression	The need for recognition and self-affirmation	The need for belonging and involvement	The need for security	Physiological needs
Theory Alderfer	Need for growth		Communication need		The need for existence
Theory McClelland	The need to achieve		Need to rule		Need for complicity
Theory Herzberg	Motivating factors			Health factors	

So, for example, the need for achievement in McClelland's theory is consonant with the need for self-expression in Maslow's pyramid, the need for growth in Alderfer's theory - a group of needs that are part of the set of motivating factors, Herzberg's theory. The same correspondence can be established for other groups of needs. Table 3 shows a certain conditional correspondence of groups of needs for motivating a person to action, identified in these four concepts.

Leadership theory is the earliest approach to the study and explanation of leadership. The first researchers tried to identify the qualities that distinguish the "great people" in history from the masses. Researchers believed that leaders had some unique set of rather stable and unchanging qualities that distinguished them from non-leaders. Based on this approach, scientists have tried to define leadership qualities, learn to measure them and use them to identify leaders. This approach was based on the belief that leaders are born, not made.

Trying to generalize and group all previously identified leadership qualities, one can come to the conclusion that, basically, five qualities characterize a leader: intelligence or intellectual abilities; domination or predominance over others; self confidence; activity and energy; knowledge of the matter. However, many people with these qualities often remain followers. The most interesting result was obtained by the famous American consultant Warren Bennis, who studied 90 successful leaders and identified the following four groups of leadership qualities:

- attention management, or the ability to present the essence of the result or outcome, goal or direction of movement / actions in such a way that it would be attractive to followers;
- value management, or the ability to convey the meaning of the created image, idea or vision so that they are understood and accepted by followers;
- management of trust, or the ability to build their activities with such consistency and consistency, so as to gain the full confidence of subordinates;
- self-management, or the ability to know so well and in time to recognize their strengths and weaknesses, so that to strengthen their weaknesses skillfully involve other resources, including the resources of other people.

W. Bennis invites leaders to share power in the organization to create an environment in which people feel important and able to know what they are doing and that they are part of this common cause. The organizational environment created in this way should infuse people with strength and energy through the quality of work and dedication to work.

Subsequent study led to the allocation of four groups of leadership qualities: physiological, psychological, or emotional, mental, or intellectual, and personal business (table 4).

Business personal qualities are mostly in the nature of the skills and abilities acquired and developed from the leader in the performance of their functions. Their importance to success increases along the levels of the organizational hierarchy. However, their exact measurement is difficult. It has not yet been proven that

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these qualities are critical to effective leadership. For example, the business qualities that have made someone a leader in a commercial bank are unlikely to be useful for leadership in a research laboratory or in a theater.

Leadership theory suffers from a number of shortcomings. However, it served as an impetus for the emergence and development of other concepts of leadership and proved to be a reliable deterrent in the reassessment of the behavioral and situational foundations of leadership.

Table 4. Leadership traits most commonly found in successful people

Intellectual ability	Personality traits	Acquired skills
<ul style="list-style-type: none"> • Mind and logic • Prudence • Insight • Originality • Conceptuality • Education • Knowledge of the case • Speech development • Curiosity and cognition • Intuitiveness 	<ul style="list-style-type: none"> • Creativity and creativity • Honesty • Courage • Overconfidence • Balance • Independence • Need for achievement • Energy • Aggressiveness • Striving for excellence • Obligation • Happiness 	<ul style="list-style-type: none"> • Ability to enlist support • Ability to cooperate • Ability to gain popularity and prestige • Tact and diplomacy • Ability to take risks and responsibility • Ability to organize • Ability to persuade • Ability to change yourself • Ability to be reliable • Ability to joke and understand humor • Ability to understand people
<i>Business personality traits of character</i>		
<ul style="list-style-type: none"> • Personal integrity • Self-reliance • Proactiveness • Flexibility • Vigilance • Ambitiousness • Powerfulness • Persistence and perseverance • Efficiency 		

The study of patterns of behavior inherent in leaders began on the eve of World War II and continued actively until the mid-60s. What was in common with the considered concept of leadership qualities was that the search for one only correct path began again, but in a different direction: leadership behavior. An important difference from the concept of innate qualities was that this concept assumed the possibility of training leaders according to specially designed programs.

The focus of research has shifted from looking for an answer to the question of who is a leader to an answer to the question of what and how leaders do. The most well-known concepts of this type are as follows:

- three leadership styles;
- Ohio State University research;
- research from the University of Michigan;
- control systems (Likert);
- management grid (Blake and Moughton);
- the concept of reward and punishment;
- substitutes for leadership.

The difference between the political systems of the United States and Germany before World War II prompted a laboratory study of leadership by the renowned American behavioral scientist Kurt Levin.

The study consisted of comparing the effect of using three leadership styles: authoritarian, democratic, and passive. The results of this study surprised researchers who expected the highest satisfaction and productivity from a democratic leadership style. Kurt Lewin emigrated to the United States from Germany just before the outbreak of the war and believed that a repressive, authoritarian regime in Germany was less effective than a democratic society. He expected that the results of more than four months of experiment in three groups of ten-year-old boys, where each group was guided by appropriately trained students will confirm his hypothesis. It turned out that although the guys preferred a democratic leader, they were more productive under an authoritarian leadership. Details of the features of each style are given in table 5.

Later research has also confirmed the fact that the democratic style is not always the most productive. For example, a study of 1,000 workers found that those who often interacted with their boss by line of work preferred and were satisfied with working with an authoritarian leader. Workers in occupations such as firefighters, police officers, and administrative assistants displayed similar attitudes toward autocracy. Ultimately, there was no direct link between any style and effective leadership.

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Table 5. Contents of the three leadership styles

	Authoritarian style	Democratic style	Passive style
Nature of style	Concentration of all power and responsibility in the hands of the leader	Delegation of authority while maintaining key positions with the leader	Leader relinquishing responsibility and relinquishing power in favor of the group / organization
	Prerogative in setting goals and choosing means	Decision making is divided into levels based on participation	Providing the possibility of self-government in the mode desired for the group
	Communication flows come mainly from the top	Communication is active in two directions	Communication is mainly built on a "horizontal" basis
Strengths	Attention to urgency and order, the ability to predict the result	Strengthening personal commitment to work through participation in management	Allows you to start a business the way it is seen and without the intervention of the leader
Weak sides	There is a tendency to restrain individual initiative	Democratic style takes a long time	The group may lose speed and direction of movement without leadership intervention

The Ohio State University research is considered the most significant among those undertaken in the postwar period in the field of leadership behavior. Their goal was to develop a two-factor theory of leadership. Two variables were taken as a basis: the structure of relations and relations within this structure. The first variable includes patterns of behavior, with the help of which the leader organizes and determines the structure of relations in the group: defining roles, establishing communication flows, rules and procedures for working, expected results. The second variable includes patterns of behavior that reflect the level or quality of the relationship between the leader and followers: friendliness, mutual trust and respect, sympathy and harmony, sensitivity to each other, desire to do good to each other.

