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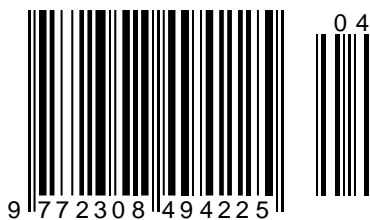
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Article



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**THE BEHAVIORISM OF THE DEMOCRATIC LEADER OF THE
 ENTERPRISE IS THE KEY TO HIS SUCCESSFUL LEADERSHIP OF
 THE ENTERPRISE'S TEAM IN MAKING THEM PREFERRED AND
 PRIORITY PRODUCTS FOR CONSUMERS IN THE REGIONS OF THE
 SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS
 FEDERAL DISTRICT**

Abstract: *the article considers the possibilities of producing competitive and in-demand products, which are possible only if there are managers who are professionally trained and politically responsible for the results of their activities. The authors reasonably believe that the political responsibility of the heads of light industry enterprises is the highest measure of expression of their professionalism. And it is clear that there are no objective reasons that would justify the decline in production in light industry, therefore, the results of the assessment of economic policy should be either useful or harmful – this should always be an axiom. If this does not happen, it means that something in this very economic policy is not a professional decision, actions are harmful to society and timely adjustments are needed. The authors recommend that the market reconsider the concept of forming it with demanded and import-substitutable goods, taking into account their priority. Such a concept will fully correspond to the consumer's desire to satisfy their desire and desire to make a purchase, taking into account their social status, ensuring that manufacturers sell their products in full and guaranteeing enterprises sustainable TEP of their activities.*

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

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Introduction

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The domestic light industry is going through hard times, and the consumer is offered products of dubious quality that have entered our markets by counterfeit and other illegal means, that is, they have no guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers. It is necessary to reanimate the role and importance of a quality-oriented strategy, since only in this case enterprise managers will subjectively and objectively be forced to improve their production using nano technologies and innovative processes so that competitive and demanded materials and products fully satisfy the needs of domestic consumers. At the same time, the statement is justified that the consumption of domestic materials and products is regulated by the market. In this case, market requirements should be dictated to manufacturers for the need to increase the role of the state and consumers - to form a stable demand for domestic materials and products, namely: to maintain a range of goods, regulating it by federal, regional and municipal orders; stimulate price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create the basis for the consumer to realize the need to pay for the advantages of high-quality materials and products, and the manufacturer understands that improving the quality of materials and products cannot be associated only with rising prices, but also due to technical innovations aimed at using new technological and engineering solutions.

Today, and even more so tomorrow, the implementation of one of the defining principles of production efficiency is important - the manufacturer produces exactly what the consumer needs in an assortment that creates the basis for meeting demand. It is equally important to understand the role and significance of quality activities, that is, how much managers have penetrated into the essence of things, learned to manage things, change their properties (assortment), form, forcing them to serve a person without significant damage to nature, for the good and in the name of man, that is, in accordance with the requirements of the Federal Law "On Technical Regulation". Both political leaders and the government have recently been talking about the need for a competent industrial policy. World-renowned quality specialist E. Deming, who at one time was a scientific adviser to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" writes: "... managing paper money, and not a long-term production strategy - the path to the abyss." Whether the state needs to pursue an industrial policy, one can quote the statement of the outstanding economist of the past Adam Smith, who laid the

foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely. one can quote the statement of the eminent economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely. one can quote the statement of the eminent economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely.

What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, decrease in inflation, budget surplus and other financial and economic achievements. But 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 country's population? Therefore, it is quite natural that today the task is posed for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens. Let's carry out an enlarged factor analysis of the quality of life problem. The quality of life of citizens depends on the quality of consumed goods and services in the full range - from birth to ritual services, as well as on the solvency of citizens, which allows them to purchase quality goods and services. These two factors (quality and solvency) depend on the state of the country's economy, which, in turn, depends on the efficiency of enterprises in various sectors of the economy, including light industry. The efficiency of enterprises' work depends on the state of management, on the level of application of modern management methods, on the implementation of production quality requirements.

The problems of improving the quality and competitiveness of materials and products at the present stage of the development of the Russian economy are becoming increasingly important. As the experience of advanced countries that at one time emerged from such crises (the United States in the 30s, Japan, Germany in the post-war period, and later South Korea and some other countries) shows, in all cases, the basis of industrial policy and the rise economy, a strategy was put in place to improve the

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quality and competitiveness of products, which would be able to conquer both domestic and foreign sales markets. All the other components of the reform - economic, financial-credit, administrative - were subordinated to this main goal.

Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management. Manufacturing must improve, which does not mean becoming more costly. It was absolutely right that attention was drawn to one phenomenon that usually escapes in the troubled bustle - the historicity of the economy. The economy has not always been the way it is perceived now and will not remain forever. Economic life changes over time, which forces one to tune in to its changing being. The modern economy is built on a market foundation and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes out the social sphere, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-production partnership - the manager and the manufacturer will become members of one team. Mass production will give way to organization, appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will focus on resource-saving technologies and environmental friendliness of production. It demanded a new look at the fundamental concepts. And therefore the philosophy of quality must also change. We must be ready for the coming events.

The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production. The most

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

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

The results of studies carried out under the UN Development Program have 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 is accounted for by natural resources and production structure. A quality-oriented strategy undoubtedly contributes to an increase in the very role of the subjective factor in the development of production, and to a more complete all-round satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities," no one openly and officially dared to cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that learning about nature reveals its quality, quality state, quality levels, 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 the systemic sense - temporary, conditional. And here it is absolutely justified that the main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands 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, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, in the first place he puts "production planning, not focused on such goods and services for which the market is in demand." Try to argue with him. Production during the transition from industrial to post-industrial mass consumption society is thought of as a function of the market. And the authors fill these properties of quality with criteria, namely:

-ideology of quality - the perspective of production development;

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- quality management is an integrated approach to solving quality problems;
- fashion and technical regulation - components of the quality of the manufactured footwear;
- quality systems "ORDERING / 5 S" and "THREE" NOT "- not only the basis for the stability and safety of production, but also a quality guarantee;
- quality in the market is a paradigm for the formation of production that meets the needs of the market;
- advertising is always at the service of quality;
- excursion into the past as a guarantee of quality in the future;
- the product quality assessment model is the production priorities;
- forecasting the cost of quality in the development of a new range of footwear is a guarantee of its relevance and its competitiveness;
- methodology of business visual assessment of a product - a means of assessing the effectiveness of quality;
- improving the quality and competitiveness of domestic special footwear;
- about indicators for assessing the quality of footwear - as a tool for the formation of popular products;
- quality and market: a marriage of convenience and this is indisputable;
- the stability of the work of enterprises - the guarantor of the quality of their footwear;
- all these aspects together and provide a revolution in quality, guaranteeing the manufacturer stable success in the market with unstable demand.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the social economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A separate author, no matter how knowledgeable and authoritative he was, was forced by the nature of the circumstances to explain not only his point of view on the problem under study, but also to talk about how colleagues "see" this problem, to present someone else's view of the order of things, to transform in the process of the declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker like G. Hegel sinned, willingly or unwillingly substituting opponents, to make it easier to criticize them. This work presents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, who often darken creative relationships.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the

economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, in the same way as the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the fittest survives", will replace the "social-production partnership" - the manager and the manufacturer will become members of the same team.

Main part

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

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

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

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

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study led to the allocation of four groups of leadership qualities: physiological, psychological, or emotional, mental, or intellectual and personal business (table 1).

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

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

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

Table 1. Leadership traits most commonly found in successful people

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

The study of patterns of behavior inherent in leaders began on the eve of World War II and continued actively until the mid-60s. What was in common with the considered concept of leadership qualities was that the search for one only correct path began again, but in a different direction: leadership behavior. An important difference from the concept of innate qualities was that this concept assumed the possibility of training leaders according to specially designed programs. The focus of research has shifted from looking for an answer to the question of who is a leader to an answer to the question of what and how leaders do. The most well-known concepts of this type are as follows:

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

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

The study consisted of comparing the effect of using three leadership styles: authoritarian, democratic and passive. The results of this study surprised researchers who expected the highest satisfaction and productivity from a democratic leadership style. Kurt Lewin emigrated to the United States from Germany just before the outbreak of the war and believed that a repressive, authoritarian regime in Germany was less effective than a democratic society. He expected that the results of more than four months of experiment in three groups of ten-year-old boys, where each group was guided by appropriately trained students will confirm his hypothesis. It turned out that although the guys preferred a democratic leader, they were more productive under an authoritarian leadership. Details of the features of each style are given in table 2.

Later research has also confirmed the fact that the democratic style is not always the most productive. For example, a study of 1,000 workers found that those who often interacted with their boss by line of work preferred and were satisfied with working with an authoritarian leader. Workers in occupations such as firefighters, police officers, and administrative assistants displayed similar attitudes toward

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autocracy. Ultimately, no style was found to be directly related to effective leadership.

Table 2. Contents of the three leadership styles

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

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

In the course of the study, a relationship was established between these two variables and various criteria for effectiveness. So, at the beginning it was possible to establish that leaders whose behavior is characterized by the simultaneous presence of two variables are more effective in their activities than those whose behavior was characterized by only one of them. Later, data were obtained indicating that the predominant attention on the part of the head to the structure of relations made the indicators of professionalism of subordinates higher and reduced the number of complaints from them, and with a focus on relations in the structure, relatively low indicators of professionalism and absenteeism were noted. The

hypothesis that the highest levels of two variables (the upper right quadrant in Figure 1) form the best leadership style has long been held to be correct. However, numerous tests that followed gave very different results. At the same time, it was not possible to establish the only correct style of effective leadership applicable in any conditions. At the same time, the studies carried out allowed us to draw two important conclusions. First, the more attention is paid to the structure of relationships and everything related to work, the greater the effect is achieved under the following conditions:

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

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

- tasks are routine and unattractive for employees;
- employees are predisposed and ready to participate in management;
- employees have to learn something themselves;

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• employees feel that their participation in decision-making affects the level of work performance;

• there are no significant differences in status between the leader and workers.

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

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

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

Figure 1. Four Leadership Styles According to the Ohio State University Study

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

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

Later, these findings formed the basis of the concept developed by Rensis Likert and called "Control Systems 1, 2, 3 and 4". Without establishing the ideal style for all cases, the University of Michigan study nevertheless concluded that the condition for effective leadership is to support employees and involve them in decision-making. Building on the University of Michigan approach, Rensis Lickert has undertaken an intensive study of the common management patterns used by effective leaders. The latter were found to focus on the human factor and try

to develop a group approach to getting work done to achieve goals. They were allocated two categories of leaders (Figure 2):

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

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

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

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

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

The most popular among the concepts of leadership behavioral styles has recently received the management grid model, which clearly demonstrates that there is one and only correct leadership style. Similar to the Ohio State University model, the Blake and Moughton management grid is a matrix formed by the intersections of two variables or dimensions of leadership behavior: on the horizontal axis, interest in production and on the vertical axis, interest in people (Figure 2). The variables of the management grid, in fact, have the character of location (towards something or someone) and view (towards something) that predetermine subsequent behavior, i.e. both interests are associated with both human consciousness and human action, and not just with one thing.

A survey of a significant number of managers confirmed the hypothesis of the founders of the model that, regardless of the situation, the 9.9 style is the best. The model under consideration has gained high popularity among managers. They use it to develop better leadership behavior through participation in education and training programs specifically designed to develop their style 9.9. If the 9.1 style prevails in the manager, he should pay more attention to training in the field of personnel development, motivation,

communication, etc. The prevalence of style 1.9 may require training in areas such as decision making, planning, organizing, controlling, working operations. With a 5.5 style, training may be required to some extent in most of these areas. Style 1.1 raises doubts about the ability to change the behavior of the manager,

The concept of "reward and punishment" of leadership behavior is based on the provisions of the theory of reinforcement of behavior. In this concept, the leader is seen as a person who controls the process of changing the behavior of subordinates in the desired direction. The concept identifies four types of leadership behavior depending on the use of reward or punishment (Figure 2).

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

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

Figure 2. Four types of leadership behavior depending on the application of reward or punishment

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

subordinate with extensive work experience, developed abilities and a high level of training, as it were, eliminates the need for directive leadership. A structuring leader will experience strong resistance from an independent and self-minded subordinate with a high level of skill. Self-management for these workers will be more attractive than the direction of their leader. Various substitutes for leadership and their relationship with the need to use one or another leadership style are shown in Table 4.

Table 4. Leadership substitutes

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

The considered concepts once again clearly indicate that leaders are made, not born. Leadership behavior can be developed and improved through education and training. Knowing this, in turn, helps to design and implement managerial training programs

that develop specific leadership skills and abilities. At the same time, the behavioral concepts of leadership are based on a very wide range of dimensions of leadership behavior, which receives numerous interpretations, which sharply complicates their

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practical testing. For these reasons, in particular, the concepts of leadership behavior did not answer the question about the relationship of leadership with such important indicators of work performance as efficiency, productivity and satisfaction. learning leadership. The answer began to be sought in the framework of situational theories, which allow a fuller consideration of leadership and its consequences. The main idea of the situational approach was the assumption that leadership behavior should be different in different situations. A situational leadership approach explores the interaction of various situational variables in order to discover causal relationships in leadership relationships that predict the possible behavior of a leader and the consequences of that behavior. Consider the following concepts of situational leadership: A situational leadership approach explores the interaction of various situational variables in order to discover causal relationships in leadership relationships that predict the possible behavior of a leader and the consequences of that behavior. Consider the following concepts of situational leadership: A situational leadership approach explores the interaction of various situational variables in order to discover

causal relationships in leadership relationships that predict the possible behavior of a leader and the consequences of that behavior. Consider the following concepts of situational leadership:

- the Tannenbaum-Schmidt leadership behavior continuum;
- Fiedler's situational leadership model;
- Hersey and Blanchard's situational leadership model;
- the path-to-goal leadership model of House and Mitchell;
- the Stinson-Johnson situational leadership model;
- situational model of decision making Vroom - Yetton -
- In accordance with the Tannenbaum-Schmidt model, the leader chooses one of seven possible patterns of behavior depending on the strength of the impact on the leadership relationship of three factors: the leader himself, his followers and the situation. Figure 3 shows the full range of choices between democratic and authoritarian alternatives, respectively associated with interest in relationships or in work.

