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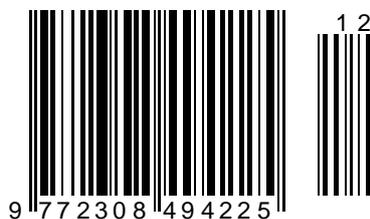
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ON THE INFLUENCE OF THE CULTURE OF THE ENTERPRISE TEAM ON THE PRODUCTION OF PRIORITY AND DEMANDED PRODUCTS BY THEM

Abstract: In the article, the authors explored the importance of culture for shaping the behavior of a person who is able to manage the team of an enterprise in order to ensure satisfaction with the results of such work, to be carried away by it and become its face. For the successful management of the enterprise team, it is necessary to conduct research in order to determine the degree of satisfaction of a person with the results of the work of the enterprise team with their work, i.e. form professionals. Then these people are people who love to work and strive to work well and will be those who are able to implement the tasks formulated for the entire team of the enterprise in order to ensure the production of demanded products. On the basis of the union of culture and effective management, it will be in demand and competitiveness by consumers in the regions of the Southern Federal District and the North Caucasus Federal District and Russia.

Key words: specialization, productivity, management, enterprise team, risks, market, demand, competitiveness, products, quality, quantity, consumer, manufacturer, consumer culture, quality activities, quality of life, purchasing qualifications, economic policy, priority, preference.

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Introduction

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The cultural characteristics of Russian entrepreneurs, according to most researchers who

used a systematic approach, include dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, avoiding irresponsibility. Often the personal qualities of an employee are given priority over their success in the

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performance of their work, there is a mixing of personal and business relationships. Also, our Russian reality has noticed the propensity of entrepreneurs and their employees to bribery, concealment of income from the tax service, forgery of documents, disregard for ethical standards in relation to competitors. There is a gap in communication between the manager and the employee, in another way it can be said that the head of the enterprise is inaccessible to lower-level employees. It is also noticed

As a result of the foregoing, the conclusion is that in Russia the enterprise and the management of personnel management are formed inefficiently and there are practically no working collective ties. Enterprises pay all their attention to the fulfillment of the conditions that the employees of the state bureaucracy have set for them, and not to the fulfillment of responsibility to consumers and society. Therefore, there is a difficulty in introducing progressive foreign management methods into Russian practice. In order to most successfully implement effective personnel management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager to the lower level.

Main part

The influence of culture on the organizational effectiveness of the results of the enterprise.

There are two ways in which culture influences organizational performance. First, culture and behavior mutually influence each other. Second, culture influences not so much what people do as how they do it. There are various approaches to identifying a set of variables through which the influence of culture on the enterprise can be traced. Seven models are known about the influence of culture on the organizational structure of an enterprise: the Sate model, the Peters-Waterman model, the Parsons model, the Quinn-Rohrbach model, the Hofstede model, the Lane and Distefano model, and the Ouchi model.

The impact of culture on organizational life V. Sate considers the results of assessing the effectiveness of an enterprise through seven processes:

- cooperation between individuals and the team of the enterprise;
- control;
- communications;
- the dedication of the enterprise team to the influence of culture;
- perception of the organizational environment in which the enterprise is located;

- justification of individual behavior in the enterprise team.

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

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

The influence of culture on decision-making by the enterprise team is carried out through shared beliefs and values that form a stable set of basic assumptions and preferences among the enterprise team. Since organizational culture can help minimize contention, the process decision making becomes more effective, meaningful for the entire team of the enterprise.

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

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

- from above it is clearer what measures to achieve the desired result;
- the collective of the enterprise obeys without question within the limits of shared basic assumptions.

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

The impact of culture on communication occurs in two ways. The first is that there is no need to communicate in cases where there are shared

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assumptions. In this case, certain actions are performed as if without words. Second, shared assumptions provide direction and help in the interpretation of messages received. So, if at the enterprise a member of the team is not considered an appendage of the machine, then the news of the upcoming automation or robotization will not cause shock in him.

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

An individual feels dedicated to the interests of the enterprise when he identifies himself with the latter and experiences some emotional connection with it. A strong culture makes a strong identity and feelings of the individual in relation to the enterprise. Also, team members can step up their activities in an effort to help the organization enterprise.

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

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

T. Peters and R. Waterman consider the organization of culture to be valuable in the successful operation of an enterprise. They "brought out" a set of beliefs and values of organizational culture that will lead the enterprise to success, namely:

- faith in action;
- communication with consumers;
- encouraging autonomy and entrepreneurship;
- considering people as the main source of productivity and efficiency;
- knowledge of what a person manages in the team of the enterprise;
- do not do what you do not know;
- simple structure and few management staff at

the enterprise;

- simultaneous combination of flexibility and rigidity in the enterprise.

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

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

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

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

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

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

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

Simultaneous flexibility and rigidity in the enterprise. The paradox of this attribute of the organizational culture of successful enterprises is resolved as follows. High organization at them is achieved due to the fact that all employees understand and believe in the values of the enterprise. This tightly connects and integrates them. Flexibility is ensured by minimizing "management" interventions and

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minimizing the number of regulations and procedures. This encourages innovation and the desire to take risks. As a result, a rigid structure of shared cultural values makes possible a flexible structure of administrative control.

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

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

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

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

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

This model includes the following three dimensions:

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

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

means/tools- results/indicators: the measurement in the model demonstrates the difference in the concentration of attention, on the one hand, on processes and procedures (planning, goal setting,

etc.), and on the other hand, on the final results and indicators of their measurements (productivity, efficiency, etc.).

These three dimensions give birth to four different approaches to organizational performance models:

quadrant 1 - the approach of "human relations", reflecting the state of maintaining the system of social relations, the obligations of people, decentralization and differentiation through the development of cohesion and qualification skills among employees;

Quadrant 2 - an "open system" approach, reflecting the state of decentralization and differentiation, growth and adaptation, improving the competitive position for the entire enterprise through a focus on developing flexibility and the ability to acquire the necessary resources;

quadrant 3 - the "rational-target" approach, reflecting the strengthening of the competitive position of the enterprise and, in general, the maximization of results, centralization and integration through an emphasis on planning, efficiency and productivity;

quadrant 4 - the approach of "internal processes", reflecting the state of centralization and integration, consolidation and succession, maintaining a system of social relations through the distribution of information and strengthening stability and order.

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

National in organizational culture

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

A systematic approach in which the enterprise operates. The whole "color" of the national culture of the society in which the organization operates takes part in the formation of organizational culture.

Systematization, as orderliness in the relationships between parts, contributes to the direction of analysis and taking into account the level of influence of individual elements on the whole, namely, the following are distinguished: the family system, the education system, the economic system,

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the systems - political, religious, socialization, health, recreation.

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

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

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

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

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

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

Health system is the way in which the culture prevents and heals diseases, and also shows concern for the victims of disasters and incidents.

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

The approach to the study of the national in organizational culture, developed by G. Hofstede and based on five variables, is very popular, namely:

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

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

Individualism is the degree to which the people of a given country prefer to act as individuals rather than as members of a group. A high degree of this variable suggests that a person, being in conditions of free social ties in society, takes care of himself and his loved ones in the family, as well as bears full responsibility for all his actions. The same variable is

characterized as collectivism (or a low degree of individualism). In collectivist societies, people are taught from childhood to respect the groups to which they belong, usually family, clan, or enterprise. There is no distinction between members of the group and those outside the group. Group members expect the group to protect them and be held accountable for them if they get into trouble. For this, they are obliged to pay loyalty to their group throughout their lives. In individualistic societies, we are taught from childhood to think of ourselves in terms of "I" and not part of "Us." It is expected that, once on his feet, the individual will no longer receive protection from his group, and she will not be responsible for him. Therefore, he should not show strong loyalty to the group.

The third variable also has two poles: masculinity and femininity, reflecting how people of this culture relate to values such as "perseverance" and "self-confidence", "high level of work", "success and competition", which are associated almost everywhere to a greater extent with the role of a man. These values are different from the "tender" values such as "life's comforts", "maintaining warm personal relationships", "caring for the weak and solidarity" associated predominantly with the role of a woman. We are talking about the predominance in society of patterns of behavior inherent in either males or females. The role of a woman is different from the role of a man in all countries, but in "tough" societies this difference is greater than in "gentle" ones.

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

The fifth variable is measured by long-term or short-term orientation in the behavior of members of society. Long-term orientation is characterized by a look to the future and is manifested in the desire for savings and accumulation, in perseverance and perseverance in achieving goals. Short-term orientation is characterized by a look into the past and the present and is manifested through respect for traditions and heritage, through the fulfillment of social obligations. The data obtained by G. Hofstede on the measurement of these variables for ten countries are shown in Table 1.

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Table 1. Results of measurement in points of variable cultures for ten countries (according to G. Hofstede)

COUNTRY	DV	ID	MN	IN	BEFORE
USA	40 (H)	91 (V)	62(B).	46 (H)	29(H)
Germany	35 (H)	67 (V)	66(B)	65(S)	31(C)
Japan	54(C)	46(S)	95 (B)	92(B)	80 (V)
France	68 (B)	71 (B)	43(C)	86 (V)	30 (C)
Holland	38 (H)	80 (V)	14 (H)	53(S)	44 (B)
Hong Kong	68 (B)	25 (H)	57 (B)	29 (H)	96 (H)
Indonesia	78 (V)	14 (H)	46(S)	48 (H)	25(N)
Zap. Africa	77 (B)	20 (H)	46(S)	54(C)	16 (H)
Russia (estimate)	95 (B)	50 (C)	40 (H)	90 (V)	10(N)
China	80 (V)	20 (H)	50 (C)	60 (C)	118(B)

Culture variables: DV - power distance, ID - individualism, MN - masculinity, IN - the desire to avoid uncertainty, DO - long-term orientation. Degrees of manifestation: B - high; C - medium; H is low.

Numbers indicate scores reflecting the degree of manifestation of a particular culture variable.

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

model, these different paths are called "variations in value orientations."

The six variables of the model under consideration include:

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

Variations of these variables are shown in Table

2.

Table 2. Matrix of cultural variables and their variations across cultures

VARIABLES	VARIATIONS IN VARIABLES		
Man's relation to nature	Submission to nature	Harmony with nature	dominance over nature
Orientation in time	live in the past	Live in the present	live in the future
Faith about human nature	A person cannot be changed		A person can be changed
	Man is inherently "bad"	The person is initially "neutral"	A person is inherently "good"
Activity orientation	It is important to enjoy work	In work, its process is important	In work, its result is important
Relationship between people	Based on hierarchical relationships	Based on group relationships	Based on individual connections
Orientation in social space	Like a part of society	A mixture of moderate individualism with belonging to the system	As a separate individual

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

Thus, faith about the nature of man does not consist in understanding how one individual thinks of another, but in what an individual believes in considering the possibilities of a person. For example,

is it possible to change a person or not. Or whether people are inherently bad, good, or both.

At the enterprise, value orientations in relation to human nature can, according to the model, be measured through the following characteristics: control system; management style; organizational climate. The latter also have their own "variations" for each of the crops, which are shown in Table 3.

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Table 3. Characteristics of the "cultural" variable "belief about human nature" and their variations in different organizational cultures

CHARACTERISTICS	VARIATIONS OF CHARACTERISTICS		
Control system	Rigid based on suspicion	Moderate based on experience	flexible based on information
Management style	Authoritarian, direct management	Moderate, advisory management	Democratic, participation in the guide
Organizational climate	confrontation, conclusion contract/consent	Compromise, concessions	Collaboration, informal connections

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

Widely known today, Z-type enterprises, described by U. Ouchi, are an attempt to show how the combination of the advantages of two fairly different cultures (Japanese and American) "gives birth" to an effective version of the culture of the enterprise team.

U. Ouchi built his research on a comparative analysis of seven organizational culture variables, namely:

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

These seven compared variables are presented in Table 4.

Table 4. Model of the enterprise type "Z" W. Ouchi

"Cultural" variables	Characteristics in Japanese companies	Characteristics in American "Z" type companies	Characteristics in typical American companies
Hiring	Life	long term	short term
Evaluation and promotion	Quality and slow	Quality and slow	quantitative and fast
Career	Widely specialized	moderately specialized	highly specialized
Control mechanism	Obscure and informal	Obscure and informal	clear and formal
Decision-making	Group and consensus	Group and consensus	Individual
A responsibility	group	Individual	Individual
Interest in a person	Wide	Wide	Narrow

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

Evaluation of work performance. All three types of enterprises carry out this work using both quantitative and qualitative measures. However, the time lag and its impact on careers are different. Thus,

in "purely" American enterprises, rapid progress is valued, based on the evaluation of work using a variety of quantitative meters.

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

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

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

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

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

U. Ouchi's model was put into practice at a number of Japanese automobile factories of the Toyota and Nissan firms in the USA. Where enterprises have systematically invested in their workers and their work over a long period of time, gradual and significant improvements have been observed. The main groups of methods of organizational culture are the following:

- *Objects and subjects of attention, assessments of control by managers.* This is one of the most powerful methods of maintaining a culture in an enterprise, as through repeated actions, the manager lets employees know what is important and what is expected of them.

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

- *Role modeling, education and training.* Aspects of organizational culture are learned by subordinates through how they should perform their roles. Managers can deliberately build important

"cultural" signals into training programs and daily assistance to subordinates at work. So, an educational film can focus on the cleanliness of the workplace. The manager himself can also demonstrate to subordinates, for example, a certain attitude towards customers or the ability to listen to others. By constantly focusing on these points, the manager helps to maintain certain aspects of the organizational culture.

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

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

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

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

There is a position that regardless of the stage of development at which the enterprise is located, its top management can manage culture in two ways. The

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first is like a vision from above, which should arouse enthusiasm among the majority of the members of the enterprise team. The leader-leader inspires and implements the basic values of the enterprise. This presupposes that the leader has an obvious and sincere personal commitment to the values he believes in.

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

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

Obviously, managing organizational culture is not easy. Value orientations should not only be declared, but also become an integral part of the inner

life of top management and be transmitted to the lower levels of the organization in all its details.

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

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

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

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

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

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

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

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

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

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

Organizational culture is not a monolith, but consists of the dominant culture, group subcultures, and countercultures that reinforce or weaken the

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culture of the enterprise as a whole. The strength of culture depends on the scale and separability of its main attributes of the enterprise team, as well as on the clarity of their priorities.

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

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

Changing organizational culture is, to a certain extent, the opposite action in relation to their maintenance. Changes in behavior can lead to changes in the culture of the enterprise team, and vice versa. There are three possible combinations of changes in behavior and culture in the enterprise:

- culture change without behavior change;
- changing behavior without changing culture;
- change in behavior and culture.

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

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

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

When answering the first question, various models are used: J. Miller - a systematic approach; G. Hofstede - variables of national culture; Lane and Distefano are variables of national culture and

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

The need to improve the quality management system at light industry enterprises is due to the following important reasons. Firstly, it is an increase in the confidence of potential consumers in the products manufactured by this enterprise. Secondly, it is an opportunity to significantly strengthen its position in existing markets, as well as significantly expand its spheres of influence by entering new domestic and foreign markets. And thirdly, this is a significant increase in labor productivity of any industrial enterprise, which is expected to introduce a QMS using effective management.

Currently, enterprises pay great attention to the motivation of employees, since depending on how motivated an employee is, the results of his activities will be visible. The main task of managers is the full involvement of the full potential of employees in the work. Moreover, managers understand that material incentives do not increase the loyalty and commitment of the enterprise. Effective management solves this problem.

The essence of such management is that under it the employees of the enterprise are included in the management process, participate in the activities of the enterprise, make decisions on a number of issues. Moreover, if an employee of the enterprise has the right to vote, takes part in the activities of the enterprise, receiving remuneration for this, then he will work more efficiently and productively. An employee whose opinion is considered, whose ideas are implemented, will have a better attitude towards his place of work and will work with full dedication.

With effective management, employees can discuss with the manager the goals and tasks that he will need to complete. Employees of the enterprise can form working groups of those employees with whom they would be pleased and comfortable to work. In addition, employees of the enterprise can put forward their ideas and proposals for improving the work of the enterprise as a whole. Moreover, for the promotion of ideas should be rewarded.

Participatory management has a number of advantages. Participation in the management of employees leads to an increase in the quality of decisions made, since employees may have information that is not known to the manager. With

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such management, employees can fully express themselves, show their knowledge and skills, and also feel their importance for the enterprise, thus increasing their motivation. Motivation is usually based not only on the personal achievements of the employee, but also on the overall result of the enterprise. The unification of employees in working groups can best reflect on the corporate spirit of the enterprise. However, an effective approach, in addition to its advantages, also has its drawbacks. Not all people, by virtue of their nature, are ready to participate in the management of the organization and put forward ideas and proposals, taking responsibility for them. It is much easier for many employees to do work at the direction of the manager. Involving employees in the management of the enterprise may not have the best effect on managers, as they may lose their influence on employees. A lot of time will also be spent on discussing problems, while an unambiguous decision may not be made, but time will be wasted. Many ideas and proposals of the employees of the enterprise may be irrational and inappropriate due to lack of knowledge. Therefore, the leaders of the enterprise need to inform employees about the state of affairs at the enterprise, train personnel in order to deepen knowledge and put forward more effective and relevant proposals. The lack of recognition of an employee's idea can cause an ambiguous reaction from an employee who puts forward his innovative proposals, thereby demotivating him. Therefore, the leaders of the enterprise need to explain why this idea is not suitable in a given situation.

Having considered all the pros and cons of participatory management, we can conclude that such management is not a lifesaver for improving business at the enterprise, but it allows you to see the problems of the organization from the inside and try to solve them not by the efforts of one person, but by the whole team, where everyone can prove themselves for the benefit of the enterprise.

Regardless of the fact that an effective method of enterprise personnel management is gaining more and more approval every year in most countries with developed and developing economies, Russian light industry enterprises are not yet ready to implement and fully realize the benefits of this method. All this is because the personnel management services prefer to work according to the established traditional scheme.

Most Russian enterprises, both long-term and newly created, use the directive method of management. At such enterprises, managerial decisions are made individually, career growth comes at the expense of "good ties" with the manager, and not one's own merits in work, frequent violations of labor laws are commonplace. The reason why the directive method is preferred is the national mentality of our country that has developed over many centuries, as well as the Soviet ideology that is still present in many enterprises. As a result, management

in such enterprises is centralized, administrative and formal.

No more than half of HR managers can achieve and skillfully use the consistency of goals with the capabilities of the enterprise and the interests of employees.

Another very important factor that does not allow the adoption of a parsitative method of personnel management at Russian enterprises is the influence of the national culture of Russia. The choice of a strategy for managing human resources in the practical activities of an enterprise depends on this influence.

According to the majority of researchers who used a systematic approach, the cultural characteristics of Russian entrepreneurs include dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, avoiding responsibility. Often the employee's personal qualities are given priority over his success in the work performed, there is a mixing of personal and business relationships. Also, our Russian reality has noticed the propensity of entrepreneurs and their employees to bribery, concealment of income from the tax service, forgery of documents, disregard for ethical standards in relation to competitors. There is a gap in communication between the manager and the employee, in another way it can be said that the head of the enterprise is inaccessible to lower-level employees. It is also noticed.

As a result of the foregoing, the conclusion suggests itself that in Russia, enterprises and the management of personnel management are formed inefficiently and there are practically no working collective ties. Enterprises devote all their attention to fulfilling the conditions that the state bureaucracy has set for them, and not to fulfilling their responsibility to consumers and society. Therefore, there is a difficulty in introducing "Western" management methods into Russian practice.

In order to most successfully implement participative personnel management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager to the lower level. It is important to create a high-quality and effective system of motivation and continuous professional development so that the staff becomes a source of competitiveness of the enterprise and meets modern requirements for human resource management.

The quality manual aims to apply a "process approach" to the development, implementation and improvement of the effectiveness of a quality management system in order to increase customer satisfaction by meeting their requirements.

The advantage of the process approach is the continuity of control that it provides at the junction of

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individual processes within the system, as well as in their combination and interaction. The main processes of the quality management system are:

- product design and development;
- drawing up a production plan;
- production;
- control and testing of products;
- packaging and storage of products;
- sale;
- purchases;
- provision of resources;
- conducting marketing research.

Measurement and monitoring activities for ensuring and verifying the conformity of products are defined in comprehensive documentation, production plans and shift assignments, technological processes, measurement, analysis and improvement procedures.

Monitoring, measurement, analysis and improvement activities include:

- customer satisfaction survey;
- internal audit;
- monitoring and measurement of processes;
- monitoring and measurement of products;
- management of nonconforming products;
- continuous improvement, including corrective and preventive actions;
- determination of places of application of engineering and statistical methods.

The defects that appeared in the field of sales of manufactured products indicate not only the poor quality of products, but more about the unsatisfactory work of the enterprise.

The reduction of such cases will be possible through the use of participatory management of the implementation of the Policy and objectives in the field of quality and procedures developed by the management of the enterprise as part of the quality management system, forming requirements for all participants in the process to create conditions at the enterprise for the production of defect-free products and with strict control over their execution, namely:

1. Quality guide. It is the fundamental document of the management system. The quality manual describes the structure and content of the quality management system aimed at ensuring product compliance with customer requirements and the mandatory requirements of regulatory documentation (RD), and also sets out the Procedures (or gives links to them) developed within the QMS, describes the interaction between the processes of the management system quality.

2. Internal audit of the quality management system. This procedure is a mandatory documented procedure that establishes the procedure and sequence of actions during internal audits (inspections) of the quality management system.

3. "Product Warranty Repair" This document describes the "Product Warranty Repair" process and

establishes the procedure for dealing with customer complaints.

4. Documentation and records management. Managed documents are those whose preparation, identification, review, approval, distribution, storage and revision are carried out on the basis of pre-established, systematically used rules.

5. Management of nonconforming products. This document is a mandatory documented procedure that establishes: a) specific responsibilities of structural units, officials and individual performers for the management of nonconforming products; b) goals, objectives, deadlines, procedure for drawing up and registering records and documents for the management of nonconforming products in the main and auxiliary production.

6. Organization of quality control. This document establishes: a) the procedure for organizing product quality control at the enterprise; b) specific responsibilities of officials and individual executors for quality control of the enterprise's products, management and identification of nonconforming products.

7. Purchases. This procedure establishes the procedure for assessing and selecting suppliers, maintaining a questionnaire on suppliers and determining the supplier's reliability category, determines a unified procedure for purchasing components, materials and semi-finished products, their storage, production support and effective work with product consumers.

8. Design, development of the range and its production. This document establishes the procedure for the implementation of the process "Design, development of the range and its production" and is intended to: a) regulate and manage the activities of the unit for the design and development of new types of products; b) continuous improvement of the quality management system and the results of the process of manufacturing demanded products.

9. Production of products. This document establishes the procedure for the implementation of the process "Manufacture of products" and is intended to regulate and manage the activities of units for the production of products.

10. Customer satisfaction. To determine the dynamics of customer satisfaction, the QMS manager collects and systematizes data from information sources. Sources of information about customer satisfaction are: customer satisfaction assessment questionnaire; customer reviews; volumes of products; volumes of products sold; awards, awards and diplomas.

11. Technological preparation of production. This document establishes the procedure for the implementation of the process "Technological preparation of production" and is intended for: a) for the regulation and management of the activities of the unit for the technological preparation of production of

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new types of products. b) continuous improvement of the quality management system and the results of the process.

12. Organization and procedure for conducting "Quality Days". "Quality Day" is an operational meeting of the heads of structural divisions, dedicated to monitoring and analyzing the quality of the work of the enterprise and its divisions.

13. Statistical methods of quality management. Statistical quality control of products is an element of the mechanism for managing product quality and regulating the relationship between the supplier and the consumer, while checking the manufactured range of products is carried out before and after its manufacture, and not only during its manufacture.

The main goal of applying statistical methods is to regulate the process of creating a high quality product at all stages from marketing to operation with lower economic costs and high efficiency.

Statistical methods provide for the collection, systematization and mathematical processing of the results of production activities, analysis of information for the adoption of corrective and preventive measures, further research of the control object to achieve an acceptable (optimal) level of quality.

The implementation of the quality system is a set of works that affects various aspects of the enterprise and its subsystem - the strategic management subsystem, the production subsystem, the logistics subsystem, personnel management, internal communications, document management, etc. In this regard, the implementation of the quality system is quite difficult, long and laborious task. The solution to this problem, as a rule, occurs in several stages.

Let us formulate the main stages of the QMS implementation, namely: the improvement of the QMS makes sense only if the enterprise team has a desire to achieve significant results in the struggle for the quality of its products, but all this should provoke the desire of the teams to reach new heights, move forward and guarantee themselves and their enterprises stable results from their activities.

To implement the formulated procedures, wishes, the following activities should be performed, namely:

**step 1 - awareness by top management of the goal of creating and implementing a QMS in an enterprise;*

**step 2 - establishing the needs and expectations of consumers and other interested parties;*

**step 3 - formation of a management strategy, policy and objectives in the field of quality;*

**step 4 - organization of quality training for all employees;*

**step 5 - planning work on the implementation of the QMS;*

**step 6 - implementation of the QMS with the formation of a team consisting of various specialists;*

**step 7 - establishing a system of processes, their coordinated relationship and interaction, highlighting the key processes necessary to achieve quality goals;*

**step 8 - documenting the QMS (to the extent and degree of specification required specifically for your enterprise - not forgetting the obligatory nature of some documentation in accordance with the requirements of ISO 9001-2015);*

**step 9 - internal audits;*

**step 10 - finalization of the QMS documentation and elimination of comments on the results of internal audits and testing when implementing the developed regulatory documentation;*

**step 11 - QMS certification;*

**step 12 - further development of the QMS.*

The light industry enterprises of the regions of the Southern Federal District and the North Caucasus Federal District have identified and manage numerous interrelated activities. Procedures have been identified, described and documented.

In addition, we developed, documented, implemented and maintain a quality management system, which ensured the company's continuous improvement of its performance in accordance with the requirements of GOST R ISO 9001 - 2015.

Such procedures within the framework of the quality management system are:

Basic procedures:

* design, development, production of prototypes and putting into mass production of LP 08 -01;

* drawing up a plan for the production of LP 03-01;

* control and testing of products for their compliance with the requirements of technical regulations;

* packaging and storage (performed according to standard and individual technological processes for each product);

* sale (The process is carried out by trade organizations, or marketing services of the enterprise);

* provision of resources.

Management Procedures:

* processes of managerial activity of management;

* conducting marketing research;

* sequences and interactions of processes are defined;

* defined for each procedure criteria and methods necessary to ensure effectiveness, both in the implementation and management of these procedures.

The procedure for selecting criteria is set out in LP 01-01 "Procedure for the development, execution, approval and approval of quality management system processes" and assumes:

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* ensure that each process has the resources and information necessary to support and monitor those processes;

* to monitor, measure and analyze these processes;

* take the measures necessary to achieve the planned results and continuously improve these processes;

* management processes are carried out: in terms of marketing, this is joint participation in exhibitions, issuing tasks for advertising and researching market trends, and in terms of sales, this is a contract for the sale of products.

The transferred \results of the development, documentation and implementation of the quality management system are confirmed by the internal audit (LP 13-03), conducted on a quarterly basis under the audit program.

Internal audits of the QMS at the enterprise are carried out in order to:

*verification of QMS compliance” with the requirements of ISO 9001 - 2015 (GOST R ISO 9001-2015);

*assessing the compliance of the QMS with the requirements established by the internal documentation of light industry enterprises;

*assessment of the ability of the QMS to effective and efficient functioning;

*checking the implementation and effectiveness of corrective and preventive actions for nonconformities identified during previous audits;

*identifying areas of activity for improvement, opportunities and ways to improve the QMS.

Internal audits (inspections) are carried out: a scheduled audit quarterly in accordance with the internal audit program of the QMS, approved together with the order on internal audits by the heads of light industry enterprises, and an unscheduled audit is the basis for it:

*an increase in the number of comments or complaints about manufactured products;

* deterioration in the quality of products;

* checking the implementation of corrective and preventive actions and evaluating their effectiveness;

* changes in the structure of enterprise management;

* the need to improve the procedures, processes of the QMS of the enterprise;

* other reasons.

Audits can be carried out by both the QMS manager and other employees of the enterprise.

The selection of the audit team is carried out by the Deputy Executive Director for Quality, taking into account the need to ensure the independence of auditors from the audited activity; or other factors that can affect the effectiveness and efficiency of the internal audit of the QMS.

The chief auditor with the audit team during the internal audit of the QMS collect information in order

to verify the compliance of the QMS with the requirements of the international standard GOST R ISO 9001 - 2015, compliance with the requirements of the consumer and the requirements of the QMS documents, the effectiveness and efficiency of introducing records and maintaining them in working order, knowledge and understanding of the Policy and Objectives of enterprises in the field of quality, the degree of achievement of objectives in the field of quality, determining the possibility of improving the QMS.

Information collection methods include:

*survey of officials;

* monitoring activities, work environment;

* documentation analysis.

The information revealed in the course of the internal audit of the QMS is recorded by the auditors.

Upon completion of the audit, the chief auditor draws up a report on the internal audit of the QMS. The report must contain complete, accurate and unambiguously understood information on the conducted audit. This report is one of the types of quality records and is necessary for assessing the QMS and making decisions about its improvement. Copies of the report are sent to the heads of structural units and top management.

Light industry enterprises plan and conduct audits of the quality management system in accordance with LP 13-03 "Internal audit of the quality management system".

The top management of the enterprise reviews the quality management system quarterly to ensure its continued suitability, adequacy and effectiveness. The analysis includes an assessment of improvement opportunities and the need for changes in the company's quality management system, including the Quality Policy and objectives. The quality manual is the main defining document of the quality management system and describes it in accordance with the requirements of GOST R ISO 9001 - 2015.

General requirements for products in terms of establishing technical parameters, sanitary standards and safety precautions are determined by GOST RF, and for each product, technical specifications have been developed and approved in the prescribed manner, where specific values of product quality are determined in accordance with technical regulations.

There are two periods in the history of the quality problem. During the first, serious interest in what quality is was limited mainly to professional theory. Philosophers tried to define quality and its systemic position, however, in numerous philosophical disputes, the concept of “quality” was not one of the main problems.

The actualization of the theory of quality turned out to be dependent on the degree of development of the system-forming philosophical concept of “being” in the context of basic concepts derived from it, i.e. those concepts that help to carry out the ascent from

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the extremely abstract statement of existence with the only distinguishing property to be, to exist, to a concrete understanding with an established content, thanks to answers to derivative questions, such as "What is everything from?", "Due to what does everything exist?", "Is there non-existence?", "In what systemic forms does being find its certainty?"

Apparently, it was the last of these questions that brought philosophy onto the "path" of that interpretation of quality, which "hooked" not only those who "equipped" a fundamentally new type of worldview in human history.

It is logical to assume that the problem of the substance of being, as the first step towards the theory of quality, was hardly of concern to anyone outside the limited community of philosophers. Everything indicates that this was interesting for those whose gaze was turned to the Cosmos, to the depths of its construction, and the vast majority of fellow countrymen - philosophers were in the grip of earthly problems.