In the course of the study, a relationship was established between these two variables and various criteria for effectiveness. So, at first it was possible to establish that leaders whose behavior is characterized by the simultaneous presence of two variables are more effective in their activities than those whose behavior was characterized by only one of them. Later, data were obtained indicating that the predominant attention on the part of the head to the

structure of relations made the indicators of professionalism of subordinates higher and reduced the number of complaints from them, and with a focus on relations in the structure, relatively low indicators of professionalism and absenteeism were noted. The hypothesis that the highest levels of two variables (the upper right quadrant in Figure 4) form the best leadership style has long been recognized as correct. However, numerous tests that followed gave very different results. At the same time, it was not possible to establish the only correct style of effective leadership applicable in any conditions. At the same time, the studies carried out allowed us to draw two important conclusions. First, the more attention is paid to the structure of relationships and everything related to work, the greater the effect is achieved under the following conditions:

- strong pressure exerted by someone (other than the leader) in order to obtain appropriate results;
- the task satisfies the employees;
- workers depend on the leader for information and guidance on how to do the job;
- workers are psychologically prepared to be fully instructed by the leader;
- the effective scale of controllability is observed

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High	T 3. The leader pays less attention to structuring tasks for employees, and is more concerned with meeting their needs and desires		Art 4. The leader provides a significant amount of leadership in the work, while at the same time placing great emphasis on establishing the best relationship with workers.	
	Article 1. The leader does not cope with the necessary structuring of work, seeking to compensate for this by making maximum efforts to establish the best relationship with employees		Article 2. The leader focuses on structuring the work and all that is associated with it, with little regard for the needs and desires of workers	
Low				
	Low	Attention to the structure of relationships		High

Figure 4. Four Leadership Styles According to The Ohio State University Study

An increased attention to relationships in the structure and everything that corresponds to the needs and desires of workers is effective when:

- tasks are routine and unattractive for employees;
- employees are predisposed and ready to participate in management;
- employees have to learn something themselves;
- employees feel that their participation in decision-making affects the level of work performance;
- there are no significant differences in status between the leader and workers.

Secondly, it was noted that the effectiveness of leadership also depends on a number of other factors:

- organizational culture;
- technology used;
- expectations from the use of a particular leadership style;
- moral satisfaction from working with a leader of a certain style.

The University of Michigan study aimed to identify differences in the behavior of effective and ineffective leaders. Two variables in the leader's behavior were taken as a basis: the concentration of the leader's attention at work and on employees. As you can see, these variables are quite similar in their content to those used in the studies of Ohio State University. The results of research from the University of Michigan led to the following conclusions about an effective leader:

- tends to support workers and develop good relationships with them;
- uses a group rather than an individual approach to managing employees;
- sets extremely high levels of performance and strenuous assignments.

Later, these conclusions formed the basis of the concept developed by Rensis Likert and called "Control Systems 1, 2, 3 and 4". Without establishing the ideal style for all cases, the University of Michigan study nevertheless concluded that the condition for effective leadership is to support employees and involve them in decision-making.

Building on the approach of the University of Michigan, Rensis Likert conducted an intensive study of the common management patterns used by effective leaders. The latter were found to focus on the human factor and try to develop a group approach to getting things done to achieve goals. They were allocated two categories of leaders (Figure 5):

- workers-oriented leaders;
- work-oriented leaders.

Continuing research has made it possible to identify four prevailing management styles, called systems 1, 2, 3 and 4 (table 6). System 1 is a task-oriented, highly structured authoritarian leadership style. In contrast, System 4 is a style focused on developing relationships with subordinates and group, joint work with them. Systems 2 and 3 are, as it were, intermediate stages between two extremes, close to the main provisions of the theory "X" and the theory of "Y" by Douglas McGregor.

Based on his model, Likert developed a questionnaire to define leadership styles and management culture. According to the results obtained on the basis of the questionnaire, effective leadership was more often located closer to system 4 and less often to system 1. However, in practice, following the style corresponding to system 4 turned out to be far from easy. Not many organizations have used this style. As it turned out, the transition to it is associated with the need for radical changes, mainly changes in the behavior of the leader himself and his followers at all levels, down to the ordinary worker.

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Table 6. Examples of the content of control systems 1, 2, 3 and 4 Likert

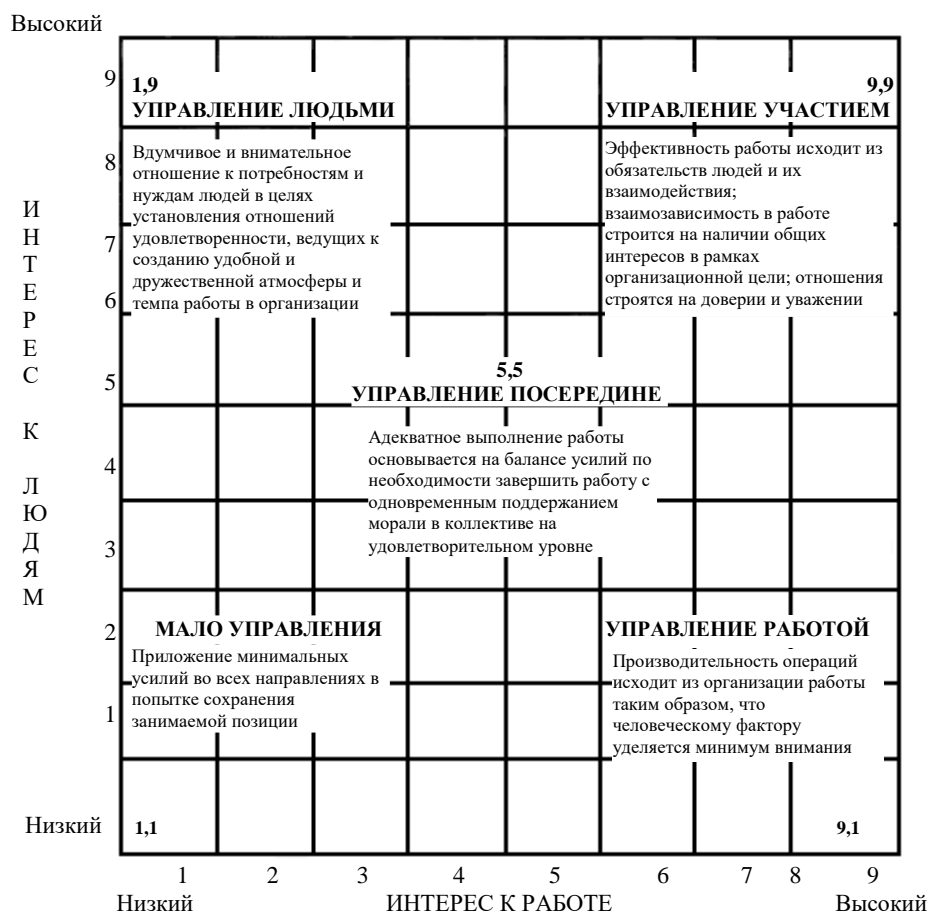
Organizational variables	System 1	System 2	System 3	System 4
The level of the leader's trust in his subordinates and his confidence in them	Not confident in subordinates and does not trust them	Condescending Master-Slave Confidence and Trust	Significant, but not unconditional, confidence and trust of the "boss-subordinate" type with a desire to control the adoption and implementation of decisions	Full confidence and trust in everything
The nature of the motivation used	Fear, Threats, Punishments, and Selected Rewards	Rewards and to some extent punishment	Rewards, individual penalties, and to some extent involvement in governance	Material remuneration based on an incentive system designed taking into account the participation of employees in management
The nature of the influence on subordinates and interaction with them	Weak interaction based on fear and mistrust	Weak interaction with some consideration of the opinions of subordinates; fear and caution among subordinates	Moderate interaction with a fairly frequent manifestation of confidence in and trust in workers	Deep and friendly interaction with employees, high confidence in them and trust in them

The most popular among the concepts of leadership behavioral styles has recently received the management grid model, which clearly demonstrates that there is one and only correct leadership style. Similar to the Ohio State University model, the Blake and Moughton management grid is a matrix formed by the intersections of two variables or dimensions of leadership behavior: on the horizontal axis - interest in production and on the vertical axis - interest in people (Figure 4). The variables of the management grid, in fact, have the character of location (towards something or someone) and view (towards something) that predetermine subsequent behavior, i.e. both interests are associated with both human consciousness and human action, and not just with one thing.