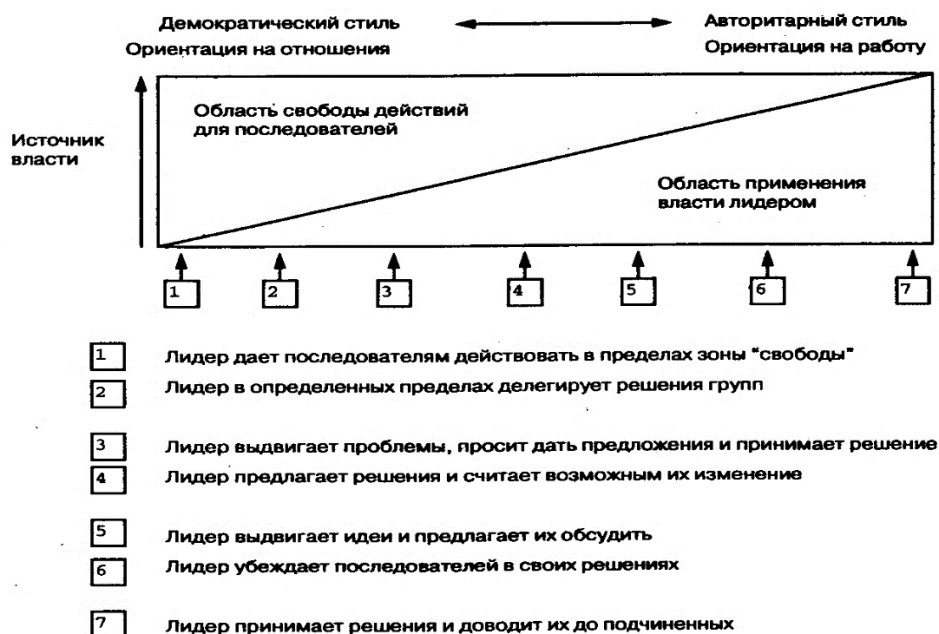


Figure 3. Continuum of Leadership Behavior

The distinction between these two extreme leadership styles is based on the leader's assumptions about the sources of his power and human nature. The democrat believes that power is given to him by the followers he leads, and that people, at their core, have the ability to self-government and creative work under the conditions of the right motivation. The autocrat believes that power is given by his position in the group / organization and that people are internally lazy

and difficult to rely on. In the first case, there is an opportunity to participate in management, in the second - the goals, means and policy are determined by the leader himself. According to the authors of the model, there are five more intermediate leadership styles between these two extremes. The subsequent development of this model faced difficulties in taking into account all possible interactions between the leader, followers and the situation in the establishment

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of cause-and-effect relationships in leadership relationships. Thus, the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to leadership relations even more difficult. Leader model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to a leadership relationship even more difficult. Leader model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to a leadership relationship even more difficult. Leader model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. work on which he began in the mid-1960s predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. work on which he began in the mid-1960s predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style.

To measure and define leadership style, Fiedler suggested using the least preferred employee (LDP) scale he developed. In accordance with this scale, respondents, marking the scores for each position of the scale, should describe a hypothetical person with whom they could work least successfully. After the points have been calculated for all positions of the scale, the style of the leader is determined. Thus, leaders are respondents who scored higher scores, i.e.

those who describe their CPD are very positive, have a relationship-oriented style, and those who score lower have a work-oriented style. Accordingly, these two types of leaders are called the leader with high CPD and the leader with low CPD. According to Fiedler's findings, the leadership style remains relatively constant and almost does not change from situation to situation. since the style reflects the foundations of the individual's motivation; motivation for relationships and motivation for work.

The controllability or auspiciousness of a situation is defined in the model as the degree to which the situation allows the leader to control it and to influence the followers. This degree can be high or low. In the first case, it is expected that the decisions of the leader will give predictable results, since he has the ability to influence the outcome of the case. In the second case, the decisions of the leader may not lead to the desired results.

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

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

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

- clarity of purpose - the degree to which the problem or task is clearly formulated or posed and familiar to the performers;
- the plurality of means to achieve the goal - the degree of the possibility of using various methods and ways to achieve the goal;
- validity of the decision - the degree of "correctness" of the decision, confirmed by the level of its adoption, its logic or results.
- specificity of the decision - the degree of possibility of making alternative decisions.

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

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

Figure 4 shows a schematic diagram of the interaction of the leadership style with situational variables.

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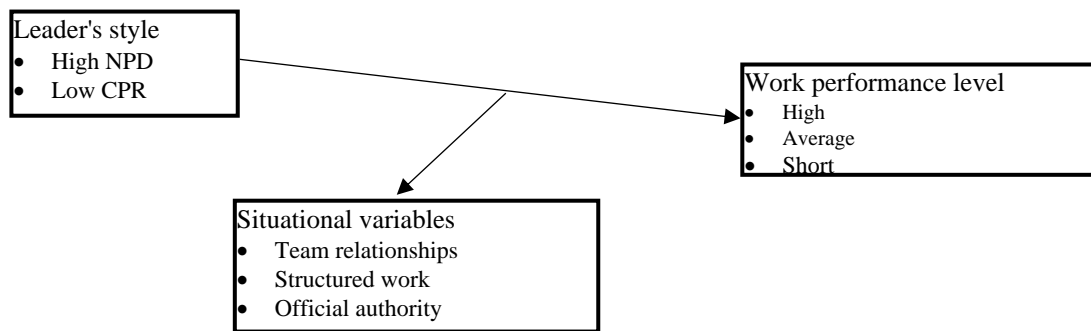


Figure 4. Variables of Fiedler's situational model

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

Three situational variables, combined with two leadership styles, provide eight types of situations (Figure 5) that clearly describe Fiedler's model. Leaders with low CPD can be more effective than their colleagues with high CPD in most favored situations 1 - 3, as well as in the least favorable conditions 8. This is explained, for example, by the fact that, being motivated mainly to perform work / assignments, they in situation 1 will strive to establish a good working relationship with their subordinates. At the same time, they take into account the favorable situation and high predictability in the performance of the work / task. Thus, a situation arises in which they can pay more attention to improving relations with subordinates instead of interfering in their work. Employees usually like it, and they try to work well. In the least favorable situation 8, these same leaders will strive to achieve organizational goals by interfering with the work of their subordinates, telling them what to do and how to do it.

Figure 5 also shows situations in which a leader with high CPD is likely to be more effective than a leader with low CPR. A leader with high CPD achieves better results in a moderately favorable environment (situations 4-7). Situations 4 and 5 represent cases where the followers are doing a structured assignment, but at the same time have the best relationship with the leader. Accordingly, the leader in these conditions is forced to show interest in the emotions of his subordinates. Another situation is possible when the leader is adored, but the task is poorly structured. In this case, the leader depends on the followers' desire and creative initiative to complete the assigned task. Therefore, he needs to shift his attention from relationships to work as such. There are a number of ambiguities in Fiedler's model. The first refers to the level of accuracy and completeness in measuring leadership style using the CPD indicator, which is supposed to be done in a one-dimensional space. Fiedler's assertion about the relative constancy of the NPD value over time, about its weak susceptibility to changes, raises doubts. The model also does not suggest conducting a search for efficiency for a leader in two areas at once: relationships and work. However, despite these comments, the model is widely used in solving leadership problems in organizations.

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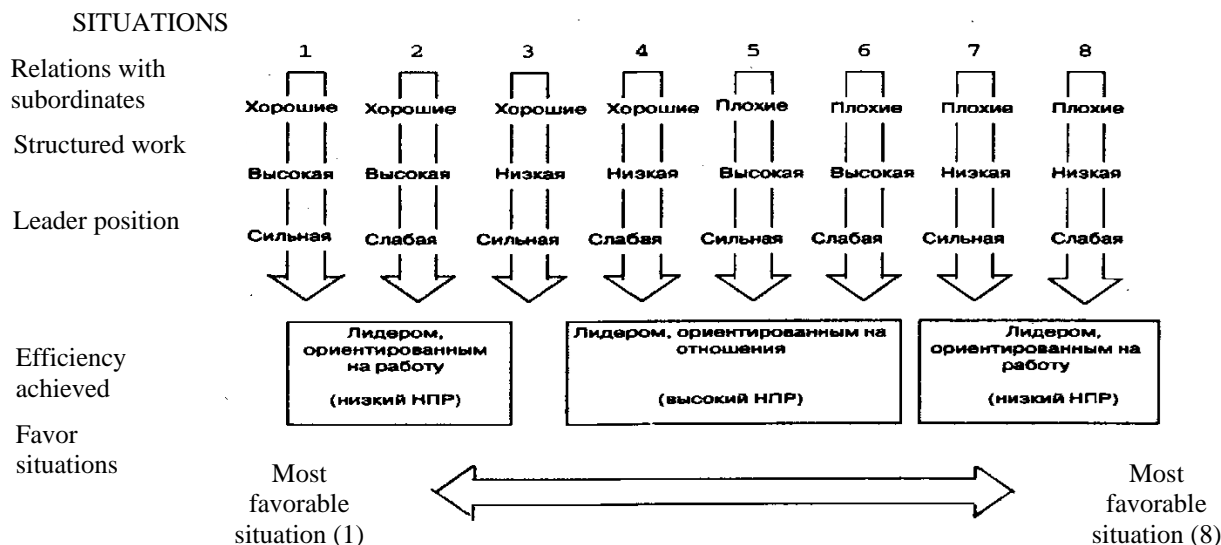


Figure 5. Continuum of Fiedler's situational leadership model

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

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

Changing the level of structured work

If you want to have a less structured job:

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

If you want to have a more structured job:

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

Changing the level of positional power in the organization upward:

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

In the direction of lowering them:

1. Encourage subordinates to participate in management
2. Delegate part of the power to deputies and assistants

The model provides the basis for the assertion that a leader, although very difficult, can be trained to

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

Hersey and Blanchard Leadership Model as well as other concepts of situational leadership, it does not imply finding one single correct path to achieve effective leadership. Instead, she emphasizes situational leadership effectiveness. The model calls the maturity of followers one of the key factors of situationality, which is determined by the degree to which people have the ability and desire to fulfill the task set by the leader. Maturity is twofold. The first component - professional - is knowledge, abilities and skills, experience, abilities in general. A high level of this component means that the follower does not need directives and directions. The second component - psychological maturity - corresponds to the desire to do the job or the employee's motivation. The high level of this component among followers does not require the leader to make great efforts to inspire the first to work, since they are already internally motivated. The authors of the model identified four stages of maturity of followers:

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

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

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

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

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Depending on the maturity of the followers, the leader should adjust his actions related to establishing relationships with subordinates and structuring the work itself. Thus, the model is based on the determination by the leader of the levels corresponding to the current situation for behavior in the field of relationships (support for followers) and for behavior related to work (directivity). Behavior in the field of relationships - associated with the need, for a leader, to listen more to subordinates, provide them with support, inspire them and involve them in management. Work-related behavior requires the leader to educate followers about what and how they should do in order to accomplish their assigned task. Behavior-oriented leaders structure, control and closely monitor how subordinates work. The combination of these two types of leadership behavior made it possible, within the framework of this model, to identify four main leadership styles, each of which most closely matches a certain degree of maturity of the followers: pointing, persuading, participating, delegating (Figure 6).

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

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

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

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

Figure 8 shows the above components of the model. The model clearly demonstrates that the leader reacts to the growing up of followers by reducing the level of his behavior. Thus, in the S1 quadrant, followers need clear and definite directives from the leader. In the S2 quadrant, this is added to the active support of the leader for the independence and initiative of the followers. High directiveness in this situation compensates for the still insufficient ability

of followers to perform work at the required level. Active support prepares followers to accept or, as the authors of the model put it, "buy" the leader's decisions. In the S3 quadrant, followers are already capable enough and are often willing to take on some of the leadership responsibility. Therefore, the leader should pay more attention to motivating followers in this situation. This is facilitated by the use of a supportive style, non-directiveness and involvement in management. And, finally, in the S4 quadrant, both types of leader behavior are minimized due to the increasing delegation of their powers to followers. This is possible because followers are able to largely solve work problems on their own, while showing a high willingness to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation. This is possible because followers are able to largely solve work problems on their own, while showing a high willingness to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation. This is possible because followers are able to largely solve work problems on their own, while showing a high willingness to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation.

This model is consistent with many recognized management and behavioral concepts (Figure 4.3). So, for example, in the Blake and Moughton management grid, the leadership styles are in the following correspondence with the considered model:

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

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

House and Mitchell's Path-to-Go Leadership Model examines the model of situational leadership, which was developed in the 70s. At its core, it is based on the motivational theory of expectation. The premise is that workers are satisfied and productive when there is a strong relationship between their effort and performance, and between performance and reward. From here the model got its name. There is a direct relationship between the level of leadership

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effectiveness and the level of motivational power of expectations that followers have. The ideal option is when the reward is fully consistent with the result. The model states that an effective leader is one who helps

subordinates to follow the path leading to the desired goal. At the same time, various options for the leader's behavior are proposed, depending on the situation (Figure 6).



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

Figure 6. Corresponding situational leadership styles and other management and behavioral concepts

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

do, as well as what and when is expected of them (Table 6).