For the masses, diversity and the choice of goods were essentially not available. The plebeians demanded: "Bread and circuses!". A small aristocracy enjoyed the celebration of life in all its diversity. The problem of the quality of life was solved in accordance with the socio-cultural architecture of the society. This problem undoubtedly took place, but it could not mature into an actual one for society. The reason is simple - the lack of a sufficient level of mass demand for a quality product.

The problem of quality has acquired the scale of social relevance in the context of the transition to a mass production economy, the democratization of social relations, the development of education, the availability of education and other cultural values. In order for the question of quality to become one of the most important for a society, it was necessary for it to become relevant for the majority of those who form this society. Without the right to freedom and the purchasing power to make a choice, "quality" is not able to be among the priorities of the mass consciousness. Elite requests for quality are developed in exclusive, non-traditional theories, the main goal of which is not to achieve the truth, but to satisfy the needs of customers.

Of course, the qualitative and quantitative characteristics of phenomena of natural and artificial origin were known long before these signs were actualized in social life and consciousness reflecting its development, but, in the light of our study, the existence of knowledge of quality de facto is not so significant. The subject of research is not the awareness of quality, but the development of an understanding of quality at different horizons of social history.

Development is the universal state of everything that exists, from the simplest material substrates to the highest forms of thinking. Both the quality and its

quantitative expression were improved, the dependence of qualitative-quantitative changes was clarified. The emphasis shifted from quantity to quality. Having proved its evolutionary strength, humanity switched to the principle: "take not by number, but by skill." The struggle for survival was replaced by the desire for a quality standard of living in a wide range of interpretations. The struggle for a decent quality life began.

As history shows, having left savagery and barbarism, having laid the foundations of civilization, people have noticeably changed in the external forms of their manifestation, but civilization penetrates into the depths of human nature slowly and heavily. Biological history has laid in the nature of man an active principle, combined with a developed ability of thinking, noticeably superior to all other types of reflection. But this whole superstructure was formed over a fairly rigid animal frame, subordinated to the systemic goal of surviving the struggle. The conditions of the struggle were transformed, making adjustments to the means and forms, but the natural base itself turned out to be very inertial.

The transition from the natural egoism of the biological level to rationally active egoism, despite the well-known civilizational means of cultivation, did not meet the forecasts of either the romantics or the realists-optimists. Civilization was marked by non-civilizational forms of relations in the movement towards a quality life, which further actualized the interest in quality. To be on a par with the most important problems, quality had to appear in several functions: as an end, as a means, as a condition for the development of all social subjects at all levels of life.

History for historians is events and participants arranged in time sequence, a kind of chronology of significant facts of social and, in part, personal life. The philosopher and the non-historian specialist see their own interests in history. Philosophical and special interest in history is dictated by the need to understand the dialectics of the process in relation to human activity. The specialist seeks to discover in the past trends ways to solve his problem, sometimes far from private.

Intuitively, even at the dawn of civilization, the term history (historia) was interpreted in the sense of the study of the desired process, as opposed to a chronological description. Among the Ionians, the story, the story of the past, was called logos (logos). Only after a while, already in the works of the founders of philosophy, the logos acquired its modern meaning - a thought, an idea. Both Herodotus and Thucydides understood history as a comprehension of the course, events of the past, necessary for "instructions in the way of life" for those who live in the present. Having passed the test of time, historicism strengthened its positions and became the ideological basis of cultural memory. ON THE. Berdyaev argued: "From the first days of Creation... man is in the

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historical, and the historical is in man. Dive into the depths of time is a dive into oneself.

The past dissolves into time, leaving us, along with the memory of the past, thoughts about the present and responsibility for the future. New is always relative. Goethe was right when he said that everything clever is already known, you just need to think it over again.

History is a treasure trove of ideas, a goldmine for a thinking person, no matter what he does. A different attitude to history is the combined result of two causes: the first is the interpretation of time, the second is oneself in time. In the pre-Christian period of history, time was interpreted cyclically, representing it as the sum of repeating cycles closed on itself. With Christianity, the view of time has changed. Time appeared as an ascent to the infinite, divided into finite terrestrial and infinite extraterrestrial. The opposition between cyclical and non-cyclical consideration of time is characteristic of theological theory. We are not interested in it, however, as well as the properties of time in their abstract form.

After G. Hegel and K. Marx, what is relevant is not the idea of something in general, but immersion in a concrete-objective, or concrete-historical state of what turns out to be the object of research. In the case of time, it is important to analyze not only its universal properties, but to determine where and how it moves. What is important is that everything that exists in time can take place only if it corresponds to these objective characteristics of time. To exist in time means to have the properties of time. This position is universal both for the infinite variety of individual phenomena, and for the signs of being that are necessary for them, to which "quality" and "quantity" belong.

The standard understanding of the law of transition of quantitative changes into qualitative ones simplifies the view of their relationship. Both G. Hegel and F. Engels were far from the meaning that spread under the cover of the dialectical theory of development. Quantity does not translate directly into quality. A new quality, a qualitative state arises as a transition from the previous quality. In the changed quantitative conditions, the measure exhausts the reserve for the stability of functioning.

The measure is "qualitative quantity", it indicates the limits of quantity change without significant consequences for the given quality of the phenomenon. The output of quantitative indicators necessary for the achieved quality beyond the limits of the measure inevitably entails qualitative transformations. Simultaneously with the loss of the former quality, there is a process of birth from it, on its basis, of a new quality, commensurate with the changed quantity. The key position in the relationship between quality and quantity is the measure. On the same measure, quality specialists prefer not to talk seriously, reducing the measure to quantitative

standards. As if the measure is some kind of passing state of the "quality-quantity" system. It is necessary to clearly understand the objective and functional role of the measure in managing both quality and quantity.

"Measure" belongs to neither quality nor quantity. It expresses a systematic way of relations between quality and quantity, connects them. So, first: quantity and quality interact through the measure, the measure mediates their connection. What "benefit" will the practitioner gain from this conclusion? Mass production, including its "thrifty" variety, requires a dimensional characteristic, otherwise the fairy tale story about a pot of porridge or "a flower - seven flowers" has a chance of a real continuation. Chinese consumer goods are a classic example of the destruction of dialectical unity in the "quantity-quality" system.

The market, in its essence, is not capable of being a controller of a measure that regulates relations in the "quantity - quality" system. With the acquisition of wholesale forms of development, the dominance of finance capital and its natural generation - large-scale speculation and mediation, the modern market has opposed itself to production and has lost interest in the state of production. The market, using the specifics of mass production, has become saturated to the extent of its perversion and can afford to set the qualitative characteristics of goods].

The state behaves in the market like a teacher in a kindergarten. It puts the interests of the market above the interests of producers and the mass consumer. Under the "roof" of the general idea - the market pulls production along with it, the market and the state are merging. Quality-quantitative assessments are stamped into the zone of subjective arbitrariness.

As long as the theory of quality is not systematically built, the theory of quality management will be based on empirical principles that are not able to cover the subject of management as a whole, and are relatively significant in the limited specifics of production. In the absence of anything better, they are used, extrapolating local experience to other conditions, getting the effect due to the added adaptation measures, unfortunately, again, temporary and partial.

In the kaleidoscope of the history of changing methods of quality management, one can discern a certain logic. Life, on the other hand, requires not a "certain" logic, but logical certainty in the form of a holistic, systematically sound theory of quality as a methodological basis for building universal principles of quality management theory. The starting point here should be the idea of a systematic quality-quantity relationship within the framework of the measure of their coexistence.

Quantity helps to reveal the full quality. A quality thing can be created in one copy, but in order to reveal the qualitative potential of the manufacturer,

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a single copy (or work) is clearly not enough. The Faberge firm secured fame for itself with the first branded product, but it became a brand due to subsequent success in creating a collection.

An example of a systematic understanding of quality within the framework of a measure - dimensional certainty - is small series, the issue of collectible coins, medals. Quality is fixed within the boundaries of a quantitative value, which serves as a measure of its expression. The point here is not only to provide conditions of preference for the vip-consumer of products. The dependence of objective signs of quality on the number of copies produced is also significant. Mass production is objectively associated with a decrease in product quality. Measure is the frontier service of quality; going beyond the measured quantity is a crime against quality.

A mass domestic manufacturer is hardly interested in the theory of quality. She is irrelevant to him. If, nevertheless, by chance someone stumbles upon our reasoning, then, most likely, they will smile at their naivety. Trying to rebuild the Russian market with the help of theory, to give it a civilized look is classical quixoticism. First, it is necessary to organize the market space through political will, legislative initiatives and effective, rather than sham control over the legal order, to return the producer of goods to the market, removing an unmeasured number of intermediaries - speculators.

A real manufacturer is not interested in speculative transactions. For sustainable development, he needs his own consumer, who, by the way, in turn, does not mind at all, having his own specific and affordable producer within the framework of moral and legal relations.

A sense of national dignity is brought up by history and the existing reality. At school, you can learn from the best history textbook, but in addition to school history lessons, there is a current life that is more impressive than historical digressions. In the East they say: "how many times do not repeat halva, it will not be sweet in the mouth." Theory has always been considered the best practical guide, however, in the normalized circumstances of activity. Going into an illegal and semi-legal position, the manufacturer is alienated from quality and, naturally, from the theory of quality. Further, the quality is replaced by pseudo quality and the costs of advertising props grow.

The quality of human activity reflects such a complex of its characteristics, which to the maximum extent corresponds to the ideal idea of success.

The object of management is human activity in the totality of its factors, characteristics and features. But any human activity is a set of actions aimed at solving a problem, allowing to achieve the goal.

Therefore, we can talk about quality management as the management of those characteristics of human activity that make this

activity such as is necessary for reliable and real achievement of the goal.

The management of any processes ultimately results in the impact on certain of their characteristics: productivity, reliability, timeliness, design, efficiency, etc. The complex of such characteristics reflects the quality of the activity. That is why we can talk about quality management as a special approach.

In management there is a goal and means to achieve it. Moreover, quite definite relations are established between these two factors. It's a relationship concreteness, interdependence, direct interaction, adjustment, flexibility, adjustment.

In most cases of our domestic quality management is seen as nothing more than a means to an end. If we take into account that the goals, as a rule, are not sufficiently defined, then the means to achieve them have the same property. Quality in management is present as a general characteristic of products, achieved through regulations, standards, and technical control.

World management experience indicates a change in the status of quality in the management system and processes. In the strategic plans of many firms, quality is considered as the main goal of management, which determines profit, image, stability, confidence in competition, and prospects for development. At least the experience of Japan testifies to this.

Modern management requires the formulation of the problem of quality as the goal of management, and the achievement of this goal requires quite specific means. In quality management, it is of great importance to understand that quality cannot be achieved without taking into account all its components, without organizing interaction in the management system according to quality criteria. In many previously created quality management systems, the main role was played by the characteristics of the product, the properties of the manufactured item, and not by a set of certain characteristics that reflect the socio-economic process of functioning and development of production, the quality of the socio-economic system in general.

Product quality is a consequence of the action of many factors - the quality of personnel, the quality of production organization, the quality of equipment and technology, the quality of management, design developments, etc. All this seems obvious, however, in real practice, quality management has not yet become a special type of management.

The problem of quality in management should have the status of a goal and subject of management. This is difficult, but necessary, because it is necessary to take a different approach to determining the content of the problems to be solved in management, to evaluate them according to very complex factors. The quality of products can be seen, evaluated, understood. But it is difficult to determine and

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evaluate the quality of the company's activity, which gives good quality products, and even more so to assess the potential of quality. Not everything can be judged by the final result, not everything equally clearly includes the final result. Much, as it were, falls out in the process of its production, receipt, and is transformed into other properties. That is why the quality of products and the quality of activity are not the same thing, but the latter is much more important for the analysis of management, its organization, for setting goals and guidelines for management, for choosing means and methods of management.

This is where the real need for a systematic approach arises and becomes more acute, and not just its declaration. In practical activity, in the very formulation of the problem, in the disclosure of its content, we often exclude the very possibility of a systematic approach to solving problems.

One should not think that quality is determined only by technological components, there are factors that go beyond technology. These are factors of labor culture, production aesthetics, market conditions, public consciousness, production infrastructure, etc.

Methodologically, a systematic approach involves taking into account not only what exists in stock, in a given product, in finished form, but also what existed in the process of its manufacture or formation. In many cases, these were complex and lengthy processes in which something disappears, turns into something else, something changes status. But nothing passes without a trace, and everything remains in one way or another in quality. That is why the very concept of quality is valuable because it focuses on a systematic approach, if it is considered as the goal of management, that it requires taking into account the factors of processivity and structure, existence and development, factors of compliance with a certain external environment, human interests, values of social life, etc.

Today, quality management requires not only standards and state quality requirements. They can only reflect the minimum level of quality that the state must protect. In general, state requirements for quality are a system of administrative quality management. No standards and state requirements can keep up with the changing interests of a person, market processes of competition, changes in the value system and lifestyle. But it is they who determine the understanding of quality and the need for flexible, socio-economic quality management.

Quality requires criteria that reflect the dynamics of socio-economic processes. Quality should be determined by market situations that characterize the processes of the dynamics of supply and demand, needs and values. After all, only the market through the mechanisms of supply and demand, competition, pricing and other processes can show the true quality of the product, show what should be taken into account in its characteristics. State requirements, if

they should be, can guarantee only a minimum of quality, through which a system is built to protect the consumer from completely poor-quality products. The true dynamics of quality can only be understood in terms of the economics of demand and consumption, competition, price, the functional purpose of a product, its impact on lifestyle and its role in changing a person's lifestyle.

Quality is not only a set of product properties, it is also the initiative and activity of manufacturers in achieving these properties, in searching for and achieving their specific combination.

Quality is a concept of a socio-economic type, it is not a static system of properties, it is a person's attitude to his work, to society, to management.

In terms of awarding the Quality Mark, we have always been in a state of growth. But we felt the true dynamics of quality despite this indicator. A natural conclusion arises that either the criteria were underestimated, or these indicators were simply incorrectly compiled and used. The quality mark did not show true quality. This can be judged at least by the export of products. The volume of products with the Quality Mark was growing, and the demand for our products on the world market was declining due to poor quality, its non-compliance with international standards.

Now there are processes of structural restructuring of our production, and it is very important to lay fundamentally new foundations for quality management in the management system, to orient production towards quality as the goal of management and the basis for the successful functioning of production.

Quality is a type of development, it is new approaches to regulating product life cycles, creating new types of products, assessing obsolescence and physical wear and tear, taking into account the principle of universality.

Quality management also requires an information support system corresponding to this goal. Relying only on the meager data of domestic reporting, it is sometimes impossible to draw up a true picture of the state of quality, all the more so to find the reasons for its change or evaluate the formation processes. But the main thing in management is the origins of quality and the trend of its change.

In the traditional view, the problem of quality management is reduced mainly to the problem of quality control. This is a sign and factor of the administrative approach to quality management. But experience, both domestic and foreign, shows that the main factor in quality management is a comprehensive motivation for quality, in which the leading role is played not by control, it can be minimized, but by the way the production worker works, in which both functions and functions are combined. goals, and means of self-affirmation, and interests, and attitude

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towards the company, and sociability, and the socio-economic atmosphere of activity.

Management should be focused specifically on the way of activity corresponding to a certain type of quality activities.

This ultimately gives the quality of products without strict control of the administrative type, but control as a system of analytical evaluation.

In a market economy, the "sign of quality" is the price of a product, its popularity, demand, and the image of a company that cannot produce low-quality products at all.

Achieving a certain quality requires costs. The value of quality costs is the most important characteristic that reflects quality management. But the cost of quality does not yet characterize the potential for achieving quality. The costs can be very high, but the quality is low, because the costs do not always have an immediate and direct return. They sometimes serve only for the consistent formation of the quality potential, for example, the costs for the qualification of workers, the infrastructure of production.

Therefore, in quality management, the formation of quality potential is of great importance, which includes the culture of activity, the socio-psychological atmosphere, the qualifications and education of employees, technology, technical equipment, and the type of organization of activity.

Quality does involve serious costs, but it guarantees a stable market position. By working for quality, the manufacturer creates confidence in his own and national future. A properly built understanding of quality guarantees a perspective even in the conditions of the domestic semi-market.

We will try to formulate practically significant fundamental provisions in the order of introduction to the theory of quality:

Quality is not reduced to the sum of properties important for the existence of a product; it is their peculiar combination, built on the basis of usually two features - more general and more specific. For example. Shoes - "clothing for the legs", a hat - "clothes for the head", muffler - "clothes for the nose and neck", etc. Therefore, the focus should be on them.

Quality allows changes that do not lead to a loss of quality, but reduce or increase its consumer value; quality - a set of qualitative states that satisfy system-forming features to varying degrees. The "play" of quality allows you to maneuver in the process of creating a product with a given quality, depending on the specific capabilities of the manufacturer and consumer.

- Quality does not exist outside of quantity, they are dialectical opposites, their opposition is valid only within the limits of unity, from which it follows that, when creating quality, it is necessary to include quantitative expressions in qualitative characteristics

both in relation to individual properties of the goods and the quantity of marketable products. A.K. Savrasov, finding himself in a difficult life situation, made several copies of his famous painting "The Rooks Have Arrived". As a rule, author's copies have a high level of craftsmanship and are well paid for. The artist was also paid. When P. Tretyakov was asked a question: would he buy copies of paintings by the artist A.K. Savrasova, what happened to the original? P. Tretyakov's answer turned out to be predictable in terms of categoricalness - no! Quality requires not only skill, but also inspiration. Inspiration with repetitions burns out.

□ Quality and quantity are connected by a measure that is most often forgotten. Meanwhile, when defining quality, one must simultaneously think about its dimensionality, both from the standpoint of market conjuncture and from the point of view of the signs of quality themselves. "Quality" is concretized in the concept of "quality". "Quality" - a concept that reflects the model image of the product, "quality" - determines the quantitative limits of reality and reasonableness of quality (the physical and moral status of the product).

Quality and the idea of quality are stable phenomena, but time changes them too. Initially, quality was identified with meaning. The criteria of quality were the usefulness and size of the subject, relations. With the development of consciousness and practical possibilities, the grounds for comparison and choice have developed. Quality is relatively separate from quantity. The differentiation of usefulness is being made, participation is being rethought as quantitative features. The evolution of the understanding of quality is directly conditioned by the embodiment of creative potential in activity. The discrepancy in the intensity of advancement of individual skill, the interests of those who are called upon to clear the way for talent and mass consciousness complicates the understanding of quality and the process of quality management. Of particular importance is the specificity of the interpretation of quality, in particular, such a basic characteristic as objectivity. The social theory of being is built on a natural-historical basis - the canvas was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of spontaneous movement. In society, every phenomenon passes through activity, includes in itself and in its quality the mental and physical labor of a person. Determining the quality of phenomena created by human activity is impossible without sociocultural concretization. As a result, two questions arise: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, includes in itself and in its quality the mental and physical labor of a person. Determining the quality of phenomena created by human activity is impossible

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in what status and to what extent consciousness enters into what is traditionally called the quality of things.

The answers to both questions must be sought in the philosophical theory of alienation. The theory of alienation has no direct relation to the theory of quality. It contains the keys to the methodology of constructing the theory of quality. From the above reasoning, it is clear that the authors are not idealists, rather they are balancing on the verge of pessimism and optimism. They are critical of the modern, pragmatic approach of market liberals to scientific and philosophically based theory. A lighter version of the theory, when a fragment torn from the general theory is turned into the theory itself and adjusted to the design of a market distorted to please speculators, economists-theorists and suppliers of a high-quality surrogate to domestic shelves suits. How long the Russian economy will retain this configuration, we (and not only us) are not given to know, however, the world experience of economic development at various stages of economic relations shows that transition periods pass and over time economic life returns to normal.

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

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

The personality is alienated in quality, and therefore, in principle, alienation is natural and does not oppress the personality. The negative consequence of alienation is caused by the disproportionate compensation for the lost energy of activity. Having discovered the poor quality of the goods, hidden production defects, fraudulent actions of the seller, a normal buyer is upset, first of all, because of his own poor-quality solution. Other losses of the transaction are most often compensated. There is a feeling of imperfection of one's own taste and knowledge.

The quality of everything that is created by activity includes the properties of activity, both practical and spiritual in an objectified (objective or functional) expression. This leads to the conclusion about the need to form and direct the development of the ability of mass consciousness to qualitatively evaluate goods: certain experience in the Soviet era was and showed its effectiveness: "circles", "schools", "universities", including those initiated by television and radio. The place of systematic education of the mass consumer, professional assistance in the development of a culture of high-quality selectivity, today on the air is clogged with aggressive advertising, the quality of which is not controlled or control is not commensurate with the size of the deception. Who should be the main educator? The producer and only he, because only he, in full measure, according to the logic of the formation of understanding, should know what is quality. Taking on the production of goods without understanding the specific quality of this product means a professional failure in the market.

The release of a product with fake quality is prosecuted by law, however, formally and ex post facto. Suppliers of pseudo-quality goods hope for the latter.

For the sake of objectivity, let's say: the true creators of quality products will be outcasts in our market as long as the guardians of order are confident in their own impunity for corrupt activities. However, it is necessary to move forward. History is ugly, but still moving towards order by the conservatism of manufacturing techniques, but even at that time the municipal authorities strictly checked the quality of products, as well as the abilities of the candidate for the manufacturer, there was an official position approved by the authorities of the city or country. Agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process and created the conditions for mass production. Adequate quality control measures were required. As the social architectonics leveled out and the range of goods became more accessible, ideas about quality changed in the direction of its quality - quality components. At the same time, the possibility of quality falsification was formed. Further, both de facto and de jure, there was only a step to replace the

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brand qualities. Going beyond the limits of a measure opens the way for legal violations and a moral crisis, up to and including without limit.

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

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

Quality has been and remains the subject of manipulation in the interests of those who control the market. The consensus about the quality of the creator, producer, seller and consumer is the sweetest fairy tale. Consent is achievable between creator, consumer and producer. This "trinity" embodies the subjective mechanism for resolving the problem of alienation. The creator - the creator of the product finds satisfaction in production and consumption. He realizes in them his human power. The manufacturer is interested in stable relations with the creator and the consumer. The consumer is satisfied with the quality and proportionality of the price. "Shares" and "sale" do not confuse him or deceive him.

The former quality management, although it had such a name, had the following disadvantages:

1. It was carried out under the conditions of administrative management and therefore bore the imprint of this management (administrative methods of quality regulation, limited opportunities for motivating high quality, relying mainly on a quality control system, quality planning and thereby limiting its improvement).

2. Quality in management processes was considered as a means of achieving certain goals (implementation of mainly quantitative indicators of the plan).

3. Quality was declared very broadly, but was not a factor in the management mechanism, the call for quality was not supported by additional funding.

4. The main thing in understanding and regulating quality was the quality of products. Hence, all quality improvement activities and its analysis began with the product and were tied to it. Such is the management methodology, such is the approach to quality management: take into account only what directly affects the quality of products, and evaluate

its quality according to planned indicators. It was a limited approach.

Let us designate new approaches to quality management.

1. Quality should be included in the management process as a goal that defines all the necessary means to achieve it. The difference is that the goal directs development, while the means ensure the purposefulness of processes, the possibility of achieving the goal. Quality is something to strive for, and not something that would act as a tool or method for any achievement of a different nature.

2. It is necessary to move from focusing on product quality to focusing on the quality of activities. This requires expanding the range of factors included in the methodology of problem analysis, their formulation and search. This means understanding that the quality of products is determined by the quality of life, it shows what quality is necessary, achievable; this means that product quality must be considered in terms of quality of life. This would testify to a truly human factor of management.

3. Quality management should be based on market mechanisms of economic development. This means that you should not strive to manage quality based on requirements. The main thing is the economic motivation of quality, both in general and in detail, ensuring its achievement, quality research.

4. The methodology of quality management involves a systematic approach. This means that in quality management, the main thing is to identify all the hidden and explicit, direct and indirect relationships of factors that affect quality and form quality, and we will name practical recommendations for quality management:

1. When working with personnel, you need to pay attention not only to his qualifications, but also to the quality of education.

2. Do not strive to make demands on the quality of products or even on the quality of work, but strive to increase activity in relation to quality, look for ways to improve quality at each workplace, to form quality, both in detail and in general.

3. It is necessary to find the main thing in the process of forming the quality of activity. It is different for different firms, but it always exists.

4. Not standards and requirements solve the problem of quality, but people interested in improving quality.

5. Quality is not only and not so much a characteristic of manufactured products as a socio-economic characteristic of activity. It is necessary to strive not only for the quality of products, but mainly for the quality of activities, because this lays the potential for quality even when it does not initially affect the quality of products.

6. The quality of activity is not just labor productivity, it is the awareness of activity, culture, attitude to activity, professionalization, education,

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which makes it possible to use professional skills in a different way.

7. To strive for the quality of activity means not only to work well, but to strive for self-improvement, creativity, self-education.

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

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

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

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

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

The economy of commodity production was created by the production of a product and the need for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienation of consumption. With natural production, the quality of the product was hardly an actual problem. Quality "dissolved" in the conservatism of technology and technology, traditional assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the producer and the consumer. Management levers - financial policy, directions - the main ones - two: the impact on quantity and quality.

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

A sound and healthy economic policy is called upon to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to

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provide comprehensive support for the formation of conditions for the subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation on the importance of quality for the buyer. The presence of choice and solvent opportunities do not serve as a basis for the indisputability of a quality acquisition.

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

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

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

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

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

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

always been politics, economics has always been political economy.

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

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

None of the convertible currencies is backed by a high-quality commodity equivalent, and the "free" movement of the currency continues under the guise of politics. Financial self-movement creates favorable opportunities for chaos in the consumer market. The state sluggishly protects the legitimate interests of the national producer, even when the product is a product of interethnic integration. There is no political aggressiveness, politics is dragged along in the wagon train of the economy instead of being ahead of its development on the basis of objective socio-economic trends. I would like to believe the explanations of politicians regarding the success of joining the WTO. It's good that they bargained, creating a legal "airbag" for the domestic manufacturer of consumer goods. The problem is: how will they now take advantage of the concessions from the WTO?

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

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

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unique international sphere for restoring balance in the domestic market of consumer goods.

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

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

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

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

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

Consider the problem of "quality of consumer goods" in the coordinate system "national" and "international". First of all, it is necessary to find an answer to the question: is integration capable of replacing the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, being in common is not sufficient on its own. General requirements are realized through a special development, due to the specific circumstances of the action. In other words, no matter how standardized the production of a

commodity is, it will still show the originality of the conditions of production.

The specificity of the conditions - regional, national is immanently present in the raw materials, climate, traditions, culture of consciousness of the performers. And in all this is the power of production, which determines the nuances of the quality of the product, creating a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea, ensured the leading position in the quality of the Ceylon product. The same can be said about Kenyan coffee, Bulgarian and Chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scottish whiskey, Russian linen, Egyptian cotton, Chinese silk, Argentinean leather, Greek olive oil and much more. The specificity of the environment should be valued and preferences for its reproduction should be provided. In the founding treaties, The Customs Union reinforces the interethnic division of labor built in the 20th century, contributes to the expression of the objective and subjective aspects of the development of production, mutually enriches the market, facilitating the access of manufacturers to it. But this is all theory. Theory develops into reasonable practice not only because it is correct. Activity makes theory a practice, and in order to get the desired result, the activity must be systematic and consistent. [9-10]

Interest in the quality of goods, theoretically, should not begin in production. Its initial position is in a normalized market, more precisely, at a meeting between a manufacturer and a buyer. A normal market is an indicator of the quality of a product. Demand drives the production chain. But not the spontaneous demand of buyers abandoned to the mercy of fate. Demand is a state of mind determined by purchasing power, but not limited to the amount of money, especially when lending is stimulated by banks in every possible way. Demand farmed out to intermediaries, lobbyists, speculators is a deadly disease for Russia's national producer. Demand should be taken under control and formed, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the system "manufacturer - seller - buyer". The seller is given the role of an active intermediary, but nothing more. It culturally provides a meeting point between producer and consumer. The system, on the other hand, must be functionally active, which implies not the presence of its constituent components, but their participation. The perfection of the system is not determined by aesthetics - a sign of design. It manifests itself in the maximum activation of the possibilities of that, the

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system of relations of which it acts. The perfection of the design of the system lies in the ultimate realization of the potential of relations that create consistency.

The buyer is perfect as a subject of systemic interaction with his purchasing preparation. It is perfect not by the size of the paying capacity. His complicity is determined by knowledge of the commodity-economic situation. The consumer is not the object of the application of the actions of the seller and the manufacturer. The consumer is a subject of the market and it is in his (and other subjects too) interests to be informed not by the advertising community, but by professional sources. Then counterfeit and "lochism" will cease to populate the market. The quality of a product starts in the mind of the consumer. Imposing the idea of quality is bad for all legitimate subjects of economic relations. It needs to be brought up again by everyone: the manufacturer, the seller, the buyer himself and the institutions of civil society, if the state is passive.

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

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

The criterion basis of human behavior includes those stable characteristics of his personality that determine the choice, decision-making by a person about his behavior. Naturally, this kind of decision is greatly influenced by the goals that a person pursues, the conditions in which actions unfold, his capabilities, the dynamics of ongoing processes, mood and a number of other factors. However, with all the variety of factors, the behavior of each individual person has a certain stability and predictability, certain principles of behavior inherent in him, criteria for selection and preference, taboos, and the like. Moreover, in exactly the same situations, if such situations exist at all, different people can make completely different decisions. And this will again be determined by The criterion base of any person's behavior consists of his disposition towards people, events and processes, the totality of values shared by this person, the set of beliefs that a person adheres to,

and the principles that he follows in his behavior. All these components of the criterion base of behavior are in close interaction, interpenetration and mutual influence. However, despite their strong interdependence, they can be considered as relatively separate characteristics of a person's personality that affect his behavior.

Location of a person to people, individual processes, the environment, their work, the organization as a whole plays a very important role in establishing normal interaction between a person and the organizational environment. One and the same phenomenon or action, which has exactly the same manifestation and has the same effect on people, can cause a different reaction due to the fact that people have a different disposition towards this phenomenon or action. Reflecting a person's feelings towards a particular object, the location makes his decisions and actions individual. At the same time, it is important to emphasize that usually a person has a certain disposition towards each object or phenomenon that he encounters in life.

The location is characterized by the fact that it: firstly, it is invisible, since it is contained in man.

On the "surface" only its consequences are visible;

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

thirdly, the location is, as it were, a point located on the axis with the poles "like" - "dislike"; fourthly, the location affects the behavior of a person and is manifested in the fact that he behaves in accordance with an a priori positive or negative attitude towards a phenomenon, object, process or person.