A survey of a significant number of managers confirmed the hypothesis of the founders of the model that, regardless of the situation, the 9.9 style is the best. The model under consideration has gained high popularity among managers. They use it to develop better leadership behavior through participation in education and training programs specifically designed to develop their style 9.9. If the 9.1 style prevails in the manager, he should pay more attention to training in the field of personnel development, motivation, communication, etc. The prevalence of style 1.9 may require training in areas such as decision making, planning, organizing, controlling, working operations. With a 5.5 style, training in most of these areas may be required to some extent. Style 1.1 raises doubts about the ability to change the behavior of the manager.

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The concept of "reward and punishment" of leadership behavior is based on the provisions of the theory of reinforcement of behavior. In this concept, the leader is seen as a person who controls the process of changing the behavior of subordinates in the desired direction. The concept identifies four types of leadership behavior depending on the use of reward or punishment (Figure 5).

In practice, remuneration for the achieved level of work performance leads to the employee exceeding

the usual level of his efforts and exceeding the satisfaction he receives from the work. Punishment for inadequate performance levels, as well as rewards without regard to performance levels, affect both the effort and the job satisfaction in different ways. And finally Punishment without taking into account the level of work performance most often negatively affects the quality of work and employee satisfaction.

... in connection with situation	Punishment for level of performance work The degree to which a leader uses harsh measures when subordinates perform low-level work	Performance level reward work The degree to which the leader uses positive effort when performing subordinate work at a high level
The change behavior	Punishment without regard to the quality of work The degree to which a leader uses harsh measures no matter how well they do their job	Remuneration without regard to the quality of work The degree to which the leader rewards the subordinate uses regardless of how well the subordinate does his job
...without communication with situation	... punishment Behavior change through reward	

Figure 5. Four types of leadership behavior depending on the application of reward or punishment

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Since the concepts of leadership behavior discussed above in one way or another presuppose the presence of formal leadership under any circumstances, many researchers have repeatedly asked the question: can there be situations when leadership-type behavior is not required? So, S. Kerr and J. Jermeier put forward the assumption about the presence of variables or so-called substitutes for leadership, which tend to negate the need for leadership influence on the level of work of subordinates and their satisfaction. For example, a

subordinate with extensive work experience, developed abilities and a high level of training, as it were, eliminates the need for directive leadership. The structuring leader will experience strong resistance from an independent and self-minded subordinate with a high level of skill. Self-management for these workers will be more attractive than the direction of their leader. Various substitutes for leadership and their relationship with the need to use a particular leadership style are shown in Table 7.

Table 7. Leadership substitutes

Variables or substitutes for leadership	When you don't need to pay more attention	
	on relations with subordinates	on the structure of relationships and work
<i>At the level of qualities of subordinates:</i>		
Ability, experience, training, knowledge		NS
Independence, self-reliance	NS	NS
Professionalism	NS	NS
Lack of response to reward	NS	NS
<i>At the level of the content of the work:</i>		
Clarity, crispness and routine		NS
Lack of alternative methods		NS
Getting feedback on work		NS
Internally satisfying work	NS	
<i>At the level of the organizational environment:</i>		
Processes are formalized		NS
Impossibility of flexibility in relations		NS
Highly specialized support		NS
Group approach, close relationship	NS	NS
The leader has no right to reward	NS	NS
No direct contact with subordinate	NS	NS

The considered concepts once again clearly indicate that leaders are made, not born. Leadership behavior can be developed and improved through education and training. Knowing this, in turn, helps to design and implement managerial training programs that develop specific leadership skills and abilities. At the same time, the behavioral concepts of leadership are based on a very wide range of dimensions of leadership behavior, which receives numerous interpretations, which sharply complicates their practical testing. For these reasons, in particular, the concepts of leadership behavior did not answer the question about the relationship of leadership with such important indicators of work performance as efficiency, productivity and satisfaction. The failures that have befallen traditional concepts in defining a universal style of effective leadership have prompted scientists to develop new approaches to the study of leadership. The answer began to be sought in the framework of situational theories, which allow a fuller consideration of leadership and its consequences. The main idea of the situational approach was the

assumption that leadership behavior should be different in different situations. A situational approach to the study of leadership examines the interaction of various situational variables in order to discover causality in leadership relationships that allows predicting the possible behavior of a leader and the consequences of this behavior.

Consider the following concepts of situational leadership:

- the Tannenbaum-Schmidt leadership behavior continuum;
- Fiedler's situational leadership model;
- Hersey and Blanchard's situational leadership model;
- the path-to-goal leadership model of House and Mitchell;
- the Stinson-Johnson situational leadership model;
- situational model of decision making Vroom - Yetton - Iago.

The Tannenbaum-Schmidt Leadership Behavior Continuum. In accordance with this model, the leader

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chooses one of seven possible patterns of behavior, depending on the strength of influence on the leadership relationship of three factors: the leader himself, his followers and the situation. Figure 6

shows the full range of choices between democratic and authoritarian alternatives, respectively associated with interest in relationships or in work.

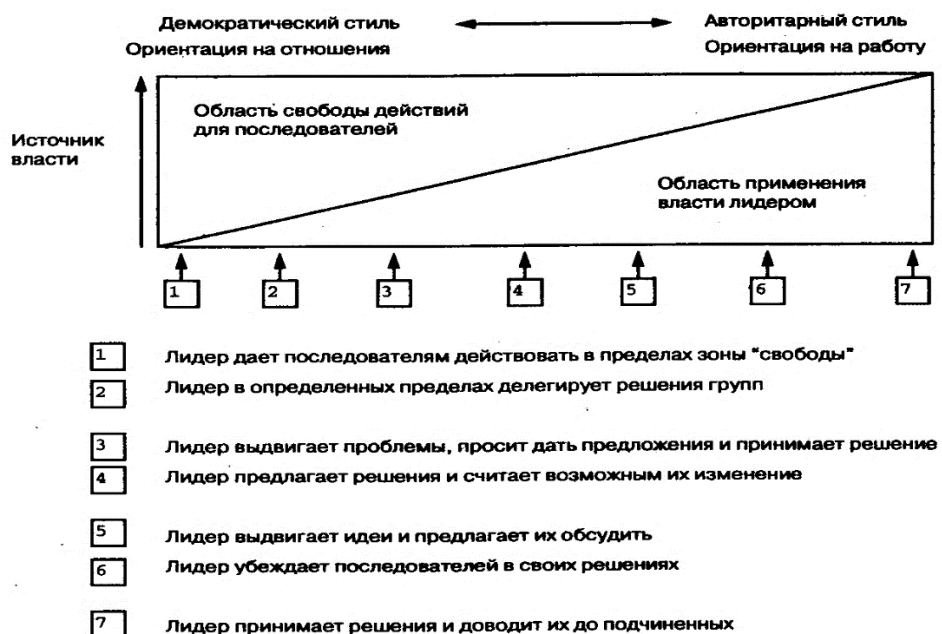


Figure 6. Continuum of Leadership Behavior

The distinction between these two extreme leadership styles is based on the leader's assumptions about the sources of his power and human nature. A democrat believes that power is given to him by the followers he leads, and that people are fundamentally capable of self-government and creative work under the conditions of the right motivation. The autocrat believes that power is given by his position in the group / organization and that people are internally lazy and difficult to rely on. In the first case, there is an opportunity to participate in management, in the second - the goals, means and policy are determined by the leader himself. According to the authors of the model, there are five more intermediate leadership styles between these two extremes.

The subsequent development of this model encountered difficulties in taking into account all possible interactions between the leader, followers and the situation when establishing cause-and-effect relationships in leadership relationships. Thus, the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to leadership relations even more difficult.

Fiedler's Situational Leadership Model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three

situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style.

To measure and define leadership style, Fiedler suggested using the least preferred employee (LDP) scale he developed. In accordance with this scale, respondents, marking the points for each position of the scale, should describe a hypothetical person with whom they could work least successfully.