Table 6. The Hauea and Mitchell Situational Leadership Model "path-goal"

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

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

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

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

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

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

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

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

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

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

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

These three factors can influence the effectiveness of the chosen leadership style in different directions. Thus, a highly structured assignment does not require a leader to be extremely directive in management. At the same time, in an organization with a rigid hierarchy of power, a directive leader is more effective than a leader who seeks to attract subordinates to participate in management. A leader's concern for the needs of his subordinates will appear somewhat artificial in a highly cohesive group. In general, as shown in Table 7, within the framework of a particular leadership style, there is an interaction between the characteristics of followers and organizational factors, which affects the perception of motivation by the followers. In turn, the perception of the situation by the followers and the level of motivation of the followers determine their satisfaction with the work, level of performance and leader recognition. Practical application of the model by managers orients them to use different styles depending on the situation. At the same time, it should be remembered that it is not the results of a subordinate's work that should influence the manager's choice of a particular style, but, on the contrary, the chosen style should contribute to an increase in the level of work performance.

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

Table 7. Examples of application of the model of situational leadership "path - goal"

Situation	Leader style	Impact on a subordinate	Result
Ambitious exercise	Directive style	Provides direction and clarity in actions	More effort is put in
Insufficient reward	Directive style	Clarifies the path to reward or increases reward	More effort is put in
Tedious and uninteresting work Uncertainty in strength	Supportive style	Increases interest in work	More effort is put in
	Supportive style	Facilitates the understanding of the role and enhances the expectation of reward	More effort is put in

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Lack of opportunity to excel	Achievement-oriented style	Provides challenging and challenging goals	More effort is put in
No objective or goal defined	Participating style	The goals and parameters of work are clarified	More effort is put in

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

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

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

- the work is highly structured and the followers do not feel the need for achievement and independence if they have sufficient knowledge and experience to carry out the given work;
- The work is not structured and followers have a strong need for achievement and independence if they have a lot of knowledge and experience to do the work. Figure 7 shows the behavior of a leader in various combinations of work structure and followers' capabilities.

Followers Opportunities	Structured work	
	Low	High
High	Low interest in relationships and Low interest in work	High interest in work and High interest in "relationships"
Low	High interest in work and Low interest in relationships	High interest in relationships and Low interest in work

Figure 7. Stinson-Johnson model (choice of leadership style depending on the situation)

The model convinces its users that the characteristics of followers (their need for achievement and independence and their level of knowledge and experience) are critical in choosing an effective style for a leader. One of the most modern in the explanation of situational leadership is the model proposed by Victor Vroom and Philip Yetton, which was later significantly supplemented with the participation of Arthur Iago. Similar to the path-to-goal model, this model proposes to define an effective leadership style depending on the situation. It is also assumed that the same leader may use different styles. The main difference of the model is its focus on only one aspect of leadership behavior - attracting subordinates to participate in decision-making. Accordingly, the leader is encouraged to focus on the problem that needs to be solved, and on the situation in which the problem arose. It also implies that a number of social processes can influence the level of participation of subordinates in problem solving.

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

In the model under consideration, the effectiveness of the solution (Peff) is determined on the basis of an equation showing that it depends on the quality of the solution (Ркач) and the level of obligations taken by subordinates to implement the solution (Robyaz), as well as on the degree of urgency of the solution (Ptime). The premise of the model is the idea that the time allotted by the situation for solving, along with the other two, is a critical factor. The situation in which the time limit does not play a role determines this indicator at the zero level: $R_{\text{eff}} = R_{\text{кач}} + R_{\text{obyaz}} - R_{\text{time}}$.

The complete criterion basis for the "overall efficiency of the solution" (Oeff) assumes that the factors of "cost" and "development" are taken into account in it: $O_{\text{eff}} = P_{\text{eff}} - \text{Cost} + \text{Development}$.

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

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

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specific problem situation and the style of decision-making recommended for it (Figure 8). To make decisions in the model, depending on the situation and the degree of involvement of subordinates, it is proposed to use five styles: autocratic I (AI), autocratic II (AII), consultative I (KI), consultative II (KII), group, or joint II (GP) ...

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

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

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

KII. The manager shares his thoughts on the problem with subordinates, bringing them together. During the meeting, he collects their ideas and

suggestions. He then makes a decision that may or may not reflect their contribution.

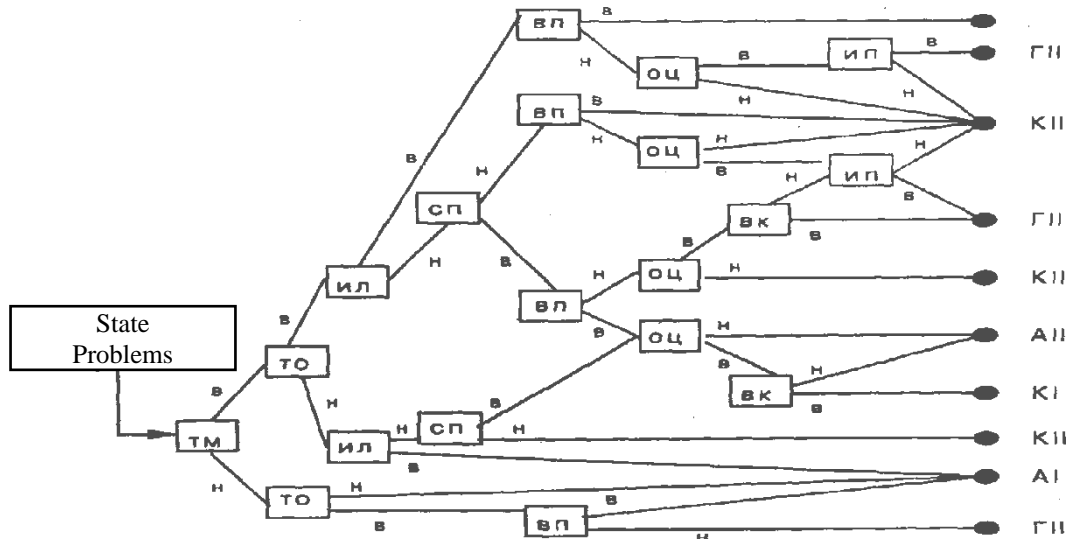
DII. The leader shares his thoughts on the problem with subordinates, gathering them into a group. They work with him to develop and evaluate alternatives and try to reach a consensus on a solution. The role played by the leader is more like the role of the chairman of the meeting, coordinating the discussion,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

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

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

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Legend: В - high; Н - low; АII - decision making style
 □ - aspect of the problem; ● - problem situations

Figure 8. Decision tree Vroom - Iago

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

differences in the set of considered leadership styles, in the set of situational factors and ways of finding a connection between them. Leadership effectiveness is defined differently. These are the level of work performance, employee satisfaction, solution efficiency and overall efficiency (Table 9).

Table 9. Comparison of Situational Leadership Models

Variables	Situational leadership models			
	Fiedler	Hersey and Blanchard	House and Mitchell	Vroom - Yetton - Iago
Situational factors	<ul style="list-style-type: none"> Relationship "Leader - follower" Structured work Powerful position of the leader in the organization 	Followers maturity: <ul style="list-style-type: none"> maturity in work psychological maturity 	<ul style="list-style-type: none"> Followers characteristics Organizational factors 	<ul style="list-style-type: none"> Solution quality Commitments followers by decision Time Price Development
What does the leader think of followers	Followers prefer leadership styles depending on the structure of the work, in what relationship the leader is with them and his position of power in the organization	Followers can be at different stages of maturity, and this will determine the leader's attention to relationships and work, which corresponds to his change in his style.	Followers have different needs that must be met within the appropriate leadership style.	In certain situations, followers want to participate in decision-making.
Leadership styles	<ul style="list-style-type: none"> Leader with high CPR (relationship oriented) Leader with low CPD (work-oriented) 	<ul style="list-style-type: none"> Pointing style Persuasive style Participating style Delegating style 	<ul style="list-style-type: none"> Directive style Supportive style Achievement-oriented style Participating style 	<ul style="list-style-type: none"> Autocratic I Autocratic II Consulting I Consulting II Group II

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According to experts, the Vroom-Iago model is more suitable for choosing in practice the appropriate style for group leadership. The Fiedler, Hersey and Blanchard, House and Mitchell models are more useful for improving individual performance levels.

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

New in leadership theories:

What is he doing Effective leader	Seeks to tailor work or relationships, or both, to their individual style. Efficiency means success in this direction	As followers “mature”, the leader moves from one style to another. Effectiveness reflects the coincidence of situation and style	Using the appropriate style and technique of motivation, the leader "clears" the path for followers to the highest efficiency.	Identifies critical situational factors and adapts his leadership style to them. The style should best suit both the situation and the followers
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Figure 9.

Recently emerging concepts of leadership try to combine these two well-studied sides together, i.e., to conduct a situational analysis of effective leadership as a set of leadership traits and their manifestation in behavior. The following concepts can be recognized as such:

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

Attributive leadership concept relies on attribution theory, which explains the causal relationship between what happened and what people believe to be the cause of what happened. The attributive approach to leadership assumes that the leader's conclusions, as well as the behavior of followers, are conditioned by the leader's reaction to the behavior of the latter. By observing the work of subordinates, the leader receives information about how it is being performed. Depending on this, he draws his conclusions about the behavior of each of the workers and chooses his style of behavior in such a way as to adequately respond to the behavior of the subordinate. For example, if a leader attributes the poor performance of a subordinate to his laziness, then this may be followed by a reprimand. If the leader believes that factors external to the subordinate are to blame, for example, a sharply increased volume of work, then the leader will try to solve the problem differently. The approach under consideration assumes that knowledge of the causes that created the situation enhances leadership understanding and the ability to predict people's reactions to the situation. The concepts and models developed on this basis try to answer the question of why people behave this way and not otherwise. At the same time, it is taken into account that in most cases the leader does not have the

opportunity to directly observe the work of the subordinate.

The leader's determination of the reasons for the behavior of a subordinate is based on three components: personality, work itself, organizational environment or circumstances. In search of reasons, the leader tries to get three different characteristics of the subordinate's behavior: the degree of difference, consistency, and the degree of uniqueness.

The first has to do with the manager's desire to understand the relationship between behavior and work from the point of view of how this behavior can be attributed to the distinguishing features of the task. Second, the leader is interested in how consistent the subordinate is in the manifestation of this behavior, or how often such behavior is manifested in him.

And finally, thirdly, the leader takes into account how much other subordinates behave in the same way. That is, whether a given behavior is unique, characteristic of one subordinate, or is observed in many.

The above process of determining the reasons for what happened by the leader is influenced by attributive regulators or obstacles that distort his perception and force the leader to be inconsistent in his behavior. The more the behavior of a subordinate is seen by the leader as a result of his personal characteristics (internal reasons), the more the leader places responsibility on the subordinate for the results. In this case, individual personality traits of the subordinate become attributive hindrances.

The model of attributive leadership depicted in Figure 10 has significant differences from the previously considered traditional models, which are overly descriptive and, most importantly, do not answer the question why? There are two important links in the model. The first link reflects the leader's desire to identify the causes of poor performance. This search is governed by three types of information about

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the subordinate's behavior: distinctiveness, consistency, and degree of uniqueness. The second ligament reflects responsive leadership behavior, which is a consequence of what, in the leader's opinion, is the cause of poor performance. The relationship between the reasons for the results of work established by the leader and his subsequent behavior is determined by who, in the leader's opinion, should be responsible for what happened. If the leader believes that the reasons are internal, then the responsibility, in his opinion, should be borne by the subordinate and appropriate measures are taken against him. The following research results on this model are of great practical interest (indicating the subjective nature of the assessment):

- subordinates tend to see the reasons for their poor performance outside, and managers - in subordinates;

- Leaders who tend to give preference to internal reasons when explaining the poor performance of subordinates tend to be more punctual and direct their impact directly on subordinates;

- past poor performance of a subordinate, according to all three types of information, is likely to lead to a manager's identification of internal causes;

- the severity of the current situation leads the leader most likely to identify internal causes and to a high degree of punctuality in response;

- evasion (with an explanation) of a subordinate from responsibility or his apology for what happened makes the manager less severe and punctual in response behavior;

- a consistent level of performance shifts the manager's attention from reasons related to the ability of the subordinate to reasons related to the amount of effort.



Figure 10. Attributive leadership model

Subsequent studies have shown that within the framework of this model, it is most likely not the influence of the leader on the behavior of the subordinate, but the interaction between the leader and the subordinate, i.e. the subordinate, by his reaction to the measures of the leader, influences the subsequent behavior of the latter (Figure 11).

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

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

It is noted that in addition to institutional (the image of a leader for a certain type of organization), there are national stereotypes of leadership. For example, Eastern and Asian cultures, due to their large "power distance", attribute to the leader the following qualities as necessary: directiveness, highly structured

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tasks, widespread use of manipulation tactics. Greater emphasis on the participation of subordinates in management is inherent in leaders in the small countries of Western Europe and Scandinavia, where the national culture orients people to a small "power distance". The group approach to work is considered typical of leaders in the Mediterranean and Southeast Asia, whose national cultures maintain a spirit of true, not imposed, collectivism.

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

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

A charismatic leader is one who, due to his personal qualities, is able to have a deep impact on followers. Leaders of this type have a high need for power, have a strong need for action, and are convinced of the moral rightness of what they believe. The need for power motivates them to become leaders. Their belief in their righteousness reinforces this need. The desire of such a person to be active conveys to people the feeling that he is capable of being a leader. These qualities develop such traits of charismatic behavior as role modeling, image creation, simplification of goals (focus on simple and dramatic

goals), emphasis on high expectations, manifestation of trust and inspiration in followers of the impulse to action.

Research shows that charisma has a negative side associated with the usurpation of personal power or the leader's full focus on himself, and a positive side associated with an emphasis on shared power and the tendency to delegate some to its followers (Table 10). This helps explain the difference between leaders like Hitler, Lenin, Stalin and the likes of Sakharov, Martin Luther King and the like. In general, a charismatic leader is credited with having self-confidence, high sensitivity to the external environment, a vision of a solution to a problem outside the status quo, the ability to reduce this vision to a level that is understandable to followers and prompts them to take action; extraordinary behavior in realizing your vision.