Is it permissible within the framework of scientific analysis to compare a real object with a phenomenon from the folklore classics, for example, a market with the fabulous cave of Aladdin? It is not easy to answer this question, since thinking is quite specialized, and specialization is fixed in certain traditions that formalize the approach. Scientific editing requires adherence to the requirements of the way of presenting the content of thoughts that is characteristic of science. Neo-positivists generally tried to build a special language of scientific communications, however, without success. The collision was practically resolved by the scientists themselves, most of whom actively involved figurative thinking in scientific publications, rightly believing that thinking is a single flow of movement of concepts and images, logical and extralogical, real and fantastic, imaginary. Cognition in any expression is a progressive process, connecting the continuous with the discrete, the ordinary with the unusual. Normalized thinking is relatively, conditionally, artificially organized. The appeal in scientific thinking, including its printed forms, to images created outside the scientific specialization of cognition, of course, is technologically conditioned.

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Thinking cannot exist outside of culture, it is a product of cultural progress. The multidirectional development of culture is the basis of its wealth, and the contradictions of cultural thinking are dialectically united. Comparing the riches of the fairy-tale cave with the riches of a developed modern market, one can clarify a lot, both in economic knowledge and in the dynamics of the transformation of economic theory, in particular, to explain why modern economists stubbornly distance themselves from the political nature of economic science, opposing the economic theory of classical political economy.

Will, perseverance, resourcefulness provided Aladdin with access to cave riches. No intricacies can stop a purposeful person. There is no unknowable, there is still the unknown. The market is a complex economic mechanism, but it can be understood and managed. The riches of the cave belonged to the rapists, the market is also not free from violence, so the state is obliged to take the necessary measures to curb the market element, which serves as fertile ground for those who prefer force to law. The fundamental difference between the riches of the cave and the market is that the robbers were not going to add anything else, and Aladdin had to be content with what he received. The wealth of the market, on the contrary, will grow and along with them problems, the main of which is the realization of commodity receipts. What should be the product for the buyer to sweep it off the shelves? What kind of buyer would you like to see on the market?

If the "buyer" is considered outside the socio-economic context, then the answer to the second question looks very clear. The market is waiting for a buyer with high solvency. There are such buyers in Russia, but their share does not exceed 7 percent, and they rarely go to the market familiar to the masses, more by chance than out of necessity. The mass consumer is extremely economical and it is difficult to "shake" him to buy. It requires a certain type of product that can charm, and the presentation of the product - "cultural packaging". It is necessary to attract a buyer, to bewitch. As a reflection of the desire to comprehend the specifics of the status of the demand for goods on the market, one should consider the revival of interest in the concept of "attractiveness of goods". It is significantly more specific in content in comparison with the close and more scientific concept of "the market demand for a product".

The concept of "attractiveness of a product" concretizes in the characteristics of the product at the same time its consumer value - the degree of "exchange" for money and the realism of the price set by the seller. Both the manufacturer and the seller have to be friends with the concept of "attractiveness", which is vectorially directed towards the buyer. It knots the interests of all the main subjects of the economically free market. This function of "attractiveness" explains the active promotion of the

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

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

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

The natural economy that preceded the industrial stage does not fully correspond to the concept of "reproduction", it was determined by the local demand for the product being produced and was essentially closed to the producer, not contributing to the proper extent to national progress. Hence the cult of wars of conquest aimed at plundering near and far neighbors, feudal fragmentation, constant redistribution of property. Wars and power actions performed the functions of the market. The market worked in addition to politics, it was not permanent.

It is also appropriate to emphasize that the development of the market and the formation of the image of reproduction that has become a classic are due not only to scientific and technological progress, a change in the way of organizing production, but also the competition of production products in the market, the differentiation of the market structure. The history of the market shows the dialectical law of the

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relationship between quantitative and qualitative changes. When the manufacturer began to work on the market, the product turned into a commodity. The status of the product has changed, and the requirements for it have changed. In order for the product to be sold as intended, it had to attract the attention of the buyer. A product is not a product for sale, but a product that can interest the consumer. The term "hot product" reflects just the movement of goods, its demand by the buyer. "Selling Goods" - the locomotives of the market.

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

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

Even a panoramic and historical review of the systemic position of the concept of "attractiveness" testifies to its versatility and complexity of manifestation. The fact that the term "attractiveness" does not appear so often in journal publications should not lead the mind into a state of question regarding the actual significance of this sign of marketability in the ongoing economic restructuring to the level of lean production. It is no coincidence that, answering the question of the Levada Center, asked in April 2017: "What first of all inspires you with a sense of pride in Russia?" giving the last to the "relative" - the "health system".

K. Marx began his study of the bourgeois mode of production with an analysis of the contradictory nature of the commodity. The commodity is objectively characterized by the presence of consumer and exchange value. The first determines its demand in the market, the second determines the measure of such demand. Cost objectifies labor costs - the quantity and quality of labor produced. Labor also

manifests itself through the contradiction born of the commodity essence of capitalist reproduction. On the one hand, it is the creative, creative power of a person - the facet of his essence, on the other hand, he necessarily alienates this human essence, because the product of labor, which has absorbed the creative power, is produced for someone else's consumption. Marxism derives from the theory of alienation the social impasse in the development of bourgeois society. In his main work, K. Marx developed not only the theory of the development of capitalism, it was important for him to bring the dialectical-materialist method of scientific analysis to a working form. The dialectic of G. Hegel was local. Hegel limited dialectical development to the movement of the spirit. Marx saw in dialectics a universal way of development, therefore, in Capital he traced the dialectics of production in detail, emphasizing the material nature of the goods created by labor. The quality of a commodity is created by the contradictory nature of the commodity and manifests itself through its relation in the form of essential features. Dialectical materialism is based on the recognition of the materiality of the commodity. Intangible goods are a kind of commodity semi-finished product, a "transitional form" to practical expression, materialization. However, the materiality of the goods is specific. it was important for him to bring the dialectical-materialist method of scientific analysis to a working form. The dialectic of G. Hegel was local. Hegel limited dialectical development to the movement of the spirit. Marx saw in dialectics a universal way of development, therefore, in Capital he traced the dialectics of production in detail, emphasizing the material nature of the goods created by labor. The quality of a commodity is created by the contradictory nature of the commodity and manifests itself through its relation in the form of essential features. Dialectical materialism is based on the recognition of the materiality of the commodity. Intangible goods are a kind of commodity semi-finished product, a "transitional form" to practical expression, materialization. However, the materiality

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The quality of natural phenomena is indeed identical to their material nature, but a commodity, even in its final form-materiality, is something different from that created outside and independently of human existence. Labor in a commodity materializes the rational essence of a person - feelings, thoughts, ideals. The product expresses the rationality of human reality, therefore, in the concept of "quality of the product" the spirituality of a person should be captured, confirming that the product is created by a person for a person. In our opinion, the market quality of a product is intended to reveal the unity of values through a combination of the natural nature of the material and its artificial transformation by human

creative activity. The quality of a product, along with functionality, is determined by its attractiveness.

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

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

The prospects for the market and production are related to the activity that managers will show in relation to the concept of "attractiveness of the product." The most difficult for them will be the process of restructuring thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of minimizing costs to obtain the final margin, to a new principle: to legally and morally maximize the margin. More and more energetically moving into mathematical methodology, economists are losing the specifics of political economic analysis, which requires acting against the backdrop of perspective. More often you need to return to the works of the classics - W. Petty, A. Smith, D. Ricardo. The "classics", understanding the present, thought about the future, correctly believing that science, limited to the current course of events, resembles a ship at anchor, built as a means of propulsion. "Fathers" of economic science" were philosophers, Economists can be understood. In conditions of instability of world development, it is extremely dangerous to look ahead beyond the nearest corner. The crisis of 2008, the consequences of which are still making the world

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economy storm, is a man-made thing. The path was paved by Nobel laureates, they wanted the best. It came out like always. It is time for economic science to return to thinking the scale - not only spatial, but also temporal. Research of the present should be carried out with a reserve for a reasonably foreseeable future, combining them with related sciences, including the teachings of V.I. Vernadsky about the noosphere. E. Deming back in the 1950s, developing the philosophical foundations of quality management, in the section "Seven Deadly Diseases", put planning in the first place, not focused on the production of such goods and services that the market requires.

The lack of development of the concept of "attractiveness of a product" sufficient for management makes us recall its philological roots, the interpretation of "attractiveness" in classical sources. IN AND. Dal identified "attract" with "attract", emphasized the physical meaning of the term, relegating to the background the physiological and psychological aspects of attraction - "attract morally, by feeling, by the power of conviction ..., beckon, attract, captivate". F. Brockhaus and I. Efron did not include this term in their collection. Bypassed him and Britannica, which is difficult to justify, taking into account the publication's desire to make changes in the text taking place in the world.

A thorough analysis of the content of the concept can be found in the four-volume Academic Dictionary of the Russian language. "Priority, tempting, interesting.. which disposes to itself, excites, awakens curiosity." Continuing the argument about attractiveness, we will come to the sign of "originality". Usually, it is with originality, its concreteness, which arouses interest in the phenomenon, that the attractiveness of the product is associated, which generally corresponds to the ideas. At the same time, we must try not to absolutize the position of "attractiveness" in the commodity market.

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

In Epicurus's judgments there is a clue to understanding the status of a commodity. There are goods that are objectively necessary; their necessity is born of a natural need for them. The buyer is obliged to buy such goods - they are a necessary condition for his survival. Of course, it is desirable that the goods that make up the "basket of existence" of the consumer are not only usefully necessary, but also pleasant to the senses, however, it is allowed not to

purchase such goods only in two cases when there is nothing to pay and nothing to exchange for.

Naturally necessary goods are always "hot" on the market. If they are delayed in warehouses or in places of sale, then there is only one reason - price inaccessibility, greed of speculators who have occupied the market. Shoes are a typical representative of the group of naturally necessary goods, along with clothing and household utensils. The main function of footwear lies in its ability to protect the lower limbs from mechanical and thermal damage. The design of footwear regulates, first of all, its functional affiliation. The aesthetic side of the design is built on top of the basic function. A characteristic feature of the shoe stores of modern stores are various kinds of promotions, allegedly aimed at reducing prices. When the third pair is promised to be handed over free of charge in a trading institution, this means that the price of the first and second allows you to painlessly compensate for losses, associated with the "gift". They pay their price "gift". There is no more obvious argument in favor of defining the pricing situation as one-sided. Oil and gas companies include in pricing the cost of exploration in difficult, often extreme circumstances that require the creation of special equipment, specific materials. The unknown and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach here, a priori overestimating the losses for the production of the product, but the absence of flawlessly developed methods for calculating the inevitable investment in design; the level of scientific and technical support, the need for risky actions, significantly soften the critical reaction. There is no more obvious argument in favor of defining the pricing situation as one-sided. Oil and gas companies include in pricing the cost of exploration in difficult, often extreme circumstances that require the creation of special equipment, specific materials. The unknown and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach here, a priori overestimating the losses for the production of the product, but the absence of

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“In war as in war,” the front-line writer, who burned in a self-propelled gun, called his famous story, extrapolating his approach, we repeat after: “In the market as in the market.” By releasing market relations between the producer of goods, the consumer-buyer and the seller-intermediary, the government made life easier for itself and, it is possible, made it comfortable at the expense of the producer and consumer. Pricing in a market economy objectively involves the participation of such factors as the cost of goods, the buyer's consumer interest in it, the solvency of demand, and payment for the seller's participation. But we are talking about proportional complicity. The strength of market factors cannot be calculated by formulas that describe forces in mechanical movement, a parallelogram of

forces cannot be obtained here, however, the proportionality of participation in the formation of the final price can be obtained with a given degree of accuracy. And it was high time to carry out this operation in order to determine politically and economically where the border between a civilized market and a bazaar built “according to concepts” passes.

For what and whose market freedom are liberal politicians fighting for, why are distortions in market pricing interpreted as natural costs of development, normal for democratic governance? Why don't they combine empty Soviet-era store shelves with queues? So that there is no contrast with the clogged shelves of current stores and the lack of customers? There was indeed a shortage until the 1990s, but it was associated primarily with a high level of purchasing power, the affordability of most goods. Demand outpaced production. Now, on the contrary, the offers of sellers clearly exceed the real possibilities of buyers, which hurts domestic producers as well, as they sell imported cheap goods that are dangerous to health.

As a consequence of yet another political and economic disproportion, lending flourishes, creating the illusion of purchasing power. The Russian consumer is driven into a financial trap by economic policy. The essence of the situation is not in the economic illiteracy of the population, but in worldview primitivism, implanted everywhere and aggressively. Schoolchildren are taught to memorize, students are not taught to think scientifically, calling it the modernization of education. Life is the ability to act effectively, based on real possibilities. The substitution of the reality of a really existing, earned, virtual-object, life on loan, inevitably leads to spiritual nihilism, moral decay and a crisis of personality.

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

In O. Comte's idea that every science must be a philosophy, far from everything is false. Philosophers who adhere to the classical ideas of philosophy argued with Comte, considering it wrong to leave the methodology and, especially, the worldview at the mercy of private scientific reflection. The dissolution of philosophical reflections in scientific knowledge

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will lead the latter into an epistemological dead end, as it will provoke absolutization in solving the universal problems of scientific knowledge. The adoption of generalizing and guiding decisions in cognition is the lot of a “judge” independent of the specifics of private judgments. At the same time, O. Comte was indisputably right, believing that only thinking that is not clogged with stereotypes is able to act productively, be innovative, innovative, and creative. The one who has advanced on the path of organizing business development, as prayer No. 1 "Our Father", I have to know and repeat: only dialectical thinking will help me be successful, save the enterprise. But who in our age will teach you to think dialectically? Russian democrats, who ruled politics at the end of the 20th century, identified dialectics with the directives and slogans of the Soviet era and deliberately cut off its democratic roots as vigorously as M.S. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done according to the voluntaristic instructions of N.S. Khrushchev. Dialectics was identified with the directives and slogans of the Soviet era, and its democratic roots were deliberately cut off as vigorously as Massandra's vineyards were uprooted by M.S. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done according to the voluntaristic instructions of N.S. Khrushchev. Dialectics was identified with the directives and slogans of the Soviet era, and its democratic roots were deliberately cut off as vigorously as Massandra's vineyards were uprooted by M.S. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done according to the voluntaristic instructions of N.S. Khrushchev.

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

the movement of the bourgeois mode of production from the contradictory nature of the commodity.

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

The production of goods is determined by the market. Once upon a time, the market was formed by excess product and manifested itself in the form of fairs. Now the goods are made according to the needs of the market. The market, in turn, accumulates consumer needs in real terms. By chance, antique products or something very unusually new appear on the market. Theoretically, taking into account the reasonableness of human activity, its rationality, the mutual interest of the manufacturer, seller and buyer, one can conclude that all goods will find their consumer. If unsold goods accumulate in the market, it will lose its function and die as a market - a place for buying and selling. In fact, this is what happens sometimes. Only the market is not something abstract, existing outside of time. It represents a form of concrete-temporal reality.

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

The paradox of the market is that the future of the market is cloudless, all market problems are always modern, they will remain modern as some are resolved and others increase. Where such confidence? From an analysis of the objectively real foundations of the history of the market. The basic market product is one that provides for the naturally necessary needs

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of a person. Outside the market, it is impossible to satisfy that without which social-individual reproduction is impossible. The market is a socially necessary condition for human life and its progress. The market should not only exist, it is historically imputed to be a factor in the development of society. According to this purpose, the market is supposed to be a developing reality, and society is supposed to take care of the development of the market. Not the freedom to give "how much you can swallow" (B.N. Yeltsin).

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

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

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

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

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

The market is developing in the direction of increasing its autonomy. This vector is given special attention by representatives of financial capital, who

are well aware that the market presents optimal prerequisites for speculative stocks. Finally, the market in the XX century has become a favorite subject of economic science, striving to prove that the forces of economic movement are concentrated in the market. The market has become a symbol of the new economy, its leaders are not against giving this symbol a scale of social and historical significance. The desire to present modern society as a "consumer society", a "post-industrial society" should be understood in this way.

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

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

Low temperatures, high humidity, the need to protect yourself from injury, to fit the workplace and the specifics of the performance of official duties, will lead a person to the store and make him a potential buyer of a product that he lacks, but will force him to purchase only in one case, if nothing else is found anywhere else.

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

Sellers need not panic, no crisis will deprive the market of customers. Their problem is who exactly the consumer will buy from. He will buy something in which he sees a combination of the need to purchase goods, free financial resources, more precisely, prices on price tags, and the appearance of the goods, including the art of service. The buying formula is simple - "the urgency of the need plus the charm of the offer." The specific content of the terms should be filled by specialists, based on the experience of market relations. On our own behalf, we recall that the demand in the ordinary, non-exclusive, author's market is of two types: natural and artificial, provoked by the promises of manufacturers and the advertising process.

The domestic consumer, addicted to the effect of "pop culture" "mass media", has lost the independence of taste along with the ability to think. The national

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flavor has been largely lost, the cult of globality is flourishing, the market is littered with foreign consumer goods and counterfeit products, to which it is impossible to apply a qualitative assessment.

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

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

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

Does the consumer win? Apparently, yes, provided that manufacturers and sellers are not stingy with research work on consumer demand. Here, the simplest research is not enough, it will require a deep analysis and integration of different approaches - economic (marketing), sociological, cultural, ergonomic, sanitary, focusing scientific research on regional, national characteristics. The prospect of real

participation in the process of students of different levels will open, accelerating their qualification formation.

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

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

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

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

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

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

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

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

Do not give it up, society will put the next generations of people in a responsible position. The future of the country and the people will be in question.

The transition to production oriented by the market to the structure of specific consumption can be seen as a way to resolve the growing contradiction between growing socio-cultural needs and natural sources. And in this sense, there are sufficient grounds to speak of an objective regularity in the development of reproduction. The center of concentration of activity is shifting to the territory of the market, its scientific potential is being updated. Question number 1 lean production: is the market ready for an increase in funding for research on the structure of the needs of the mass buyer? Individual examples are not difficult to find. At the end of June 2017, Google conducted a survey of the culinary preferences of Russians in order to rank the basic 20 products and the same number of dishes. The taste of Russian consumers reassured marketers and horrified nutritionists. Nonetheless,

experts are convinced that there will be no changes in two or three years. The production that provides the food market received the necessary information to think about the directions of investment in production. Now it is important to avoid a rush restructuring, to agree on quotas within the relevant unions, associations and other associations of producers.

We were interested in the study of a well-known company in the context of general problems, since it highlighted several characteristic reasons for thinking. The first and, probably, the most important thing leads to the conclusion that the theoretical economists were again late and, instead of forecasting, fixed the real fact of the existing reality. A market that meets the needs of the mass buyer has not been and it is not clear when it will match the models of marketers. It forms itself, adapting to the realities of production.

The domestic buyer put a chicken egg in the first place, sent pork in the middle and milk even further. The production of chicken meat and eggs was established back in the 1970s and 80s, lost in the 1990s, saving American farmers, later returned to their own farms, and quickly restored in the required volumes. The market is reliably provided with this product in assortment. Prices are kept, the manufacturer, sellers cannot overestimate them - there is no shortage, a network of stores has been created by manufacturers. A diverse assortment, its timely replenishment, quality, affordability of products form the buyer's interest in them. Pork production also began to be increased back in the pre-reform period, the originality of growing a pig herd allows solving problems relatively quickly.

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

Second, natural and socio-cultural needs are formed spontaneously only in the most general,

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abstract form. They are concretized in the real conditions of national reproduction, on the results of economic policy. The state is able to influence this process through control over production and consumption, of course, in accordance with the laws of the economy. With this in mind, we can try to formulate a definition of what a location is. At the same time, it must be borne in mind that there are several different views on what an arrangement is, and it is impossible to give an unambiguous and completely clear definition of this personality trait.

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

Location has three components:

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

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

thirdly, it is the intention about how to behave towards the object.

Combining together, these three parts form a person's disposition towards an object, in which they find a dynamic linkage between a person's knowledge of an object, his feelings towards this object, and his intentions towards this object.

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

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

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

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

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

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

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

These characteristics are quite general. With regard to each real work, they can be specified or supplemented depending on the nature of the organization's activities, its characteristics, etc. Practice also shows that the priority of these characteristics can also vary significantly both for individual members within the organization and for different organizations. And finally, due to the stable satisfaction with individual job characteristics, new or previously insignificant job characteristics may begin to influence job satisfaction over time. Therefore, in order to successfully manage and create a positive disposition towards the organization, it is necessary to conduct regular surveys to determine the degree of satisfaction of the employees of the organization with their work. The nature and content of work has a consistently great influence on increasing job satisfaction. Therefore, let us consider in more detail the influence of the individual components of this factor.

A long time of standardization and specialization of work have been considered and in practice acted as strong sources of productivity increase in work. The higher the standardization and specialization, the higher the productivity at work. However, the relationship between satisfaction with it, and its standardization and specialization is of a different nature. If the work is absolutely not standardized, then job satisfaction is low. As specialization and standardization increase, it begins to rise, but up to a certain point, after which it begins to decline rapidly. With full standardization, satisfaction drops to the same low level as if the job were completely unstandardized. Therefore, management should think about how to reduce the negative impact on job satisfaction, generated by excessive specialization and

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standardization. The two most common ways of doing this are rotation (moving an employee from one job to another) and expanding job responsibilities by assigning additional tasks to the employee.

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

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

Enthusiasm for work is one of the strongest dispositions that determine how a person approaches his work, his participation in the process of collaborative work. Two types of work engagement develop. One type is a love of work in general, with little or no regard for what exactly to do. People with this type of passion are called professionals, i.e. people who work, who love to work and who want to work. This type of disposition is formed by upbringing from childhood, although at a later age there are cases of the development of this disposition. The other type is love for the specific work that a person does in an organization. Both these types do not necessarily accompany each other, although there is a great interdependence between them.

There are three aspects to work engagement. First, it is the extent to which work occupies a significant, central place in a person's life (the importance of work). Secondly, how much the work itself attracts a person (labor force). And, thirdly, how much a person identifies his personality with the work he performs (work attribution). Analysis in these three areas allows you to determine the degree of a person's enthusiasm for their work. At the same time, it is necessary to take into account that each of these aspects of the enthusiasm for work is relatively independent and, depending on the personality characteristics of a person, can affect his enthusiasm for work to varying degrees.

Organization Commitment is a disposition that is substantially broader than job engagement or job satisfaction. In modern conditions, when more and more organizations are trying to look at a person not as an employee doing a specific job, but as a member of the organization, striving, together with the rest of its members, to lead the organization to achieve goals, the significance of this location becomes extremely high. The commitment of the organization is made up of the following components:

firstly, a member of the organization shares and owns the goals of the organization and its values; secondly, a member of the organization strives to

remain in the organization and retains this desire even when it may be unprofitable for him;

thirdly, a member of the organization is ready not only to try for the organization, but also, if necessary, to sacrifice his personal interests to organizational interests.

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

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

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

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

- values related to the purpose of life, desired results, outcome of action, etc.;
- values relating to the means used by a person to achieve goals.

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

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

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

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

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

Beliefs. Very often a person makes decisions based on assessments of phenomena or conclusions about the qualities of these phenomena. If these estimates are stable enough and do not require appropriate evidence, then they turn into beliefs. In general, beliefs can be defined as stable ideas about a phenomenon, process or person that people use in their perception. Beliefs can change over time. However, at the moment when a person has some certain beliefs about an object, he usually perceives and evaluates the object in accordance with these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to individual characteristics of the object. For example, about the same person there may be the following beliefs: 1) a reliable person; 2) a good specialist;

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

Beliefs can be divided into two large groups.

The first group consists of beliefs that describe the absolute and relative characteristics of the object of belief that do not have an evaluative character. For example, a Zhiguli car is a comfortable car, or a Zhiguli car consumes less gasoline than a Volga car. The second group includes those beliefs that are evaluative in nature. For example, a Zhiguli car is better than a Volga car. Beliefs have a significant impact on the location, especially on the component that is associated with knowledge about the object.

The second group of beliefs has a particularly strong influence. Therefore, given that beliefs do not always correspond to reality, in order not to form an incorrect location in relation to the object, which can adversely affect the interaction of a person with the environment, it is necessary to be critical and skeptical

of one's beliefs and perceive the beliefs of others with sufficient caution.

Principles play a very important role in the lives of many people, as they systematically regulate their behavior. The principles are embodied in stable norms of behavior, restrictions, taboos, stable forms of reaction to phenomena, processes and people. Principles are formed on the basis of a system of values, they are a stable form of manifestation of a system of values and the embodiment of beliefs in the form of certain standards of behavior. People do not necessarily realize what values and beliefs are embodied in individual principles. Often the principles are accepted by people as beliefs, and they follow them in their activities without questioning the justification for following these principles and why they follow them. Principles can be developed by people on their own. However, most often they are adopted from the environment along with education and other forms of cognition of the surrounding reality. All people are alike in some way. And this allows us to talk about a person in general, to talk about his features, behavioral patterns, etc. However, no particular person is an impersonal "man in general". Everyone carries something that makes him unique, exceptional, i.e. a person with personality. It is such a person who enters the organization, it is such a person who performs a certain job and plays a certain role in the organization, it is such a person that needs to be managed, helping him to discover and use his potential in solving the problems of the organization, creating the necessary conditions for his successful work, interaction with the organizational environment and solving their own life problems.

firstly, each person is somewhat similar to everyone else;

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

thirdly, each person is in some way not like anyone else.

Depending on how these "beginnings" are combined, the individuality of each individual person is reinforced. At the same time, no matter how this combination is built, one must always remember that a person always simultaneously has in common with the rest and is not like the others.

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

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

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significant. The individuality of a person is formed under the influence of three groups of factors:

the first group consists of heredity and physiological characteristics of a person. Heredity preserves and transmits the external features of a person. But not only. Studies conducted with twins show that heredity can also carry the transmission of some behavioral traits. Human physiology suggests that people have a lot in common that determines their behavior. In particular, the general adaptation syndrome, which reflects the physiological response to irritation, is the same for everyone;

the second group of factors that form a person's individuality are factors arising from the person's environment. In general, the influence of these factors can be considered as the influence of the environment on the formation of individuality. Firstly, the culture in which it is formed has a strong influence on the individuality of a person. A person receives norms of behavior from society, assimilates certain values and beliefs under the influence of culture. Secondly, the individuality of a person is strongly determined by the family in which he was brought up. In the family, children learn certain behavioral stereotypes, develop their attitudes towards work, people, their duties, etc.;

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

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

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

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

There are people who prefer to keep their distance from others, and this has a noticeable effect on their behavior in the team. People with an authoritarian character believe that there should be order and distinction in the status and position of people, strive to establish a hierarchy of relations and use forceful methods in decision-making and management, readily recognize power and highly value conservative values. Love and faith in people as

an individual character trait have a strong influence on a person's interaction with others. This is especially evident in the willingness to participate in group activities, to promote the development of contacts, interactions and mutual support.

Sensitivity to other people is manifested in the ability of people to sympathize with others, to take their problems to heart, in the ability to put oneself in the place of another, etc. People with such personality traits are well perceived in the team and strive to communicate with people. Stability in a person's behavior plays a big role in establishing his relationship with the environment. If a person is stable, responsible and generally predictable, then the environment perceives him positively. If he is constantly unbalanced, capricious and inclined to take unpredictable steps, then the team reacts negatively to such a person.

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

Risk perception is an important behavioral characteristic that clearly reflects the individuality of a person. Risk-averse people spend less time making decisions and are willing to make decisions with less information. At the same time, the result of the decision is by no means necessarily worse than that of those who scrupulously prepare the decision and collect all the necessary information.

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

Complexity of awareness phenomena as a characteristic of a person's individuality reflects his ability to decompose a cognizable phenomenon into parts and integrate, synthesize general ideas or conclusions about a conscious phenomenon. People with high complexity of awareness show greater information processing abilities, consider more alternatives, and make more complex decisions than people with low complexity of awareness. It is noted

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that managers with a high complexity of awareness in situations with a large variety of environments cope better with their duties, that this type of leaders is more prone to extensive contacts with people than leaders with a low level of complexity of awareness, and that these leaders tend to use variety of resources for problem solving.

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

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

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

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

Finally, when studying the individuality of a person, it is necessary to take into account his age. A person goes through various stages in his life, which correspond to a different state of his individuality. Therefore, when drawing conclusions about the character of a person, his personalities, it is necessary

to proceed from the fact that his behavior is very much determined by the age stage he is in. Only taking into account all these factors in the aggregate can give the key to understanding the individuality of a person, and, consequently, to managing a person. As mentioned above, the organization expects a person to perform in a certain way the role for which it accepts him. A person also looks at the organization as a place where he gets a certain job, performs it and receives a corresponding reward from the organization. However, the interaction between a person and an organization is not limited to role interaction. It is much wider. A person performs work in an environment of people, in interaction with them. He is not only the performer of a role in the organization, but also a member of the group within which he operates. At the same time, the group has a huge impact on human behavior. And the behavior of a person, his actions make a certain contribution to the life of the group. There is no canonized definition of the influence of circumstances phenomenon. However, a fairly general, well-established view of a small group (hereinafter, the term "group" will always be used in this sense) is widely accepted as a relatively isolated association of a small number of people (usually no more than ten to twenty-five), that are in sufficiently stable interaction and carry out joint actions for a sufficiently long period of time. The interaction of group members is based on a certain common interest and may be associated with the achievement of a common goal. At the same time, the group has a certain group potential or group capabilities that allow it to interact with the environment and adapt to changes taking place in the environment. The characteristic features of the group are as follows. allowing it to interact with the environment and adapt to changes occurring in the environment. The characteristic features of the group are as follows. allowing it to interact with the environment and adapt to changes occurring in the environment. The characteristic features of the group are as follows.

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

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

third, in a group, along with the formal distribution of roles, if any, there is necessarily an informal distribution of roles, usually recognized by the group. Individual members of the group take on

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the role of generators of ideas, others tend to coordinate the efforts of group members, others take care of relationships in the group, maintain a good climate in the team, fourth make sure that there is order in work, everything is done on time and brought to end. There are people who play the role of structurizers, they set goals for the group, monitor the influence of the environment on the tasks solved by the group.

These and other roles of group behavior are performed by people in accordance with their abilities and inner calling. Therefore, in well-functioning groups, opportunities are usually created for the person to behave in accordance with his abilities for group action and his organically defined role as a member of the group.

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

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

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

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

But this is only one side of the process of the emergence of groups in the organization. It usually leads to the formation of formal groups. Another

important reason for the formation of groups is the natural desire of a person to unite with other people, to form stable forms of interaction with people. The group gives a person a sense of security, from the group he expects support, help in solving his problems and warnings. In a group, it is easier for a person to achieve a "reward" in the form of recognition, praise, or material incentives. In a group, a person learns by adopting the experience of others, better aware of his capabilities and potential. The group gives a person more self-confidence in external interactions, contributes to the development of his identity.*

*this term reflects the self-consciousness of a person, his identification with a certain stable phenomenon or state.

Finally, the group provides a person with the opportunity to spend time in a pleasant environment for him, the opportunity to avoid loneliness and the state of loss, uselessness. Each person strives to be loved by someone, needed by someone, belong to someone, and the group can be a source of solution to these problems of a person. Regardless of the type of group, in which organization it is formed and operates, and also who specifically belongs to the group, some general points and factors can be pointed out that characterize the construction of the group, its structure and the process of functioning of the group in its environment. The life of the group, its functioning is influenced by three factors:

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

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

To the characteristics of group members factors that influence its functioning include personal characteristics of a person, as well as abilities, education and life experience. Personal characteristics have been considered in sufficient detail above.