After the points have been calculated for all positions of the scale, the style of the leader is determined. Thus, leaders are respondents who scored higher scores, i.e. those who describe their CPD are very positive, have a relationship-oriented style, and those with lower scores have a work-oriented style. Accordingly, these two types of leaders are called the leader with high CPD and the leader with low CPD. According to Fiedler's conclusions, the leadership style remains relatively constant and almost does not change from situation to situation, since the style reflects the foundations of the individual's motivation; motivation for relationships and motivation for work.

The controllability or favorableness of a situation is defined in the model as the degree to which the situation allows the leader to control it and to influence the followers. This degree can be high or low. In the first case, it is expected that the decisions of the leader will give predictable results, since he has the ability to influence the outcome of the case. In the

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second case, the decisions of the leader may not lead to the desired results.

The degree of control of the situation is determined in the model by the following three variables.

Leader-Follower Relationship. This variable reflects the level of loyalty, trust, support and respect experienced and shown by the follower in relation to the leader. It is about the recognition of the leader by the followers, which is the most important condition for gaining control over the situation. By accepting a leader, followers will do whatever they can to achieve their goals.

Structured work. This variable reflects the level of structuredness of the problems solved by the group or the tasks performed by it and is measured by the following components:

- clarity of purpose - the degree to which the problem or task is clearly formulated or posed and familiar to the performers;
- the plurality of means to achieve the goal - the

degree of the possibility of using various methods and ways to achieve the goal;

- validity of the decision - the degree of "correctness" of the decision, confirmed by the level of its adoption, its logic or results.

- specificity of the decision - the degree of possibility of making alternative decisions.

Since highly structured work itself contains instructions on what to do and how to do it, the leader gains more control over the performers in this situation.

Official power. The variable under consideration reflects the level of formal power a leader receives on the basis of his position in the organization, in particular, the sufficiency of formal power in order to adequately reward or punish subordinates, promote them or fire them.

Figure 7 shows a schematic diagram of the interaction of the leadership style with situational variables.

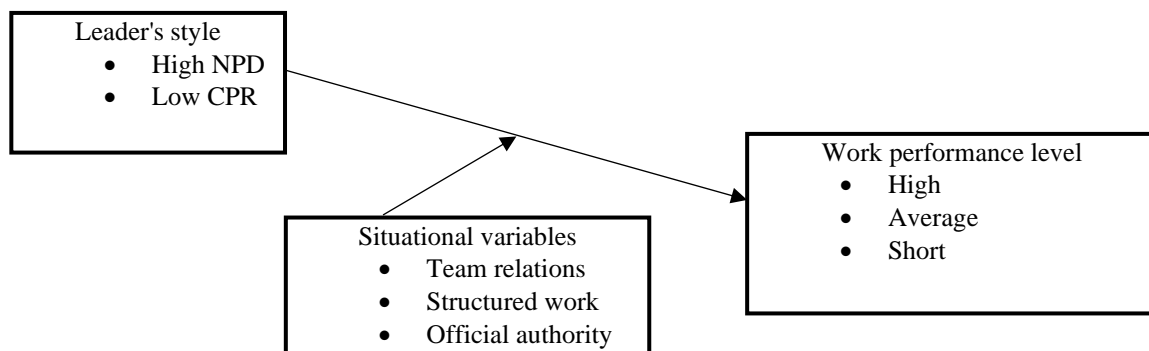


Figure 7 Variables of Fiedler's situational model

The effective leadership model is built on the premise that leadership is situational. The favorableness of the situation in relation to the specific style used is determined through the three previously discussed variables: the level of relationships, the structure of work, and leadership power. This means that the effectiveness of leadership depends on the extent to which the situation gives the leader the opportunity to influence other people.

Three situational variables, combined with two leadership styles, give eight types of situations (Figure 8) that clearly describe Fiedler's model. Leaders with low CPD can be more effective than their colleagues with high CPD in most favored situations 1 - 3, as well as in the least favorable conditions 8. This is explained, for example, by the fact that, being motivated mainly to perform work / assignments, they in situation 1 will strive to establish a good working relationship with their subordinates. In doing so, they take into account the favorable situation and high predictability in the performance of the work / task. Thus, a situation arises in which they can pay more attention to improving relations with subordinates

instead of interfering in their work. Employees usually like it, and they try to work well. In the least favorable situation 8, these same leaders will strive to achieve organizational goals by interfering with the work of subordinates, telling them what to do and how to do it.

Figure 8 also shows situations in which a leader with high CPD is likely to be more effective than a leader with low CPR. A leader with high CPD achieves better results in a moderately favorable environment (situations 4-7). Situations 4 and 5 represent cases where the followers are doing a structured task, but at the same time have the best relationship with the leader. Accordingly, the leader in these conditions is forced to show interest in the emotions of subordinates. Another situation is possible when the leader is adored, but the task is poorly structured. In this case, the leader depends on the followers' desire and creative initiative to complete the assigned task. Therefore, he needs to shift his attention from relationships to work as such.

There are a number of ambiguities in Fiedler's model. The first refers to the level of accuracy and completeness in measuring leadership style using the

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CPD indicator, which suggests doing it in a one-dimensional space. The statement of Fiedler about the relative constancy of the value of CPD over time, about its weak susceptibility to changes, raises doubts. The model also does not suggest conducting a search

for efficiency for a leader in two areas at once: relationships and work. However, despite these comments, the model is widely used in solving leadership problems in organizations.

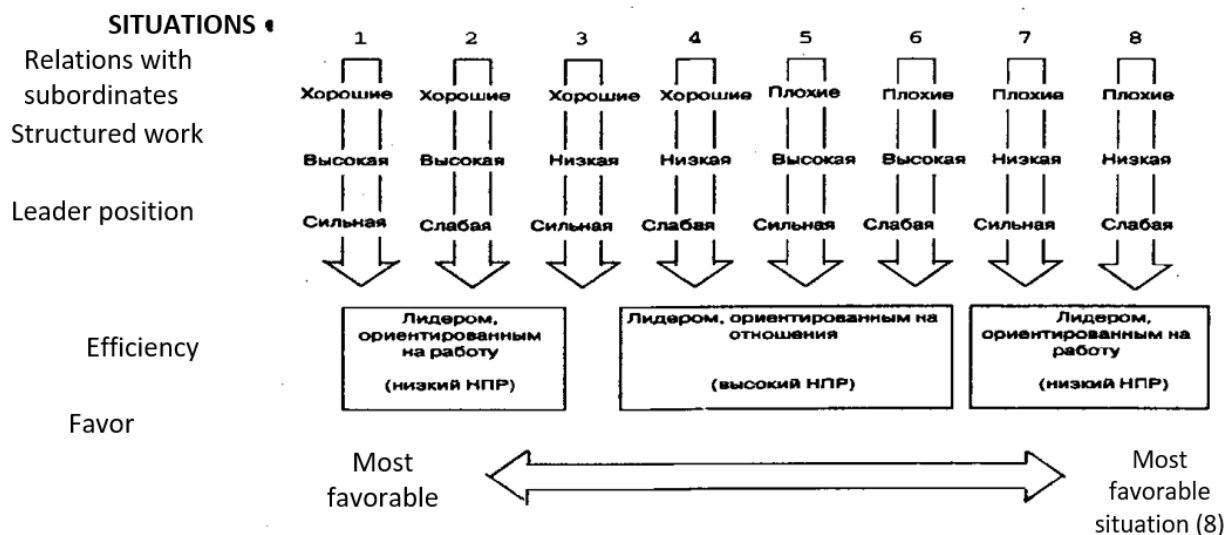


Figure 8. Continuum of Fiedler's Situational Leadership Model

The model under consideration is used in the following main directions. The model allows you to select a leader in accordance with the current situation in the organization or group. The model also suggests a way to change the situation if it is impossible for some reason to change the leader. In the end, the leader himself can do something to change the situation in his favor. Similar measures are discussed below:

1. Spend more (or less) your informal time talking with subordinates (lunch, sports, etc.)
2. Find the people you need
3. Identify mentors for those you are not sure of
4. Raise the morale of subordinates by achieving tangible results

Changing the level of structured work

If you want to have a less structured job:

1. Ask for a difficult and unusual task
2. Transfer some of the decisions on work to subordinates

If you want to have a more structured job:

1. Obtain instructions from above
2. Divide the work into smaller and more structured parts or stages

Changing the level of positional power in the organization

Upward:

1. Using all available power, show subordinates who is who
2. Ensure that followers receive information only through you downstream:

1. Encourage subordinates to participate in management.

2. Delegate part of the power to deputies and assistants

The model provides the basis for the assertion that a leader, although very difficult, can be trained to become an effective leader. This is much more difficult than changing the leader's situation. However, according to Fiedler, learning and experience can still improve a leader's ability to use power and influence in the best-favored environment. This means that the training program can be beneficial for a relationship-oriented leader. But, at the same time, it can harm a work-oriented leader.