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

Table 10. Ethics and charisma

Unethical charismatic leader	Ethical charismatic leader
Uses power only for personal interests	Uses power to benefit others
Promotes only his personal vision	Builds his vision in accordance with the needs and aspirations of followers
Suppresses criticism	Considers criticism and learns from it

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Requires unquestioning implementation of its decisions	Encourages followers to be creative and creative
Communicates in only one direction: from itself downward	Encourages open and two-way communication
Insensitive to the needs and wants of followers	Teaches, develops and supports followers, shares his glory with others
Relies on comfortable external moral standards to meet its interests	Relies on internal moral standards to meet organizational and public interests

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

This largely explains the more frequent presence of charisma among leaders who manifest themselves in politics, religion, and military operations. For business, the importance of charismatic leadership increases as the organization needs to make radical changes in the face of a critical situation. However, in these circumstances, another concept of leadership emerges: the concept of a reformer leader or a reformer leader.

The concept of transformative leadership or leadership for change. The concept of transformative

or reformatory leadership has much in common with charismatic leadership, but is interpreted significantly differently (Figure 11). A reformer leader motivates followers by raising their level of consciousness in the perception of the importance and value of the goal, giving them the opportunity to combine their personal interests with a common goal, creating an atmosphere of trust and convincing followers of the need for self-development.

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



Fig. 11. Types of leadership depending on the goals of followers and the nature of their relationship with the leader

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

developers, are suitable for creative problem solving in a crisis situation (Figure 12).

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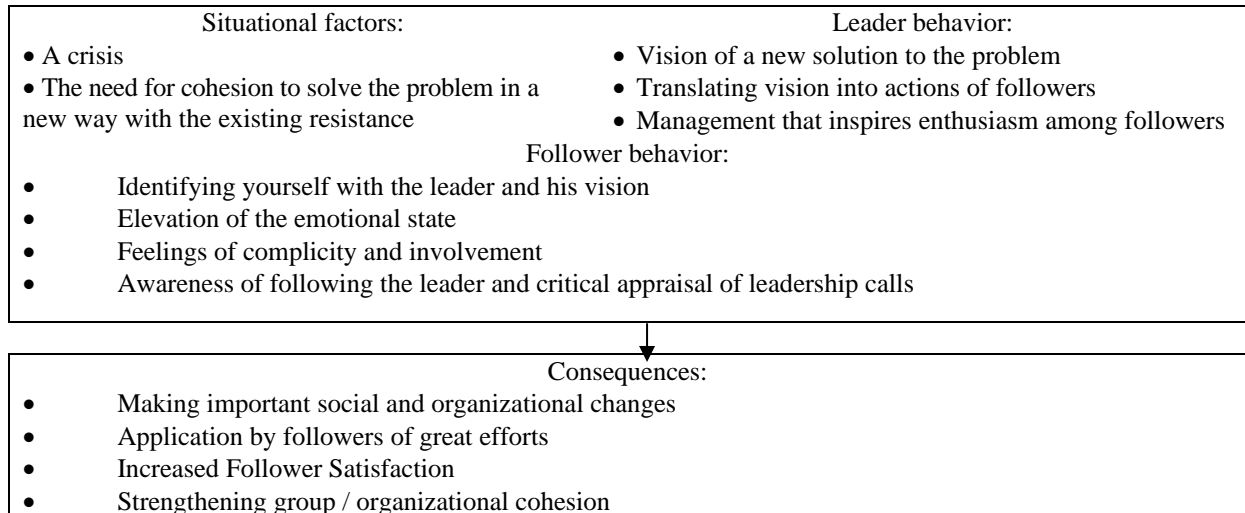


Figure 12. Model of Transformative or Reform Leadership

The model has a number of distinctive features.

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

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

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

In the last quarter of a century, the term "problem", pushing its "competitor" - "task" to the periphery, has firmly established itself in the verbal leaders of all discussions, regardless of their scale. The “problem” has become a kind of “brand”, testifying to the high professional rate of discussion. In such a rapid ascent of the "authority" of the problem, one can easily find political roots. The current, clearly inflated status of the problem is an ideological move that secures a certain political line. Defects of qualification can be hidden behind the problem, the problems of politics are diverted from real cases, which they are unable to solve.

There is indeed an element of mystery in the “problem” policy. In the interpretation of the term, domestic classics: V.I. Dahl, R. Brockhaus and I. Efron - indicate this. Emphasizing the natural kinship of the “problem” and the “task”, they note the peculiarity of the problem, which manifests itself in its unusualness as a task: the task has a way of solving in existing existence, the problem is also solved as a task, but so far there is no way to solve it. It exists conditionally, potentially. Interpretation of the problem by reducing the concept to a more general concept of "task" contains a hint for those who are aimed not at discussion, but at a solution. The solution to the problem should be sought on the ways of considering the problem as a complex problem, composed of several coexisting in a complex or sequentially related problems. What matters here is exactly that the "problem" is not something inaccessible to ordinary thinking, it is the sum of tasks. Dealing with the problem is the same as deciphering this sum of solution problems, then the simpler, already known problems combined in the problem. The problem should be presented as a technical problem. The solution to a technical problem is carried out in two ways: empirical or theoretical. All five of the simplest technical devices were created before Archimedes, even the Archimedes screw, but they were all the product of an experimental search based on trial and error, so their use and modernization, integration presented considerable difficulties. The merit of Archimedes was that the great ancient thinker developed the theory of these mechanisms, thereby helping to solve practical problems of various scales. He "removed" the problem, presenting it as a sum of tasks,

So, we must start by reducing the problem to a normal technical expression, i.e. try to represent it as a certain amount of tasks. Why exactly tasks? The answer, in essence, has already been given: the problem has a quantitative (normative) expression, or it can be simplified to the possibility of quantitative

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expression. The main thing is not to hide behind the quality of the problem, but to look for its equivalent quantitative expression.

The history of science naturally begins with mathematics, and the qualitative level of development of scientific knowledge is due to the improvement of mathematics. Mathematics holds the keys to the secrets of any discovery. D.I. Mendeleev constantly emphasized: scientific knowledge begins with measurement. The normative form of scientific knowledge serves as a clear illustration of the value for science of a quantitative description of a phenomenon. Finding a way to quantitatively describe an event means fulfilling a necessary condition in unraveling its qualitative existence.

The problem is the singling out of a phenomenon in the theory of quality. The next stage is already technical - the definition of regulatory characteristics. Normativeness, represented by properties and quantitative parameters, allows thinking to be engaged in a working, professional and practical business.

When developing standards, they always feel the pressure of the need to match the set parameters to the qualitative characteristics of the product. Compliance with the norm and quality properties is objectively relative, their coincidence is achieved conditionally, i.e. it takes place because the manufacturer himself determines the quality parameters of the product, often this is entrusted to expert organizations. But all the same, some quality model is taken as quality. Someone, to put it simply, assigns quality. The real quality in such a perfectly acceptable version of the development of events remains a transcendental formation.

Why did subjective and transcendental idealism turn out to be so in demand in various spheres of non-philosophical professional activity? Because thinking professionals, including reflective engineers, scientists, teachers, found in them a solution to their specific issues. Someone decided not to complicate professional reflections by recognizing the supersensible reality, limiting themselves to the "quality model", others thought that sensual reality would deprive us of a reliable intersubjective quality criterion and doom us to eternal discussions on the topic "What is good and why is it not bad?" They accepted the idea of a transcendental substance, primary in relation to the individual consciousness, which can direct professional thought by its logic. Of course, the transcendental being will not expose the formula for the specific quality of the product, but the logical premises of the definition will be reported. As a result, it will equip professional searches for qualitative definiteness with the technology of thinking.

Philosophy is not a set of master keys to understanding quality, however, like quality, it is not Aladdin's cave. The understanding of quality changes

historically following a change in the state of real quality, and the real quality in the world of human life is far from the same as the quality of natural things.

A person learns from nature, imitates what he sees in it. If the "findings" of nature, formed over hundreds of millions of years of natural selection and inheritance of the emerging traits, help a person to solve his problems, he borrows them, remaking them for himself.

The "first shoes" and "first clothes" created by man differed little from the protection of the limbs and body of animals. The sole of the shoe is inspired by the protective layer of the skin of animals that lived next to humans, the heel is a stylized copy of the structure of the hooves. Our ancestors either did not wear clothes, or were made from ready-made skins.

Together with the establishment of relationships with nature, human ideas were formed, which later grew into an understanding of what was happening. The understanding of quality was originally formed under the influence of the objective properties of things. With the development of human activity, imitation gave way to creativity. Already the rock paintings of our ancestors show that consciousness was not content with copying. It was looking for its own paths of movement. A person could not only repeat the quality of things, he was obliged to supplement them with history, to adapt them to an active way of existence. The historical logic of human existence, built on the basis of its reasonably active nature, made it necessary to include in the understanding of the quality of things of anthropogenic production of elements of non-natural and non-material origin - needs, interests of man. "Quality" is included in a system of relations that is different from the natural one, and its influence on the interpretation of quality only increases with time. This acceleration has become especially noticeable in the context of market liberalization of the economy.

Man is *Homo sapiens* for anthropologists and biologists. For himself, man is a creature conditioned by needs. And here nature cannot be fooled. F. Engels was not cunning when, at the grave of his comrade and idol, he said that before creating, a person must drink, eat, dress and have a roof over his head.

Human life as a biological phenomenon is essentially material, the possibilities of transforming human activity are determined by the state of production of the material foundations of life. Man measured and measures the quality of things not so much depending on their relationship with other things, but on their relationship to them. Even ancient thinkers noted: "Man is the measure of all things."

Modern man will not produce what he does not need. E. Deming always began listing the seven fatal diseases of the market that he established with a discrepancy between the goods and the market demand. What has been said should not be absolutized, tearing it out of the general system of

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reasoning about quality, however, it is clear that in determining the quality of things created by man, it is necessary to proceed from the human attitude towards them, and not from their objective properties alone. A measure of professional labor is invested in the produced product, even if it is not intended for the market, it has absorbed the human principle: knowledge, will, craftsmanship, therefore it cannot be determined purely objectively through the presence or absence of natural properties.

The natural principle of the product of human activity represents only objective grounds that made it possible to build on them another part of the product, which materialized the quality of the individual's labor. A person, as it were, shares a part of himself: he transfers the reproducible part of his professional quality to another material phenomenon. Moreover, this is another phenomenon - the product of the activity of the master.

In this respect, nature is only an accomplice, the raw material base of the master. Determining the objectivity of quality, they often simplify the interpretation of objectivity. It is inappropriate to reduce the concept of "objectivity" to material, natural existence.

It is broader and allows for such additions as "objective relations that have a nature different from matter" - they are not material, but only establish the way of their coexistence, for example, production relations: property, distribution, exchange.

When characterizing the quality of the product of activity, it is advisable to rely not so much on its natural nature as on the concreteness of the actual existence of the product - its spatio-temporal functions and design. The portfolio is purchased not for the season, therefore the buyer is guided primarily by sustainable trends in fashion, preferences of his own taste and high-quality, natural properties of the thing. He is ready to exchange "good" money for a rather expensive product.

Moving to the shoe department, the same customer of the store will change his view of the product. Constrained in funds, and most importantly, not accustomed to "throwing money down the drain", he will be guided by a different approach.

They try to buy shoes for a season, for a maximum of two, therefore, it is also possible to invest "good money", however, in the concept of "good money" you will have to modify the relationship of priorities.

In the new expression, the concept of "good money" will be correlated with the concept of "price". Everything, ultimately, will be simplified to a specific quantitative proportion - money per unit of time. A portfolio bought for ten thousand rubles for five years will cost three rubles a day, and shoes for five thousand rubles (for two seasons) will cost about thirty rubles a day. The quantitative equivalent of quality is the most important sign, ignoring which the

manufacturer risks losing consumer interest. To find the optimal proportion of the ratio of quality to quantity - to measure quality, one must take into account two requirements: first, try to comprehensively determine the quality, remembering that quality is a set of essential features of a product, built in a certain way; secondly, relying on the decoding of quality,

In Soviet times, it was no coincidence that there was a deep differentiation of the quality status of products. Only after examining the state of purchasing power, the mood of your buyer, the tendencies of macroeconomics, it is advisable to move to a pricing policy.

A manufacturer who has forgotten that the consumer, to whom he oriented his assortment, perceives the quality of the offered products through the price combined with a clever consumption pattern, will not last long. The reason for the difficult position of the Russian manufacturer is not a change in the form of ownership, but the dictatorship of the market.

Marketing research is a new and unusual business for us. For twenty years of incomprehensible economic policy, it is impossible to integrate into the philosophy of market relations, which are several hundred years old. The absence of a civilized market in the country also hinders. In a word, the manufacturer should look for salvation not from the state, but in his own head, adjusting his consciousness to the market waves clogged with noise. To steer, you need to know the market conditions and not "stuff" thinking with memories of the objectivity of quality properties.

A quarter of a century ago, the director of a large leather and footwear enterprise bitterly explained: "Technologically, we are ready to sew the most high-quality product. No quality leather. The incoming raw materials do not allow us to expand on the market". He equated quality with the raw material base. The variety of quality was reduced to one of its features. He clearly lacked the scope of thinking. And the current thinking remained similar, formed forty years before 2020, when the position of the classical political economy developed by K. Marx seemed unshakable.

A. Smith, D. Ricardo, J. Mill, K. Marx developed an economic theory based on the dominance of labor. Classical political economy is the doctrine of the production of a commodity, the contradictions between production and the nature of the commodity, alienation of the producer in the commodity and overcoming the opposites that arise. Despite significant disagreements, the classics of labor economic theory were unanimous on the main thing: the wealth of a nation grows with productive labor.

Market speculation already in the nineteenth century. actively invaded economic life. Naturally, the classics knew a lot about the market. Karl Marx, the

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interest in which, more precisely, in Karl Marx's analysis of cyclical crises, surpassed all expectations today, even experienced certain difficulties, moving from the logic of the development of production to the study of the fate of a product on the market.