Human, so we will not dwell on them in this review. As for the other characteristics, it is noted that the ability of a person to perform work has a very large impact on the functioning of the group and on the performance of a person's role. The level of education of a person and his life experience also have a significant impact on the group. Structural characteristics of the group include:

- communication in the group and norms of behavior (who communicates with whom and how);
- status and roles (who occupies what position in the group and what they do);
- personal likes and dislikes between group members (who likes whom and who does not like whom);

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

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

Sympathy; and antipathy between people mostly wear individual coloring and background. However, it has been found that several points have a significant impact on the establishment of friendly relations between people:

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

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

third, the establishment of friendly relations is directly dependent on the frequency of meetings, as well as on the expectation that these meetings will occur often enough in the future;

fourth, the relationship between members of the group, their mutual likes and dislikes, the atmosphere of friendliness in the group depend on how successful the functioning of the group is. In general, success leads to the development of positive attitudes among people to each other to a greater extent than the unsuccessful functioning of the group;

fifth, the development of friendly relations between members of the group contributes to the presence of one goal, which is subject to the actions of all members of the group. It is noted that if the members of the group are divided by the solution of individual problems, mutual sympathy and friendliness develop less often than if they work on the solution of a common problem for all;

At sixth, a positive orientation in relation to each other occurs when the group practices the broad participation of all members of the group in decision-making.

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

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

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

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

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doubt them, believing that the general opinion is true. Fifth, *Strength and Conformity* in the relationship between members of the group are manifested in the form of the so-called social influence on a person. The group puts pressure on a person, demanding from him to follow group norms, rules, requiring submission to the interests of the group. A person can resist this pressure, or he can succumb to the group - submit, i.e. be a conformist.

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

Since conformity in the relationship of a person with a group, on the one hand, is a condition for the integration of an individual into a group, and on the other hand, it can give rise to negative consequences, both for the environment and for the group as a whole, and for this individual in particular, it is important to clarify whether what factors and to what extent require a member of the group to make concessions to public influence.

The nature of the tasks to be solved has a significant impact on the degree of conformity in human behavior. If the tasks are not clearly defined, if they do not have an unambiguous answer, then they make the person performing them more susceptible to the influence of the group. The degree of conformity also depends on whether the member of the group made public commitments regarding the problem being solved or not, and also on the stage at which he announced his commitments in the decision. Public and early statements make a person more susceptible to public influence. Conformism in human behavior develops payment based on the results of group work.

Group characteristic also has a great influence on the development of conformism in a person in relation to the requirements of the group. Unanimity in group behavior increases the degree of influence of the group on the individual. It is easier for a person to object or disagree if someone else in the group has an opinion that is different from the group. Conformity in human behavior in a group is influenced by the size of the group. If there are five people in the group, then unanimity begins to have a strong influence on the individual. Further growth in the size of the group has

little effect on the increase in the influence of the group on the individual. The degree of conformity in the behavior of a person in a group also depends on the proximity of the leadership in group activities and the frequency of contacts with the leadership. If the boss is often present and participates in decision-making by a member of the group, then this leads to an increase in conformity in the behavior of the subordinate.

The desire to submit to the influence of the group directly depends on the personal relations between the members of the group, their likes and dislikes, friendship, etc. The better the personal relations between the members of the group, the higher the degree of conformity in their behavior in the group and the higher the possibility of social influence on the members of the group. The situational characteristics of the group depend little on the behavior of the members of the group and the group as a whole. These characteristics are related to the size of the group, its spatial arrangement, the tasks performed by the group, and the reward system used in the group. In small groups, it is more difficult to reach an agreement, and a lot of time is spent on clarifying relationships and points of view. Finding information is difficult in large groups, as group members tend to be more reserved and concentrated.

Group size also affects job satisfaction. Separate studies show that people are more satisfied when they work in a medium-sized group (5-6 people). Small groups generate a lot of tension in the relationship between its members, and in a large group there is not enough time for each member of the group.

Spatial arrangement of members group has a significant influence on their behavior. It is one thing when a person has a permanent location, another thing is when he looks for this place every time. People during work can look at each other, and can be located with their backs to each other. And this will also influence their work and their behavior in the group. There are three important characteristics of the spatial location of the individual, on which the relationship between the person and the group depends, namely:

firstly, is the presence of a permanent or definite place or territory. A person knows: this is my table, this is my machine, this is my workplace. The lack of clarity in this matter generates many problems and conflicts in interpersonal relationships, and also significantly reduces job satisfaction;

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

third, it is the relative position of the places. It is noted that if the workplaces are fenced off from each other, then this contributes to the development of formal relations. The presence of the workplace of the

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group leader in a common space contributes to the activation and consolidation of the group. If a person takes a workplace at the head of the table, then this in the eyes of other members of the group automatically puts him in a leadership position.

Management, knowing these and other questions of the location of group members, can achieve a significant effect and increase the effectiveness of the group's work only through the correct placement of jobs. The influence of the tasks solved by the group on the functioning of the group and on the behavior and interaction of group members is obvious. However, it is very difficult to establish a relationship between the types of tasks and their impact on the life of the group. It is noted that the solution of formal problems, for example, mathematical ones, contributes to the development of relations between group members to a lesser extent than the solution of problems of a humanitarian profile. It is known that the tasks and functions performed by the group affect the style of leadership, as well as the style of communication between people. In the case of loosely structured or unstructured tasks, there is more group pressure on the individual and greater interdependence of actions,

It is possible to point out several characteristics of the problem that are important to pay attention to in order to try to determine how the solution of this problem will affect the group as a whole and the behavior of its members, namely:

firstly, it is necessary to determine how many interactions will occur between members of the group in the process of solving the problem and how often they will communicate with each other;

Secondly, it is necessary to find out how the actions performed by individuals are interdependent and have mutual influence;

third, it is important to establish how the problem being solved is structured.

reward systems, Considered in isolation from the nature of relationships in the group, they cannot in themselves give an answer to the question of the extent to which this or that system influences relationships in the group, the behavior of group members, and the functioning of the group as a whole. For example, it is not possible to estimate the impact on a group of individual piecework pay, collective piecework pay, or pay based on a fixed group budget, unless the nature of the group's activities is known.

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

- how interdependent are the actions of group members;

- How big is the difference in pay?

Four combinations of these factors are possible:

- low interdependence - low differentiation in pay;

- low interdependence - high differentiation in pay;

- high interdependence—low pay differentiation;

- high interdependence - high differentiation in pay.

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

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

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

firstly, under public influence, changes occur in such characteristics of a person as perception, motivation, sphere of attention, rating system, etc. A person expands the scope of his attention by increasing attention to the interests of other members of the group. His life is dependent on the actions of his colleagues, and this significantly changes his view of himself, his place in the environment and others;

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

third, the group helps the individual gain a new vision of his "I". A person begins to identify himself with the group, and this leads to significant changes in his worldview, in understanding his place in the world and his destiny;

fourthly Being in a group, participating in discussions and developing solutions, a person can also give out suggestions and ideas that he would

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never give out if he thought about the problem alone. The effect of brainstorming on a person significantly increases the creative potential of a person;

fifth, It has been noted that in a group a person is much more inclined to accept risk than in a situation where he acts alone. In some cases, this feature of changing human behavior is the source of more effective and active behavior of people in a group environment than if they acted alone.

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

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

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

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

At the confluence of man with the group, there is an establishment of such relations between the person and the rest of the group, when each of the parties considers the other as an integral part of the whole with it, which is the group. A person builds his goals based on the goals of the group, to a large extent subordinates his interests to the interests of the group and identifies himself with the group. The group, in turn, also tries to look at the individual not as a performer of a certain role, but as a person completely devoted to the group. In this case, the group takes care

of the person, considering his problems and difficulties as his own, and tries to assist him in solving not only production problems, but also in solving his personal problems.

In case of conflict there is a juxtaposition of the interests of the individual and the group and the struggle between them to resolve this contradiction in their favor. Conflicts can be generated by two groups of factors:

- organizational factors,
- emotional factors.

The first group of factors is associated with a difference in views on goals, structure, relationships, distribution of roles in the group, and the so-called. If the conflict is generated by these factors, then it is relatively easy to resolve.

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

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

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

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

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

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

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

One of the main results of the interaction between a person and an organization is that a person, analyzing and evaluating the results of his work in an organization, revealing the reasons for success and failure in interaction with the organizational

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environment, analyzing the experience and behavior of his colleagues, thinking about the advice and recommendations of superiors and colleagues, makes certain conclusions for himself, which in one way or another affect his behavior, lead to a change in his behavior in order to adapt to the organization, in order to achieve better interaction with the organizational environment. Obviously, the perception and evaluation of one's experience, as well as the process of adaptation to the conditions and requirements of the organizational environment, are largely individual in nature. In the same environment, people behave differently. A person, as it were, has two degrees of freedom in constructing his behavior in an organization. On the one hand, he has the freedom to choose forms of behavior: to accept or not to accept the forms and norms of behavior existing in the organization, on the other hand, he may or may not accept the values of the organization, share or not share its goals and philosophy. Depending on the combination in which these fundamental components of behavior are combined, four extreme types of human behavior in an organization can be distinguished.

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

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

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

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

Naturally, the organization is interested in its members behaving in a certain way.

Possible approach The solution to this problem is the selection of people with certain qualities that can guarantee the behavior of its members that is desired for the organization. However, it should be recognized that this approach has limited application, since, firstly, it is not always possible to find people with the necessary characteristics, and secondly, there is no absolute guarantee that they will behave, necessarily, in the way the organization expects. , and, thirdly, the requirements for the behavior of members of the organization from the organizational environment may change over time, contradicting the criteria by which people were selected into the organization.

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

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

Learning behavior is characterized by the presence of several moments.

Firstly learning can come from one's own experience or from the experience of others.

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

Thirdly, learning behavior is always expressed in changing a person. Even in the case when the immediate behavior has not changed, the person is already becoming different, as his behavioral potential changes.

There are three types of behavioral learning.

First type associated with the reflex behavior of a person, with what is called in the teachings of I. Pavlov a conditioned and unconditioned reflex. If, for

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example, the boss comes to his subordinates when he is dissatisfied with something, irritated and intends to reprimand them, then any appearance of the boss can cause fear in the subordinates, a desire to avoid this meeting, regardless of why he came to them. That is, the appearance of the boss develops a conditioned reflex of the desire to hide from his eyes.

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

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

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

Firstly Having come to the organization and further carrying out his activities in it, a person studies his functional role: what he should do to do his job better, how to work more efficiently, how and with whom to communicate in the process of work. At the same time, he learns to emphasize the work he does in terms of what is considered more important in the organization and what is less important in his activities, for which there is remuneration, which is included in the assessment of the quality of his work.

Secondly, in an organization, a person learns to perform formal and procedural actions, such as filling out various questionnaires and forms, filling out applications, arranging and holding meetings, transmitting, receiving and responding to information

received, temporarily leaving the workplace, coming and going from work, parking car, wearing certain types of clothing, etc.

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

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

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

Human activity is always connected and initiated by the presence of certain motivating principles in him. They force him to start doing something, to make some effort, i.e. carry out actions. Stimuli, which are external influences on a person, direct his activity in a certain direction, give this activity a certain orientation and boundaries. The behavioral reaction of a person is manifested in the fact that he chooses what and how to do it, and carries out specific actions that lead to a specific result. His reaction is strongly related to stimuli. However, it has an individual character, as it reflects the different degree of influence of incentives on the behavior of different people. A person's reaction can manifest itself both in the form of his specific actions, and in the form of developing a certain disposition by him. Depending on the consequences for a person, his behavioral reaction is fixed in order to strengthen it and make it stable, or it is abandoned. The consolidation of the implemented behavior or the rejection of it play a very important role in shaping a person's behavior, since it is through this that a conscious adjustment or even a change in a person's behavior in the direction desired for the organization takes place.

Thus, the change in human behavior can be seen as a consequence of learning behavior. In itself, learning to behave is a function of the consequences for a person of his actions, a function of the

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consequences of his behavior. The presence of such a relationship between behavior, learning behavior and the consequences for a person of his behavior makes it possible for the organization to correct and shape the behavior of its members. This is primarily due to the fact that the management and the organizational environment can determine and purposefully shape the consequences of their behavior for the members of their organization, being actively involved in the process of learning behavior at the stage when a person receives certain consequences of the actions taken.

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

Looking at compensation from the standpoint of learning behavior and behavior modification, we can distinguish four different types of compensation that lead to the consolidation or abandonment of the implemented behavior.

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

Second type is negative compensation. The essence of this type is that the desired behavior immediately leads to the elimination of circumstances or stimuli that are not desirable for the person. For example, a person who does not behave properly is boycotted by others. As soon as he begins to behave

correctly, from the point of view of the environment, they stop the boycott. With the second type of compensation, as well as with the first, it is important that the reaction of the environment or management to a change in behavior occurs as quickly as possible and, of course, is of an individual nature.

Third type compensation is punishment. In this case, unlike the first two types, compensation occurs as a reaction to "wrong", undesirable behavior for management or organizations.

If the desired behavior is fixed in the first two types, then in this case the undesirable behavior is eliminated. Compensation in the form of punishment consists in the fact that a person receives negative, unpleasant consequences of behavior for him. For example, he may be fined, lose his bonus or promotion, be reprimanded, and so on. The task of punishment is to narrow or eliminate the behavior of its members that is undesirable for the organization. Although punishment outwardly looks like the complete opposite of positive compensation - there they reward, here they take away - from the point of view of teaching human behavior, this is not so. This type of compensation is less effective than positive compensation. This is due to the fact that punishment has a less predictable and sustainable effect than reward, often leading to indirect negative consequences, such as a personal insult to the punished leader, loss of interest in work, a change in attitude towards one's activities, etc. Therefore, punishment as a way of compensating for the purpose of teaching behavior should be treated very carefully by management and carefully monitor its possible side negative manifestations.

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

However, the choice of compensation frequency also plays an equally important role. for directed behavioral learning. In general, there can be two approaches to timing compensation.

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one approach is a compensation after each case of human action. This approach is called continuous compensation.

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

There are four different types of periodic compensation.

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

Second type— compensation through a variable time interval. In this case, the interval between possible compensation and the frequency of compensation are not fixed. This approach is not applicable to all forms of compensation. However, it gives better results, since the indefinite moment of compensation keeps you in suspense and makes you work and behave better. Although after the onset of compensation, there may be a sharp decline in the behavior of its members that is desirable for the organization.

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

Fourth type (last), the basis also has compensation in | depending on the amount of activity. However, this is a compensation depending on the variable rate. This approach is considered to be highly effective, since compensation can occur after any single action, which encourages employees to constantly perform the “right” actions. In order for this approach to give a truly high result in behavior modification, it is important that the time intervals between compensation are not very large. At the same time, it is necessary to know that this approach has limited use. For example, it is hardly applicable to such a form of compensation as wages.

The considered issues of learning behavior suggest that a person, based on his experience, adapts

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

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

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

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

Equality theory: comparing one's results of actions with the results of others.

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

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

Human behavior is constantly associated with a choice of two or more alternatives. From what a person gives this or that preference depends on what and how he does, how he behaves and what results he achieves. Expectancy theory is designed to answer the question why a person makes a particular choice when faced with several alternatives, and how motivated he is to achieve a result in accordance with the choice made. In its most generalized form, expectancy theory can be formulated as a doctrine that describes the dependence of motivation on two points: how much a person would like to receive and how much it is possible for him to get what he would like to receive, in particular, how much effort he is willing to spend for this. For example, an aspiring businessman from

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the province comes to negotiate the start of a joint business with representatives of large firms located in the city, which is a recognized center of business activity. To maintain his reputation, he will not stay in a hotel that has a reputation for being second-rate, although being cheap. At the same time, he does not have the means to stay in a luxury hotel. Therefore, apparently, he will stay in a hotel that is quite prestigious and for which he has enough money to stay.

The process of motivation according to the theory of expectation consists of the interaction of three blocks: 1) efforts; 2) execution; 3) result. Expectancy theory studies and describes the interaction of these three blocks. At the same time, efforts are considered as a consequence, and even the result of motivation. Performance is considered as a consequence of the interaction of efforts, personal capabilities and the state of the environment, and the result is considered as a function that depends on performance and on the degree of desire to obtain results of a certain type.

The expectation theory explains how the process of motivating a person to activity is built, based on linking into a single whole a person's ideas about the efforts necessary to complete the work, its practical performance and the results expected in response to the work performed. At the same time, the key points of concentration of attention of the theory are: 1) expectations along the chain of "effort - performance"; 2) expectations along the chain "execution — results of the second level; and 3) valency of results.

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

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

The main provisions of the expectancy theory are as follows.

Firstly, Since this theory is subject to the idea of finding an answer to the question of how motivation affects the performance of work, the initial postulate is that performance is determined by the product of the

values of two factors: a person's capabilities and his motivation.

Secondly, it is argued that motivation is given by the product of the value of expectation of the results of the first level by the value of the valency of the results of the first level. And finally

third, the valency of the results of the first level is given by the product of the value of the valency of the results of the second level by the expectations of individual results of the second level. A person chooses the alternative where the motivation will be higher.

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

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

- *the employees have a sufficiently high degree of expectation of the results of the first level;*
- *the presence of a sufficiently high degree of expectation of the results of the second level and*
- *total non-negative valency of the results of the second level.*

In practice, this means that the employee must have a firm understanding that the results of his work depend on his efforts, that certain consequences follow for him from the results of his work, and that the results he receives ultimately have for its value. In the absence of one of these conditions, the process of motivation becomes extremely difficult or even impossible.

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

The theory of goal setting proceeds from the fact that human behavior is determined by the goals that he sets for himself, since it is in order to achieve the goals he sets for himself that he carries out certain actions. It is assumed that setting goals is a conscious process, and conscious goals and intentions are what underlies the definition of human behavior.

In general, the basic model describing the process of setting goals is as follows. A person, taking into account the emotional reaction, realizes and evaluates the events taking place in the environment. Based on this, he determines for himself the goals to

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which he intends to strive, and, based on the goals set, carries out certain actions - performs certain work. That is, he behaves in a certain way, achieves a certain result and receives satisfaction from this.

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

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

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

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

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

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

Goal Commitment reflects the willingness to expend a certain level of effort to achieve the goal.

This is very important for the level; and the quality of execution is a characteristic of the goal, since it can play a decisive role at the stage of execution, if the reality, the difficulties of performing the work will differ significantly from what they seemed at the stage of setting the goal. Commitment to the goal may increase as the work is performed, or it may decrease. Therefore, management must constantly monitor the level of commitment to the goal on the part of employees and take the necessary measures to maintain it at the proper level.

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

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

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

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

External processes that affect the satisfaction or dissatisfaction of a person with the achieved results are the processes of reaction to the results of labor from the environment, evaluation by the environment of performance. If the environment reacts positively

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(management gratitude, promotion, pay increase, praise of colleagues, etc.), then this causes satisfaction, if not, then it leads to dissatisfaction.

External processes also contain some contradictory beginning, which has a dual effect on maintaining the motivational process in an effective state in terms of quality and level of performance. The essence of this contradiction is that a person behaves in accordance with the set goals, and the assessment of his actions is most often based on the results of performance. Therefore, if a person achieves his goals, but at the same time demonstrates a low level of performance, a moderate or even negative external assessment can lead to very strong frustration and a sharp drop in motivation to continue acting. A positive external assessment of successful performance can also negatively affect the motivational process, provided that the person failed to achieve his goals. This leads to a decrease in goal commitment and, ultimately, it negatively affects the quality and level of work performance in the future. If the external assessment is based on whether the goal was achieved or not, then in this case there are also moments that can weaken the motivational process, a person will set simpler goals for guaranteed achievement, which will necessarily negatively affect the quality and level of performance.

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

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

Second, if the organization has potential readiness, then it is necessary to carry out a number of activities to practically prepare for the introduction of the goal-setting process.

Third, Goal setting should emphasize their complexity and specificity, and take into account the acceptability of goals and commitment to them.

fourth, it is necessary to conduct an intermediate analysis of the goals and their adjustment.

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

One of the constant aspirations of people is the desire to receive a fair assessment of their actions. People, although not to the same extent, desire to be treated fairly. At the same time, justice is associated with equality, in comparison with the attitude towards others and the evaluation of their actions. If a person believes that they approach him in the same way as others, without discrimination, evaluate his actions from the same positions as the actions of others, then he feels the fairness of the attitude towards himself and feels satisfied. If equality is violated, if individual members of the organization receive undeservedly high marks and rewards, then the person feels offended, and this leads to frustration and

dissatisfaction. At the same time, dissatisfaction can occur even when when a person receives a high remuneration in relation to the costs of his labor. The influence of this moment on the relationship of a person with an organization is the basis of one of the theories of the motivational process - the theory of equality.

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

Norma - the ratio of perceived costs to perceived rewards. There are two types of norms. The norm of the first type reflects the ratio of the perceived reward of the individual to the perceived costs of the individual. The norm of the second type reflects the ratio of the perceived reward of others to the perceived costs of others.

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

The notion that takes place in management practice that inequality pushes people to increase performance results, that the state of equality demotivates people to achieve great results, is fundamentally wrong. As stated in the theory of equality based on empirical research, a person experiences a sense of satisfaction if equality is observed. Therefore, he strives to maintain this state.

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

In the event that an individual believes that he is not sufficiently or excessively rewarded, he has a feeling of dissatisfaction (in the second case, this feeling is less pronounced). Considering an unfair and unequal assessment of his work, a person loses motivation for active creative actions, in terms of the goals of the organization, which leads to many negative consequences.

The theory of equality allows us to draw several very important conclusions for the practice of managing people in an organization. Since perception is subjective, it is very important that information be widely available on who, how, for what and how much is rewarded. It is especially important that there is a clear system of payment that answers the question of what factors determine the amount of payment. An

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important conclusion from the theory of equality is that people are guided by a complex assessment of remuneration. Wages play an important role in this comprehensive assessment, but far from being the only and not necessarily decisive. Therefore, managers should take this into account if they are trying to create an atmosphere of equality in the team.

As repeatedly emphasized, the perception of equality and fairness is highly subjective. To successfully manage people, a manager must not only strive to be fair, create an atmosphere of equality, but also know well whether employees believe that remuneration is built on an equal and fair basis. To do this, management should regularly conduct research to find out how employees evaluate remuneration, whether they consider it equal or not.

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

The concept of participatory management proceeds from the fact that if a person in an organization is interested in participating in various intra-organizational activities, then he, thereby, receiving satisfaction from this, works with greater efficiency, better, more efficiently and productively:

firstly, it is believed that participatory management, opening the employee access to decision-making about issues related to his functioning in the organization, motivates a person to do his job better;

Secondly, participatory management not only contributes to the fact that the employee is better at his job, but also leads to greater returns, a greater contribution of the individual employee to the life of the organization, i.e. there is a fuller use of the potential of the human resources of the organization.

Initially, the spread of participatory management was associated only with improving the motivation of workers. Recently, participatory management is increasingly associated with improving the use of the full potential of the organization's human resources.

Conclusion

Therefore, the concept of participatory management can no longer be associated only with the process of motivation, but should be considered as one of the general approaches to managing a person in an organization.

Participatory management can be implemented in the following areas, namely:

firstly, workers are given the right to make their own decisions about how they carry out their

activities. Autonomy may concern, for example, such aspects of their activities as the mode of operation or the choice of means for carrying out work;

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

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

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

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

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

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

So-called content theories of motivation focus on how different groups of needs affect human behavior. Despite the fundamental differences between these concepts, they nevertheless have something in common at their core, which reflects a certain commonality in a person's motivation for effective actions.

The process of motivation is revealed in theories that try to explain why people are willing to perform certain actions, spending more or less effort. Expectancy Theory, Goal Setting Theory, Equality Theory, and Effective Management Theory,

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explaining how people should be influenced in order to induce them to perform well, give managers the key to building an effective system of motivating people.

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ON THE ADVANTAGE OF IMPLEMENTING A TRANSPORT STRATEGY FOR THE SOCIO-ECONOMIC DEVELOPMENT OF THE REGIONS OF THE RUSSIAN FEDERATION

Abstract: in the article, the authors set out: the concept of transport science, basic technical knowledge, development and types of transport, the uniqueness of transport as a sphere of economic activity, transport problems, the current state of development of transport in Russia, stages of development, as well as the methodology of technical and transport sciences; classical technology of research in technical sciences, methodologies of experimental research in technical sciences, in transport, including its technical operation, are considered. But most importantly, about the advantage of the transport strategy for the socio-economic development of the regions of the Russian Federation.

Key words: financing, transport strategy, infrastructure, socio-economic development, security, life, profitability, profit, investment, subsidies, budget, effective TEP.

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Introduction

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The validity of the main provisions, conclusions and recommendations formulated as a result of the studies performed are confirmed by the use of simulation methods and research tools that correspond to the current state of science. To achieve the goal, namely, to ensure the competitiveness of products manufactured in the regions of the two districts, the

effectiveness of the use of innovative technological processes, modern technologies, mathematical models, application packages, theories of synergy, network cooperation, the concept of import substitution of light industry products through the competitiveness of enterprises and through the competitiveness of products is outlined, providing it with demand, priority and pretentiousness in order to create prerequisites for sustainable demand among consumers in the regions of the Southern Federal District and the North Caucasus

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Federal District. This is possible if manufacturers provide demand for products based on the assortment policy with social protection of the interests of consumers, guaranteeing them a stable financial position, a price niche and an efficient cash flow policy, creating stable technical and economic indicators for enterprises. A wide range of problems under consideration is dictated by the desire to draw the attention of federal, regional and municipal branches of government to revise the concept of the road map and the strategy for the development of light industry in Russia until 2035, approved by the government. Unfortunately, it does not contain the main thing - the role and significance of participation in its implementation by the authorities at all levels, without whose support both the road map and the strategy for the development of light industry are only intentions and nothing more. The absence of promises and responsible persons deprived them of the obligations for these very branches of power, and without their interested participation, it is simply impossible to achieve the declared results. Another weighty doubt is that it is not working and will not have a significant impact on the restoration of light industry enterprises in the regions and municipalities as city-forming ones in order to return social stability and security to small and medium-sized cities in Russia, that is,

The implementation of all the proposed measures presupposes the active participation of these same branches of government, but especially regional and municipal ones, in order to create new jobs in small and medium-sized towns and guarantee their population all social conditions for a decent life, providing them with 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 demanded products 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 in demand, especially for children and socially vulnerable groups in these regions, they - these same authorities - will directly realize their promises made by them voters and create confidence among the population of these regions in their future, which, ultimately, will provide the population of small and medium-sized towns with their social security within the framework of the ASEZs. So, what should be considered as the necessary conditions for achieving a fundamental change in relation to the quality of production of a truly high-quality product - the transition from the stage of external audit to the stage of internal guarantee, which is formed through the

formation of the need to create a product of the required quality by the consumer:

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

- a significant increase in purchasing power. Achieving the level that allows you to select the right product. A quality product cannot, by definition, be cheap, but it can and should be made available through market mechanisms;

- a high level of professional training of producers, provided on the basis of the formation of a professional culture and national identity.

The main thing should be the education of attitude to work as a deed that has dedicated one's life. Expanded education of consumers, their perception as subjects of a common cause:

- overcoming the feeling of conscious and unconscious alienation of the ability of the individual in labor and its products with the help of the following tools;

- a) achieving a symmetry of the quality of work and remuneration;

- b) reduction to a reasonable ratio of the difference in the amount of remuneration of managers and executors, the clarity of the grounds for such proportionality;

- c) the dependence of remuneration on the dynamics of advanced training and participation in the improvement of the production process;

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

- e) sustainability of corporate activities;

- f) priority of relations by type: "One for all, all for one". Active promotion of the command form of responsibility for the results of work;

- g) organizing a systematic competition for the quality of work;

- h) striving for national and international recognition of the quality and range of products produced;

- i) formation of labor dynasties, participation in the distribution of profits;

- j) understanding the quality of the product as a comprehensive assessment of the product;

- k) awareness of the fact that it is the "little things" that reveal the perfection of quality, therefore, the little things must be treated as a building material of quality.

The vector of modernization of the regional management approach has been determined. Time has already gone by the clock. It remains to be recalled that "Time is our living space", therefore, lost time, untimely actions inevitably lead to the loss of the advantage of an advantageous position in a competitive world - misunderstanding of this is mortally dangerous for all of Russia.

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Main part

The nature of the new competition in the modern world economy, due to the processes of globalization, places 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 light industry in Russia for the period up to 2035.

In this regard, the problem of the competitiveness of domestic footwear requires the development of conceptual foundations for theoretical, methodological and practical recommendations that are adequate to the upcoming 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 between Russian and foreign manufacturers, solving the problem of combining state and market mechanisms for managing competitiveness becomes 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 has been 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 domestic production in the strategy of competition in world markets is a long-term trend.

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 (inefficient 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 intensifying, one of which is the union of commodity producers and the state.

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

The concept of partnerships, or the theory of stakeholders, considers the dependence of the company's actions on the interests of a wide variety of stakeholders, which include consumers, suppliers, shareholders, managers, employees, etc. At the same time, 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 sections of management science. In a fairly short period of 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 the theory must answer is to determine 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.

The system concept of the enterprise can be considered as a starting point for the strategic description of enterprises at the present time, since none of the above concepts "in its pure form provides a framework for analysis that is relevant to the real situation and role of the enterprise in any economy."

Insufficient adequacy of the concept of enterprise partnerships stems from the fact that the behavior of industrial enterprises is determined to the greatest extent by the interests of only internal top management and large owners.

However, it should be noted that this situation was typical for the 90s of the last century, but recent years are characterized by changes in this area. Evidence of this is the gradual development and spread of the corporate governance system in the country, one of the principles of which directly emphasizes the role of stakeholders in enterprise management. It is impossible not to note the increased attention to the concept of social responsibility of business in recent years.

The simultaneous coexistence of several concepts that describe the decision-making mechanism in enterprise management is due to the fact that various enterprises at different stages of their activities have specific tasks.

In particular, the main consumers of stakeholder theory are not all enterprises, but only those that are interested in maintaining relationships with a wide range of partners and in managing them. For such enterprises, stakeholder theory can offer non-standard approaches to solve their specific problems.

There are certain relations between the enterprise and partners, they can be different, both competitive and collaborative. Partners can exist independently of each other, or they can interact. The set of partners, which the adherents of this theory call the "coalition of business participants" or "coalition of influence", is a force that continuously influences the organization, forcing it to evolve, change and adjust.

In the modern interpretation of stakeholder theory, partners are considered not just as groups and individuals affected by the activities of the organization, but as contributors to a certain type of resource. Stakeholders supply the enterprise with the resources necessary for its activities, because its activities allow to satisfy its needs. At the same time, satisfying the partner's requests is nothing more than receiving resources from the organization. Thus, the relationship between the enterprise and its partners is built around the resource exchange, since each seeks to create its own resource base, which would best suit the goals of the partners.