Hersey and Blanchard's situational leadership model. This model, as well as other concepts of situational leadership, does not imply the search for one single correct path to achieve effective leadership. Instead, she emphasizes the situationality of leadership effectiveness. The model calls the maturity of followers one of the key factors of situationality, which is determined by the degree to which people have the ability and desire to fulfill the task set by the leader. Maturity is twofold. The first component - professional - is knowledge, abilities and skills, experience, abilities in general. A high level of this component means that the follower does not need directives and directions. The second component - psychological maturity - corresponds to the desire to do the job or the motivation of the employee.

The authors of the model identified four stages of maturity of followers:

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M 1. People are unable and unwilling to work. They are either incompetent or unsure of themselves.

M 2. People are not capable, but they want to work. They have motivation, but lack the skills and abilities.

MZ. People are capable, but do not want to work. They are not attracted to what the leader offers.

M 4. People are able and willing to do what the leader suggests to them.

Depending on the maturity of the followers, the leader must adjust his actions related to establishing relationships with subordinates and structuring the work itself. Thus, the model is based on the determination by the leader of the levels corresponding to the current situation for behavior in the field of relationships (support for followers) and for behavior related to work (directiveness).

Behavior in the field of relationships - associated with the need, for a leader, to listen more to subordinates, provide them with support, inspire them and involve them in management.

Work-related behavior requires the leader to educate followers about what and how they should do in order to accomplish their assigned task. Behavioral leaders structure, supervise, and closely monitor how their subordinates perform. The combination of these two types of leadership behavior made it possible, within the framework of this model, to distinguish four main leadership styles, each of which most corresponds to a certain degree of maturity of the followers: pointing, persuading, participating, delegating (Figure 9).

Pointing style (S1) is best in the case of low maturity of followers. The leader is forced to exercise high directiveness and careful supervision of employees, thus helping people who are unable and unwilling to take responsibility for their work to eliminate the uncertainty that the work will be completed.

The persuasive style (S2) is best for use in an environment of moderately low maturity of followers, implementing directiveness and support in equal measure for those who are unable but willing to work. A leader using this style helps them by explaining and instills in them the confidence to complete the assignment.

Participatory style (S3) is best at moderately high maturity of followers. Able to work but unwilling to do it, subordinates need a leader's partnership to be more motivated to get the job done. By giving these people the opportunity to participate in decision-making at their level, the leader uses this style to make followers want to complete the task.

The delegating style (S4) is best for leading mature followers. The style is characterized by little directiveness and support from employees. This allows followers who are able and willing to work to take maximum responsibility for completing the

assignment. This leadership style fosters a creative approach to work.

Figure 9 shows the above components of the model. The model clearly demonstrates that the leader reacts to the growing up of followers by reducing the level of his behavior. Thus, in the S1 quadrant, followers need clear and definite direction from the leader. In the S2 quadrant, this is added to the active support of the leader for the independence and initiative of the followers. High directiveness in this situation compensates for the still insufficient ability of followers to perform work at the required level. Active support prepares followers to accept or, as the authors of the model put it, "buy" the leader's decisions. In the S3 quadrant, followers already have sufficient ability and are often willing to take on some of the leadership responsibility. Therefore, the leader should pay more attention to motivating followers in this situation. This is facilitated by the use of a supportive style, non-directiveness and involvement in management. And, finally, in the S4 quadrant, both types of leader behavior are minimized due to the increasing delegation of their powers to followers. This becomes possible because followers are able to largely solve work problems on their own, and at the same time show a high desire to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation. This becomes possible because followers are able to largely solve work problems on their own, and at the same time show a high desire to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation. This becomes possible because followers are able to largely solve work problems on their own, and at the same time show a high desire to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation.

This model is consistent with many recognized management and behavioral concepts (Figure 4). So, for example, in the Blake and Moughton management grid, the leadership styles are in the following correspondence with the considered model:

9.1 = S1; 9.9 = S2; 1.9 = S3; 1.1 = S4. However, unlike the management grid, Hersey and Blanchard's situational leadership model does not claim one style that is unique to all situations. Another difference of the model is that it shifts the emphasis in describing styles from the attitude of the leader in relation to employees and work to the leadership behavior itself.

It is noted that managers show great interest in this model due to its relative simplicity and flexibility in choosing the required style in accordance with the degree of maturity of its followers. At the same time, the model raises a number of questions. In particular, it does not explain what to do if the maturity of the followers is very different. It is also not clear whether it is enough to have only one situational factor of

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followers' maturity to fully determine the nature of the situation, or whether all leaders can change their style in a timely manner depending on the situation.

The path-goal leadership model of House and Mitchell. The considered model of situational leadership was developed in the 70s. At its core, it is based on the motivational theory of expectation. The premise is that workers are satisfied and productive when there is a strong relationship between their effort and performance, and between performance and

reward. From here the model got its name. There is a direct relationship between the level of leadership effectiveness and the level of motivational power of expectations held by followers. The ideal option is when the reward is fully consistent with the result. The model states that an effective leader is one who helps subordinates to follow the path leading to the desired goal. At the same time, various options for the leader's behavior are proposed, depending on the situation (Figure 9).



Theory "Y"		Theory "X"		Theory "X" and theory "Y" Douglas McGregor
High level needs		Lower level needs		Maslow's hierarchy of needs
Motivators		"Hygienic" factors		Herzberg's two-factor motivation model
Need for Achievement	The need for power	The need for socialization		McClelland's Motivational Achievement Concept
4	3	4	1	Control systems 1, 2, 3 and 4 by R. Likert
Win Win	Lose Win	Win Loss	No win No win	Conflict Resolution Styles
Personal basis of power		Official basis of power		The foundations of power in an organization
Self management	Regulation	Management itself		Types of management interaction Vihamsky
The need for change		The need for stability		The evolutionary needs of the organization
"Freeze"	Changes	"Defrosting"		Phases of organizational changes K. Levin
Change is stronger than resistance	Balance of power	Resistance is stronger		Forces of change and resistance

Figure 9. Corresponding situational leadership styles and other management and behavioral concepts

Directive leadership - a high level of structuring work, explaining to subordinates what and how to do,

as well as what and when is expected of them (Table 8).

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Table 8. The Hauea and Mitchell Situational Leadership Model "path-goal"

	SITUATION FACTORS	FOLLOWERS BEHAVIOR
<ul style="list-style-type: none"> • Directive • supportive • Achievement-oriented • Participating 	<p>Followers characteristics</p> <ul style="list-style-type: none"> • Belief in the predetermination of results (internal or external) • Tendency to obey • Capabilities <p>Organizational factors</p> <ul style="list-style-type: none"> • Content and structure of work • System of formal power • Group culture 	<p>Job satisfaction</p> <ul style="list-style-type: none"> • I work well - I receive well <p>Motivation</p> <ul style="list-style-type: none"> • If I make an effort, there will be results • These results will be rewarded accordingly

Supportive Leadership - focusing on workers' needs and well-being, developing a friendly work environment, and treating employees as equals.