The market, contemporary to K. Marx and J. Mill, has already demonstrated a certain independence of being, but it was not yet capable of competing with production for a master's position in the economy. He acquired this ability by the middle of the twentieth century.

In the 50s. XX century the paradigm of economic theory is changing. If earlier economic thought revolved around production, then from now on consumption becomes its epicenter - purchasing power, market development. The understanding of labor and the worker is changing. Market figures become the main actors in the economy. Market management pushes production managers to the fringes of life. The market is gaining an independent power that dominates society. Politicians are legally separated from the market, adding to the illusion of its complete freedom. The new philosophy of economics seems to be this: the flourishing of the market should lead to an increase in production. The rise in production should saturate the state treasury. The state will receive a real opportunity for a strong social policy. Everything, as we can see, was painted according to the notes.

There was only one question left: where to get the initial capital, which would ensure high consumer demand and launch the economic mechanism? The United States profited from World War II, Western Europe used cheap labor and property in numerous colonies. With Japan and South Korea, the Americans defended themselves against us and a resurgent China. The economic mechanism seemed to work. Control over it is entrusted to transnational corporations. Today there are about 3400 of them. Of these, there are more than 400 interstate, 7.5 times more nongovernmental, and the number of the latter is increasing. Between 300 and 600 companies control the world market.

The globalization of business forces us to seek adequate quality management. Total quality management is defined as a customer-centered system of continuous, sustainable quality improvement, based on the coordinated involvement of all departments and employees of organizations to maximize customer satisfaction with a minimum investment of time and resources.

Let us note the emphasis of the policy aimed at ensuring quality, on the needs of the buyer, which implies a comprehensive study of his tastes, calculations, ideas. On the merits of the case, the consumer is considered an accomplice in the definition of quality. Quality requires a new scale of understanding, objectification of consumer interest and a clear orientation in the trends of macroeconomic

processes on a national and global scale. Technical regulation of product quality also needs to be systematically modified in order to be in resonance with the micro and macro movements of the economy, changes in consumer real demand.

In particular, there is reason to predict an increase in the presence of sellers from Western Europe in the consumer market with offers within the middle range of prices for goods of "non-Chinese" quality. In 2018, in industrialized developed countries, 350 million people. received an average of \$ 18 per hour. The labor force available to European and individual Asian countries is estimated at 1 billion 200 million people, earning only \$ 2 per hour so far. They cannot but attract attention to themselves.

Crisis 2008 - 2010 led to a decline in production, stagnation. Russian manufacturers have a chance to make themselves known. With the overcoming of the crisis, production will begin to grow and a new wave of commodity expansion will come.

The waves are unlikely to be avoided. The country's leaders are accelerating Russia's accession to the World Trade Organization (WTO), which automatically opens the borders for trade. There is only one way out - to prepare for tougher competition, and the preparation should begin with the realization that the quality of the product is and how to ensure the production of a real - not ideally built by professional imagination - high-quality product, the quality of which would be understandable to the buyer and aroused the desire to purchase this product.

"One of the most significant paradoxes revealed by the ongoing scientific and technological revolution," rightly considers B.S. Alyoshin et al., - it has become that the most effective means of achieving a positive result is improving quality in the broadest sense of the word. " And they explain: "We are talking about the quality not only of the products themselves, but also of the organization as a whole, that is. about the quality of its interaction with the outside world, about the quality of its functioning and management, the life of its employees. "

More and more researchers are approaching the idea of the broadest context for determining quality. Quality should characterize a non-isolated phenomenon. In quality, the relation of the phenomenon to the environment of existence, the conditions of expression, and other phenomena is manifested. Confusion in the ranks of analysts is brought about by the definition of quality by Britannica, reprinted in the Great Universal Encyclopedia: "Quality in philosophy is a property that characterizes things taken separately, as opposed to an attitude that characterizes things taken in pairs, threes, etc. ". G. Hegel said that the quality "<...> is that, losing what, the phenomenon ceases to be itself", but the dialectically thinking German philosopher did not even think of isolating the phenomenon as a quality. For G. Hegel, it was a concept reflecting the

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relationship of a phenomenon. The advantage of Hegel's dialectical thinking was consistency. He thought of relations, phenomena as a system and logically meant a system-forming factor. The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. "Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms "primary" (ie, objective, material-physical) and "secondary" (ie subjective, formed due to the psyche) qualities". The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. "Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms "primary" (ie, objective, material-physical) and "secondary" (ie subjective, formed due to the psyche) qualities". The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. "Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms "primary" (ie, objective, material-physical) and "secondary" (ie subjective, formed due to the psyche) qualities". Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. "Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms "primary" (ie, objective, material-physical) and "secondary" (ie subjective, formed due to the psyche) qualities". Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his

predecessors. "Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms "primary" (ie, objective, material-physical) and "secondary" (ie subjective, formed due to the psyche) qualities".

Subsequently, I. Kant called Locke's objective qualities a priori (ideal), and subjective ones a posteriori (real). It is not difficult to notice in philosophy the opposition not so much between the idealistic and materialistic interpretation of the concept of "quality" as the supporters of simplified materialistic views on quality and their opponents, who suggested including signs of human activity in the definition of quality.

While there was no human consciousness, everything that exists was represented by the existence of objects, things, their properties, relationships, movement. To define the prehuman existence of the world, two initial concepts are quite sufficient: "object" and "process".

The situation changes with the emergence of consciousness. All the main directions of activity of consciousness: cognitive, communicative, regulative - are manifested in the format of reflection of objects, and reflections of a fundamentally different kind than all known in nature. Strictly speaking, consciousness reflects, in the most general sense - reproduces. In a concrete sense, it reconstructs objects, because it is not capable of reflecting an object in a physical representation. The expression "we look with our eyes, but we see with our mind" quite correctly reveals the essence of the "reflection" of an object in the forms of thinking. If the image is still somehow comparable with the object, then the ideas are very far from the objective certainty. At the same time, one thing remains: to recognize the qualitative relationship of the object and the reconstruction of the object by consciousness, similar in essence, but not in the form of being.

For consciousness, an object acquires a specific way of existence - it becomes an object. An object is a product of the interaction of an object and consciousness. Along with the object, the quality of the object also appears, which may or may not coincide with the objective quality of the object - in the case when the subject enters into systemic relations with the object, it forms a system of the "subject - object" type.

Specifically, such a system manifests itself in the form of production, manufactured product, relations in production. "The quality of processes, organization, life is motivation of a higher level in comparison, for example, with profit," says B.S. Alyoshin. In support of this, he gives an interesting table (table 11).

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Table 11. The results of a sociological survey on ten factors of the successful operation of an enterprise *

Success Factors	Share of surveyed enterprises, highlighted the most important success factors, in%	
	1995	2000
Product quality	95	98
Customer service	93	96
Introduction of new technologies	88	90
Attracting highly qualified personnel	85	91
Development of new products	85	90
Shorter time-to-market with new products	80	89
Improving the organizational structure	75	84
Intellectual property protection	59	60
Cooperation with suppliers	55	63
Development of foreign markets	54	70

Correct definition of quality, consistency and systematic quality management give the manufacturer a decisive advantage in the competition for the consumer. It would seem that everything is simple, but simplicity is equally brilliant and deceiving. The general plan for solving the problem determines the vector of movement, sets the factorial priorities of the activity - no more.

The program requires a detailed study of all components, starting with clarity in the definition. The definition of quality, as we have already seen from a digression into philosophical history, is not so obvious and unambiguous. Hence the confusion in the idea of quality.

The first reason explaining the weakness of the quality management policy is the vague distinction between "item quality" and "item quality", i.e. subject in the system of human interests. Over the two decades of perestroika, we have retained the attitude to define quality as an objectively given state of an object, a set of natural properties. The mechanistic transfer of the characteristics of natural phenomena to the definition of the phenomena of an artificially created world of things has nothing in common with dialectical materialism. This is a parody of the dialectical understanding of the world.

A product made by man is dual in nature, it combines the natural properties of raw materials and the characteristics introduced into it by human labor. The product has a rental value and added value. In this context, it is not value that is important - it serves as a quantitative equivalent of the quality of the product in general, and the result of labor is presented in the form of a transformation of the natural state of the object. The product of human activity has a natural, basic, level and a superstructure, introduced. Hence the need for a dualistic perception of the quality of the product, which should not be interpreted primitively as a double quality. The quality of the product is one, but

the production duality of the product is associated with it.

Such two-sidedness of the quality of the goods misleads those who have not yet understood the art of dialectical thinking, strives to sort everything out "on the shelves", forgetting about the structure of which these shelves are parts. The quality of a product is determined only by a natural basis, but it is built artificially.

The quality of the product has several creators. Some of them - a fashion designer, constructor, technologist, manager - are always in sight, their qualifications and experience are measured without problems. Others are also within reach, only their measurement is difficult, especially when it comes to the consumer.

The economic situation affects both producers and consumers, shakes the market on the waves of its uneven movement, and together with purchasing power and perceptions of quality.

Our emphasis on market research should not be seen as an appeal to seek the keys to quality in the marketplace. Thus, we want to emphasize the importance of the market factor in the development of the theory of product quality.

The market attracts attention as a concentration of opposing interests, this is the "frontal" place where some "execute" others, then "execute" these others. Americans rightfully consider the market to be a "sacred" affair for society, carefully protect market tournaments from monopoly "raids".

In the United States, a lot of money is spent on the study of market trajectories, unlike our capitalists, of whom every second is an "illegal" in the economy, and the third is a representative of a "gray" economy. In such a situation, try to get an objective result of research on the "spirit" of the market, to track the mood in the market with the expectation of getting closer to the true reflection of the existing attitude towards the product.

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The difference in product quality and understanding of quality is becoming more and more significant. In determining the quality of a product, such factors are taken into account that are irrelevant to consumer attitudes: environmental component, manufacturer's traditions, etc. Add to what has been said and views that do not coincide in a number of positions, we get an interesting picture: no matter how hard the interacting subjects of relations try to develop a consensus of quality, the discrepancies will persist and will increase over time. If the natural properties, taken in the initial state of the product and taken into account in its quality, should not change significantly during the warranty period, then the perception of the product through quality changes under the influence of many reasons. That is why leading manufacturers are reviewing their product range, looking for new design ideas, trying not to be hostages of traditions,

The quality in terms of the expression of the spiritual component in it has been little studied. The prospect, on the contrary, urgently requires such knowledge, the development of methods for obtaining and evaluating it. One must come to terms with the fact that the era of workshop production, when the quality of the product and the image of the quality of the product coincided due to absence, the competition was forever gone, then the consciousness had nothing to choose from, and without choosing an image different from the object, it is difficult to form. The quality of the goods was dictated by the shop workers, no one could object to them.

In the XXI century. the situation is different. The image of quality is no less important for the market than the objective quality of the product itself. As soon as the object of production turns into an object, the human component is included in the quality of the object, and it is completed in an image, combined with the object, into the overall quality system.

The consumer who is able to unravel the tangle of subjective-objective relations that form the quality of the goods presented to the buyer to satisfy the market need in the state. In their student days, today's specialists most often did not understand why the philosophers were explaining the "objective" and "subjective" to them. It seemed that they were engaged in irrelevant business.

The Soviet limited consumer market did not reveal the dialectic of the objective and the subjective.

Often, teachers unprofessionally analyzed these concepts, there was no specific context. Surprisingly, even today not everyone managed to realize the professional significance of the basic philosophical categories, they think like materialists-metaphysicians who divorced the ideal and the material, the subjective and the objective into independent and incompatible sets.

Analysts describe the world surrounding the modern manufacturer rather harshly; "The consumer dictates what, when, at what price and in what form he wants to receive; competition in the market is intensifying due to its globalization: the needs of buyers and the situation on the market are changing at an ever-increasing speed. "

From the outside, what is happening looks very chaotic, raises doubts about the systemic organization of relations. Nevertheless, we are not facing chaos, but a complex system that obliges us to think systematically. Whatever fantasies the master who constructs the lock is guided by, he knows that there will be someone who can make a key to it and gain access, because all creativity begins with chaos and ends with the acquisition of order.

Outwardly, determining the quality of a product produced for sale on the market seems to be an impossible task, because for this it is necessary to combine not converging, but, in the main, diverging views.

The constructor, technologist, manager develop their understanding of the quality of the goods (they can be combined), they are linked by the common interest of the manufacturer. The buyer has a special approach to quality. As a consumer, he is not sure about the integrity of the manufacturer. In addition, the buyer has his own tastes, conditioned by the real buying opportunity.

There are also the interests of the market, which has become an independent subject of the economy. Speculation is legalized and attracts with its potential. By controlling the market, an intermediary speculator is able to form an image of quality in his own interests, in particular, through advertising, giving priorities, etc. Finally, there is the quality of the product itself, expressed in the aggregate of properties of natural origin and added by the manufacturer; as a result, we came to the "quality square", combining the quality of the product and the image of quality (Figure 13).

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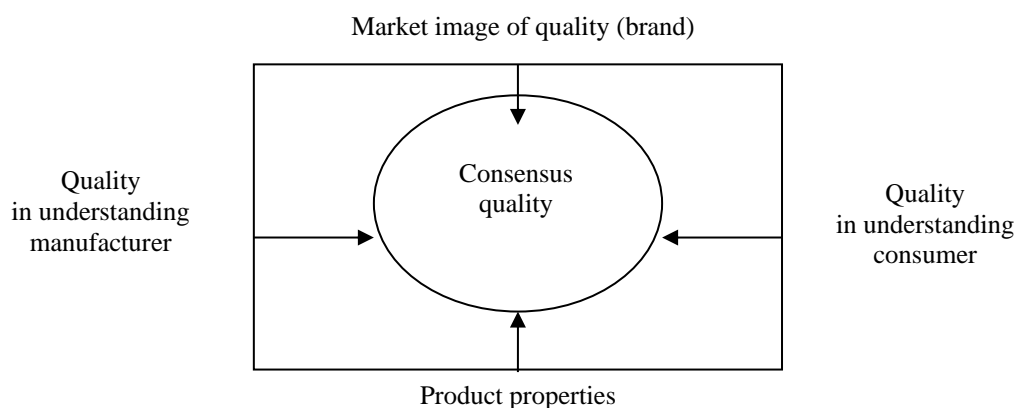


Figure 13. Quality square

Consensus quality is not true quality, quality “agreement” is a virtual reality phantom. No documents, no procedures, everything is done “in the dark.” There are too many factors, their dynamics is great, and interests are conflicting. However, the spontaneous genesis of the consensus quality should not confuse anyone.