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Partners of the enterprise can be divided into two groups: external and internal. External partners include: buyers, suppliers, competitors, government agencies and organizations, municipal, regional and federal governments, financial intermediaries.

Buyers. The strategy and tactics for working with important buyers include joint meetings to identify the drivers of business change, mutual efforts to develop products and markets, increase communication links, use common areas, and joint training and service programs. Strengthening relationships with customers often brings significant benefits. Many enterprises involve strategically important suppliers in the process of product development and production. Most enterprises that use just-in-time, where components produced by suppliers are fed directly to assembly shops, bypassing the warehouse, include suppliers in their internal processes. Competitors are a complex issue, as it is often in the best interest of one competitor to falter another. However, competitors are joining forces to combat the threat of third-party product innovation, to successfully navigate life cycles, and to leap ahead with new technologies. Competing organizations form alliances to accelerate technological progress and develop new products, to enter new or foreign markets, to explore a wide range of new opportunities. Sometimes cooperation is determined by the need to develop common standards, create a common service system, etc. State institutions and organizations. Innovation centers, public-private enterprises and governments have many common goals, including the creation of favorable conditions for international trade, stable market conditions, curbing inflation, a successful economy, production of necessary goods and services. Partnership between government and business (public-private partnership) is widely practiced in foreign countries, where governments often play a more active role in the economic development of the country. Bodies of regional and municipal government. Good relationships with local and regional governments can result in beneficial local regulation or lower local taxes for businesses. Therefore, the most far-sighted leaders of commercial organizations spend some money to help the regional and municipal branches of government in their efforts to solve local problems. Sponsorship to support local social programs, assistance to comprehensive schools, cultural institutions, health care, law enforcement, etc.

Financial intermediaries are a collection of many entities that include, but are not limited to, banks, law firms, brokerage firms, investment advisors, pension funds, mutual fund companies, and other entities or individuals who may be interested in investing funds into enterprises. Trust is especially important when dealing with creditors. Financial disclosure helps establish trust, as does timely payments. In an attempt to improve their relationship with creditors and establish a relationship of trust, many enterprises invite

their representatives to their boards of directors.

Currently, there is no generally accepted methodology for assessing the competitiveness of an enterprise. A review of existing approaches to assessing the competitiveness of an enterprise made it possible to combine them into the following groups.

The first group of academic economists includes an approach to determining the competitiveness of enterprises based on the identification of competitive advantages. This approach arose with the advent of strategic planning and the development of competition theory. It allows you to analyze the achieved competitive advantages of the enterprise, but does not give an accurate quantitative expression of the results of the assessment and therefore cannot be used for a comparative analysis of the competitiveness of enterprises, analysis of the implementation of the plan to improve competitiveness, the dynamics of the competitiveness of enterprises.

The second group of academic economists offers a competitive assessment using polygonal profiles. It is based on building vectors of competitiveness by factors: concept, quality, price, finance, trade, after-sales service, foreign policy, pre-sales preparation. However, the authors do not specify how factors such as the concept, foreign policy, pre-sales preparation and others can be evaluated by combining them into one.

The third group of economists offer a rating assessment of the competitiveness of an enterprise based on the following factors: product, assortment, price, image, service, packaging (design), sales volumes, market segment, supply and marketing policy, advertising and demand stimulation, that is, with the calculation of the efficiency ratio of innovative technological solutions. The advantage of this approach is that, in fact, it evaluates not only the marketing activities of the enterprise, but also takes into account other important resources of the enterprise's potential (innovations, management, finance, etc.). In the approach proposed by the authors, a more significant sum of factors is obtained, the mutual importance of which is taken into account in partnerships.

Fourth group scientists-economists propose to evaluate the competitiveness of an enterprise based on the product of the commodity weight index and the facility efficiency index. The advantage of this approach is the fact that it is a more weighty approach to assessment, since it takes into account such important factors that determine the competitive advantages of an enterprise as the level of organization and implementation of marketing in an enterprise, finance, and export potential. In addition, most authors consider it important to develop a methodology for determining the manufacturer's efficiency factor, its competitiveness, which will shape the effectiveness of these same partnerships.

The fifth group of scientists-economists offers an

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approach based on a balanced assessment of the factors of enterprise competitiveness. The integral indicator of the competitiveness of an enterprise is determined according to the rules of linear convolution (the assessment of the competitiveness factors of individual aspects of the enterprise's activities is multiplied by the weight of individual factors in the total amount), that is, something close to what is proposed by the authors of this article, namely, the calculation of the efficiency coefficient of innovative technological solutions in the implementation of the transport strategy for the socio-economic development of the regions of the Russian Federation.

So, the analysis of the theoretical and methodological aspects of the competitiveness of enterprises has revealed many methods for assessing this very competitiveness of enterprises.

In this regard, the successful operation of an enterprise will be determined by the degree of satisfaction of the interests of stakeholders, therefore, in order to increase competitiveness and performance efficiency, an enterprise must take into account not only its own interests, but also the interests of stakeholders, its business partners.

In the theory of stakeholders, the term partnership is used, which forms the conditions for ensuring the effectiveness of the results of the enterprise.

There is an acute problem of attracting investments in the development of the transport industry, which is due to the low investment opportunities of transport enterprises, difficulties in attracting long-term borrowed funds, and the underdevelopment of public-private partnership mechanisms. Currently, in most cases, a non-capital-intensive development model is being implemented, in which the volume of services grows due to an increase in the use of existing fixed assets.

The priority problem remains the improvement of the legal framework for the development of the transport system and the transport services market, including the creation of a regulatory framework that regulates the quality of transport services, ensuring the mobilization training of transport organizations and the fulfillment of their military transport duties, the development of public-private partnership mechanisms that ensure a clear legislative distribution of rights, responsibilities and risks between the state and the investor, as well as the definition of priority areas for the application of these mechanisms in transport.

The shortage of qualified professional personnel is increasing in the transport industry.

Another important problem is the insufficient level of competitiveness of domestic companies and the entire transport system of Russia as a whole in the global market of transport services. This is due to both the listed problems and insufficient opportunities for domestic transport organizations to compete in the world market, including the effective use of Russia's geopolitical advantages in international transit traffic.

The technical and technological parameters of international transport corridors do not ensure their competitiveness in the international market.

Integration into the global and regional markets for transport services will mean increased competition, increased access to the Russian market for foreign carriers, removal of administrative and tariff barriers, and will lead to a more difficult situation for domestic transport companies.

An analysis of global trends in the development of transport shows that no country is able to control the risks of its own economy without having strong transport positions.

World trends in the development of transport show that the period of patronage in relation to modes of transport and carriers is over. The efforts of most countries are aimed at increasing the competitiveness of national transport and abandoning the quota system, as well as tariff and other restrictions. They are replaced by the harmonization of transport legislation, namely:

- the market of transport services began to become more complex, all segments of the transport process and logistics began to be integrated. This led to the development of a new type of transport infrastructure - transport, storage and commodity transport complexes, which formed an integrated system of interaction;

- transport centers became the control elements of the system, which made it possible to optimize "through" tariffs. This has led to the transition of the point of profitability from the processes of physical transportation to the field of transport and logistics services. The concept of transport corridors has been transformed. From a set of routes, they turned into a system of transportation control centers and transport hubs, which gradually acquired the functions of managing the tariff policy;

- the quality of transport services and competitiveness have reached a high level of development. In segments of the transport market, the services of which are in demand, competition has stepped over the stage of competition for the quality of transport services. It's guaranteed. The struggle is price-based. Against this background, the requirements for the environmental friendliness of transport are increasing. Hence, the desire to maintain an acceptable share of the transport component in the price of the final product, while observing strict environmental and safety standards.

For the Russian transport system, these levels of development are not yet achievable. It is necessary to stimulate a gradual improvement in the quality of transport services, the integration of transport service technologies, and an increase in the competitiveness of carriers and operators of transport hubs. Following this, one can expect an optimization of the affordability of transport services. As restrictions, the given levels of safety and environmental friendliness of transport should act. The main system-wide problems in the

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development of the transport industry of the Russian Federation are as follows:

- Availability territorial and structural disproportions in the development of transport infrastructure;

- insufficient level of accessibility of transport services for the population, mobility of labor resources;

- insufficient quality of transport services;

- the level of export of transport services, including the use of transit potential;

- insufficient level of transport security;

- Strengthening the negative impact of transport on the environment.

Thus, significant restrictions on economic growth have appeared in Russia, due to the insufficient development of the transport system. A new long-term transport strategy is needed, which defines the main strategic directions and targets for the development of the transport system for the period up to 2035.

Predictive qualitative and quantitative parameters for the development of the transport system of the Russian Federations were formulated for the period up to 2035. Scenario options for the development of the Russian transport system for the period up to 2035 have been developed in three versions:

- inertial;

- energy raw materials;

- innovative.

The inertial option for the development of the transport system involves:

- implementation of large-scale transport projects that ensure the extraction and development of mineral deposits in new production areas (oil in Eastern Siberia, gas on the Arctic shelf, etc.) and the construction of relevant pipelines;

- development of transport infrastructure that ensures the realization of the transit potential of the economy;

- reconstruction and construction of especially important objects of transport infrastructure, primarily objects that ensure the safety of the functioning of transport systems, as well as the modernization and renewal of the fleet of vehicles;

- advanced development of transport infrastructure in the areas of export deliveries of goods, primarily the development of seaports and approaches to them;

- an increase in the volume of domestic transportation of raw materials due to an increase in coal production, the development of energy, metallurgy and oil refining;

- low dynamics of export traffic and outstripping growth of import traffic,

- the continued predominance in the import of food and consumer goods;

- insufficiently high rates of construction and reconstruction of the road network, the persistence of sharp disproportions in its development in the European and Asian parts of Russia;

- maintaining low mobility of the population, primarily in air transport, which is due to insufficient growth in incomes of the population and the continuing aging of the aircraft fleet;

- lack of transportation and infrastructure reserves in the modes of transport necessary to improve the quality of transport services for the population and production, the introduction of transport and logistics technologies.

The energy and raw material option involves the accelerated development of transport infrastructure, mainly for transport support for the development of new mineral deposits and the increase in fuel and raw materials exports, the realization of Russia's competitive potential in the field of transport and the growth of exports of transport services. At the same time, the following features can be distinguished:

- implementation of large-scale transport projects (including within the framework of public-private partnerships) that ensure the development of mineral deposits in new mining areas, mainly in Siberia, the Far East and the continental shelf;

- diversification of directions for export deliveries of Russian hydrocarbons, including to China, and the creation of an appropriate infrastructure;

- development of transport infrastructure that ensures the implementation of the country's transit potential, including joint projects for the production and export of hydrocarbons within the framework of the EurAsEC, as well as with other states;

- increase in domestic transportation of coal in connection with the development of power generating capacities and metallurgical production;

- increase in transportation volumes and assortment of products of fuel processing and raw materials (petroleum products, concentrates, chemical cargoes, metals, etc.), as well as engineering products;

- low growth rates of export shipments and a significant increase in the volume of import shipments of highly processed goods, primarily products of high-tech sectors of the economy;

- continued increase in the number of private passenger cars, with a decrease in the volume of passenger transportation by public transport (mainly by road) in the period up to 2022 and some growth in 2025-2035;

- an increase in the need for the construction and reconstruction of the road network connecting new residential areas in megacities and suburban areas of large cities with places of application of the labor force.

When implementing this option, measures to develop the country's transport strategy will be carried out primarily in metropolitan agglomerations, as well as in regions with high growth rates - in the South of Russia, in Siberia, in the Far East and in the regions of the Arctic Zone of the Russian Federation.

Rail transport will have to ensure unhindered growth in the transport of raw materials to the main centers of consumption, including transport for export.

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Of decisive importance will be the specialization of seaports through the creation of so-called "layered ports" following the Rotterdam model, when the port system will include remote railway junctions and transport and logistics complexes. This will require the development of access roads to ports and port production and storage areas focused on the processing of cargo, the formation of port zones that ensure the processing of incoming cargo. An additional impetus will be given to the development of transport in the Arctic zone (territories located mainly to the north of the 60th parallel).

The development of the country's transport system will become one of the main sources of economic growth. The impetus for technological development will be received by a part of the manufacturing industries associated with ensuring the development of transport.

At the same time, the implementation of the energy and raw material option will have a number of negative consequences for the prospective socio-economic development of the country and ensuring national security, in particular:

- it will be necessary to create significant reserves of transport network capacity in the main directions due to possible sharp fluctuations in demand for the transportation of export bulk cargoes in terms of volumes, nomenclature and directions due to changes in the situation in the world markets for fuel and raw materials;

- it is possible to reduce the indicators of economic efficiency of transportation due to an increase in the imbalance in export-import cargo flows. The imbalance will be associated with an increase in exports of bulk and liquid cargoes and imports of finished products. Specialized and universal types of rolling stock will have low performance in terms of the coefficient of mileage with a load, that is, significant flows of empty stock are possible;

- mobility of the population will grow at a slow pace, which will be one of the reasons for the insufficient dynamics of improving the quality of human capital in the country. The level of passenger traffic will be lower than the level with the innovative option by 14.3 percent, and passenger turnover - by 11.5 percent. This is due to lower rates of growth in real incomes of the population, a decrease in the population and a smaller scale of development of infrastructure and rolling stock of passenger transport. Lower growth in the welfare of the population will cause a slower growth in the number of personal cars;

- there will be significant differentiation in ensuring the availability of transport services for different regions and social groups of society;

- low investment activity will cause a significant burden on the budget system associated with financing the construction, repair and maintenance of roads.

The innovative option involves the accelerated and balanced development of the country's transport

system, which, along with the achievement of the goals envisaged in the implementation of the energy and raw material option, will provide transport conditions for the development of the innovative component of the economy, improving the quality of life of the population, and the transition to a polycentric model of Russia's spatial development. For the innovative option, a number of features characteristic of the energy and raw material option are retained, in particular:

- implementation of large-scale transport projects that ensure the development of mineral deposits in new mining areas;

- diversification of directions for export deliveries of Russian hydrocarbons;

- development of transport infrastructure that ensures the implementation of the country's transit potential, including joint projects within the framework of the EurAsEC, as well as with other states;

- increase in domestic transportation of coal in connection with the development of power generating capacities and metallurgical production;

- an increase in the volume of transportation and the range of products of fuel processing and raw materials, as well as engineering products in connection with the increase in innovative activity in the energy, fuel and raw materials industries, and related machine-building industries.

At the same time, the distinctive features of the development of the transport system according to the innovative option will be:

- a significant increase in export transportation of highly processed goods, primarily products of high-tech sectors of the economy, the growth rate of which will be 2.5 times higher than the growth rate of transportation of similar imported goods;

- increasing the role of transport and logistics infrastructure in the organization of commodity circulation;

- growth in the volume of passenger transportation by public transport. The highest growth rates are expected in air transport, but the main absolute increase will be provided by road transport;

- the emergence of the need to build and reconstruct a road network connecting new residential areas in megacities and suburban areas of large cities with places of application of labor, in a significant number of large and medium-sized cities due to an increase in the level of income and quality of life of the population;

- increasing the demand of the economy and the population for high-speed transportation services (with a predetermined delivery time) and passengers (with maximum freedom of movement and the possibility of planning personal time).

When implementing this option, measures to develop the country's transport system will be concentrated, along with metropolitan agglomerations, also in cities where significant innovation and human capital is concentrated. In the east of the country, such

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a scenario will give a selective impetus to the development of cities with a significant amount of accumulated innovation potential - Tomsk, Novosibirsk, Krasnoyarsk, Irkutsk.

At the same time, the "infrastructural effect" of the formation of urban agglomerations associated with the implementation of projects for the construction of large transport complexes, multimodal logistics centers and information hubs will be of paramount importance.

Along with the South of Russia, Siberia, the Far East and the Arctic zone, the Volga and Ural macroregions will become zones of priority transport development. Spatial development will become multipolar, not rigidly tied to the established energy and raw materials and financial centers.

Regional aspects of the development of the country's transport strategy will be related to:

- creation of a network of territorial production clusters focused on high-tech industries (in the aviation industry, shipbuilding, nuclear industry, in the production of new materials, in computer science and telecommunications), with the concentration of such clusters in urbanized regions;

- creation of territorial production clusters focused on deep processing of raw materials and energy production, ensuring the development of new territories; formation and development of tourist and recreational zones on the Black Sea coast, in Altai, Baikal, Kamchatka, regions of the North;

- development of large transport, logistics and production hubs in the North-West, the South of Russia and the Far East.

The development of railway and maritime transport, along with the tasks of ensuring the transportation of bulk cargo, including export ones, will increasingly focus on improving the quality of transport services for cargo owners and strengthening interaction in the framework of ensuring efficient logistics chains of goods movement. An important role will be played by the development of the Northern Sea Route, primarily for commercial transportation, with the creation of an appropriate infrastructure on the northern coast of Russia. Measures to increase the competitiveness of maritime transport will significantly increase the share of the fleet flying the State Flag of the Russian Federation in the world's maritime fleet and significantly increase the export of transport services. Road transport will grow at a high rate.

Measures aimed at the development of air transport and the use of significant advantages (primarily environmental) of inland water transport will significantly increase their share in the country's transport balance. Of decisive importance for the formation of a modern commodity distribution network in Russia will be the creation of an integrated network of transport and logistics complexes that provide a wide range of competitive services, the accelerated development of intermodal transportation and the

formation of territorial production clusters within the framework of ASEZs.

The development of public passenger transport will receive a significant impetus. First of all, this applies to the development of high-speed and high-speed rail transportation, all types of air transportation, urban and suburban transport.

When implementing this option, the country's transport system should develop at a faster pace than the sectors of the economy and the social sphere in order to remove the infrastructural restrictions on the country's future socio-economic development, which depend on transport.

The implementation of an innovative option for the development of the transport system will solve the main tasks facing the country, namely:

- indicators of population mobility will approach the level of developed countries, which will be one of the most important factors in improving the quality of human capital in the country;

- differentiation in ensuring the availability of transport services for different regions and social groups of society will decrease;

- the competitiveness of domestic goods and services in world markets will increase due to the balanced development of the country's transport system;

- the growth of the economic efficiency of passenger and freight traffic will optimize the transport costs of the economy and increase the availability of transport services for the population.

Comparison of scenario options leads to the conclusion that the innovative option acts as a target for the long-term state transport policy, since it fully allows to realize the strategic interests of Russia. When moving to an innovative option, the requirements for the nature and directions of development of the transport system are most determined by the following fundamental factors:

- strengthening of global competition covering the markets of goods, services, capital, and other factors of economic growth. Structural restructuring of the world economy associated with a change in the balance between economic centers, an increase in the role of regional economic unions, the expected spread of new information, nano and biotechnologies. This will entail a change in national and world cargo and passenger flows, an increase in the requirements for the quality of transport services;

- exhaustion of sources of export-raw material type of development, based on increasing fuel and raw material exports, the need for a transition to intensive innovative development.

Today on the agenda is the need to diversify the Russian economy, increase the share of products with high added value in the structure of the gross domestic product, and the share of the processing industry. As a result, the question arises of the transition from a predominantly extensive to an intensive model of

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development of the transport system based on innovative breakthrough technologies that improve the quality of transport services. The second important trend is the globalization of the economy and Russia's entry into the World Trade Organization. This factor causes an increase in international and intra-industry competition, which requires an increase in the competitiveness of the transport industry.

Considering these factors and the current state of the Russian transport system, we can conclude that transport is a priority point for the growth of the national economy. When switching to an innovative option for the development of the transport system, it is necessary to ensure:

- development of a competitive market for transport services;
- availability of transport services for the population;
- increase in the share of domestic transportation and transportation of finished products in the overall transport balance of the country;
- expanding the range and improving the quality of transport services based on the use of modern transport, logistics and infocommunication technologies, the development of new forms of organizing the transport process and interaction between modes of transport;
- multiple increase in labor productivity and energy efficiency in transport;
- activation of activities of domestic transport organizations in the world market of transport services, transnationalization of their activities, transformation of Russia into the largest exporter of transport services;
- integration of the transport system of Russia into the Eurasian transport space, development of multi-vector transport links with world economic centers;
- transport support for new centers of socio-economic development of the country;
- high territorial mobility of the population;
- increasing the innovative activity of transport companies, a radical renewal of transport and technical means, taking into account the development of domestic transport engineering, strengthening the role of scientific and technical support in the development of the transport industry;
- increase in the level of professional training and qualification of transport workers, improvement of their material and social security, creation of safe working conditions;
- ensuring the reliability and safety of the functioning of the transport system, including in the field of ecology, reducing the number of accidents and disasters, injuries and deaths in transport accidents;
- development and application of effective mechanisms for state regulation of the functioning and development of transport;
- improvement of the investment climate in the transport industry.

At a new stage, the transport strategy should determine the active position of the state in improving the transport system of Russia as a key factor in the socio-economic development of the country. This concerns, first of all, improving the quality of transport services, reducing the total costs of society dependent on transport, increasing the competitiveness of the domestic transport system, strengthening the innovative, social and environmental orientation of the development of the transport industry.

Based on this, the goals, priorities and objectives of the strategic development of transport are formulated.

The main task of the state in the field of functioning and development of transport is defined as creating conditions for economic growth, increasing the competitiveness of the national economy and the quality of life of the population through providing access to safe and high-quality transport services, turning the geographical features of Russia into its competitive advantage. The strategic goal of the development of the transport system is to meet the needs of innovative socially oriented development of the economy and society in competitive high-quality transport services. The achievement of this strategic goal will be ensured through the effective development of a competitive environment in the transport industry, the creation of optimal reserves in the development of infrastructure, the achievement of an advanced level of development of equipment and technologies.

To create an efficient competitive transport system, 3 main components are needed:

- competitive high-quality transport services;
- high-performance safe transport infrastructure and vehicles, which are necessary to the extent that they will provide competitive high-quality transport services;
- creation of conditions for exceeding the level of supply of transport services over demand (otherwise there will be no competitive environment).

For the formation of high-quality transport services, it is necessary, first of all, to determine the parameters and quality standards, to provide incentives for their implementation and the creation of highly efficient technologies that meet quality standards, to work out the elements of technologies, the regulatory framework and methods of state regulation, to introduce a number of pilot highly efficient technologies in the regions.

It is necessary to create conditions for the development of both internal competition (between carriers, modes of transport) and external competition (with international transit systems). Internal competition will increase the rhythm and speed up the movement of goods, reduce transport costs, increase the availability of transport services, improve the investment climate and develop market relations. This will have a positive impact on the external competitiveness and realization of the country's transit

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potential. Creating a market for competitive transport services involves:

- development of the regulatory framework in the field of transport services (safety, environmental friendliness, quality of transport services, development of methods of state regulation of the market). At the same time, the creation of effective feedback in the form of a control and supervision system is of paramount importance for regulation;

- development of a high-performance transport and logistics infrastructure that ensures a competitive level of transport services (primarily commercial speed and reliability);

- Achievement of the advanced level of engineering and technology that provides standards of safety, environmental friendliness, efficiency and quality of transport services.

The most important strategic direction in the development of the transport system is the balanced development of the transport infrastructure. The implementation of this direction means the coordinated integrated development of all elements of the transport infrastructure based on a comprehensive analysis of statistics and the use of mathematical methods for predicting the needs of sectors of the economy and the population in transport services, developing a statistical accounting system, building a transport and economic balance, predicting the dynamics of the cargo base, analyzing models during implementation transport strategy in order to select optimally balanced options.

The development of the regulatory framework should provide for the harmonization of transport legislation, integration into the global system of standards and communications, the definition of standards for the quality of transport services, responsibility for their observance, as well as consumer rights. Improving the quality of transport services will require the creation of reasonable reserves in the transport system, and this, in turn, will allow developing competition in the main directions of freight and passenger traffic.

Of particular importance for the transport strategy is the improvement of the system for providing the transport industry with labor resources, which should ensure the design and implementation of projects for the development of transport systems, the operation of transport infrastructure and vehicles, the provision of transport and logistics services, etc.

An important role in the implementation of the transport strategy is played by increasing the manageability and controllability of transport development by increasing the efficiency of state regulation and management methods, and developing project management mechanisms.

In accordance with these main strategic directions of development, the structure of the main targets of the Transport Strategy of the Russian Federation for the period up to 2035 (hereinafter referred to as the

Transport Strategy), its goals, priorities, tasks and implementation mechanisms is being formed.

The main targets of the Transport Strategy are: general social, general economic, general transport and by type of transport activity. General social guidelines are:

- the mobility of the population and the availability of transport services;
- reduction of accident rate, risks and security threats by means of transport;
- reducing the share of transport in environmental pollution.

General economic guidelines are:

- provision by the transport industry in full of high-quality transport services that ensure the planned growth rates of the gross domestic product;

- competitive level of specific transport costs in the price of the final product;

- increasing the commercial speed and rhythm of the promotion of consignments of goods;

- use of innovative technologies for the construction and maintenance of transport infrastructure;

- carrying out an effective state tariff policy;

- use of modern mechanisms for the development of an economic competitive environment, including public-private partnerships;

- coordination with strategies and programs for the development of related industries.

General transport landmarks are:

- development of the transport network in accordance with the needs of the economy and society;

- increasing the productivity and profitability of transport systems;

- increasing the return on assets of the transport infrastructure;

- reduction of energy intensity;

- creating priority competitive conditions for national carriers and increasing their competitiveness;

- innovative commodity transport technologies corresponding to the best world achievements;

- preparation for transportation of high-tech products;

- formation of the necessary conditions for investing in the transport industry, ensuring its development at a faster pace;

- development of transport engineering and allied industries - suppliers of resources to the level necessary for the implementation of the Transport Strategy.

By type of transport activity, the guidelines are:

- until 2035 - addressing issues related to the elimination of "bottlenecks", the development of throughput and transportation capabilities in accordance with federal targeted programs, as well as strategies and concepts for the development of various types of transport;

- from 2024 - adjustment of these strategies and concepts, development of federal targeted programs in accordance with the results achieved, new conditions

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and the Transport Strategy in order to develop a single integrated integrated balanced transport system that meets the needs for high-quality competitive transport services.

The main targets by types of transport activities for the period 2024-2035 are determined by the federal target program "Development of the transport system of Russia (2024-2035)" and its subprograms by types of transport. It is envisaged that the main targets for the types of transport activities should be updated in accordance with the goals and objectives of the Transport Strategy. It is advisable to carry out these adjustments in 2024, taking into account the results achieved and new features of transport development. The objectives of the development of the transport system in Russia are as follows.

Goal 1. Formation of a single transport space in Russia based on the balanced development of an efficient transport infrastructure.

Achieving this goal will ensure the dynamic growth of the Russian economy, social development and strengthening of ties between its regions by eliminating territorial and structural imbalances in transport, involving new territories in the economic turnover by creating additional transport links, increasing the competitiveness and efficiency of other sectors of the economy by providing opportunities unhindered entry of business entities to regional and international markets, the growth of entrepreneurial and business activity, which directly affects the quality of life and the level of social activity of the population.

The single transport space of Russia should ensure the functioning of a single balanced system of transport communications, an integrated system of commodity transport technological infrastructure for all modes of transport and cargo owners, the use of uniform standards for the technological compatibility of various modes of transport that optimize their interaction, uniform standards for the technical compatibility of various modes of transport and vehicles, as well as create a unified information environment for the technological interaction of various modes of transport.

Thus, within the framework of this goal, the development of transport infrastructure refers not only to the development of transport communications and hubs. A qualitatively new level of system development is assumed within the framework of a single transport space in combination with a commodity transport technological infrastructure, transport infrastructure of cargo owners, technical compatibility standards, as well as an information environment for the interaction of various modes of transport.

Within the framework of this goal, at the first stage of the implementation of the Transport Strategy, the construction and reconstruction of the main directions of roads and railways, the infrastructure of sea and river ports, inland waterways and airports, the elimination of the most significant gaps and

"bottlenecks" of the transport network, including in the Asian parts of Russia. The development of transport approaches to border checkpoints and large transport hubs will be ensured, their comprehensive development in the main directions of transportation will be ensured. Infrastructural conditions will be created for the development of potential points of economic growth, including the integrated development of new territories and the development of mineral deposits, primarily in Siberia and the Far East (Figure 4).

At the next stage of the implementation of the Transport Strategy, within the framework of this goal, a transition to the formation of a single transport space in Russia will be ensured. Based on the differentiated development of communication routes for all types of transport, the creation of a single balanced system of transport communications of the country will be ensured. The throughput and speed parameters of the transport infrastructure will be raised to the level of the best world achievements, the share of high-speed communications will be increased. In order to form a modern commodity distribution network that ensures the volume and quality of transport services, an interconnected integrated system of commodity transport technological infrastructure for all types of transport and cargo owners, an integrated system of logistics parks will be created on the territory of the country, as well as a unified information environment for the technological interaction of various modes of transport and participants in the transport process. During the development of the transport system, innovative technologies for the construction, reconstruction and maintenance of infrastructure will be mastered.

Goal 2. Ensuring the availability, volume and competitiveness of transport services according to quality criteria for cargo owners at the level of the needs of the innovative development of the country's economy.

Achieving this goal will make it possible to fully meet the needs of the population and business entities in high-quality transport services through the introduction of advanced transport technologies and the development of passenger and freight rolling stock fleets, as well as to ensure the provision of transport services of social and economic significance of proper quality and at affordable prices.

Achieving this goal involves, first of all, the development and implementation of a model of the transport services market for the needs of all sectors of the economy. This model is innovative for the domestic transport system. It should define the parameters of the quality of transport services, the framework of quality standards for various categories of goods and sectors of the economy, the requirements for the development of the regulatory framework in the field of transport services and technological models for ensuring the quality of transport services.

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To form a market for competitive transport services, it is necessary to create conditions for exceeding the level of supply of transport services over demand, as well as launching the "price - quality" mechanism, which will ensure the formation of a competitive environment and the growth of competitiveness.

Motivation mechanisms for the structural modernization of existing transport systems should be developed and put into effect in order to ensure the quality of transport services, leading, in particular, to the creation of national and international competitive transport companies.

Realization of this goal presupposes the achievement of the commercial speed of movement of goods and the rhythm of their delivery "from door to door" at the level of the best world achievements. Due to this, the economy of the country is expected to reduce the costs of circulation of goods, expressed in large volumes of working capital, as well as in significant amounts of crediting goods in transit and in stock. In seaports and checkpoints across the state border of the Russian Federation, as well as in the entire terminal network, the time for processing consignments of goods will be reduced to the level of the best world achievements.

To do this, it is necessary to introduce mechanisms for motivating the use of innovative logistics technologies, developing a system of related services and fleets of freight rolling stock that provide the specified criteria for the volume and quality of transport services at the level necessary for the implementation of the Transport Strategy. It is necessary to develop and experimentally develop highly efficient commodity transport technologies that provide quality criteria for the entire range of transport services and increase the productivity of the transport system. An important role will be played by the expansion of the use of container transportation technologies, including for regional and interregional transportation, small and medium-sized businesses.

Goal 3. Ensuring the availability and quality of transport services for the population in accordance with social standards.