Achievement Leadership - setting challenging yet compelling goals, a strong focus on quality in everything, confidence in the ability and ability of subordinates to achieve a high level of performance.

Participatory leadership - advice with subordinates and attention to their suggestions and comments in the course of decision-making, attracting subordinates to participate in management. Unlike Fiedler's concept, this model assumes that leaders can change their behavior and exhibit one or all of these styles. According to the model, the effective combination of leadership styles depends on the situation.

To analyze the situation in the model, two types of situational factors are proposed: characteristics of followers and factors of the organizational environment. The following parameters are used to describe the characteristics of followers and the choice of a particular leadership style. Belief in the predetermination of what comes from the actions of the individual. There are two types of behavior of subordinates:

- people are internally confident that the reward received was determined by their efforts;
- people believe that the amount of the remuneration received was controlled by external forces.

The former prefer a participatory leadership style, while the latter are more satisfied with the directive style.

Submissive tendency. This parameter is associated with the individual's desire to be guided, to internally agree with the influence of others. Those who do this tend to prefer a more directive style. Others seek to become more actively involved in governance.

Capabilities. The abilities and experience of followers determine how well they can work with an achievement-oriented leader or a leader who engages them in governance.

The model identifies the following organizational environment factors that influence the choice of an appropriate leadership style:

- content and structure of work;
- formal system of power in the organization;
- group dynamics and norms.

These three factors can influence the effectiveness of the chosen leadership style in different directions. Thus, a highly structured assignment does not require a leader to be extremely directive in management. At the same time, in an organization with a rigid hierarchy of power, a directive leader is more effective than a leader who seeks to attract subordinates to participate in management. The leader's concern for the needs of his subordinates will appear somewhat artificial in a group with a high degree of cohesion. In general, as shown in Table 9, within the framework of a particular leadership style, there is an interaction between the characteristics of followers and organizational factors, which influences the perception of motivation by the followers. In turn, the perception of the situation by the followers and the level of motivation of the followers determine their satisfaction with the work,

Practical application of the model by managers directs them to use different styles depending on the situation. At the same time, it should be remembered that it is not the results of a subordinate's work that should influence the manager's choice of a particular style, but, on the contrary, the chosen style should contribute to an increase in the level of work performance.

The Stinson-Johnson Situational Leadership Model. This model assumes that the relationship between the behavior (style) of the leader and the structure of work / task is more complex than it is presented in the model "path - goal". The model states that although the leader's interest in relationships is more important when followers perform highly structured work, the level of interest in the work should be determined by the leader depending on both the characteristics of the followers and the nature of the work they do.

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Table 9. Examples of application of the model of situational leadership "path - goal"

Situation	Leader style	Impact on a subordinate	Result
Ambitious exercise	Directive style	Provides direction and clarity in actions	More effort is put in
Insufficient reward	Directive style	Clarifies the path to reward or increases reward	More effort is put in
Tedious and uninteresting work Uncertainty in strength	Supportive style	Increases interest in work	More effort is put in
	Supportive style	Facilitates the understanding of the role and enhances the expectation of reward	More effort is put in
Lack of opportunity to excel	Achievement-oriented style	Provides challenging and challenging goals	More effort is put in
No objective or goal defined	Participating style	The goals and parameters of work are clarified	More effort is put in

According to the model, a high interest in work on the part of a leader is effective in the following two situations:

- The work is highly structured and followers have a strong need for achievement and independence. However, they have more knowledge and experience than they need to do the job;
- work is unstructured and followers have no need for achievement and independence. Moreover, their knowledge and experience is below the required level.

Low interest in work is effective for a leader in the following two situations:

- the work is highly structured, and the followers do not feel the need for achievement and independence if they have sufficient knowledge and experience to carry out the given work;
- The work is not structured and the followers have a strong need for achievement and independence if they have a lot of knowledge and experience to do the work. Figure 10 shows the behavior of a leader in various combinations of work structure and follower capabilities.

Possibilities followers	Structured work	
	Low	High
High	Low interest in relationships and Low <i>interest in work</i>	High interest in work and High interest in "relationships"
Low	High interest in work and Low <i>interest in relationships</i>	High interest in relationships and Low interest in work

Figure 10. Stinson-Johnson model (choice of leadership style depending on the situation)

The model convinces its users that the characteristics of followers (their need for achievement and independence and their level of knowledge and experience) are critical in choosing an effective style for a leader.

Vroom-Yetton-Iago situational decision-making model. One of the most modern in the explanation of situational leadership is the model proposed by Victor Vroom and Philip Yetton, which was later significantly supplemented with the participation of Arthur Iago. Similar to the path-to-goal model, this model proposes to define an effective leadership style depending on the situation. It is also assumed that the same leader can use different styles. The main difference of the model is its focus on only one aspect

of leadership behavior - attracting subordinates to participate in decision-making. Accordingly, the leader is encouraged to focus on the problem that needs to be solved and on the situation in which the problem has arisen. It also implies that a number of social processes can influence the level of participation of subordinates in problem solving.

The main idea of the model is that the degree or level of involvement of subordinates in decision-making depends on the characteristics of the situation. According to the model, there is no single correct way of making a decision that is suitable for all situations. After analyzing and evaluating each aspect of the problem, the leader determines which style, in terms of

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the participation of subordinates in decision-making, it is best for him to use.

In the model under consideration, the efficiency of the decision (Peff) is determined on the basis of an equation showing that it depends on the quality of the decision (Rkach) and the level of commitments made by subordinates to implement the decision (Robyaz), as well as on the degree of urgency of the decision (Ptime). The premise of the model is the idea that the time allotted by the situation for solving, along with the other two, is a critical factor. The situation in which the time limit does not play a role determines this indicator at the zero level: $Raff = Rkach + Robyaz - Rtime$.

The complete criterion basis for the "overall solution effectiveness" (Oeff) assumes that the factors "cost" and "development" are taken into account in it: $Oeff = Peff - Cost + Development$.

In the above formula, "cost" refers to time wasted due to a decision that might otherwise have been more useful. The indicator "development" reflects the gain that is received outside the bounds of a single-handed decision.

The last version of the model developed suggests the use of a decision tree to determine the leadership style that best suits the situation. When using the model, the manager seems to follow the branches of this tree from left to right. In doing this, he is faced with ten problematic situations. Situations are assessed by him on eight aspects of the problem with a choice for each of them the answer: high / high or low / low. These responses lead the manager eventually to a specific problem situation and the style of decision-making recommended for it (Figure 11).

To make decisions in the model, depending on the situation and the degree of involvement of subordinates, it is proposed to use five styles: autocratic I (AI), autocratic II (AII), consultative I (KI), consultative II (KII), group, or joint II (GP) ... Each of these styles, when applied to group leadership, means the following:

AI. The manager makes a decision himself, using the information he has at this time.

AII. The manager receives the necessary information from his subordinates and then makes a decision himself. Employees are involved only at the stage of collecting information. The decision-making and its adoption is carried out by the head.

KI. The leader on an individual basis shares his thoughts on the problem with the subordinates who are related to her in order to get ideas and suggestions from them, without collecting them into a group. Then he makes his own decision, which may or may not be based on the input of subordinates.

KII. The leader shares his thoughts on the problem with subordinates, bringing them together. During the meeting, he collects their ideas and suggestions. He then makes a decision that may or may not reflect their contribution.

DII. The leader shares his thoughts on the problem with subordinates, gathering them into a group. They work with him to develop and evaluate alternatives and try to reach a consensus on a solution. The role played by the leader is more like the role of the chairman of the meeting, coordinating the discussion, focusing attention on the problem and doing everything to ensure that the most important aspects of the problem are considered. The leader does not try to influence the group so that it makes his decision, and shows a willingness to accept and implement any decision that has received the support of the entire group. In the early version of the model, there was a GI style. However, he was later excluded, as it differed little from the style of the GP.