The evolution of nature without human intervention is an extremely spontaneous process, built on random intersections, from which the necessary connection arises, becoming stable, repeating, general, i.e. law. Accident and necessity are correlative dialectical relations, as well as chaos and order. Chaos is not opposed to order; it differs from concrete order. Chaos is disorder in the pure case in relation to some decency. In general terms, chaos is also order, not yet open to the observer.

Before analyzing the factors that ultimately determine the consensus quality, let us dwell on one more aspect of the quality problem that remains on the side of researchers - the heterogeneity of the content of the concept of “quality”.

It is advisable to structure the content of the concept “quality” in relation to a commercial product depending on the nature of the properties included in the content. The properties that form the content of the concept of product quality are divided into three groups: objective properties, intersubjective and individual (subjective).

Objective properties (signs) reflect the natural foundations of the concept, for example, natural or synthetic raw materials for shoes, clothing, and haberdashery products.

Intersubjective - are formed as products of the activity of the consciousness of participants in economic relations: a manufacturer, an intermediary, a consumer, supervisory organizations, national traditions, world trends. In a sense, intersubjective representations can be spoken of as conditionally objective, objectified in collective thinking. At the top of the pyramid of properties, united by the content of the concept of quality, there are individual, subjective signs.

Anything common exists objectively, but only through the individual, therefore at the end of the process there is always a separately taken, concrete buyer Pyotr Stepanovich Sidorov and boots, which Pyotr Stepanovich chose from dozens of different ones. They seemed to him the best in quality and price. The sales assistant professionally explained to Pyotr Stepanovich that there are boots of better quality and also inexpensive, but, being an independent person, he did not change his mind. This is why pre-sale preparation of products is important. The last word belongs to the buyer, his perception of the quality of the product. Everything else just plays along with him.

Signs of the content of the concept of “product quality” are built in the form of a pyramid of properties (Figure 14).

The most serious contradiction, apparently, remains the discrepancy in the quality images of a product by a manufacturer and a consumer. The special importance of a different approach to the quality of the manufacturer and the consumer is natural. They are the main subjects of the system of economic relations; they have a common goal - a product. The former make it, the latter consume it, but they have different motives due to their position in the system and the culture of target perception.

The manufacturer creates a product, but not a product - the ultimate goal of the manufacturer, but the sale of the product. The direct connection between the producer and the consumer is local because it has a negative effect on the producer. The seller blocks the consumer from the manufacturer, and the manufacturer is forced to focus not on the market, but on the market situation, which is most often artificially formed by a speculator and advertising.

The manufacturer, unlike the seller, is responsible for information both by law and by its professional reputation. The seller manipulates the information as he sees fit - the manufacturer is constrained by responsibility, besides, the market often dictates the rules of relations to him.

What is the solution for the manufacturer? There is only one way out - a direct presence in the market

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and significant investments in education and education of consumers. It is difficult to overcome such a program alone, while uniting is absolutely real. The domestic manufacturer has everything it needs to oust the speculator from the retail market. He has professional experience, qualified personnel, scientific and technical support, a certain confidence of buyers returning to the old, pre-reform priorities, which are actively exploited by unscrupulous manufacturers and to which the authorities shyly close their eyes, which cannot return to the Soviet

experience. Confectioners, meat-makers, wine-makers shamelessly use Soviet brands, replacing them with surrogates. Brands from Vyatka, Orenburg, Ivanovo are returning to the market. some Moscow and Leningrad enterprises. The tendency of the return of interest is gaining stability. Of course, clothes and shoes are not sausages and vodka, or chocolate and confectionery products of natural origin. At the same time, all goods have something in common - the responsibility of the manufacturer.

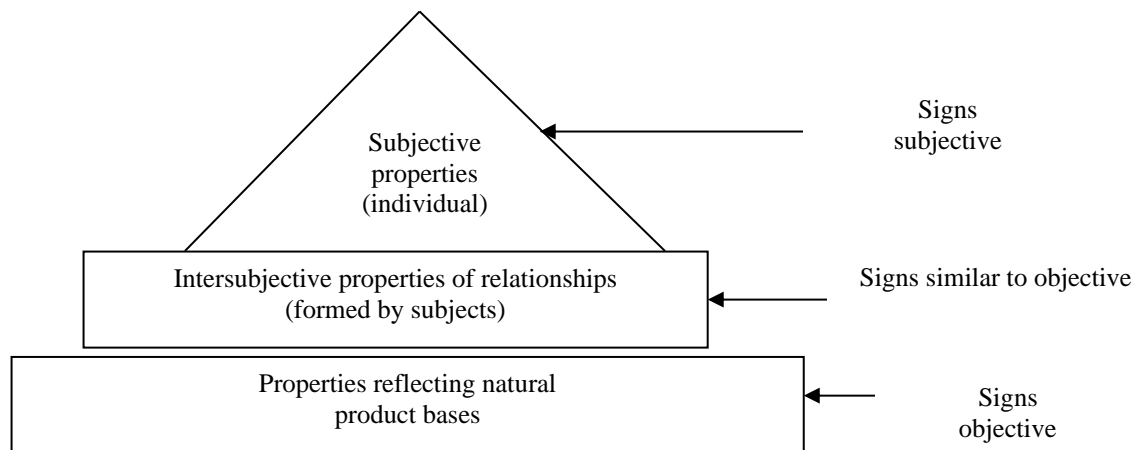


Figure 14. Heterogeneity of the content of the concept of "quality"

The euphoria of the nineties has passed, democratic freedom, which turned into arbitrariness in production and on the market, sober up the souls of Russians intoxicated with will. Disappointed with democratic reforms, they are no longer so impressed by many others in the new way of life. Now is just that historical moment when the light industry can regain its rightful place in the market. Only you need to act in a new way. Reconsider and remake yourself. To abandon the old one-dimensional view of the consumer as an "object" of relations.

In the old days, the consumer was completely dependent on the manufacturer. The market was closed, the choice was dictated, i.e. essentially, the buyer did not have it. Today the consumer has more options to choose while satisfying his own taste. It is a new configuration of relations in the market that the manufacturer needs to take advantage of.

The modern Russian market only from the outside satisfies the tastes of the consumer, in fact, our market has rather awakened, roused the taste of the buyer with its diversity. The real choice for the mass buyer, for whom this market is designed, is still small.

Objectively high-quality, high-tech products are inaccessible to a Russian of average capabilities, as before. He admires them, like models, or gets annoyed, realizing that all this is not for him. Chinese consumer goods have lost their appeal. Turkey and Eastern European producers are forced to adjust to

WTO requirements. The product they offer increases in price, but not in quality. The disproportionately increasing costs of carriers also help the price rise.

In the new market conditions that have awakened the taste of the consumer, it is important to try to take control of it. This is not about changing the economic strategy based on quality management. We pay attention to the component of this strategy. In the West, the version is gaining strength, the essence of which is that the economy is becoming "smart", the stage of systemic quality management is moving into a new stage - the quality of education. If this is the case, then the focus on nurturing consumer taste fits fully into the strategy of economic policy.

The consumer lives in a specific environment, forming a certain symbiosis with it. Access to consumer creation is efficient both in the immediate application and through the living environment. The manufacturer is still sluggish, and the market is vigorously fighting for the buyer, presenting him in their marketing research as a kind of ready-made, statistical subject who needs to be lured with an offer. The real battle for the customer lies ahead when the manufacturer realizes the benefits of a full-fledged consumer education and training program. The consumer must be prepared, then he will follow the market labyrinths by the given route.

Belief in the miraculous power of advertising is a dangerous companion for a manufacturer.

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Advertising was presented as the engine of progress by the advertisers themselves and the market, which is fundamentally not responsible for anything. An exclusive product is rarely advertised - it has a regular consumer with a mature taste and exclusive purchasing potential. Such a buyer is simply notified, he is satisfied with the presentation of the collection, especially not sparing money.

Advertising is a call to an ill-mannered and uneducated buyer, whose credulity towards advertising is inversely proportional to the state of knowledge and taste. The mass consumer is given over to the slaughter of advertising and market arbitrariness. Responsible producers, instead of complaining about fate, it's time to turn their face and get into spiritual contact with the consumer. It is naive to hope that he will independently get out of the fake decorations of the market and advertising. But even if the consumer is able to overcome the ingenious inventions of the market, then by that time domestic producers will become relic phenomena and the revival of the activities of national producers will lose public relevance.

There is no doubt that the business of educating your customer is costly, troublesome, unexplored, difficult, requiring a lot of patience, the ability to appreciate the slow, uneven progress towards the goal, to fight everyone who declared themselves and their occupation a supranational, democratic phenomenon and makes a name for themselves on speculation in the area of human values.

Nobody disputes the priority of universal human interests, and the need for comprehensive protection of national security is indisputable. And without modern production of essential goods for a person, national security cannot be ensured. So, domestic producers will have to solve a dilemma: either simultaneously with the development of production, produce their own consumer, or continue to groan about the outrage and push themselves to the market periphery, ever closer to the edge of the market and its end.

The revival of the domestic light industry will force the market situation to change as well, the market will have to react, because its interests are determined by the dynamics of consumer demand. Then it will become easier for many to breathe: producers, consumers - will feel the national taste and intermediaries.

Work with a customer should be structured systematically in the format of a target program. Its main sections, presumably, will be, along with the improvement of production and assortment, educational and interactive communication with a potential buyer.

Having closely engaged in the education of the consumer's taste, manufacturers themselves will have to improve their qualifications. No wonder they say that the best way to educate yourself is to try to teach

others. It can be argued that the manufacturer has considerable reserves for improvement in all areas of activity. The first steps must be taken towards the consumer. It is impossible to trust the consumer in the "cares" of the intermediary and it is unreasonable to leave the consumer alone with himself - he should be taken as comrades-in-arms, accomplices and seriously prepared for the perception of the product.

Fashion and quality are like symphonic music. They are polyphonic. As it is necessary to prepare the ear for the perception of a complex piece of music, so the mind is to evaluate the product. Shoes, clothes are not a simple commodity. They accumulate the high professional status of the manufacturer, his skill, the experience of generations. The buyer must be connected to the joint process not at the final moment of "money-goods", but somewhere in the technological process.

When a wave of protest against the construction and operation of nuclear power plants spread across Europe, the French opened access to those wishing to get acquainted with the operation of the nuclear power plant. They realized in time that it is difficult to convince with a word, it is necessary to give an opportunity to a person from the outside to see and decide. Schoolchildren went on excursions to the nuclear power plant, they were given meetings with experts, showing videos, and a specially developed program. And the work done was crowned with success. Doubters overcame the critical attitude, re-educated. Especially after they calculated with a calculator how much it would cost to shut down a nuclear power plant, who would benefit from re-profiling electricity production in a country that does not have hydrocarbons. The French have lived in a market economy for several centuries and have learned to value both personal wealth and national security.

Russian democrats of the late twentieth century took care of the human rights of the abstract, taken outside the homeland, and caused significant damage to patriotic feelings. In the 90s of the XX and the beginning of the XXI centuries. the Russian authorities condescendingly looked at the destruction of the image of the Soviet past, the active revival of pre-Soviet antiquity. Few people understood that any stone thrown into national history ends up in the national present and future. Who needed to "break the bond of times"? Those who wanted to change the situation on the market and make their own business on this. The buyer was convinced that everything that was domestic was no good, that it was necessary to buy something from abroad.

The formula "everything is bad!" has been known for a long time, and in times of trouble it works well. It would be pseudo-patriotic to assert: "Everything is fine with us!" However, the domestic manufacturer did not sew their products with a bastard. The approach should be differentiated. By

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replacing Russian products with Chinese ones with the help of advertising and a pricing policy, sellers did not so much deceive the buyer as undermined the position of the national manufacturer in the crisis, instead of rebuilding production in alliance with him and forming their own market.

The market is synonymous with competition. Competition is vital, but competition is always politics, and not only economic. The state has no right to be free from the market. First, the state is called upon to ensure national security and to express in everything that is done on the territory of the country, the interests of its people. Secondly, the Constitution of the Russian Federation says: "The Russian Federation is a social state." And the Russian government in the 1990s. she was not afraid of the market, she built the market just like that, because she herself was a part of this market. The authorities created the market for themselves, knowing about the fragility of their own and the market.

The change of leaders in Russian politics took place when the market fulfilled its political function: it illegally enriched the reformers and made the national producer an appendage of foreign production.

Changes in economic policy after 2018 are important steps, but after what has been done, it will take a long time to wait for positive changes. Economic science testifies that annual destructive actions are compensated by three years of creative activity. Apparently, it is no coincidence that promising programs have recently been built up to 2035.

1990s - time of missed opportunities. The reasons are primarily political. Twenty years later, a prospect appeared for the domestic manufacturer to form a market, which was absent in those dashing years. A trip to the existing market will be successful if it is taken "in the ticks" by the national manufacturer and the consumer prepared by the manufacturer. Routine advertising work, even under the professional supervision of a product manufacturer, will not solve the problem. The time is new and, albeit spontaneously, not professionally, slowly, with deviations, the consumer, who was kept without advertising in half-empty counters with a very meager choice, and then deceived with advertising, looks critically at what is happening.

The consumer is ripe for a serious relationship with the manufacturer. The last word. Producers have a responsibility to take the first steps towards a smart economy and lead consumers. It is not always clear what an "innovative solution", "intellectual capital" is? It is in our reflections - a new policy of the manufacturer in relations with the consumer, aimed at achieving mutual trust. The consumer must trust the producer, the producer - the sustainable choice of the consumer whom he has brought up.