Achieving this goal means meeting in full the growing needs of the population for transportation, as well as special requirements, in particular from citizens with disabilities, ensuring a stable connection of settlements with the main network of transport communications, as well as ensuring the affordability of transport services of social importance.

First of all, within the framework of this goal, it is supposed to ensure the transportation of passengers on socially significant routes, including ensuring their affordability, including in the regions of the Far North, the Far East, Transbaikalia and the Kaliningrad region.

It is planned to develop systems of urban and suburban passenger transport, fleets of passenger rolling stock, comparable in technical and economic

parameters with the world level, as well as the development of systems that provide high-speed and high-speed transportation of passengers.

At the next stage of the implementation of the Transport Strategy, the industry should take part in the development of minimum social transport standards for ensuring, enabling, moving all segments of the population across the country. These standards in terms of their transport component should determine the requirements for the development of the necessary communications for all types of passenger transport, the corresponding rolling stock, indicators of the affordability of transport services for the population, as well as requirements for the frequency and schedule of transport services for each settlement.

The state policy in the field of ensuring the availability and quality of transport services for the population involves the fixing of minimum social transport standards at the legislative level and the use of mechanisms to compensate for losses in the income of transport companies resulting from state regulation of tariffs for passenger transportation.

The development and implementation of a program for the implementation of minimum social transport standards throughout the country should be ensured. At the same time, these minimum standards should provide for a progressive scale, taking into account the gradual improvement in the conditions of transport services to the population.

Goal 4. Integration into the global transport space and realization of the country's transit potential.

Achieving this goal will mean laying a solid foundation for Russia's successful integration into the global transport system, expanding the access of Russian transport service providers to foreign markets, strengthening Russia's role in shaping international transport policy, and turning the export of transport services into one of the country's largest sources of income.

The implementation of this goal involves, first of all, the development of technical and technological parameters of international transport corridors that ensure their competitiveness at the level of world analogues. This requires monitoring the market for the export of transport services, studying the advantages of competitors, developing a set of measures to improve the technical and technological parameters of international transport corridors, planning their development and harmonizing within the framework of international cooperation on transport corridors.

Integration into the international transport space, first of all, can be effectively implemented within the framework of the EurAsEC and the countries of the Shanghai Cooperation Organization. One of the promising ways to implement this initiative is the formation of container "bridges". In addition, integration into the global transport space involves the development of international cooperation with other international transport organizations and other trading

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partners of Russia, the expansion of participation in the system of international agreements and conventions in the field of transport, as well as in major international transport projects. It is also expected to develop and put into effect appropriate mechanisms of state regulation, motivating the creation of national and international competitive transport companies.

An increase in the share of participation of Russian transport organizations in the transportation of domestic export and import cargo, as well as cargo between third countries, requires the development and implementation of appropriate legislative and other regulatory methods that ensure the competitiveness of Russian transport.

In order to increase the receipt of foreign exchange funds from the export of transport products, taking into account international experience and economic interests in the protection of transport services in the national and international markets, it is planned to develop legislative standards that provide for:

- preferential (and in some cases exclusive) admission of Russian carriers to the carriage of goods for the needs of the state, constituent entities of the Russian Federation and municipalities, as well as strategic cargo;

- advantages of national carriers and forwarders over foreign ones when investing in the construction of facilities in Russia, as well as in the development of raw materials, including those developed in accordance with the Federal Law "On Production Sharing Agreements".

Goal 5. Increase the level of safety of the transport system.

The implementation of this goal will improve the safety of traffic, flights and navigation, ensure the efficient operation of emergency rescue services, civil defense units, special services, achieve a safe level of functioning of transport infrastructure facilities, increase the level of compliance of the transport system with the tasks of ensuring the country's military security and thereby create the necessary conditions for an appropriate level of national security and reduction of terrorist risks.

Within the framework of this goal, due to a set of measures, it is supposed to achieve a level of traffic, flight and navigation safety that meets international and national requirements.

Ensuring transport security will improve the state of protection of transport infrastructure facilities and vehicles from illegal actions, including terrorist activities, that threaten the safe operation of the transport complex.

The activity of specialized emergency rescue services in cooperation with the Ministry of the Russian Federation for Civil Defense, Emergency Situations and Elimination of Consequences of Natural Disasters will be carried out at the level of international and national requirements.

The level of protection of the transport infrastructure and vehicles from acts of unlawful interference will be increased, a higher level of security for the transport of goods requiring special conditions will be ensured.

The implementation of measures to ensure the military security of the Russian Federation in order to timely meet the needs of the state military organization in transport services will make it possible to achieve the required level of mobilization readiness of public transport (including dual-use facilities), stocks of state and mobilization reserves, preparation of a set of measures for technical cover and restoration of all types of transport communications, preparation and maintenance of all types of vehicles.

In addition to the means and measures of direct transport security, the development of means and effective systems of supervision in the field of transport is of great importance in achieving this goal. Without their improvement, management in the field of ensuring the safety of the transport system will be deprived of effective feedback.

The level of safety of the transport system within the framework of this goal will be increased through the development of systems for professional admission to transport activities through licensing or declaration (notification).

An important role in achieving a high level of safety should also be played by meeting the needs of the transport complex for specialists with a high level of professional training that meet the requirements for the safety and stability of the transport system.

Goal 6. Reducing the harmful impact of transport on the environment.

Achieving this goal will contribute to creating conditions for reducing the level of technogenic impact of transport on the environment and human health and ensuring compliance with international environmental standards for the industry.

To this end, it is planned to develop and put into effect mechanisms of state regulation that provide motivation for the transfer of vehicles to environmentally friendly fuels, as well as a decrease in the level of energy intensity of transport to the level of indicators of advanced countries.

An important reserve for reducing the volume of impacts, emissions and discharges, the amount of waste in all modes of transport is the professional training of personnel operating vehicles. Another reserve for reducing the harmful effects of transport on human health within the framework of this goal is the rationalization of traffic routes.

The implementation of these goals involves the implementation of a set of research subprograms that ensure the development of new models, methods, technologies, tools and systems. These works form the scientific support of the Transport Strategy. The introduction of developments, the implementation of projects and activities is provided for within the

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framework of a set of subject subprograms aimed at achieving the specified general economic, general social and general transport strategic targets, as well as within the development subprograms by modes of transport and subprograms aimed at putting into operation the main mechanisms for the implementation of the Transport strategies.

Goals for the development of the Russian transport system for the period up to 2035 and the values of the indicators for the implementation of the Transport Strategy, for which statistical information is currently available. In addition, it is planned to carry out research work on the creation of statistical tools, monitoring and evaluation of values for such new indicators as:

- reserve capacity of the transport network by type of transport in the main directions of freight and passenger traffic;
- commercial speed of movement of main commodity flows;
- urgency of cargo delivery;
- the level of containerization of transported goods;
- development of transport and logistics technologies;
- specific transportation costs in the final price of products;
- ensuring the affordability of transport services for the population;
- the level of security of the state of transport infrastructure facilities;
- reducing the energy intensity of the transport system.

The implementation of the goals of the Transport Strategy will ensure the satisfaction of the needs of the innovative socially oriented development of the Russian economy and society in high-quality competitive transport services. The main expected results of the implementation of the Transport Strategy were assessed by groups of main targets.

The general social results of the implementation of the Transport Strategy are:

- ensuring the availability and quality of transport services for all segments of the population in accordance with social standards that guarantee the possibility of movement throughout the country;
- increasing the mobility of the population to 13.2 thousand km per person per year, which is 2.2 times higher than in 2018 (the current level of developed countries is more than 10,000 km);
- ensuring a permanent year-round connection of all rural settlements with development prospects via paved roads with a network of public roads;
- reducing the proportion of the population not provided with access to public transport services by 2035 to 2 percent (in 2010 - up to 10 percent);
- ensuring the affordability of transport services for all segments of the population in accordance with social standards, including through an effective flexible

state tariff policy. The air transportation accessibility factor will increase in 2021-2035 - from 1.75 to 5;

- a significant reduction in the accident rate, risks and security threats for all modes of transport. The number of deaths per year in road traffic accidents per 100 thousand people will be reduced from 23.5 people to 8 people, that is, almost 3 times. The number of air crashes per 100,000 flight hours on regular flights in 2035 will decrease from 0.18 to 0.008 (0.01 in the USA);

- a significant reduction in the harmful effects of transport on the environment. The volume of emissions and discharges of harmful pollutants from the motor transport complex will be reduced by 40 percent, in railway transport - by more than 3 times.

The general economic results of the implementation of the Transport Strategy are:

- reducing the level of specific transportation costs in the price of products by 30 percent by 2035;
- increasing the commercial speed of promoting goods by road up to 1400 km/day, and by rail (container transportation) - up to 1000-1200 km/day;

- increasing the timeliness (urgency, rhythm) of the delivery of goods will reach the level of developed countries, which will reduce stocks for guaranteed commodity production to 3-6 days;

- an increase in the export of transport services by 2035 by 7.8 times. Transit traffic through the territory of Russia will increase from 28 million tons to 100 million tons;

- ensuring the planned growth rates of the gross domestic product by providing organizations and the population with the full volume of necessary high-quality transport services;

- Ensuring stimulation of the intensive development of related industries in the country's economy through coordination with strategies and programs for the development of related industries - suppliers of resources for the development and operation of transport.

The general transport results of the implementation of the Transport Strategy are:

- Significant (by 2 - 4 times) increase in the productivity of transport systems. The share of time for the movement of goods in transit will increase to 16 - 20 hours a day (by road transport in international and intercity traffic);

- increasing the return on assets of the transport infrastructure and increasing profitability;

- reduction by 30 percent of the level of energy intensity of transport;

- creation of a backbone network of public roads of federal significance, connecting all administrative centers of the constituent entities of the Russian Federation along a paved road network, transformation of the structure of the road network from radial to network;

- ensuring the passage of vehicles with an axle load of 11.5 tons along federal highways that are part

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of international transport corridors along their entire length;

- Ensuring an increase in the competitiveness of national carriers. The share of Russian carriers in the volume of international road transport of goods will increase from 41 percent in 2021 to 50 percent in 2035, and the share of foreign trade transportation by ships under the Russian flag will increase from 6 to 40 percent. The share of Russian-flagged ships in the total deadweight of the Russian-controlled sea transport fleet will increase from 38.5 percent in 2021 to 70 percent in 2035. The share of exports in the total volume of air transport services of Russian airlines will increase from 14 percent in 2021 to 29 percent in 2035;

- introduction of innovative commodity transport technologies that correspond to the best world achievements, ensuring the optimization of technological interaction between various modes of transport and all participants in the transport process. By 2035, the delivery time of goods in multimodal (mixed) traffic will be reduced by 25 percent compared to 2017;

- development of a competitive environment, public-private partnerships, purposeful formation of conditions for investment will ensure an intensive growth of the investment attractiveness of the industry.

The transport industry at the turn of 2035 will become a backbone industry, growing at a rate that outpaces the growth rate of the national economy. The industry will come to a competitive position in terms of the level of specific transport costs, safety, environmental friendliness and quality of transport services. The level of developed countries will be reached in terms of commercial speed and timeliness of delivery of goods, availability of transport services for the population. The formation of a unified transport system in Russia, its integration into the world transport system will ensure an increase in the efficiency of transport services within the country, the growth of their exports, a more complete realization of the transit potential, and the satisfaction of the needs of the economy and society in high-quality and competitive transport services. Tasks for the development of the transport system Russian Federation for the period up to 2035.

1. Formation of a single transport space Russia on the basis of balanced development of effective transport infrastructure. The main objectives of the Transport Strategy in the formation of a single transport space of Russia based on the balanced development of an efficient transport infrastructure are:

- elimination of gaps and "bottlenecks" in the transport network, including in the Asian part of Russia;

- development of transport approaches to major transport hubs and border checkpoints;

- comprehensive development of large transport hubs in the main directions of transportation;

- formation of a single road network, year-round accessible to the population and business entities;

- creation of conditions for economic growth, including the integrated development of new territories and the development of mineral deposits, primarily in Siberia and the Far East;

- creation of a unified balanced system of transport communications of the country on the basis of a differentiated development of communication routes for all types of transport;

- increasing the capacity and speed parameters of the transport infrastructure to the level of the best world achievements, taking into account the creation of reasonable reserves, increasing the share of high-speed communications;

- creation of an integrated system of logistics parks on the territory of the country as the basis for the formation of a modern commodity distribution network;

- creation of an interconnected integrated system of commodity transport technological infrastructure for all types of transport and cargo owners, ensuring the volume and quality of transport services;

- development of innovative technologies for the construction, reconstruction and maintenance of transport infrastructure;

- creation of a unified information environment for the interaction of various types of transport, participants in the transport process, customs and other state control bodies.

Improvement of the infrastructure is supposed to be carried out in relation to all modes of transport. In the field of railway transport, it is necessary to carry out measures to modernize and develop infrastructure to eliminate bottlenecks. Until 2035, it is envisaged:

- construction of second tracks with a length of 2407.9 km, including 1478.6 km - on the main directions;

- construction of the third and fourth tracks on the main routes with a length of 348.5 km;

- development of railway approaches to seaports and border stations;

- construction of bypasses of St. Petersburg, Krasnodar, Omsk, Saratov, Chita and Yaroslavl railway junctions;

- electrification of sections with a length of 3918 km (including the sections Syzran - Sennaya, Trubnaya - Aksaraiskaya, Rtishchevo - Kochetovka, Yurovsky - Temryuk - Kavkaz - Taman, etc.);

- equipping sections with an automatic blocking system with a length of 1851 km;

- development of stations and nodes;

- reconstruction of the Ulan Bator railway, including the electrification of the main passage with the equipment of an automatic blocking system, laying of second tracks (100 km) and other measures.

In relation to the Moscow railway junction, it is planned:

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- strengthening of the head sections of the main directions of the main railways;

- development of suburban and interregional transportation of passengers in luxury trains in all radial directions in communication with the regional centers of the Moscow Region and neighboring regions of the Russian Federation;

- development of railways bypassing the city of Moscow for the withdrawal of transit freight traffic;

- development of container technologies for the transportation of goods, the creation of a network of container terminals and transport and distribution centers that provide the supply of Moscow and the Moscow region with goods and the formation of network cargo flows;

- organization of railway communication between the airports of the Moscow Aviation Hub and the railway stations of Moscow;

- organization of passenger traffic along the small ring of the Moscow railway with the organization of transfer points to radial railway lines and metro stations.

In 2025 - 2035, it is envisaged:

- construction of second tracks with a length of 3055.6 km;

- construction of bypasses of the Irkutsk, Perm, Novosibirsk railway junctions, a deep bypass of the Moscow railway junction (third ring), a northern bypass of the Sverdlovsk railway junction;

- electrification of sections with a length of 3580 km (including sections Kandra - Inza, Ulyanovsk - Syzran, Sonkovo - Dno - Pechory-Pskov, etc.);

- equipping sections with an automatic blocking system with a length of 3128 km;

- strengthening and reconstruction of railway lines and sections;

- elimination of restrictions on the capacity of network sections caused by the defectiveness of large artificial structures, through their reconstruction and construction of new ones;

- replacement and modernization of power supply facilities equipment for 50.9 thousand km of the extended length of the contact network, for 40.7 thousand km of main directions, including the modernization and reconstruction of 763 traction substations, modernization of the automatic blocking system with a length of 1171.4 km;

- equipment of double-track and multi-track hauls on the main directions with a length of 11,515 km with permanent devices for organizing traffic along the "wrong" track according to the signals of a locomotive traffic light;

- modernization and increase in the capacity of the digital technological communication network at the 12,600 km test site;

- replenishment and renewal of materials and structures for the technical cover of railway transport facilities, restoration of the railway infrastructure in the Chechen Republic;

- organization of intermodal communication on the section airport Mineralnye Vody - Mineralnye Vody - Kislovodsk with the reconstruction of railway lines;

- modernization of the section Ussuriysk - Grodekovo with laying of second tracks 48 km long on the limiting stage;

- modernization of the section Ulan-Ude - Naushki to ensure transportation in the direction of the Ulan-Bator railway.

In order to ensure the safe and uninterrupted movement of trains with established speeds and loads until 2035, it is necessary to carry out:

- reconstruction of the tunnel under the river. Cupid near the city of Khabarovsk;

- construction of the second bridge across the river. Ob in the section Ryama - Kamen-on-Obi, in the section Sayanskaya - Koshurnikovo to reconstruct 3 tunnels - the First Dzhebsky, Krolsky and Mansky;

- reconstruction of the Kiparisovsky, Obluchinsky, Vladivostok, Lagar-Aulsky tunnels on the Trans-Siberian Railway;

- reconstruction of bridges across the rivers Zeya, Bureya and the bridge at 125 km of the section Uglovaya - Nakhodka;

- reconstruction of the Big and Small Novorossiysk tunnels;

- reconstruction of tunnels in the sections Krivenkovskaya - Belorechenskaya and Tuapse - Adler;

- reconstruction of bridges across the river. Volga in the section Aksaraiskaya - Astrakhan, across the river. Kamu in the Perm Knot;

- build a second bridge across the river. Shuya on the stretch Myagrenka - Kem direction St. Petersburg - Murmansk;

- reconstruction of the bridge over the river. the Volga in the Ulyanovsk-Tsentralny - Akbash section of the Bugulma passage, as well as the bridge in the Syzran - Bezenchuk section due to the heavy load of the Kropachevsky passage;

- reconstruction of the bridge over the river. Turu on the section Egorshino - Tavda;

- reconstruction of bridges across the river. Oka on the section Zhilevo - Necklace, across the river. Don on the Liski - Rossosh section and the bridge on the Lev Tolstoy - Yelets section.

In 2025 - 2035 it is necessary to carry out:

- construction of the second bridge crossings over the river. the Volga in the Ulyanovsk - Dimitrovgrad, Anisovka - Saratov sections and the third bridge crossing in the Kinel - Syzran section;

- construction of the second bridge crossings across the rivers Ob, Bolshoy Salym, Demyanka to increase the throughput capacity of the Tobolsk-Surgut cargo line;

- construction of the second bridge near the city of Blagoveshchensk on the section Belogorsk - Blagoveshchensk.

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In the field of railway transport, it is necessary to carry out a significant amount of work on the arrangement of border crossings for the effective implementation of measures to implement border, customs and other types of control. For this, the construction of buildings and structures, the development of access roads, the installation of lighting, and the installation of fences are envisaged.

In addition, it is necessary to create reserves for the capacity of railway checkpoints to ensure the stable operation of railway transport in the face of fluctuations in freight traffic, which may be caused by market changes in world commodity markets. Implementation mechanisms of the Transport Strategy include:

improvement of the legal framework and methods of state regulation of the development of the transport system, ensuring the achievement of the goals of the Transport Strategy;

- creation of an effective system for managing the implementation of the Transport Strategy;

- advancing innovative development of the scientific, technical and technological base of the transport complex on the basis of advanced world achievements and technologies;

- development of providing the industry with labor resources;

- federal and regional targeted programs.

Improving the regulatory framework and methods of state regulation of development transport system, ensuring the achievement of goals transport strategy The main tasks in the field of improving the legal framework and methods of state regulation of the development of the transport system, ensuring the achievement of the objectives of the Transport Strategy, are:

- increasing the investment attractiveness of the transport industry, including improving the legal framework and introducing state regulation methods aimed at increasing the investment attractiveness of the industry, as well as improving economic and financial mechanisms, including public-private partnerships, aimed at increasing the investment attractiveness of the industry;

- formation of a regulatory framework for a competitive market for transport services, including the creation of a regulatory framework and methods for state regulation of the development of the transport services market, the development of a legal mechanism that ensures the fulfillment of contractual obligations in terms of the volume and quality of transport services, the development and improvement of methods and mechanisms of state regulating and motivating the development of transport activity structures in order to ensure the quality of transport services, including motivating the creation and development of national and international transport companies capable of ensuring innovative development and improving the quality and competitiveness of transport services, creating a regulatory framework that regulates

commercial admission to transport activities in the field of freight transport, as well as promoting the development of small and medium-sized businesses in the transport sector;

- state regulation of the level of specific transport costs in the price of products, including the development and implementation of state regulation methods that stimulate the reduction of total specific transport costs, as well as the development and implementation of mechanisms for state monitoring of total specific transport costs in the price of final products;

- internal Russian and international harmonization of legal support of the transport system;

- formation of a legal framework and methods of state regulation aimed at ensuring:

- a guaranteed level of accessibility and quality of transport services for the population, including the development and implementation of minimum social transport standards in relation to the possibility of moving the population across the country (communication model for all types of passenger transport, appropriate rolling stock, purchasing power, affordability, standard for the frequency of transport services for each settlement), as well as the development of a regulatory framework governing commercial admission to transport activities in the field of passenger transportation;

- Russia's integration into the global transport space and the realization of the country's transit potential, including the development of methods of legal regulation that provide assistance in increasing the share of participation of Russian transport organizations in the export-import transportation of Russian goods, as well as in the transportation of goods between third countries, integration into the world system regulatory support of transport activities, standards and technical regulations, as well as improvement of the regulatory framework aimed at expanding Russia's participation in the system of international agreements and conventions in the field of transport;

- the security and sustainability of the transport system, including the improvement of the regulatory framework aimed at ensuring security in the transport industry and the development of the transport system, taking into account the requirements for ensuring the military security of the Russian Federation, as well as improving the regulatory framework governing the harmful effects of transport on the environment and human health, including in terms of determining the conditions for the admission of companies to transport activities.

The state is one of the main participants in the transport services market, acting as a shareholder or owner of organizations operating in the industry. The systemic role of the state in matters of management and disposal of its property in the transport complex is to increase the efficiency of all aspects of state property

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management in the field of transport, as well as to create conditions that ensure the activities and legal relations of participants in the civil circulation of transport property, taking into account the goals and objectives of the Transport Strategy and state policy in the field of property relations. The main directions for improving the management of state property in transport are:

- improvement of the norms of the legislation of the Russian Federation regulating the issues of registration of ownership rights to state property of the transport industry, as well as issues of the use of land plots by organizations of the transport complex (including the improvement of the legal regulation of the procedures for reserving and withdrawing land plots for federal needs);
- improvement of the legislation of the Russian Federation, which regulates the issues of shared ownership of the property of the transport industry;
- improvement of the legislation of the Russian Federation regulating the issues of investment activities in transport;
- improvement of forms and methods of transferring state property for use by legal entities and individuals;
- improvement of the norms of the legislation of the Russian Federation in order to prevent the insolvency of the backbone organizations of the transport industry;
- carrying out the privatization of the property of the transport industry, taking into account the goals and objectives of the Transport Strategy;
- introduction of modern information technologies to solve the problems of accounting for federal property and indicators of the effectiveness of its use;
- improvement of the system of professional training and qualification of heads of state unitary enterprises and state institutions;
- improvement of the procedure for interaction between authorities in the field of state property management.

State regulation of the development and functioning of the Russian transport system should ensure the achievement of the objectives of the Transport Strategy. Subject to state regulation:

- development and technical improvement of the federal and regional transport infrastructure;
- institutional transformations in transport;
- issues of technological, transport and environmental safety of transport infrastructure facilities and vehicles;
- formation and functioning of the transport services market;
- ensuring the mobilization readiness of transport;
- international activity of transport enterprises and structures;
- social sphere and labor relations in transport.

State regulation of transport services should be aimed at creating and maintaining the competitive advantages of Russian transport organizations in the domestic and international markets, at providing consumers with high-quality competitive transport services, as well as at introducing direct action legislative norms and mechanisms that guarantee the implementation of quality indicators by transport enterprises. In the field of railway transport, for the implementation of the Transport Strategy, it is envisaged:

- development of long-term targeted programs with the timing and sources of financing measures for the development of railway transport;
- implementation of the mechanism of state participation in the development of railway infrastructure in the Russian Federation until 2035;
- improvement of the system of state regulation of the railway industry and prices (tariffs) for regulated types of products and services, deregulation of competitive sectors, taking into account the degree of development of competition in order to protect the interests of consumers of transport services, increase the efficiency of the industry and create conditions for advanced investment development of railway transport;
- implementation of the Railway Structural Reform Program and the target model of the railway transport services market at the third stage of the structural reform, including the creation of conditions for the development of competition in the field of railway transport services and the growth of private investment in the railway industry;
- ensuring legal, informational and technical interaction between the railway systems of the Russian Federation and other states, taking into account the prospects for Russia's accession to the World Trade Organization, the need to integrate the railway transport of the Russian Federation into the international transportation system and make the most efficient use of its transit potential for these purposes;
- determination of the body (bodies) of state power, the competence of which (which) includes the functions of managing mobilization preparation and civil defense in railway transport, imposing responsibilities for the implementation of individual transportation by rail and the use of rolling stock on specific owners of infrastructures, carriers and operators in cases the emergence of a threat to socio-economic stability, defense capability, security of the state and in other cases provided for by the legislation of the Russian Federation;
- removal of restrictions on the civil law turnover of railway transport property not involved in ensuring defense capability and mobilization preparation and expected to be involved in turnover in competitive market segments;

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- development of a set of measures aimed at ensuring the required level of safety of Russian railway transport facilities;

- development of a mechanism for the implementation of socially significant, military and special transportation in peacetime and special periods, the implementation of mobilization plans, the maintenance of a mobilization reserve, the implementation of measures for mobilization training in railway transport and increasing the responsibility of participants in the market of railway transport services for failure to meet the requirements of mobilization and defense tasks;

- development of corporate strategies for the development of railway transport organizations in accordance with the Transport Strategy.

As part of the implementation of the Transport Strategy, a possible change in macroeconomic indicators of the socio-economic development of the Russian Federation should be envisaged.

In order to form clear priorities for the construction of railway lines and eliminate inefficient decisions in the preparation of specific investment programs and projects, it is necessary to ensure financial, economic and social analysis.

A specific mechanism for attracting funds from the federal budget and the budgets of the constituent entities of the Russian Federation should be implemented in accordance with the legislation of the Russian Federation.

Based on the results of monitoring the pace of socio-economic development of the country, individual regions, industries and industrial zones, it is envisaged to amend the list of new railways of the Russian Federation with the provision of their financing in accordance with the indicated principles.

In the field of road management, a phased introduction of the principle of paying for the use of roads is envisaged, including:

- introduction of tolls on federal highways for trucks with a total mass of more than 12 tons in order to compensate for the damage caused to roads by heavy vehicles, taking into account the harmonization of requirements for the characteristics of heavy vehicles with similar requirements in the states of the European Union;

- improvement of mechanisms for compensating for damage caused to roads by vehicles during the transportation of heavy and dangerous goods;

- setting tariffs and fees, as well as fees for connecting road service facilities to highways.

The collected funds are expected to be directed to the maintenance and development of road infrastructure. Large-scale attraction of extra-budgetary investments in the road sector is envisaged through:

- development of the mechanism of concessions in the construction of toll roads;

- issue of bonded loans for the purpose of construction and reconstruction of roads, as well as the use of the mechanism of public-private partnership;

- development of mechanisms for attracting the resources of organizations interested in the development of territories adjacent to highways for the construction of roads;

- income from the commercial use by specialized state structures of roadside lanes and the right of way of motor roads.

The main principles of the formation of state policy in the field of regulation of the development of road transport are:

- development of a system of supervision in relation to road transport;

- the transition from the spontaneous functioning of the motor transport services market to regulation in accordance with social and economic interests, which should be reduced to ensuring a balanced admission to professional (including commercial) activities on a contractual application basis, creating equal conditions for competition in the transport services market, monitoring compliance with established requirements and rules, including within the framework of the transfer of part of the powers to self-regulatory organizations, taking measures to reduce the negative consequences of the functioning of the transport services market, including through the development of an insurance system, as well as to ensure anti-terrorist security. The main mechanisms for implementing the Transport Strategy in the field of road transport are:

- a mechanism for admission to the market of motor transport services (including quotas for the use of motor vehicles on the territory of the Russian Federation);

- the mechanism of admission to the profession and other types of motor transport activities;

- a mechanism that stimulates the modernization and renewal of the fleet of vehicles, as well as the improvement of its structure;

- a mechanism for creating conditions for the development of efficient modern transport and logistics technologies and transportation systems, encouraging an increase in the capitalization of the road transport business, the development of terminal complexes and information support for cargo transportation;

- a mechanism that stimulates the acceleration of the decommissioning and disposal of old cars with an excess service life;

- a mechanism for paying for the use of road infrastructure, which makes it possible to compensate for the damage associated with the implementation of road transport.

For the modernization and renewal of the fleet of vehicles for all sectors of the Russian economy, it is necessary:

- development of state policy aimed at creating a rational structure of the truck fleet;

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- improvement of the depreciation policy aimed at ensuring the formation of own sources of financing for the renewal of vehicles;

- development of a mechanism for the formation of the amount of net profit necessary to ensure a given coefficient of renewal of vehicles;

- development of proposals for the use of alternative types of energy sources for vehicles;

- expanding the practice of acquiring vehicles through loans and leasing.

In addition, it is necessary to form mechanisms for the implementation by Russian car manufacturers of the requirements of the Agreement on the introduction of global technical regulations for wheeled vehicles, items of equipment and parts that can be installed and (or) used on wheeled vehicles (Geneva, 1998), and Agreements on the adoption of uniform conditions for the period of technical inspections of wheeled vehicles and on the mutual recognition of such inspections (Vienna, 1997). In 2025 - 2035, the main areas of state regulation in the field of air transport will be:

- completion of institutional transformations, formation of a regulatory and legal framework for the functioning of air transport, harmonized with international rules;

- creation of a supporting transport infrastructure for air transport, as well as the implementation of a flexible customs policy in terms of the justified removal of protective duties on foreign-made aviation equipment and spare parts for it;

- provision by the state of the availability of transport services for the population on the basis of organizing support for socially significant air transportation in local and main traffic from the budgets of all levels;

- launching a mechanism for the industry's self-development based on providing the prerequisites for achieving investment attractiveness for urgently needed capital-intensive structural transformations related to the aircraft fleet and airfield network.

The measures envisaged for implementation in these years are planned to be carried out within the framework of the federal target program "Development of the transport system of Russia (2025 - 2035)".

The state is actively involved in the structural transformation of civil aviation by subsidizing from the federal budget socially significant mainline passenger traffic and part of socially significant passenger traffic in local traffic, preventing cases of unfair competition and strengthening control over the activities of natural monopolies in the field of air transport, as well as by implementing:

- subprogram "Civil Aviation" of the federal target program "Development of the transport system of Russia (2025 - 2035)", including stimulation of the reconstruction and construction of important air transport infrastructure facilities, primarily facilities that ensure the safety of the operation of air transport,

as well as the modernization and renewal of the fleet Vehicle;

- the state program for ensuring the safety of flights of civil aviation aircraft;

- the federal target program "Modernization of the Unified Air Traffic Management System of the Russian Federation (2025 - 2035)";

- the federal target program "Improvement of the federal system of reconnaissance and control of the airspace of the Russian Federation (2025 - 2035)";

- federal target program "Global navigation system".