One of the distinguishing features of the model is that, in general, it places more emphasis on the study of the situation than on the study of the personality of the leader. Indeed, it may make more sense to talk about an autocratic and participatory situation than an autocratic leader or a participating leader.

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TM	Method requirements	What is the level of requirements for the decision making method?
Joint venture	Structurality of the problem	What is the level of structuredness of the problem?
THEN	Requirements for obligations	What is the level of commitment of subordinates in the proposed decision?
IL	Leader awareness	To what extent does the leader have the necessary information to make a decision?
VP	The likelihood of submission	How likely is it that subordinates can be expected to commit themselves to the implementation of the sole decision?
OTs	Common goals	To what extent do subordinates agree that it is in the best interest of the whole group or organization to solve the problem?
VC	The likelihood of conflict	To what extent is there a likelihood of conflict between subordinates if this decision is made?
SP	Awareness of subordinates	To what extent do subordinates have the necessary information to make a decision?

Figure 11. Aspects of the problem

Comparative analysis of situational leadership models. Situational leadership models, focusing on the impact of external factors, complement each other in understanding the phenomenon of leadership. An attempt is made to identify various leadership styles and substantiate the effectiveness of their application using situational variables. They have significant

differences in the set of considered leadership styles, in the set of situational factors and ways of finding a connection between them. Leadership effectiveness is defined differently. These are the level of work performance, employee satisfaction, solution effectiveness, and overall effectiveness (Table 10).

Table 10. Comparison of Situational Leadership Models

Variables	Situational leadership models			
	Fiedler	Hersey and Blanchard	House and Mitchell	Vroom - Yetton - Iago
Situational factors	<ul style="list-style-type: none"> Relationship "Leader - follower" Structured work Powerful position of the leader in the organization 	Followers maturity: <ul style="list-style-type: none"> maturity in work psychological maturity 	<ul style="list-style-type: none"> Followers characteristics Organizational factors 	<ul style="list-style-type: none"> Solution quality Commitments followers by decision Time Price Development
What the leader thinks about followers	Followers prefer leadership styles depending on the structure of the work, in what relationship the leader is with them and his position of power in the organization	Followers can be at different stages of maturity, and this will determine the leader's attention to relationships and work, which corresponds to his change in his style.	Followers have different needs that must be met within the appropriate leadership style.	In certain situations, followers want to participate in decision making

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Leadership styles	<ul style="list-style-type: none"> • Leader with high CPD (relationship oriented) • Leader with low CPD (work-oriented) 	<ul style="list-style-type: none"> • Pointing style • Persuasive style • Participating style • Delegating style 	<ul style="list-style-type: none"> • Directive style • Supportive style • Achievement-oriented style • Participating style 	<ul style="list-style-type: none"> • Autocratic I • Autocratic II • Consulting I • Consulting II • Group II
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According to experts, the Vroom-Iago model is more suitable for choosing in practice the appropriate style for group leadership. The Fiedler, Hersey and Blanchard, House and Mitchell models are more useful for improving individual performance levels.

The need to develop new approaches to the study of leadership was due to the fact that traditional and situational approaches made a one-sided emphasis either on the traits and behavior of the leader, or on the situation in which he chose the style he needed.

New in leadership theories:

What is he doing effective leader	Seeks to tailor work or relationships, or both, to their individual style. Efficiency means success in this direction	As followers "mature", the leader moves from one style to another. Effectiveness reflects the coincidence of situation and style	Using the appropriate style and technique of motivation, the leader "clears" the path for followers to the highest efficiency	Identifies critical situational factors and adapts his leadership style to them. The style should best suit both the situation and the followers
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Recently emerging concepts of leadership try to connect these two well-studied sides together, i.e., to conduct a situational analysis of effective leadership as a set of leadership traits and their manifestation in behavior. The following concepts can be recognized as such:

- The concept of attributive leadership (a causal approach to the study of leadership);
- The concept of charismatic leadership;
- The concept of transformative leadership or leadership for change.

Attributive leadership concept. This concept is based on attribution theory, which explains the causal relationship between what happened and what people believe to be the cause of what happened. The attributive approach to leadership assumes that the leader's conclusions, as well as the behavior of followers, are conditioned by the leader's reaction to the behavior of the latter. By observing the work of subordinates, the leader receives information about how it is being performed. Depending on this, he draws his conclusions about the behavior of each of the workers and chooses his style of behavior in such a way as to adequately respond to the behavior of a subordinate. For example, if a leader attributes the poor performance of a subordinate to his laziness, then this may be followed by a reprimand. If the leader believes that factors external to the subordinate are to blame, for example, a sharply increased volume of work,

The approach under consideration assumes that knowledge of the causes that created the situation

enhances leadership understanding and the ability to predict people's reactions to the situation. The concepts and models developed on this basis try to answer the question of why people behave this way and not otherwise. This takes into account the fact that in most cases the leader does not have the opportunity to directly observe the work of the subordinate. The leader's determination of the reasons for the behavior of a subordinate is based on three components: personality, work itself, organizational environment or circumstances. In search of reasons, the leader tries to get three different characteristics of the subordinate's behavior: the degree of difference, consistency and the degree of uniqueness. The first has to do with the manager's desire to understand the relationship between behavior and work from the point of view to what extent this behavior can be attributed to the distinctive features of the task. Second, the leader is interested in how consistent the subordinate is in the manifestation of this behavior, or how often such behavior is manifested in him. Finally, the leader considers the extent to which other subordinates behave in the same way. That is, whether the given behavior is unique, characteristic of one subordinate, or is observed in many.

The above process of determining the causes of what happened by the leader is influenced by attributive regulators or obstacles that distort his perception and force the leader to be inconsistent in his behavior. The more the behavior of a subordinate is seen by the leader as a result of his personal characteristics (internal reasons), the more the leader

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places responsibility on the subordinate for the results. In this case, individual personality traits of the subordinate become attributive hindrances. The model of attributive leadership depicted in Figure 12 has significant differences from the previously considered traditional models, which are overly descriptive and, most importantly, do not answer the question why.

There are two important links in the model. The first link reflects the leader's desire to identify the causes of poor performance. This search is governed by three types of information about the subordinate's behavior: distinctiveness, consistency, and degree of uniqueness. The second ligament reflects responsive leadership behavior, which is a consequence of what, in the leader's opinion, is the cause of poor performance. The relationship between the reasons for the results of work established by the leader and his subsequent behavior is determined by who, in the leader's opinion, should be responsible for what happened. If the leader believes that the reasons are internal, then the responsibility, in his opinion, should be borne by the subordinate and appropriate measures are taken to him.

The following research results on this model are of great practical interest (indicating the subjective nature of the assessment):

- subordinates tend to see the reasons for their poor performance outside, and managers - in subordinates;
- Leaders who tend to give preference to internal reasons when explaining the poor performance of subordinates tend to be more punctual and direct their impact directly on subordinates;
- past poor performance of a subordinate, according to all three types of information, is likely to lead to the identification of internal reasons by the manager;
- the severity of the current situation leads the leader most likely to identify internal causes and to a high degree of punctuality in response;
- evasion (with an explanation) of a subordinate from responsibility or his apology for what happened makes the manager less severe and punctual in response behavior;
- a consistent level of performance shifts the manager's attention from reasons related to the ability of the subordinate to reasons related to the amount of effort.



Figure 12. The Attributive leadership model

Subsequent studies have shown that within the framework of this model, it is most likely not the influence of the leader on the behavior of the subordinate, but the interaction between the leader and the subordinate, i.e. the subordinate, by his reaction to the measures of the leader, influences the subsequent behavior of the latter.

At the same time, depending on the effectiveness of leadership, the spiral of the relationship "leader - followers" can unwind upward (relationships have a greater effect) or down (relationships have less effect). The latter can ultimately lead to a breakdown in relations between the participants - the dismissal of an employee or the resignation of a manager.