The formation of a civilized market is one of the main tasks of the plan of measures for the

development of light industry for 2021 - 2025. Despite the well-known positive dynamics, the situation cannot be reversed. The market for domestic goods remains below 25%. More than 50% are counterfeit and contraband products. More than half of the sold garments, fur, outerwear and footwear are concentrated in the clothing markets.

The image of goods, their quality, as before, builds the clothing market. The clothing market is associated with gross violations, product substitution in stores. The lion's share of \$ 1.5 trillion is "spinning" in the clothing market. rubles. The market is "covered" by the authorities.

It will not be possible to overcome the hypertrophiedness of the market overnight, and how long the process of strengthening the status of the official domestic manufacturer on the market will take depends on a number of factors: political will, ensuring the consistency and vigor of the struggle (here it is possible to transfer the American practice of suppressing mafia structures without discussion); the size of investments - the state traditionally transfers them to non-budgetary organizations; development of the raw material base - back in 2006, the Ministry of Agriculture ordered to reflect in the departmental program urgent measures to combat the subcutaneous gadfly, prevent and rehabilitate cattle from hypodermatitis for 2007-2009, but how all this happens in our country is known: sheep breeding remains in a protracted crisis, hunting declined sharply, the cultivation of caged furs is minimized and continues to decline; stimulation of expert production remains on stamp paper; development of innovative activities and training of qualified personnel. Innovation activity in our time is due to investments in R&D - they are scanty. In such a difficult situation, an extraordinary solution can help, and it is, however, it was bypassed in state circulars.

Counterfeit and contraband products, which are often the same thing, have always been on the market and in assortment. The difference is that in Soviet times, the amount of illegal product depended on the rigidity of state control over illegal activities, and such rigidity did not irritate the West. Nobody tried to hinder us, on the contrary, they showed understanding. In 2020, like all the past 20 years, illegal immigrants in the clothing market openly establish their own rules. The preventive measures have been established so democratic that they can be neglected without prejudice to business.

The reason for the flourishing of illegal relations in the legal market is not the existence of criminal groups - they are in the consumers of counterfeit goods. And the current market will not allow the domestic manufacturer to develop. They will not share their customers voluntarily, and the power of the customer cannot be taken, it must be recruited, having become interested in domestic products. And here many questions arise:

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First, it is useless to enter a corrupt market with its competitive products. They will set their own price, they need to launder money received in other areas of business, also illegal, but more profitable. The enterprise is interested in working capital, i.e. is to quickly sell a product at a profitable, but not overpriced. State intervention is required.

Secondly, "there is no dispute about tastes, but tastes are brought up." Having changed the position of their products with the help of competent authorities on the market or by cooperating and opening their own sales market, domestic manufacturers have the opportunity to separate part of the buyer from the market masses and make this part their own, with a good prospect, without deceiving the consumer, to significantly increase the number of fans of Russian goods.

Specialists need to go to school, universities, technical schools, colleges, schools, organize meetings with interesting people, demonstrate products, production, open joint creative circles, hold contests, quizzes, disputes. It is necessary to disclose production. You will have to endure for some time, apparently, the diversion of funds will cause some decrease in economic indicators. Everyone knows: to jump further or higher, you need to retreat.

Surprisingly, there is no section in the industry development program aimed at forming their own consumer sector. The program is tailored to the patterns of the Soviet era, without taking into account modern realities, with the exception of an indication of the need to more actively involve private investment in the process, which is very difficult to implement in the current economic environment. The shadow economy is based on counterfeit goods, "gray" producers prefer to invest in customs in order to import smuggled goods. The most realistic is the formation of the stability of consumer interest in the manufactured products by adjusting the tastes of the buyer to it.

Orientation in long-term plans for the export of products is, in principle, the correct task. The goal setting, pushing the national boundaries of the market, contributes to the involvement of reserves, primarily intellectual ones. The authorities are trying to repeat the Japanese way of reviving industrial production.

Significantly lagging behind technologically the United States and Western Europe in the mid-1950s. Japan in the 1990s. pushed the Europeans out of the world market, having gone through four stages of production growth in 40 years. The revival began with the copying of world samples, in which the US and Canada helped the Japanese, right up to the provision of access to nuclear technology. Then there was the stage of independent development of products identical to world models in quality. In the mid-1970s. independent developments were already, in essence, at the level of the best goods, the Japanese learned how to make products of higher quality. By the 1990s.

Japanese goods have become global brands, and they have become equal to both the United States and Western Europe.

Japanese progress is quite specific, it is unlikely that this will be repeated anywhere on the scale of the "Japanese miracle". Japan was ideally in the right place at the right time, helped by world politics. Now, neither the Europeans nor the United States are organizing the most-favored-nation regime for anyone, not even Israel. Nevertheless, this scheme, at least in part, must be adopted, in particular, by manufacturers of consumer goods.

In Russia, there are good traditions, exclusive technologies that attract the custom-made consumer striving for originality and economy. For example, craftsmen from one of the regions of the Central Region brought products from nettle fiber, which have a proven healing effect, to the 2010 folk craft fair in Novosibirsk. Cedar fibers are used in the production of linen. In Western Europe, a cooling cycle has begun, snow, which was exotic for residents, is entering everyday life. Russia has a wealth of experience in the manufacture of ecological clothing and footwear for snowy winters; it is enough to give them a design familiar to Europeans in order to interest a Western buyer, or, perhaps, to hold back something modern, Russian. In a normal European market, the main thing is to register, then gain a foothold, including by setting up joint ventures.

At the same time, one should not tread in the footsteps of the Japanese. In Russia, everyone has enough of their own buyer. The interests of the domestic consumer should be prioritized. All of us, not without reason, hope that a better time lies ahead of us. Accordingly, changes in consumer ability will affect the status of the manufacturer.

The revival of interest in domestic goods will add optimism to domestic producers. It is only important that confidence does not develop into overconfidence. The recommendation of the classic of modern economic theory E. Deming, known as "E. Deming's chain reaction" (Figure 15), will help to avoid a fatal disease.

E. Deming initially tried to implement his approach to creating a quality economy in the United States, but failed. The reformer himself explained the reason for the failure as follows: "My initiatives were welcomed by engineers, heads of individual departments, but they were ignored by top management, who did not want to think and act in a new way."

E. Deming relied on the triumph of professional thinking, his natural desire for the new, coincided with the progressive movement. Developing the intellectual approach of his predecessor W. Shuhart, E. Deming linked four creative acts of thinking with a logical knot: observation, development of actions, implementation and analysis.

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The listed operations, which made up the "Deming cycle", unite the commonality of the personality's status, its innovative interest in the case. In fact, half a century before the first works on the

innovative economy, an American specialist presented the very concept of "innovativeness" as applied to the management of economic activity.

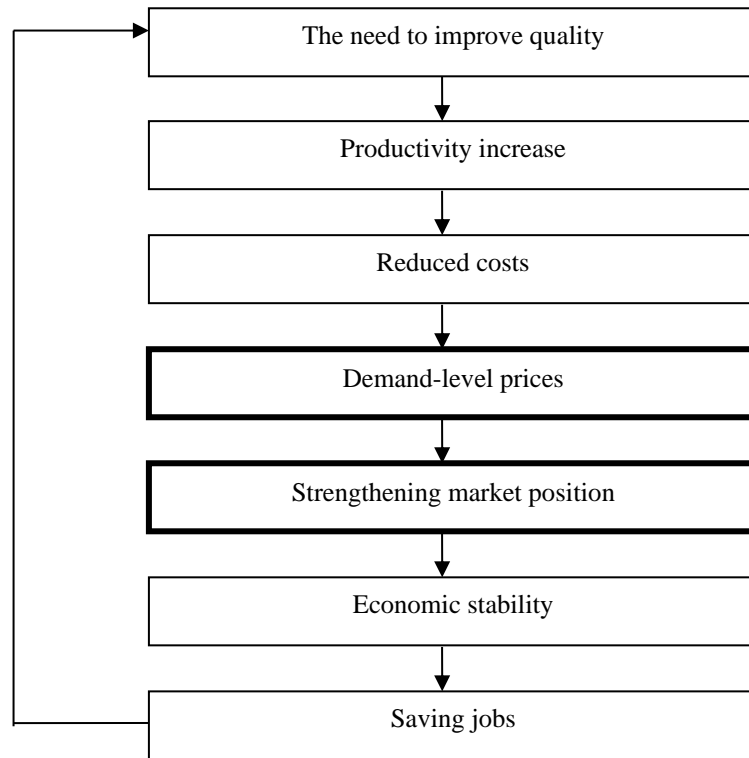


Figure 15. "Chain Reaction" by E. Deming

The basis of the content of this concept is formed by four sequential actions: professionally structured observation of situations, its monitoring - the beginning of the path of innovation, a very crucial moment of scientific knowledge - the description of the object; development of measures to improve - to positively change the situation, the main thing here is to organize the process in a new way, so that a motive appears that stimulates the performer; the next step is implementation and the final act is analysis, the purpose of which is to evaluate the results of implementation and gain experience to start the next round of the creative spiral.

Inviting E. Deming to Japan in 1950, the initiators of industrial restructuring tried to prepare well for the reform. They even made adjustments to the curriculum of technical universities. The course "How to Use Experimental Data" was introduced to all students of the Industrial Department of the University of Tokyo.

In a new time, you have to go with new ideas and, moreover, with programs, but there is always continuity in the process. The wise E. Deming foresaw what is always relevant - a reminder to the

management of all ranks about "difficulties and false starts."

Its one-sidedness should have long been recognized as a serious mistake in the methodological training of domestic specialists-managers and engineers in universities. Our professional education is traditionally focused on progress and innovation.

We clearly underestimate the warnings of experienced, recognized professionals about the impossibility of knowing everything and the need to be prepared for the most difficult circumstances of the case. The well-known Russian doctor puzzled journalists and specialists a lot with his answer to the standard question: "What should be a good doctor? He said: "A good doctor differs from a bad doctor in that he knows well how not to heal."

Professional training presupposes a thorough, demanded analysis of mistakes, miscalculations, shortcomings, in a word, negativity in all its manifestations. A specialist is not insured against shortcomings either with honors, or experience, or systematic study. This is not about eliminating negative consequences, but about their "quality" side and frequency. It is possible and necessary to fight

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against this; it is in this direction that the lessons of E. Deming are especially significant.

The most dangerous is the desire to go the beaten path. This path will eventually lead to a dead end. You need to learn not in order to do like everyone else. Learning means developing independence.

The theory of quality management in our universities is taught outside the "production - consumption" system, the course is conveniently reduced to the history of the problem and the quality management system, isolating it by the area of production. The consumer, the exploitation process, was located outside the main subject, presenting it as an infrastructure, without thinking about the fact that production is not self-sufficient, it is conditioned by consumption by other production, but, ultimately, any production is put out for consumption. The very word "production" is just the beginning of phrases: "production of services", "production of a product." The former can be read as "relationship production."

If production is "the production of relations (services)," then why do we argue about the quality of production in isolation from the subject of relations, opposing the manufacturer of the product or services? That other subject is the customer of services, products, therefore the quality of production is of no less interest to him than the manufacturer. The advantage of the manufacturer over the consumer is in professionalism, therefore, you need to spread your professional knowledge, involve in the circle of professional interests, problems, and the customer; seriously and for a long time to engage in his upbringing, leading away from "brainwashing" in market advertising. For two decades now, the youth consciousness has been under the pressure of "glamorous" fashion, which reigns supreme in everything: in TV shows, youth programs, TV series, weather forecasts, in programs designed for home life, in the performances of VIPs, "Stars", officials and deputies. One gets the impression that it is shameful and indecent to live differently. By the way, in the countries that we have to catch up with, life is not carried out in the style of "a la glamor". Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political reasons - to support the course of easing tensions in the relations of world leaders. Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political reasons - to support the course of easing tensions in the relations of world leaders. Popular in the USSR and in the Western world, Soviet international

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"Having learned about G. Rockefeller's consent," V. Zorin said, "we were more confused than happy. It seemed uncomfortable to go to the richest man in the United States in our suits and purchased shoes. Our American colleagues did not advise us to fuss, recommended to focus on the content side of the dialogue. But we thought differently, we were afraid to look unworthy, so we decided to rent costumes from fashionable couturiers for a day. Came to the meeting in advance, were received by the mayor at the appointed time.

Once again, we entered the office with the feeling that our equipment corresponded to the circumstances. We experienced a real inconvenience when the mayor came out to greet us in a simple work suit and ordinary shoes. And smiled at our sight. "

Where are the anti actions to ad perversions? Educational institutions, instead of turning into centers of aesthetic, business, and everyday education, themselves contribute to misinformation of the mass consumer.

Universities, according to their status, should actively cooperate with production and, together with production, carry out systematic, widespread work to educate consumer consciousness. Without such creative activity, the future of the domestic manufacturer of clothing and footwear looks similar to the present of the Russian car industry - we will become an application of Europe, we will lose the creative component, we will lose traditions and national characteristics. We should strive to sheathe not the whole world, like the Chinese, but our own, Russian, consumer. He is still able to appreciate the dignity of his fellow countrymen, but he must not be left to his own devices.

E. Deming paid special attention to the socio-psychological support of the organization of production. Our today's specialists are looking for the keys to success only in technology and statistics.