In 2025 - 2035, state regulation measures will be aimed at ensuring the sustainable development of civil aviation, including:

- completion of a radical renewal of the fleet of Russian airlines;

- implementation of reconstruction of facilities and re-equipment of the basic airfield network;

- introduction of new technologies of the transportation process;

- creating favorable conditions for attracting non-state capital for the construction and operation of air transport facilities;

- liberalization of the market and reduction of spheres of tariff and price regulation;

- reduction in the number of ground infrastructure facilities that are in federal ownership by involving them in civil circulation;

- ensuring funding for the maintenance and operation of state-owned facilities that ensure the safe operation of air transport;

- maximum reduction of the negative impact of air transport on the environment.

Federal executive authorities in the field of transport will take part:

- in determining priority aircraft sizes for the industry, as well as in the implementation of federal support for programs for their development and production on a competitive basis;

- to improve, on the basis of unified organizational and methodological principles, the system for monitoring the compliance of manufactured and operated aircraft and equipment with established requirements and to increase the effectiveness of such control.

In the near future, the State Program for Ensuring the Safety of Civil Aviation Flights should be implemented, which, in accordance with the recommendations of the International Civil Aviation Organization on the introduction of a systematic approach to flight safety management, determines priority goals and activities in order to improve flight safety. With state incentives for the technical re-equipment of the fleet of vehicles based on modern Russian technology, carriers should not experience any restrictions in acquiring foreign vehicles of those standard sizes that are not produced in Russia.

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State regulation of the activities of maritime and inland water transport is aimed at protecting the interests of the state and society, provided that the economic independence of enterprises in the industry is maintained. In the process of regulation, government bodies solve the following tasks:

- accelerating the economic development of maritime and inland water transport enterprises and increasing their competitiveness in the world market of transport services;

- raising the technical and organizational level of maritime and inland water transport based on the latest achievements of scientific and technological progress;

- improvement of working conditions for the crew of sea and river vessels and employees of coastal enterprises of the industry;

- increasing the level of safety of sea and river transport activities, including the safety of navigation and navigation and environmental protection;

- ensuring legal protection of Russian maritime and river transport in the field of international shipping.

Accelerating the economic development of enterprises in the industry and increasing their competitiveness is achieved through both direct investment and various indirect measures. An example of direct investment is the participation of the state in the development and implementation of federal targeted programs. Indirect measures include a wide range of measures aimed at creating port special economic zones, organizing the effective operation of the Russian International Register of Ships, pursuing a balanced tax, customs, and credit policy, as well as securing part of the cargo base of maritime transport for Russian carriers. The legal framework as the basis of state regulation of transport activities should ensure effective interaction between transport enterprises, state protection of the rights of consumers of transport services, safety of the transport process and environmental protection. Normative legal acts regulating the activities of modes of transport are developed taking into account their harmonization with international legal documents.

Legal aspects of regulation of transport activities are relevant at the level of regional and municipal government. The constituent entities of the Russian Federation must regulate the development of the means of communication under their jurisdiction. The regulatory framework should meet the new business conditions, ensure the coordination of the interests of transport enterprises with public interests, legal consolidation of the rights and obligations of transport enterprises, as well as the status of public transport enterprises (public carriers). This work should be carried out by amending the regulatory legal acts, as well as by developing new acts that provide for uniform approaches to the regulation of similar relations in the operation of various modes of transport. The specifics of the transport industry should also be properly reflected in documents of a general economic nature.

Increasing the investment attractiveness of the transport industry requires the development of a regulatory framework that regulates the use of various forms of public-private partnership at the state, interstate and regional levels, which defines issues related to the distribution of risks, the level of obligations of the public and private sectors, the duration of projects and the right ownership of the assets.

It is necessary to improve the legal framework governing the development of the transport system, taking into account the requirements for ensuring the military security of the Russian Federation, including the use, monitoring and development of the transport system of the Russian Federation, including dual-use facilities, mobilization training and military transport duties of transport enterprises, preparation and use in the interests of the country's defense of transport infrastructure facilities that are in forms of ownership other than federal, the creation of a new system for managing military and special transportation in railway transport, the introduction of changes in the procedure for the development and harmonization of standards, specifications and design estimates for dual-use facilities, reserving land for events, ensuring the operation of transport in emergency and other situations. In order to ensure the safety of transport infrastructure facilities and vehicles, it is necessary to regulate the process of equipping or retrofitting them with modern engineering and technical means of ensuring transport security (security), including within the framework of technical regulation and transport security requirements.

Priority areas for improving legal regulation in railway transport should be aimed at implementing the target model of the rail transport services market.

The key direction for improving the state tariff regulation in the field of rail transportation is the creation of a differentiated system of state tariff regulation, adapted to various conditions for the functioning of the markets for rail transport services. In addition, the state tariff policy in the field of rail transportation should be based on the principle of balancing the interests of natural monopoly entities and users of their services and ensure, on the one hand, reducing the negative impact of price increases (tariffs) on products (services) of natural monopolies on economic growth rates. (taking into account the target parameters of inflation), and on the other hand, the establishment of tariffs (prices) that ensure the efficient operation (rendering of services) of subjects of natural monopolies. In general, the improvement of the state tariff policy should be carried out at the interdepartmental level, systematically and taking into account the ongoing macroeconomic policy, which is associated with the need to develop measures of state support for certain sectors of the economy and the infrastructure complex of railway transport. One of the priority areas for improving legal regulation in the road

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sector is the adoption or reapproval by the Government of the Russian Federation of the following regulatory legal acts necessary for the state regulation of road activities in accordance with the Federal Law "On highways and road activities in the Russian Federation and on amendments into separate legislative acts of the Russian Federation":

- a list of public roads of federal significance;
- the procedure for the formation of the register of roads and the provision of information from the register;
- a list of roads of defense significance;
- a number of normative legal acts in relation to roads of defensive importance;
- norms of land acquisition for the placement of roads and (or) road service facilities;
- normative legal acts on the payment for connecting road service facilities to public roads of federal significance, on the procedure for establishing and using right-of-ways of federal roads, on the procedure for establishing and using roadside lanes on federal roads;
- the minimum requirements for the provision of public roads with road service facilities, as well as the requirements for the list of minimum necessary services provided at such road service facilities;
- the procedure for carrying out weight and dimensional control, including the procedure for organizing weight and dimensional control points;
- the procedure for establishing a permanent route for a vehicle transporting dangerous, heavy and (or) bulky goods;
- the procedure for establishing a temporary restriction or termination of the movement of vehicles on roads;
- the procedure for compensation for damage caused by vehicles carrying heavy loads, and the procedure for determining the amount of such damage;
- rules for the provision of services for organizing the passage of vehicles on toll roads of general use of federal significance;
- the method of calculation and the maximum amount of the fare for the vehicle;
- the procedure for classifying roads and assigning them to categories of roads (categories 1, 2, 3, 4, 5) depending on the transport performance and consumer properties of roads;
- the composition of the sections of the design documentation of highways and the requirements for their content;
- the procedure for assessing the technical condition of roads.

In addition, the priority areas for improving legal regulation in the road sector are:

- preparation of new documents of technical regulation - technical regulations, national standards, standards of organizations and acts of a recommendatory nature (sectoral road methodological documents). The unified system of technical regulation

of the safety and quality of materials, products, structures and services in the road sector that is being created should comply with the practice of countries with developed market economies in this area. It is planned to harmonize Russian standards in the field of road infrastructure with advanced international standards;

- development and operational implementation of new methodological documents that consolidate at the federal level the massive use of Russian technologies for road works, effective road construction materials and modern road equipment;
- improvement of the regulatory and technical base of the road sector in the field of design and survey work, including the development of new norms and rules for the design of roads and artificial structures for the widespread use of progressive designs of road pavements and structures, new materials and technologies.

Priority areas for improving legal regulation in road transport include:

- amendments to the Federal Law "On Licensing Certain Types of Activities" in the part concerning the rules for the admission of carriers to the profession and the market of motor transport services;
- introduction of amendments to the Code of Administrative Offenses of the Russian Federation in terms of establishing and, if necessary, tightening administrative liability for violations in the field of road transport;
- development and adoption of technical regulations;
- approval at the appropriate level of documents regulating the carriage of goods by road, the carriage of passengers and luggage by road and urban ground electric transport;
- development of a regulatory framework in the field of vehicle recycling.

Priority areas for improving the legal regulation in air transport include:

- introduction of amendments to the Federal Law "On Technical Regulation", taking into account international requirements in the field of civil aviation;
- amendments to the Air Code of the Russian Federation in terms of the use of airspace by business and small aviation, as well as the improvement of airport activities;
- development of administrative regulations for the execution of state functions by the federal executive body for the mandatory certification of civil aviation facilities and for the procedures for issuing certificates to aviation personnel;
- harmonization of federal aviation regulations with international standards in terms of the production and operation of aircraft and simulators, the performance of flights and their support, as well as maintaining the airworthiness of aircraft;

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- development of new rules or amendments to the federal aviation rules that determine the regulation of air transport activities in relation to flight safety;

- development of federal aviation rules for the certification of types of ground-based radio engineering (radar, radio navigation, radio communication) facilities and complexes, as well as individual subsystems (components) of automated and non-automated air traffic control systems designed to ensure aircraft flights;

- improvement of the regulatory and legal framework in the field of flight safety, tougher liability for forgery and falsification of passports and forms of aviation products, certificates of aviation personnel whose activities are related to ensuring flight safety;

- development of a normative act establishing the responsibility and procedure for interaction between authorized bodies and interested parties in the field of ensuring and maintaining the airworthiness of civil aviation equipment;

- preparation of proposals for improving the airworthiness standards of aircraft and helicopters;

- preparation of proposals for the extension until 2035 of the Target Comprehensive Program to maintain the airworthiness of civil aviation aircraft until 2010;

- development of an interdepartmental regulatory document that defines the procedure for interaction between the user and the developer of aviation equipment in terms of organizing authorized maintenance and repair centers;

- definition and consolidation in regulatory legal acts of the mechanism for implementing the norms of the Air Code of the Russian Federation in terms of establishing the classification of airspace and the notification procedure for its use;

- harmonization of the civil, tax and currency legislation of the Russian Federation in terms of air traffic management;

- legislative establishment of criteria for airlines that can be classified as socially significant and transportation, which are carried out using state support funds, as well as fixing the basic mechanisms of the system of state support for socially significant air transportation;

- improvement of legislative norms regulating the issues of registration of ownership rights to state property, as well as issues of land use by organizations of the air transport complex (including the improvement of legal regulation of the procedures for reserving and withdrawing land plots for federal needs);

- development of forms of state regulation and control adequate to the purpose and conditions for the operation of general aviation (non-commercial).

Improving the regulatory framework that establishes the legal and organizational foundations for the operation of airports in the Russian Federation includes:

- the procedure for establishing an economically acceptable level of rent for land plots that are state and (or) municipal property and occupied by airfields (airports);

- classification of airfields and airports;

- procedure for activities at aerodromes and airports of legal entities and individuals, providing for the possibility of transferring the property of airports (airfields) to the ownership of the constituent entities of the Russian Federation and vesting the constituent entities of the Russian Federation with the appropriate powers to maintain and develop it;

- a system of standards to which the aerodrome, its activities and facilities must comply, as well as the procedure for the phased introduction of relevant standards, taking into account international experience;

- a system of conducting activities for the provision of refueling services at the airport, focused on the formation of the main income of refueling complexes at airports by providing services to airlines, and not by reselling fuel;

- development of mechanisms for creating alternative refueling complexes at major airports;

- the procedure for the formation, approval, publication and publication of the aircraft schedule, as well as the mechanism for coordinating slots.

It is planned to improve the regulatory framework in terms of:

- development and harmonization of the Russian system of regulatory environmental requirements with the international system;

- improving methods for assessing the level of harmful effects of air transport on the population and the environment near airports and during en-route flights;

- establishment of balanced environmental requirements governing the activities of air transport on the territory of the Russian Federation, development of a concept and program for their gradual tightening;

- development and improvement of mechanisms for state regulation of improving the environmental safety of air transport, including those providing for the possibility of imposing restrictions on flights of aircraft that do not meet environmental requirements, and charging operators for excessive environmental impact of aircraft, establishing criteria and standards for introducing operational restrictions on the flights of aircraft that do not meet environmental requirements, as well as determining the tariffs for additional airport charges for servicing such aircraft, the rules for their collection and further spending.

In order to improve the legislative support for the accelerated development of maritime and inland water transport and overcome negative trends, it is advisable to adopt regulatory legal acts that ensure:

-fixing part of the cargo base of maritime transport for national carriers;

- reduction of the tax burden on the infrastructure and transport fleet of sea and inland water transport;

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- revision and adoption of the federal law "On direct mixed (combined) transportation of goods";

- amendments to the Law of the Russian Federation "On the organization of insurance business in the Russian Federation" in terms of possible risk insurance on the territory of the Russian Federation;

- improving the safety of navigation and navigation;

- protection of the environment from pollution from ships, including through procedures state port control and administrative measures, including the tightening of requirements for safety and environmental protection from entry into the ports of the Russian Federation of old and environmentally unsafe foreign sea vessels.

Improving legal regulation in maritime transport includes:

- development and adoption of regulatory legal acts in the field of transport use of the Northern Sea Route;

- further harmonization of the provisions of Russian legislation with provisions of international maritime treaties and conventions in which the Russian Federation participates.

The strategic direction for the development of international transportation in inland waterway transport will be the integration of inland waterways of the Russian Federation into the system of international transport communications. The most important task in this area is to create a regulatory framework for organizing transportation along international transport corridors in the context of opening the country's inland waterways for ships flying foreign flags. The main directions for improving the regulatory framework of industrial railway transport are:

- creation of equal conditions for land use and taxation for public and non-public railway transport organizations;

- improvement of the system of state regulation of tariffs for works and services provided by organizations of industrial railway transport;

- formation of a regulatory framework that defines the requirements in the field of technical and environmental safety and labor protection in industrial transport;

- determination of the legal status of industrial transport entities and the procedure for the use of vehicles and equipment by them;

- ensuring equal access of all interested persons to industrial transport services;

- application of economic measures that stimulate investment in rolling stock, modernization and development of industrial transport infrastructure;

- taking into account the peculiarities of the functioning of industrial transport in the development of tariffs for public railway transport organizations and technical regulations;

- creation of conditions that prevent discrimination and violations of the antimonopoly

legislation of the Russian Federation in relation to counterparties technologically connected with industrial transport railways;

- stimulating the creation of voluntary certification systems for industrial transport;

- improvement of the legal and economic foundations for the interaction of industrial transport organizations with serviced industries;

- coordination of programs and projects for the technical modernization of public railway transport and industrial transport;

- coordination of efforts of federal executive authorities and executive authorities of the constituent entities of the Russian Federation, representatives of business and public organizations in solving the problems of developing industrial railway transport;

- restoration of the system of statistical monitoring of the work of industrial transport.

The main directions for improving the legislative and regulatory framework governing the functioning of the transport system of the Russian Federation in terms of the development of dual-use facilities are:

- introducing changes to the procedure for the development and implementation of federal target programs and interstate target programs in which the Russian Federation participates, and to federal target programs on issues of security, defense and other special functions assigned to the state;

- amendments to the Federal Laws "On Defense" and "On Mobilization Training and Mobilization in the Russian Federation" related to the reduction of the share of the public sector in the field of transport;

- development of proposals for the preparation of regulatory legal acts that allow in practice to implement the provisions of federal laws regulating the procedure for the operational equipment of the territory for defense purposes, except for the objects of the Unified Air Traffic Management System of the Russian Federation, the procedure for solving mobilization tasks and tasks of military transport duties, as well as the planning procedure, design, construction, construction, operation and use of dual-use facilities;

- development of standards and regulations for the operation and (or) use of dual-use facilities at all stages of the life cycle of facilities, in order to make decisions on the transfer of dual-use facilities, which are under the jurisdiction of the Ministry of Transport of the Russian Federation or the Ministry of Defense of the Russian Federation, for concession, long-term lease and (or) to the jurisdiction of other authorities, and (or) to privatization;

- development of proposals for the Ministry of Economic Development of the Russian Federation on the inclusion of measures related to the technical cover of the transport network of the Russian Federation in the mobilization plan for the economy of the Russian Federation.

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The main tasks in the field of creating an effective system for managing the implementation of the Transport Strategy are:

- mutual coordination of the strategies of the constituent entities of the Russian Federation with the Transport Strategy;
- linking the Transport Strategy with resource-providing industries;
- development and adoption of an effective organizational model for the implementation of the Transport Strategy;
- development of a system of control and supervision in transport;
- development of a system of statistical accounting in transport;
- creation of a monitoring system for the implementation of federal targeted programs and strategies;
- creation and development of an information and analytical system for managing the implementation of the Transport Strategy;
- creation of a strategic planning system based on the transport and economic balance;
- creation and development of an automated information and analytical system for managing the transport complex.

An important tool for managing the implementation of the Transport Strategy is its linkage with the constituent entities of the Russian Federation. The main mechanism for implementing the Transport Strategy is federal target programs for the development of transport, regional programs for socio-economic development, as well as regional and municipal programs for the development of transport. Efficient management of the implementation of the Transport Strategy implies mutual coordination of these programs at the stage of their formation. The result should be a general strategic plan for the development of the transport system, which provides for the implementation of activities of various programs within the framework of the Transport Strategy.

At the same time, it is important to link the implementation of program activities with the territorial planning schemes of regions, regions and cities. The formation of a system of interrelated measures also implies the division of interests and responsibilities between the Russian Federation, regions and municipalities, as well as between the state and organizations. The transport industry forms a system order for a number of industries, which, on the one hand, receive an incentive for development, and on the other hand, become dependent on the rhythm of the implementation of the Transport Strategy. It is necessary to develop an agreed sequence of development of all industries involved in the implementation of the Transport Strategy.

It is necessary to develop a program for the development of the Russian production of materials, machinery and equipment for the transport system of

the Russian Federation, which provides for measures for state support of their manufacturers through preferential leasing of the necessary equipment and allows for the creation of the production of new materials with the involvement of state investments. An effective organizational model for managing the implementation of the Transport Strategy should be developed and adopted, which will include a set of administrative and economic methods for motivating the achievement of goals. The creation of this model will require complex systematic research and development. As part of the organizational model for managing the implementation of the Transport Strategy, appropriate regulatory and methodological support should be formed. It is advisable to improve the management system for the implementation of the Transport Strategy in the following areas:

- attracting extra-budgetary funds along with state funding to solve problems related to the implementation of the Transport Strategy;
- the use of modern financial instruments and the provision of greater flexibility in the choice of schemes for the implementation of investment projects;
- introduction of long-term contracts;
- creation of a feedback mechanism to assess the degree of satisfaction of user needs;
- optimization of the distribution of resources by type of work performed;
- improvement of competitive procedures and implementation of a flexible pricing policy;
- the use of incentive mechanisms for the development of enterprises in the transport industry and the development of new materials and technologies;
- attracting highly qualified specialists in the field of finance, management and staff motivation;
- increasing the efficiency and efficiency of managerial decision-making.

It is necessary to form an effective system of economic management of objects and property remaining in the ownership of the state, and to resolve issues related to the improvement of the territorial link in the management of transport and transport activities, the creation of territorial governing bodies and the delimitation of powers between them and the federal transport authorities with the gradual transfer of a significant part of the management functions to the regional level. The innovative nature of the Transport Strategy determines the need to include special mechanisms and means of managing innovative development in the organizational model for managing its implementation. These mechanisms will ensure the creation of technical, financial, regulatory and organizational conditions for innovative renewal of the industry in all areas of activity. One of such mechanisms is the creation of a network of innovation and implementation centers that would solve problems related to the collection and systematization of information on innovations in transport with their

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expertise, certification and implementation of the best innovative solutions in the development of the transport system.

The development of the system of control and supervision in transport involves, in addition to the implementation of the functions of the relevant service, the solution of functional tasks related to the new goals and objectives of the Transport Strategy. These include the tasks of supervision and control over the quality of transport services, the quality of the implementation of the measures of the Transport Strategy, the efficiency of the functioning of the transport system, the operation of paid services systems, the safety and environmental friendliness of the transport system. Of great importance are the mechanisms for strengthening state control and supervision in the field of road transport, taking into account the delineation of powers of various control and supervisory bodies to ensure that all subjects of the market for road transport services comply with the requirements of regulatory legal acts. The creation of a developed system of statistical accounting in transport is a prerequisite for effective management of the implementation of the Transport Strategy. The coordinated development of all elements of the transport infrastructure requires a comprehensive analysis of statistics and forecasting the needs of sectors of the economy and the population in transport services. To do this, first of all, it is necessary to create a system of statistical accounting, which should include monitoring the parameters that are essential for assessing the indicators and indicators of the Transport Strategy. The creation of such a system will allow organizing effective feedback. The statistical accounting system should ensure the development and monitoring of the transport and economic balance, as well as forecasting changes in the cargo base and traffic flows. Based on this, assessments can be made necessary for making operational decisions on various options for the development of the transport system. The means of forming such estimates should become the basis for creating a strategic planning system based on the transport and economic balance and mathematical modeling.

The planning system should provide for the creation of a system of long-term contracts aimed at achieving the normative indicators of the transport and operational condition of transport infrastructure facilities, as well as a system for long-term planning of road activities. In the road sector, during the period of the Transport Strategy, the development of the main network of federal highways should be completed and a gradual transition to the priority development of regional and local roads, which make up the dominant part of the public highway network of the Russian Federation, should be carried out. Thus, one of the most important organizational tasks is the extension of long-term program-targeted planning to the regional and local levels of government. The system of targets and indicators of the transport and operational condition of

roads and the development of the road network should be introduced at all levels of road management. Measures to improve the efficiency of road planning include 4 main blocks:

- development of a system of long-term program-target planning focused on achieving target indicators of the transport and operational state of roads and indicators of the development of the road network;

- introduction of an innovative planning method into the system of program-targeted planning of road activities, based on the variant design of the life cycle of a highway;

- introduction of a system of long-term contracts aimed at achieving standard indicators of the transport and operational condition of roads;

- improving the monitoring of the technical and transport-operational state of the road network, primarily at the regional and local levels of government.

Creation of a system for monitoring the implementation of federal targeted programs and projects involves the introduction of principles and modern means of project management. It is necessary to create a vertically integrated system of scheduling, accounting, control and management of a system of projects and programs that ensure the implementation of the Transport Strategy, the ability of the upper level of management to control the integral indicators of the implementation of projects and programs in real time with details of specific objects. The next step in improving management efficiency is the creation and development of an information and analytical system for managing the implementation of the Transport Strategy. This system should ensure the construction of analytical information in various forms on indicators and indicators, as well as transport development programs, both in territorial and time sections, broken down by objects, nodes, directions and corridors with their characteristics. Information-analytical support of all these management functions should be provided by a single automated information-analytical system for managing the transport complex. In the context of the increasing complexity of the tasks facing the industry, increasing the efficiency of management requires the use of modern information and telecommunication technologies, and increasing the manageability and controllability of transport development requires a fundamental improvement in information support and raising the level of automation of management tasks, primarily at the level of transport complex management bodies. A unified automated information and analytical system for managing the transport complex should provide an increase in the completeness and quality of analysis of the effectiveness of the development of transport infrastructure. The transport strategy is innovative in nature. In this regard, its implementation requires advanced intensive innovative development of the scientific, technical and technological base based

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on advanced world achievements and breakthrough technologies.

The scientific support of the Transport Strategy should be aimed at the implementation of its main goals and objectives and cover all key areas of development of the transport complex. In this regard, the scientific support of the Transport Strategy is presented in the form of 3 blocks of scientific subprograms corresponding to 3 blocks of subprograms for the implementation of the Transport Strategy, specified in subsection 5 of section VI, and includes:

- a block of scientific support for subprograms aimed at achieving general economic, general social and general transport main strategic targets of the Transport Strategy, including subprograms that are complex in nature and aimed at the implementation of several goals and mechanisms;

- a block of scientific support for subprograms aimed at putting into operation the main mechanisms for implementing the Transport Strategy, including the development of scientific support for the transport complex;

- a block of scientific support for subprograms aimed at achieving the strategic targets of the Transport Strategy for individual modes of transport.

Scientific support for the implementation of the Transport Strategy provides for research and development work on the development of the transport complex, the implementation of experimental pilot projects that ensure the development of methods, mechanisms for regulatory, technical, technological and information support for scientific work, as well as the performance of work on scientific support implemented results.

Each scientific subprogram included in the corresponding block is either aimed at achieving a specific strategic goal or a specific mechanism for implementing the Transport Strategy, or is complex, aimed at implementing a group of goals and mechanisms.

The block of scientific support for subprograms aimed at achieving the general economic, general social and general transport main strategic targets of the Transport Strategy, including subprograms that are complex in nature and aimed at the implementation of several goals and mechanisms, includes scientific developments for all 6 goals of the Transport Strategy. Scientific support for the formation of a single transport space in Russia based on the balanced development of an efficient transport infrastructure will be carried out in the following areas:

- development of technical, infrastructural and regulatory principles and models for integrating the country's transport communications based on the differentiated development of communication routes for all types of transport and combining them into a single balanced system that provides the necessary capacity, volume and quality of transport services;

- development of technological and regulatory principles and models for integrating the commodity transport technological infrastructure of all types of transport and cargo owners into a single system that provides the necessary volume and quality of transport services;

- development of scientifically substantiated requirements for increasing the throughput capacity and speed parameters of the transport infrastructure to the level of the world's best indicators, as well as scientific justification for creating reserves of network throughput in various directions;

- development of projects for the integrated development of transport hubs, approaches to them and transport corridors in the main directions of transportation, the creation of an integrated system of logistics parks in the country as the basis for the formation of a modern commodity distribution network;

- development of scientific foundations for building a unified transport system of the country in a market economy, including analysis and classification of technical, technological, economic and legal inconsistencies in interacting modes of transport, as well as losses at the junctions of interacting modes of transport and the reasons that cause them;

- development of scientific foundations for the coordinated development of the infrastructure of interacting modes of transport, the construction of agreed technologies for interacting modes of transport (by types of interaction), as well as end-to-end management of cargo flows, in the passage and processing of which several modes of transport are involved;

- development of a methodology for building a unified transport network;

- development of principles and methodological approaches to harmonize state priorities and economic interests of private participants in order to build a harmonious transport process within a single transport system;

- development of scientific foundations for the transport development of new territories (developing regions), including the creation of a theoretical model for building an effective transport network such as "arteries - veins - capillaries", adapting the theoretical model to the conditions of specific developing regions and developing methodological foundations for building an effective transport network in areas of industrial development ;

- conducting a simulation examination of investment projects for the development of transport infrastructure (especially projects for the development of large transport hubs), including the development of a methodology for conducting simulation examinations, the creation of simulation systems that allow modeling systems of various modes of transport, the development of detailed models of transport systems being designed, the development of dynamic

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simulation models traffic flows to assess the effectiveness of options for the development of transport infrastructure, a comprehensive study on the models of functioning of the designed transport facilities with the issuance of their real capacity, "bottlenecks" and performance indicators, as well as the development of proposals for adjusting projects based on simulation expertise;

- development of navigation systems and systems for telemetric monitoring of traffic flows, traffic management systems and intelligent transport systems;
- research, adaptation and development of innovative technologies for the construction and reconstruction of transport infrastructure;
- development and creation of effective systems for monitoring the condition and managing the maintenance of transport infrastructure facilities;
- development and creation of a unified information environment for the technological interaction of various types of transport and participants in the transport process.

Scientific support for the development of accessibility, volume and competitiveness of transport services according to quality criteria for cargo owners at the level of the needs of intensive and innovative development of the country's economy will be carried out in the following areas:

- development, monitoring, analysis and development of a model of the transport services market for the needs of all sectors of the economy, including the parameters of the quality of transport services, the structure of quality standards for various categories of goods and sectors of the economy, the requirements for the regulatory framework of the transport services market, the economic characteristics of the market model, quality control tools and technological models for ensuring the quality of transport services;
- research, development and experimental testing of highly efficient commodity transport technologies that provide quality criteria for the entire range of transport services and increase the productivity of the transport system;
- development of methodological foundations, regulations and automated information systems for statistical accounting in transport, including the creation of a statistical data bank that ensures the development and monitoring of the transport and economic balance;
- development, scientific support and monitoring of the transport and economic balance;
- development of methods and mechanisms to motivate the structural modernization of transport systems in order to ensure the quality of transport services and create competitive transport companies;
- development of methods and tools for monitoring and controlling the quality of transport services provided, as well as methods and mechanisms for improving the quality of transport services,

including selective statistical monitoring of the fulfillment of contractual obligations on the quality of transport services, as well as monitoring the effectiveness of sanctions for violations of contractual obligations;

- development of methods and tools for monitoring the time of movement of goods in transit, as well as the time of processing consignments of goods in the terminal network, including at seaports and checkpoints across the state border of the Russian Federation;

- development of evidence-based methods and tools for monitoring the level of development of logistics technologies, providing them with a production and technical base and developing a system of related services;

- development and improvement of container transportation technologies, as well as a comparative analysis of various technologies for regional and interregional transportation, transportation for small and medium-sized businesses and scientific justification for choosing the best technologies;

- development of a fundamentally new, adaptive technology for the operation of transport, corresponding to the high dynamics of a market economy, including an analysis of the compliance of existing technology with the new requirements of a market economy - ensuring dynamic economic ties with reliable and efficient transport links, developing economic foundations, criteria and performance indicators for various modes of transport, corresponding to the new main task, the development of scientific foundations for flexible forms of organizing the work of transport (for railway transport - a variant formation plan, a flexible train schedule, variant technological processes), as well as the development of a methodology for delivering goods to seaports, border crossings and large enterprises, agreed with their mode of operation;

- development of scientifically based methods and means of monitoring the existing structure of the fleet of freight rolling stock and the provision of needs for rolling stock in order to achieve the specified criteria for the volume and quality of transport services;

- development and experimental development of effective information and telecommunication technologies and navigation services to meet the needs of the competitive transport services market.

Scientific support for the development of accessibility and quality of transport services for the population will be carried out in the following main areas:

- development and scientific substantiation of minimum social transport standards to ensure the possibility of movement of all segments of the population throughout the country, development and scientific support of the program for the implementation of minimum social transport standards on a progressive scale, taking into account the gradual

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improvement of the conditions for transport services to the population, including in the development of urban systems and suburban passenger transport, as well as regions of the Far North and territories equivalent to them;

- development and scientific substantiation of market regulation parameters in terms of admission to commercial activities in the field of passenger transportation;

- research and scientific substantiation of the structure of the ratio of public and private passenger transport in the model of the transport services market, which provides minimum social transport standards, the development of mechanisms for ensuring the implementation of these standards on the basis of social investment state contracts at the federal, regional and municipal levels;

- research and development in the field of development of production and equipping of fleets of passenger rolling stock, comparable in terms of technical and economic parameters with the world level, determining the need for fleets, the possibility of producing the corresponding rolling stock and implementing minimum social transport standards on its basis;

- research and development in the field of development of systems that provide high-speed and high-speed transportation of passengers.