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Studying the views of subordinates on the actions of the leader, Researchers faced the fact that these views reflect the subordinate's already established clear idea of what an effective leader is and how he should act in a certain situation. This phenomenon is called stereotypical leadership. The stereotype of a leader arises in the minds of people as a set of specific as well as more general characteristics of a leader.

It is noted that in addition to institutional (the image of a leader for a certain type of organization), there are national stereotypes of leadership. For example, Eastern and Asian cultures, due to their large "power distance", attribute to the leader the following qualities as necessary: directiveness, highly structured tasks, widespread use of manipulation tactics. Greater emphasis on the participation of subordinates in management is inherent in leaders in the small countries of Western Europe and Scandinavia, where the national culture orients people to a small "power distance". A group approach to work is considered typical of leaders in the Mediterranean and Southeast Asia, whose national cultures maintain a spirit of true, not imposed, collectivism.

Paradoxically, there are two opposite positions in the formation of the leader's image. One denies any influence of the leader on organizational effectiveness at all, while the other leads to leadership charisma and an attempt by followers to ascribe almost magical, and in some cases, divine qualities to the leader.

Charisma is a form of influencing others through personal attractiveness, evoking support and recognition of leadership, which provides the owner of charisma with power over followers. As a source of leadership power, charisma refers to the power of example, which is related to the ability of a leader to influence subordinates by virtue of his personal qualities and leadership style. Charisma gives the leader the advantage of being more effective in influencing his subordinates. Many believe that gaining charisma is associated with the leader's ability to find his admirers and admirers and even change their composition depending on the situation. Others define charisma as a set of specific leadership qualities. The latter formed the basis for the concept of charismatic leadership considered below, which is, in fact, continuation of the concept of attributive leadership and based on a combination of qualities and behavior of a leader. A charismatic leader is one who, by virtue of his personal qualities, is able to have a deep impact on followers. Leaders of this type have a

high need for power, have a strong need for action, and are convinced of the moral correctness of what they believe. The need for power motivates them to become leaders. Their belief in their righteousness reinforces this need. The desire of such a person to be active conveys to people the feeling that he is capable of being a leader. These qualities develop such traits of charismatic behavior as role modeling, image creation, simplification of goals (focus on simple and dramatic goals), emphasis on high expectations,

Studies show that charisma has a negative side associated with the usurpation of personal power or the leader's full focus on himself, and a positive side associated with an emphasis on shared power and the tendency to delegate some to its followers (Table 11). This helps explain the difference between leaders like Hitler, Lenin, Stalin and the likes of Sakharov, Martin Luther King and the like. In general, a charismatic leader is credited with having self-confidence, high sensitivity to the external environment, a vision of solving a problem outside the status quo, the ability to reduce this vision to a level that is understandable to followers and encourages them to take action; extraordinary behavior in realizing your vision.

Charismatic leadership models differ in the number of stages of development of charisma itself and relationships with followers. It is believed that first it is necessary to develop a sensitivity to the detection of a problem that could be attacked with criticism, then it is necessary to develop a vision of idealized ways to solve this problem. Something new must be included in the vision that has not been previously suggested by anyone and about which it seems that it can immediately advance a solution to the problem. The next step is related to the leader's ability to convey the meaning of his vision through interpersonal communication (publications, speech, gestures, postures, etc.) to followers in a way that makes a strong impression on them and stimulates them to take action. Further, for the leader to rally followers around him, it is important to develop a relationship of trust with them, showing such qualities as knowledge of the business, the ability to achieve success, taking risks and taking extraordinary actions or deeds. At the final stage, the leader must demonstrate the ability to realize his vision through the delegation of authority to followers. This can be done by giving followers challenging and meaningful tasks, engaging them in governance, loosening bureaucratic chains, and rewarding them appropriately for their results.

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Table 11. Ethics and charisma

Unethical charismatic leader	Ethical charismatic leader
Uses power only for personal interests	Uses power in the interests of others
Promotes only his personal vision	Builds his vision in accordance with the needs and aspirations of followers
Suppresses criticism	Considers criticism and learns from it
Requires unquestioning implementation of its decisions	Encourages followers to be creative and creative
Communicates in only one direction: from itself downward	Encourages open and two-way communication
Insensitive to the needs and wants of followers	Teaches, develops and supports followers, shares his glory with others
Relies on comfortable external moral standards to meet its interests	Relies on internal moral standards to meet organizational and public interests

Research into the practice of business organizations has shown that charismatic leadership is not always required in order to achieve high results in business. More often it comes to those cases when followers strongly ideologize their desires and ways of fulfilling them.

This largely explains the more frequent presence of charisma among leaders who manifest themselves in politics, religion, and military operations. For business, the importance of charismatic leadership increases as the need for radical changes in the organization due to the critical situation. However, in these circumstances, another concept of leadership emerges: the concept of a reformer leader or a reformer leader. The concept of transformative or reformatory leadership has much in common with

charismatic leadership, but is interpreted in a significantly different way (Figure 14). The reformer leader motivates followers by raising their level of consciousness in the perception of the importance and value of the goal, giving them the opportunity to combine their personal interests with a common goal, creating an atmosphere of trust and convincing followers of the need for self-development.

The reformer leader is a reformer, not a savior. He shows creativity, not witchcraft. Behind it are realities, not myths. He leads followers from result to result, not from promise to promise. He orients people to work, not dividends, his goal is not to change the world, but to change in the world through development.



• Figure 14. Types of leadership depending on the goals of the followers and the nature of their relationship with the leader

The model of transformative or reformatory leadership assumes that the leader and followers have certain behaviors that, according to the model

developers, are suitable for creative problem solving in a crisis situation (Figure 15).

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<p>Situational factors:</p> <ul style="list-style-type: none"> • A crisis • The need for cohesion to solve the problem in a new way with the existing resistance <p>Follower behavior:</p> <ul style="list-style-type: none"> • Identifying yourself with the leader and his vision • Elevation of the emotional state • Feelings of complicity and involvement • Awareness of following the leader and critical appraisal of leadership calls 	<p>Leader behavior:</p> <ul style="list-style-type: none"> • Vision of a new solution to the problem • Translating vision into actions of followers • Management that inspires enthusiasm among followers
<p>Consequences:</p> <ul style="list-style-type: none"> • Making important social and organizational changes • Application by followers of great efforts • Increased Follower Satisfaction • Strengthening group / organizational cohesion 	

Figure 15. Model of Transformative or Reform Leadership

The model has a number of distinctive features.

First, it is recognized that it is necessary for a leader to influence followers by involving them in the management, to be a part of the group / organization, and not to “stand above it,” with enthusiasm to support joint efforts. Followers are required not to blindly follow the leader, but to critically assess the opportunities provided and a conscious approach to their actions, reduce the influence of emotions and increase the importance of rationality in behavior.

Second, since the atmosphere of trust develops a strong interdependence between the leader and the followers, there is a serious danger that the leader will surround himself with conciliators, or, on the contrary, the leader will follow the lead of his subordinates. These two traditional approaches are not suitable for a reformer leader.

Thus, the new concepts tried to combine the advantages and achievements of both traditional and situational approaches. They focus on the leader's ability to create a new vision for solving a problem and, using their charisma, inspire followers and inspire their enthusiasm to take action to achieve a goal.

Conclusion

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

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

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

The process of motivation is revealed in theories that try to explain why people are willing to carry out certain actions, spending more or less effort. Expectation theory, goal setting theory, equality theory, and participatory management theory, by explaining how people should be influenced to motivate them to perform well, provide managers with the key to building an effective system of motivating people. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions “direct” and “mediated”. The saying “it's all about him” owes its origin to quality. It is possible to “forget” about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either “on the mind”

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or "implied." From the relationship in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production. 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. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, in the same way as the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The new economy

is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", 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 produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be ready for the coming events.

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