Scientific support for the development of Russia's integration into the global transport space and the implementation of the country's transit potential will be carried out in the following main areas:

- development and scientific substantiation of regulatory and other state methods of regulation that provide assistance in increasing the share of participation of Russian transport organizations in the transportation of domestic export and import cargo, as well as cargo between third countries;

- development and scientific substantiation of technological and regulatory models for integrating Russia into a single international transport space, developing participation in the system of international agreements and conventions in the field of transport, as well as expanding cooperation in international transport organizations and with Russia's trading partners;

- development of methods and tools for monitoring the technical and technological parameters of international transport corridors and the development and scientific justification for the development of these parameters that ensure the competitiveness of international transport corridors at the level of world analogues;

- development and scientific substantiation of mechanisms for motivating the creation of national and international transport companies that are competitive with world companies, as well as expanding the participation of the Russian transport business in major international transport projects.

Scientific support for increasing the level of safety of the transport system will be carried out in the following main areas:

- research and development in the field of development of means, technologies and systems for ensuring the safety of traffic, flights and navigation;

- development of technological models for improving the efficiency of specialized emergency services in cooperation with the Ministry of the Russian Federation for Civil Defense, Emergencies and Disaster Relief in order to achieve a level that meets international and national requirements;

- research and development in the field of ensuring transport security of transport infrastructure facilities and vehicles from acts of unlawful interference;

- research and development in the field of increasing the mobilization readiness of the transport complex;

- research and development in the field of improving the safety of transportation of goods requiring special conditions;

- development and scientific substantiation of the parameters of the system for regulating professional admission to transport activities;

- scientific and technical support for the development of means and systems of supervision in the field of transport;

- development of methods and means of monitoring the level of professional training of specialists in the transport complex in terms of ensuring the safety and stability of the transport system.

Scientific support for reducing the harmful effects of transport on the environment will be carried out in the following areas:

- research and development in the field of reducing the harmful effects of transport on human health by reducing the volume of impacts, emissions and discharges, as well as the amount of waste in all modes of transport, including issues of professional training of personnel and rationalization of routes;

- development and scientific substantiation of technological and regulatory models for motivating the transition of vehicles to environmentally friendly fuels;

- selection and scientific substantiation of indicators and criteria for assessing the environmental friendliness of transport, taking into account the level of costs and development of recommendations for their optimization;

- research and development in the field of reducing the energy intensity of transport and achieving the level of indicators of advanced countries.

Scientific support for the improvement of the legal framework and methods of state regulation of the development of the transport system, ensuring the achievement of the goals and indicators of the Transport Strategy, will be carried out in the following main areas:

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- development and scientific substantiation of the regulatory framework and methods of state regulation of the competitive market of transport services in the field of cargo transportation (including the substantiation of parameters for admission to commercial transport activities);

- research and development of methods and mechanisms for state monitoring of specific total transport costs in the cost of national goods and stimulating their reduction;

- development and scientific substantiation of the legal framework and methods of state regulation to ensure a guaranteed level of accessibility and quality of transport services for the population in accordance with minimum social standards (including the rationale for the parameters of admission to commercial transport activities in the field of passenger transportation);

- research and development of the legal framework and methods of state regulation aimed at increasing the investment attractiveness of the transport industry, including improving the legal, economic and financial mechanisms of public-private partnership;

- development and scientific substantiation of the legal framework and methods of state regulation to ensure the integration of Russia into the global transport space and the realization of the country's transit potential;

- development and scientific substantiation of the legal framework and methods of state regulation to ensure the safety and sustainability of the transport system, including admission to professional activities;

- development and scientific substantiation of the regulatory framework in the field of regulation of the harmful effects of transport on the environment and human health;

- research and development in the field of Russian and international harmonization of the legal support of the transport system and the creation of a unified transport code.

Scientific support for the creation of an effective management system for the implementation of the strategy and the development of the transport complex will be carried out in the following main areas:

- development and scientific support of the system of strategic planning for the development of the transport industry based on mathematical models and transport and economic balance;

- development and scientific substantiation of an effective organizational model for managing the implementation of the strategy;

- development of methodological bases and regulations for the coordination of the Transport Strategy with the constituent entities of the Russian Federation and its coordination with regional transport strategies and programs, with territorial planning schemes for regions, regions and cities;

- development of methodological bases and regulations for the coordination of the Transport Strategy with resource-providing industries;

- development, scientific support and development of an automated information and analytical system for managing the transport complex and other analytical and control systems for the transport complex, including the creation of classes of automated analytical systems for various types of transport and the transport complex as a whole, as well as the development of methodological foundations for the use of analytical systems in transport, development of a methodology for automated control of flows and processes in transport, the creation of new and adaptation to new tasks of transport of existing automated control systems (decision support systems) and the adaptation of technological processes of transport to the use of automated control systems;

- research and development in the field of development of systems for monitoring and assessing the state of the transport complex, control and supervision systems in transport;

- research and development of analytical systems and mathematical models that provide support for decision-making on the regulation of the functioning and management of the development of the transport complex;

- development, scientific support and development of an automated system for monitoring and project management of the implementation of federal target programs and strategies, creation and development of an information and analytical system for managing the implementation of the Transport Strategy.

The development of scientific support for the transport complex will be carried out in the following main areas:

- organization and performance of works on scientific and methodological support of the transport complex;

- creation of a scientific base (infrastructure) for the scientific support of the transport complex;

- training and attraction of personnel for scientific research in the transport complex, development and implementation of innovative transport technologies (primarily through the development of the transport scientific and educational complex);

- assistance to the development of scientific schools of the transport complex.

Scientific support for the training and development of labor resources of the transport complex will be carried out in the following main areas:

- development and scientific substantiation of the methodological foundations and mechanisms of state regulation in the field of staffing modes of transport, aimed at training, attracting and retaining qualified personnel in the transport industry, as well as scientific research and development in the field of creating competitive conditions for attracting and retaining personnel in the transport industry;

- development and scientific substantiation of the methodological foundations for providing transport

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with professionally trained workers of mass professions, specialists and managers focused on long-term employment relationships and professional career development;

- development and scientific substantiation of the methodological foundations for the training of specialist managers of a wide profile and the development of a high level of competence among personnel of all types of transport to work in a unified transport system, active interaction between modes of transport, logistics complexes, unified technological chains and high quality standards;

- research and development in the field of creating corporate personnel management systems focused on motivated and efficient work of employees, improving the quality and productivity of labor, as well as stimulating the active participation of personnel in the technical modernization and innovative development of transport;

- scientific research and development in the field of creating the image of transport professions.

Experimental pilot projects are aimed at developing mechanisms, methods, regulatory, technical, technological, information and personnel support to achieve the goals and solve the problems of the Transport Strategy. Until 2015, it is necessary to implement a number of pilot projects aimed at testing and introducing highly efficient logistics technologies. Such projects are an important part of the development of a competitive market for transport services and a catalyst for the development of highly efficient commodity transport logistics technologies in Russia. The following projects are envisaged at the federal, regional and municipal levels:

- creation of a federal research and development center for integrated transport projects and a network of regional research and development centers;

- development of transport corridors;

- organization of interregional motor transport conveyors;

- development of transport corridors and motor transport conveyors at the regional level;

- rationalization of the movement of commodity masses at the municipal level;

- development of transport and logistics systems at the junctions between modes of transport;

- containerization of the transport system according to intra-regional and interregional traffic flows.

The creation of a federal research and development center for integrated transport projects and a network of regional research and development centers is the main project of state patronage in the creation of transport and logistics systems in order to optimize the provision of commodity flows. The system of centers should provide:

- development and monitoring of regional transport balances and, on their basis, the federal transport and economic balance;

- strategic research, forecasting and complex modeling of commodity flows and providing them with transport resources;

- development of projects of highly efficient competitive logistics technologies, as well as technological infrastructure to ensure the logistics of commodity flows, including in interregional and international traffic;

- together with the administrations of regions and municipalities, the development and implementation of pilot projects and ensuring the replication of their results.

The development of transport corridors provides for:

- development of a classification of transport corridors throughout the Russian Federation, including international ones;

- development of technical, technological and information standards for each type of transport operating in this corridor, meeting the high technical requirements of transport corridors, service and technological infrastructure, ensuring the use of highly efficient goods and passenger transport logistics technologies;

- creation of competitive conditions for safety, speed and time of movement of goods and passengers, as well as their service.

This project is supposed to be implemented on the territory of the Russian Federation within the borders of the international transport corridor "North - South". The organization of interregional motor transport conveyors provides for:

- motivation for the creation of national or interregional forwarding and transport companies for the implementation of motor transport conveyors;

- development and development of a methodological, regulatory and legal framework to ensure the availability, volume and competitiveness of transport services according to quality criteria for cargo owners at the level of the needs of the innovative development of the country's economy;

- creation of transport and logistics infrastructure, including terminals of various types of logistics parks on the principles of public-private partnership.

This project should ensure an increase in the commercial speed of goods in interregional traffic up to 1000 - 1500 km per day with guaranteed rhythm, performance of motor transport systems by 3 - 4 times and, accordingly, profitability, as well as a proportional reduction in the costs of cargo owners for crediting goods in transit and in the warehouse. At the regional level, the project is supposed to be implemented through regional research and development centers together with the federal research and development center based on its methods. The development of transport corridors and road transport conveyors at the regional level implies the formation of rational routes for each distribution chain of goods for both modal and multimodal transportation. The project should reduce

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the costs of cargo owners for crediting goods in transit by increasing the commercial speed of consignments from the sender to the consumer by 2-3 times and the speed of cargo handling at terminals, increasing the productivity and profitability of motor transport systems by 2-3 times due to the organization of cargo delivery on ring routes, providing an increase in the coefficient of mileage with cargo and the coefficient of utilization of load capacity by 2 - 2.5 times and the use of rolling stock up to 20 hours a day.

The rationalization of the movement of commodity masses at the municipal level provides for the choice of the shortest route, subject to the maximum possible load and mileage with cargo, and the use of ring and pendulum routes and technologies for reloading from side to side of vehicles. Such rationalization should be carried out by regional research and development centers together with the federal research and development center. The project should ensure an increase in the load capacity utilization factor and the mileage utilization rate by at least 2 times, as well as an increase in the productivity of motor transport systems up to 4 times and a proportional reduction in the costs of commodity producers. The development of transport and logistics systems at the junctions between modes of transport should ensure the optimization of commodity circulation. In railway transport, an experimental project is envisaged for the introduction of commodity transport technologies for the delivery of goods from the sender to the consumer in a multimodal version that meets the best world analogues. The aim of the project is the possibility of providing delivery to any cargo owner from the sender to the consumer of any consignment of goods in the country at all railway stations, which is carried out in a multimodal version. The project should ensure a 2.5-fold reduction in transport costs for cargo owners, a 4-fold reduction in wagon downtime under cargo operations, a 10-fold loss and damage to cargo, a 2.5-fold increase in the cost of cargo handling, and a 2-fold increase in the productivity of vehicles and workers. and a corresponding increase in the cost-effectiveness of road transport systems. In inland water transport, in order to be in demand on the market, it is necessary to guarantee the predictability, rhythm and reliability of the functioning of commodity flows provided by river transport to cargo owners. The following mechanisms are expected to be worked out:

- motivation for the creation of joint-stock forwarding and transportation companies for basin and inter-basin trunk transportation, capable of guaranteeing, together with road and rail transport, the delivery of goods of any batch just in time from the sender to the consumer;

- creation of holdings that unite ports into a terminal and transport network, coordinated by a single information and dispatching system.

The project should ensure an increase in river transport by 10-12 percent of the volume of all freight traffic (the level of the countries of the European Union), compensation at the expense of the river fleet for an increase in seasonal traffic in the spring-summer-autumn period, a decrease in the need for transport and throughput capacity of road and rail transport and a corresponding reduction in the need to create seasonal reserve capacities, as well as a reduction in injuries and environmental impact on the environment. Indicative in this regard was 2017, when the farmers of Western Siberia gathered a record harvest, but faced difficulties in exporting grain. There were simply not enough wagons. Moreover, there is no objective need to drive Siberian grain to distant lands to overloaded Azov-Black Sea or Baltic ports, when the Asia-Pacific region with its largest importers (Indonesia, Japan, China, South Korea) is nearby. Therefore, "it is very promising for us to increase the volume of transportation [to the Far East] by rail," emphasizes Gleb Popovtsev, deputy of the Legislative Assembly of the Novosibirsk Region. The same situation with coal. Today, the Kemerovo region, which produces 60% of Russian coal, and the south of Yakutia, where coal deposits of coking grades are located, are limited in its transportation to the Asia-Pacific region, where the largest world importers (China, India and Japan) are concentrated. "If the capacity [of the railway] increases, [then] coal production will increase, the taxable base will increase. This is an impetus to the further development of the coal industry and the economy of Kuzbass as a whole," Oleg Tokarev, head of the Department of the coal industry of the region, is sure. Infrastructure is also needed not only for commodities, but also those subject to containerization.

The second tempting prospect is to become a key transit link in Chinese-European trade by land, which primarily, of course, concerns rail container traffic. So far the dynamics are good. "A few years ago, we could only assume that almost 600,000 containers would go through Russia. To date, this result has been achieved. We see an increase of an additional 30% compared to the previous year," said Oleg Belozеров, Chairman of the Board of Russian Railways, speaking at the International Railway Congress in Vienna.

But you can't stop there. "Now it is very important for us that we make the following decision, move forward, continue construction, develop BAM and the Trans-Siberian Railway. This will give us a job, give us the opportunity to move faster, give a new impetus to the Russian economy," said the head of the Ministry of Transport, Yevgeny Dietrich. By the way, if the composition from China to the EU is full, then in the opposite direction it is half empty, which gives additional opportunities to domestic producers.

Let us recall the milestones of the large-scale modernization of the BAM and the Trans-Siberian Railway, which were determined by V. Putin - an increase in their throughput in 2025 to over 200 million

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tons of cargo per year. To achieve such a result, it is necessary not only to build additional tracks, tunnels and interchanges, but also to increase the speed of movement. "Containers will be delivered from Vladivostok to the western border of Russia in 7 days," the president said in his last year's address to the Federal Assembly, and in his May decree he set the task of increasing the volume of transit container traffic by 4 times by 2025. Without a doubt, it will not be possible to do this without a large-scale modernization of the two Siberian railway arteries, but the investments will pay off with interest.

The first stage of the project (2013-2020) worth 562.4 billion rubles. (reduced as a result of the audit to 520.5 billion rubles) provides for an increase in the carrying capacity of the BAM and the Trans-Siberian Railway in the direction of seaports and border crossings of the Far East to 124.9 million tons (+66.8 million tons compared to 2012) . This year alone, Russian Railways will spend 30 billion rubles on the development of the Eastern railway range. "In order to increase cargo traffic, it is planned to put into operation more than 45 km of new second tracks on the BAM sections. Open traffic on the stages Lena Vostochnaya - Predlensky and Delbichinda - Daban. It is also planned to reconstruct three stations: Vikhorevka, Bayronovka and Meget," the press service of the East Siberian Railway (VSZhD) notes. True, it will be difficult to meet the deadlines due to the accumulated backlog. "At the end of 2020, Russian Railways did not complete a number of facilities. For example, in accordance with the passport of the project "Development of the BAM and the Trans-Siberian Railway", 11 sidings and 78 km of additional tracks were built in 2020. At the end of the year, only one object was accepted (reconstruction of the subgrade at the section of the western BAM "Khani – Tynda")," the Accounts Chamber concluded following the results of the audit. However, the head of Russian Railways, O. Belozеров, assures that the project will be completed on time.

At the second stage (2021-2025), it is necessary to build 1,310 km of additional main tracks, 32 sidings and reconstruct 29 stations, as a result of which cargo transportation along highways will increase to 182 million tons, and by 2025, according to the new order of the President, up to 200 million tons. In total, it is planned to spend about 493.2 billion rubles for these purposes.

Russian Railways has already begun developing project documentation for the construction and modernization of a total of 84 facilities as part of the second stage of the modernization of BAM and the Trans-Siberian Railway. Particular attention is paid to the 15-kilometer Severomuysky tunnel. Today, it can only pass 16 trains per day (22 including detours). By reducing the interval and strengthening the traction power supply at the mountain pass section, it is possible to get on 27 pairs of trains weighing up to 6300 tons.

This is the maximum, but it is too little. The introduction of digital technologies, for example, interval control of train traffic, which are successfully used on the Moscow Central Circle, can expand the "bottleneck" of BAM by 15-20%.

But only the construction of a new tunnel can radically solve the problem. Moreover, state finance may not even be needed here. "We intend to implement this project at our own expense, and we take all the risks," said Mikhail Umrikhin, a representative of the Sibanthracite company, and estimated its cost at 60 billion rubles, and the timeframe at 5 years.

One way or another, without a modern infrastructure, neither "sew" the country, nor unleash the economic potential of Siberia and the Far East, nor diversify foreign economic relations for sure. In addition, by increasing the capacity of the railways, "we will build the largest transport corridor from the Asia-Pacific countries to the EU states. Russia will take a key place in the global traffic flows," Viktor Zubarev, State Duma deputy from the Krasnoyarsk Territory, justifiably emphasizes.

Today, every educated person understands that the Arctic is not just Russia's tomorrow, it is its future, its chance to remain a great maritime power, using its geographical and strategic position to extract economic benefits and increase its influence in the world. And scientists, specialists in the transport industry have a great responsibility to determine specific scientifically based directions for the economic development of Russia and the use of its Arctic resources, including transport.

Now the country enjoys the fruits of their labor, loading the Far Eastern ports with Siberian products, the cargo turnover of which is growing by leaps and bounds due to the reorientation of business to the Asia-Pacific region (APR). Since 2008, "the busy North-West began to lose traffic volumes, which turned around 180 and began to load the Trans-Siberian and BAM. The Far East was not ready for such growth, and in just a few years, the throughput and carrying capacity reached the maximum limit values, "says Pavel Ivankin, chairman of the expert council of the Institute for the Study of Railway Transport Problems.

From 2004 to 2020, the volume of transshipment in the Far Eastern ports really increased by almost 3 times (from 70 million to 200 million tons), and this is far from the limit. But the problem is that further growth will hit the "bottlenecks" of the railway. Today, "we have a surplus of port facilities and a shortage of infrastructure," concludes the deputy. General Director of the Managing Port Company Irina Olkhovskaya.

But you can't stop there. "Now it is very important for us that we make the following decision, move forward, continue construction, develop BAM and the Trans-Siberian Railway. This will give us a job, give us the opportunity to move faster, give a new impetus to the Russian economy," said the head of the Ministry of Transport, Yevgeny Dietrich. By the way, if the

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composition from China to the EU is full, then in the opposite direction it is half empty, which gives additional opportunities to domestic producers.

Conclusion

Implementation mechanisms of the Transport Strategy include:

- improvement of the legal framework and methods of state regulation of the development of the transport system, ensuring the achievement of the goals of the Transport Strategy;

- creation of an effective system for managing the implementation of the Transport Strategy;

- advancing innovative development of the scientific, technical and technological base of the transport complex on the basis of advanced world achievements and technologies;

- development of providing the industry with labor resources;

- federal and regional targeted programs.

Improving the regulatory framework and methods of state regulation of development transport system, ensuring the achievement of goals Transport strategy The main tasks in the field of improving the legal framework and methods of state regulation of the development of the transport system, ensuring the achievement of the objectives of the Transport Strategy, are:

- increasing the investment priority of the transport industry, including improving the regulatory framework and introducing methods of state regulation aimed at increasing the investment attractiveness of the industry, as well as improving economic and financial mechanisms, including public-private partnerships, aimed at increasing the investment priority of the industry;

- formation of a regulatory framework for a competitive market for transport services, including the creation of a regulatory framework and methods for state regulation of the development of the transport services market, the development of a legal mechanism that ensures the fulfillment of contractual obligations in terms of the volume and quality of transport services, the development and improvement of methods and mechanisms of state regulating and motivating the development of transport activity structures in order to ensure the quality of transport services, including motivating the creation and development of national and international transport companies capable of ensuring innovative development and improving the quality and competitiveness of transport services, creating a regulatory framework that regulates commercial admission to transport activities in the field of freight transport, as well as promoting the development of small and medium-sized businesses in the transport sector;

- state regulation of the level of specific transport costs in the price of products, including the development and implementation of state regulation

methods that stimulate the reduction of total specific transport costs, as well as the development and implementation of mechanisms for state monitoring of total specific transport costs in the price of final products;

- internal Russian and international harmonization of legal support of the transport system;

- formation of a legal framework and methods of state regulation aimed at ensuring;

- a guaranteed level of accessibility and quality of transport services for the population, including the development and implementation of minimum social transport standards in relation to the possibility of moving the population across the country (communication model for all types of passenger transport, appropriate rolling stock, purchasing power, affordability, standard for the frequency of transport services for each settlement), as well as the development of a regulatory framework governing commercial admission to transport activities in the field of passenger transportation;

- Russia's integration into the global transport space and the realization of the country's transit potential, including the development of methods of legal regulation that provide assistance in increasing the share of participation of Russian transport organizations in the export-import transportation of Russian goods, as well as in the transportation of goods between third countries, integration into the world system regulatory support of transport activities, standards and technical regulations, as well as improvement of the regulatory framework aimed at expanding Russia's participation in the system of international agreements and conventions in the field of transport;

- the security and sustainability of the transport system, including the improvement of the regulatory framework aimed at ensuring security in the transport industry and the development of the transport system, taking into account the requirements for ensuring the military security of the Russian Federation, as well as improving the regulatory framework governing the harmful effects of transport on the environment and human health, including in terms of determining the conditions for the admission of companies to transport activities.

The state is one of the main participants in the transport services market, acting as a shareholder or owner of organizations operating in the industry. The systemic role of the state in matters of management and disposal of its property in the transport complex is to increase the efficiency of all aspects of state property management in the field of transport, as well as to create conditions that ensure the activities and legal relations of participants in the civil circulation of transport property, taking into account the goals and objectives of the Transport Strategy and state policy in the field of property relations. The main directions for

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improving the management of state property in transport are:

- improvement of the norms of the legislation of the Russian Federation regulating the issues of registration of ownership rights to state property of the transport industry, as well as issues of the use of land plots by organizations of the transport complex (including the improvement of the legal regulation of the procedures for reserving and withdrawing land plots for federal needs);

- improvement of the legislation of the Russian Federation, which regulates the issues of shared ownership of the property of the transport industry;

- improvement of the legislation of the Russian Federation regulating the issues of investment activities in transport;

- improvement of forms and methods of transferring state property for use by legal entities and individuals;

- improvement of the norms of the legislation of the Russian Federation in order to prevent the insolvency of the backbone organizations of the transport industry;

- carrying out the privatization of the property of the transport industry, taking into account the goals and objectives of the Transport Strategy;

- introduction of modern information technologies to solve the problems of accounting for federal property and indicators of the effectiveness of its use;

- improvement of the system of professional training and qualification of heads of state unitary enterprises and state institutions;

- improvement of the procedure for interaction between authorities in the field of state property management.

State regulation of the development and functioning of the Russian transport system should ensure the achievement of the objectives of the Transport Strategy. Subject to state regulation:

- development and technical improvement of the federal and regional transport infrastructure;

- institutional transformations in transport;

- issues of technological, transport and environmental safety of transport infrastructure facilities and vehicles;

- formation and functioning of the transport services market;

- ensuring the mobilization readiness of transport;

- international activity of transport enterprises and structures;

- social sphere and labor relations in transport.

State regulation of transport services should be aimed at creating and maintaining the competitive advantages of Russian transport organizations in the domestic and international markets, at providing consumers with high-quality competitive transport services, as well as at introducing direct action legislative norms and mechanisms that guarantee the

implementation of quality indicators by transport enterprises. In the field of railway transport, for the implementation of the Transport Strategy, it is envisaged:

- development of long-term targeted programs with the timing and sources of financing measures for the development of railway transport;

- implementation of the mechanism of state participation in the development of railway infrastructure in the Russian Federation until 2035;

- improvement of the system of state regulation of the railway industry and prices (tariffs) for regulated types of products and services, deregulation of competitive sectors, taking into account the degree of development of competition in order to protect the interests of consumers of transport services, increase the efficiency of the industry and create conditions for advanced investment development of railway transport;

- implementation of the Railway Structural Reform Program and the target model of the railway transport services market at the third stage of the structural reform, including the creation of conditions for the development of competition in the field of railway transport services and the growth of private investment in the railway industry;

- determination of the body (bodies) of state power, the competence of which (which) includes the functions of managing mobilization preparation and civil defense in railway transport, imposing responsibilities for the implementation of individual transportation by rail and the use of rolling stock on specific owners of infrastructures, carriers and operators in cases the emergence of a threat to socio-economic stability, defense capability, security of the state and in other cases provided for by the legislation of the Russian Federation;

- removal of restrictions on the civil law turnover of railway transport property not involved in ensuring defense capability and mobilization preparation and expected to be involved in turnover in competitive market segments;

- development of a set of measures aimed at ensuring the required level of safety of Russian railway transport facilities;

- development of a mechanism for the implementation of socially significant, military and special transportation in peacetime and special periods, the implementation of mobilization plans, the maintenance of a mobilization reserve, the implementation of measures for mobilization training in railway transport and increasing the responsibility of participants in the market of railway transport services for failure to meet the requirements of mobilization and defense tasks;

- development of corporate strategies for the development of railway transport organizations in accordance with the Transport Strategy.

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A world-famous quality specialist E. Deming, who at one time was a scientific consultant to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" says: "... managing paper money, not a long-term production strategy - the path to the abyss. Regarding whether the state should pursue an industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants," you can't say more precisely. What are the results of economic activity today, what are the achievements in this area? The growth of gold and foreign exchange reserves, the decline in inflation, budget surplus and other financial and economic achievements. And what, is this really 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 population of the country? Therefore, it is quite natural today that the task is set for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens.

Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly. Absolutely right, attention was drawn to one phenomenon that usually slips away in the bustle of the problem - the historicity of the economy. The way it is perceived now, the economy has not always been and will never remain. Economic life changes over time, which forces one to tune in to its changing existence. The modern economy is built on a market foundation and the laws of the market dictate its own rules. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively marginalizing the "social sector", is not compatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to turn the economy on the front for social security, a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace "social production partnership - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be

focused on resource-saving technologies and environmental friendliness of production. She demanded a new look at the root concepts. Therefore, the philosophy of quality must also change. We must be prepared for the coming events.

The most significant and global in nature are international standards for quality management. The use of modern methods in them allows us to solve not only the problem of improving quality, but also the problem of efficiency and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

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

The results of studies conducted under the UN Development Program made it possible to measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth comes from natural resources and the production structure. A quality-oriented strategy undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete and comprehensive satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to the possibilities", together with the communist ideal, no one dared to openly and officially cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is sustainably supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that by knowing nature, its quality, state of quality, quality levels are revealed, embodying new knowledge in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and, in a systemic sense, is temporary, conditional. Labor is a kind of "terrible cauldrons" that Vanya the Fool had to overcome in order to turn into Ivan Tsarevich. And here it is absolutely justified to believe that the main thing in production is the result, not the process. Consumption regulates the market. Therefore, the demands of the market must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain a range of goods, to stimulate price stability, increase purchasing power, improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning that is not focused on such goods and services for which the market is in demand." Try to answer him. Production in the transition from industrial

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to post-industrial society of mass consumption is conceived as a function of the market.

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

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

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

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

Planning belongs to the fundamental features of the history of human life, characterizes the essence of rationality in the form of consciousness. Man, in order to become homo sapiens, has gone through an evolutionary path of 2.5 million years. Our ancestors were homo habilis, homo erectus, immediate predecessors who failed to take advantage of intelligence, African homo sapiens, Neanderthals, Cro-Magnons, the Altaic form of homo sapiens, and perhaps many other forms. Reasonableness is not only the main sign of the quality of modern man, it indicates the vector of development of the species. Labor, sociality arose in the process of natural changes, so it is not surprising that once upon a time "skillful people" lived, who were replaced by "upright people" who assimilated the stable characteristics of "skillful people" is not necessary. The merit of homo sapiens is that, developing his rationality, he was able to give the development of labor the form of labor activity, and social ties the quality of social life. Labor activity has become the basis of human history, society - the form of its organization, rationality - the driving force. Being reasonable is not enough, you need to be aware of the total significance of the mind as the ability to cognize and control activity. All crises in history are the product of a crisis in the rationality of consciousness, its cognitive ability and social responsibility. The concepts of "consciousness" and "intelligence" are different. Intelligence is a sign of a species, consciousness is a sign of a social subject, which can be a person, community - marriage, family, social group, historical form of community. At the same time, consciousness and rationality differ only within the framework of their historically established unity, they define the dualism of human nature, protect man as a product of evolution and serve as an instrument for his

further development. Reason is the power of our cognition, consciousness is a means of managing knowledge, it directs and limits activities in the mutual interests of social subjects and the natural conditions for the implementation of activities, therefore science is both a special form of cognition and a social means of regulating the possibilities of applying knowledge. The necessity of science is conditioned by developing labor. Labor in the world of living beings before the human formation remains unchanged and is regulated by instincts, conditioned reflexes. The highest achievement of knowledge at this level is ingenuity. Understanding, which opens access to knowledge of the laws of relations and changes, has become relevant with the possibility of sustainable transformation of the habitat. Science ensures the effectiveness and safety of human participation in the development of reality, both natural and social. Together with philosophy, it is called upon to build human reality into the logic of world development.

Activity management is the initial requirement for the sustainability of human existence in the developing world. Planning is a universal function of activity management. Conflicts in understanding the significance of activity planning are explained by the interpretation of the concept itself, and are primarily of verbal origin. Even Plato and Aristotle realized the epistemological peculiarity of the concept as a form of human knowledge. The concept, in contrast to figurative thinking - ingenuity - generalizes the range of specific phenomena, therefore it also implies its own characteristic expressiveness. Only the word can form the concept. It is with the verbal expression of the concept that numerous difficulties in achieving understanding are associated. We define a general phenomenon not directly, but indirectly through the concept created by consciousness. The concept is revealed with the help of words. The significance of the verbal instrument in scientific knowledge prompted well-known thinkers in the 1920s-30s to organize a special study of the possibilities of the word as a way of formalizing scientific understanding. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity.

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

A special place in this struggle, there is no other way to call it, is occupied by the mood of self-consciousness, the system-forming factor of which is professional culture. If human capital determines the growth of production, then the quality of education lays the foundation of human capital. Competences are not effective on their own, they are valid when they are

formed as the needs of an individual, developed diversified and in harmony with their own, national and universal interests.

The formula for the harmony of the interests of the individual is extremely simple. It was discovered 2500 years ago by Confucius, and clarified by I. Kant, giving a rational look "the other person should not be a means for you." Summing up the thoughts of our great ancestors, let's say: the only reliable effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to the production in general and consumer goods, in particular, the conclusion is even more simplified to the creation of technical, economic and humanitarian (sociocultural and psychological) conditions in a particular production, aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs. Unfortunately,

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

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		min	max
1	Article delivered	-	
2	Plagiarism check	1 hour	2 hour
3	Review	1 day	30 days
4	Payment complete	-	
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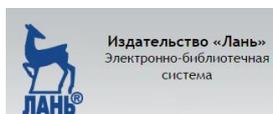
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