E. Deming's concept of "difficulty" and "false starts" are psychologically loaded. The talented economist E. Deming was experienced in spheres related to economic activity - psychological and social. He presented production management in a broad, complex context. Most of today's managers are one-dimensional. Hence the constant failures in management. E. Deming attributed to the "difficulties":

- expectation of results from work in the field of quality improvement in the shortest possible time, which is typical for highly specialized training - a surrogate for professionalism. Quality is the state of the essence of a process, product, management. The

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essence differs from the phenomenon precisely by its stability. Quality is not a quantity that can be reduced at once, and sometimes even increased. Quality loses and gains itself in the process. It takes time and, of course, equivalent tasks to train specialists;

- the opinion that mechanization, automation and computerization will help make a breakthrough in the field of product quality. This opinion is again a defect in the training of a specialist, a limited professional culture. The quality of the product, and in the general sense - "boots are clothes for the feet", and in the particular sense - the quality of shoes as a set of certain properties of boots, is a matter of human creativity. Boots are not harvested on a tree - in the workshop, boots are sewn by specialists according to models developed by related specialists from leather that was made by other specialists. Only at the beginning of the product's production chain are we able to detect the presence of a natural phenomenon of nature - the skin of an animal. Technology in any form (outdated, modern, future) was, is and will forever remain a means of labor, created by man and launched (or not launched) by him into production. Technique allows you to make products of a certain quality, gives stability to the quality of the product - and that's it! Let's repeat: the quality of a product is created by a specialist, it is a product of his activity. It is not technology that creates quality. Hence, E. Deming's warning follows: do not expect a breakthrough in the field of quality from a technique;

- neglect of the actions necessary for the successful implementation of the quality improvement program. Another confirmation of the importance of the humanitarian development of a specialist's personality, which top managers in the vocational education system do not want to hear about. S.P. Tymoshenko wrote that in US universities the humanitarian component is at the level of 20-25%. In England, it is approaching a third. Savings on liberal arts education result in large losses in specialized training. The place of dialectical thinking is taken not even by the formal-logical, but by the defective-everyday, based on the "kondovaya" phrase "maybe it will work out, it will carry". Why was the historical thought "We wanted the best, it turned out as always" by the former Prime Minister of the Russian Federation? Because they managed as they could, and not as they should, unprofessionally.

First, you need to carefully study what was and how it was, so as not to step on the old rake again.

Second, to thoroughly, comprehensively understand the essence of the matter, its infrastructure and relations, including the analysis of macroeconomic dynamics.

Thirdly, the starting point should be the practical expression of the concept, but the very concept of "practical value" is important to interpret not narrowly pragmatically.

And finally, the last fourth: the truth is always specific and unambiguous.

In a big business, unimportant little things happen only to those who approach it unprofessionally. Everything matters here. The concept of "quality of raw materials" includes organoleptic characteristics, age, storage and transportation conditions on equal terms. One has only to try to rank them, as a series of non-persistent "little things" and the quality goes into substandard. Unwittingly, we are forced to return to the beginning and highlight the relevance of technical regulation of the quality of goods and services, as well as their production.

Quality management began more than a century ago with primitive actions and taking into account the little things. G. Ford Jr., A. Sloan, F. Taylor and A. Foyle - different people were united by a common attitude to the details of production. They, like everyone else, naturally recognized them, however, unlike everyone else, they did not disdain them. Spontaneously, they understood that the essential is not born by itself, it arises in the insignificant, the big grows out of the small, the necessary arises at the crossroads of the accidental. Quality cannot be carved out of quantity, but in order to obtain the desired quality, you need the required quantity. A measure is formed from the quantity - "quality quantity".

In the presence of "quality quantity", i.e. measures, we can already make the appropriate quality. The Bible states: "In the beginning was the word, and this word was with God, and the word was - God." In the theory of quality, the beginning seems to be different: "First, quantity is required: funds, specialists, ideas, etc." Therefore, Ford's quest for quality began with economy; with Taylor and Foyle, at the organizational level. And the main problem at that time, perhaps not yet so obvious, was the "scissors" in the relationship between quality and quantity.

Let us explain: the economic effect is manifested not in an abstract, pure quantity, although it is potentially embedded in it, but in a realized quantity, similar to demand.

Abstractly taken demand is a more psychological and less economic category. In the economic aspect, demand takes on the significance of a factor when it is provided either by purchasing power or by the calculating ability to obtain a loan.

The manufacturer must strive not to create quality. Its goal is production efficiency. The quality of everything on everything is a means of achieving efficiency, a spoon, a bait in the understanding of a fisherman. You can get a product that is modern in quality and go bankrupt, because you will not be able to sell the product at a profit. The market will not accept him.

Quality in an economic application is a concept that is correlated with efficiency and does not coincide

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with it, as many think. Quality management, including the development of technical standards, regulation with their help, involves modeling the filtration of ideas, plans through the "gateway" of quality goods to the vastness of the market. Will open or slightly open up the market to innovations access to mass demand.

K. Ishikawa came up with a "circle of quality", suggested diagrams "cause - effect". The idea of the Japanese specialist is extremely simple: it is necessary to involve the entire team of the enterprise in quality management. The totality of participation is a guarantee of the quality of production. K. Ishikawa's concept was embodied in the history of Toyota. B.S. Alyoshin argued that "it was at this phase of quality assurance that quality management in its modern sense was formed".

K. Ishikawa, thanks to the involvement of all those involved in production in the process of creating high-quality products, managed to remove "the contradiction between improving quality and increasing production efficiency in its previous forms." Practically in all countries with a high average income of the population, the consumer began to receive goods and services of high quality at an affordable price, bringing a number of European countries, Canada, the United States, and some Arab states closer to the "consumer society". The "miracle" that was born in Japan, like all the previous miracles of the economy, turned out to be short-lived, which once again confirmed the position of skeptics: "Miracles do not happen! There are ups and downs. "

Any "miracle" is a success acquired by a concrete historical situation, and flourishing within the boundaries of its time. Features of historical time contribute to the birth of "miracles", they also determine the miraculous limits.

Let us turn again to B.S. Alyoshin: "The concept of standardized quality, according to which a quality product is understood as a product, the requirements for which were determined and fixed in the standards by the manufacturer, and the consumer has the right to either buy the proposed product or reject it, has led to an aggravation of the contradiction between quality and efficiency in a new form, with the error in determining the needs of consumers when products that are suitable, from the point of view of manufacturers, enter the market, the costs are extremely high. "

K. Ishikawa closed the concept of "quality" to those who produce it. Those for whom the product was designed were left out of work. They were not interested in their opinion. The isolation argument is impressive: consumers are not aware, they are not specialists. K. Ishikawa did not consider systematically the main relationship in the economy "producer - consumer". Once they were in one person, they were opposed by commodity production. It arose as an alienation of the personality's abilities, bifurcating it not conditionally, but physically, but the

personality at the same time remained in both hypostases: producer and consumer. The proportions of the hypostases have changed and continue to change. However, their essence is a dialectical opposition, which does not allow to exist without each other, and this must be reckoned with.

The consumer is a partner in the quality of the product. The division of labor separated the consumer from professional knowledge, the skill of the manufacturer, opposed them, but did not divide them so that they could not depend on each other. They are still a unified socio-economic entity.

Modern economics shows that the manufacturer, opposing himself to the consumer, has turned the arrow of his movement to a dead end. It is necessary to tackle the return of the consumer to mutual understanding, for which, first of all, it is necessary to reduce the distance in the professional aspect of relations - to educate and educate in the consumer the subject, not passive, outside, casual, but a partner in a common cause.

In the latest economic policy, technical regulation is one of the main conditions for achieving quality standards. It allows balancing the relationship of centrifugal and centripetal forces in the development of production, democratizing production management and, at the same time, preventing it from slipping into self-production, i.e. autonomous self-sufficient production. A system will disintegrate if its constituents decide that they are the system themselves. Democracy and arbitrariness are incompatible phenomena. Freedom in a democratic interpretation is reasonable only when it is freedom to act both in one's own interests and in the interests of the system. Control can be in the form of self-control and in the form of centralized activity, but it must take place in the interests of democracy, which in our context means the interests of the consumer.

The essence of our position lies in a new perspective of perception in the management of the quality of consumer goods - consumer interest, more precisely, in the transformation of a consumer from a buyer into a producer. As long as the consumer is left to himself, self-formed in the market environment perverted by an unscrupulous manufacturer and advertising unregulated responsibility, he is a statistical value for a responsible manufacturer.

All plans of the manufacturer are based on statistical models, more or less indicative of the national economy, but not on the average capabilities of the enterprise. In order to replace virtual, speculative landmarks in planning with real, much more viable ones, it is necessary to lead the consumer out of the zone of unlikely certainty into the space of cooperation, which gives a much more probabilistic forecast. From a spontaneous, opposing, divided by a "counter" subject, it is necessary to turn him into an accomplice through education and enlightenment of consciousness.

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The trouble of our present state is not in the Chinese commodity expansion (the Chinese have filled both the United States and half of the world with their specific goods), but that we have left the consumer at the mercy of intermediaries.

Formally, this alienation looked quite logical and attractive: "To each his own!" The shoemaker sews what he has to do - boots, shoes, sneakers, etc.; the merchant is busy with his business - the sale of goods; advertising has its profit by helping the merchant.

In reality, however, the manufacturer found himself in isolation, submitting not to the market, but to market speculators and those who serve them. The market is a relationship within the "producer - consumer" system. Anything built in between them breaks their natural relationship. Leading European manufacturers do not allow themselves to supply products to our market. They enter the market themselves, with their own network of specialized stores, which are under strict control and carry out independent advertising work with the consumer. By replacing "consumer" with "buyer", enterprises form an uncertain perspective. The producer has a consumer, not a buyer, by his dialectical opposite. The consumer also needs to be connected to the problem of technical regulation: to teach him industrial literacy, educate, educate.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the social economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A separate author, no matter how knowledgeable and authoritative he may be, is forced by the nature of the circumstances to explain not only his point of view on the problem under study, but to talk about how colleagues "see" this problem, to present someone else's view of the order of things, to transform in the process of the declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker like G. Hegel sinned, willingly or unwillingly substituting opponents, to make it easier to criticize them. This work presents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, who often darken creative relationships.

The quality is "written by nature" to be at all times in the epicenter of both scientific and amateurish reflections. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed

at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections of the quality problem in creative thinking, an appropriate schedule is built, reflecting the relevance and profitability of activities aimed at the development of production.

The quality of an activity is the final criterion of its individual, collective and national status. It is in the quality that the energy of creation is accumulated. The quality of activity indicates how much we have penetrated into the essence of things, learned to manage things, change their properties, form, forcing us to serve a person without significant damage to nature. Quality allows you to see the person himself from new perspectives, to pay tribute to his talent, will, and professionalism. Research carried out 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 is accounted for by natural resources and production structure. A quality-oriented strategy is undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and a more complete all-round satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities," no one openly and officially dared to cancel the communist ideal, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by both the inner forces of active consciousness and external life factors. The highest function of consciousness is cognitive. Learning about nature, we discover its qualities, state of quality, quality levels, embodying new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems 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 the systemic sense - temporary, conditional. The main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands 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, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, which is not focused on such goods and services for which the market is in demand." Try to argue with him.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in

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consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The consumer realized the need to pay for the advantage of quality services and products. Prominent economists unequivocally declare that an increase in the quality of goods is not causally related to an increase in prices. Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management.

And I would also like to draw your attention to one phenomenon that usually escapes in the troubled bustle of the economy - the historicity of the economy. The economy has not always been the way we perceive it now and will not remain forever. Economic life changes in time, which forces us to tune in not its changing being. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, aggressively pushing social programs to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security, fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the fittest survives," the "social-production partnership" will replace - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs. The "lean" economy will focus on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be ready for the coming events.

Conclusion

The validity of the main provisions, conclusions and recommendations formulated in the monograph is confirmed by the use of simulation methods and research tools that correspond to the current state of science. To achieve this goal, namely, to ensure the competitiveness of footwear produced in the regions

of the two districts, the effectiveness of the use of innovative technological processes, modern technologies, mathematical models, applied software packages, theories of synergy, network cooperation, is considered. outlines the concept of import substitution of light industry products through the competitiveness of enterprises and through the competitiveness of products, ensuring their relevance, attractiveness and pretentiousness in order to create the preconditions for sustainable demand among consumers in the regions of the Southern Federal District and the North Caucasus Federal District. This is possible if manufacturers ensure the demand for products based on assortment policies while socially protecting consumers' interests, guaranteeing them a stable financial position, price niche and a policy of effective cash flow, creating enterprises to obtain stable technical and economic indicators.

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

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

Forming import substitution, regional and municipal authorities, supporting the heads of enterprises in the implementation of their tasks and filling the markets with products that are in demand, especially for children and socially vulnerable groups of the population of these regions, they - these very authorities - will directly implement their promises to

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voters expressed by them. and create confidence among the population of these regions in their future,

which, ultimately, will provide the population of small and medium-sized cities with a decent life.

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Article



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CONSENSUS OMNIUM - THE BASIS FOR THE PRODUCTION OF PREFERRED AND PRIORITY PRODUCTS FOR CONSUMERS IN THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE SCF

Abstract: *in the article, the authors argue that production management, including standardization, must be carefully prepared with maximum reliance on the reserves of the professional culture of specialists, but it is advisable to entrust the dynamics of running production management to technical programs and tools. So everything will be more reliable. But technical management has its weaknesses. Among them: a high level of energy dependence, computer security is not absolute, the requirements for the personal abilities of specialists in conditions of personal and team responsibility are increased, sometimes even exclusive. Problems in production are usually created by people, but it is in the absence of qualified specialists that the most serious problems arise. Technical standardized management is not a panacea.*

The authors formulated the rules of standardization. There are two main ones, in their opinion. First: standardization should be carried out in three directions, linking them into a complex - to determine the standard of the product within its functional purpose, taking into account a broad understanding of the safety of use; regulate the production process and form a consumer attitude to the product. The consumer is a full-fledged participant in standardization. Without the consumer's due interest in the product, the product will not be in demand on the scale necessary for its sustainable production and sale.

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

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Introduction

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The destruction of small 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, non-Ardeltans, Cro-Magnons, the Altaic form of homo sapiens, and probably 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 lies in the fact that, by 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 determine 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 of prehuman 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 relationships 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 a 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 and 1930s 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 technological 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 21st century has sharpened the scientific, philosophical and practical interest in competition. The scale, content, forms and significance of competition have put it among the global problems of

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human development with one important clarification: it is not humanity itself that benefits from achievements in the competitive struggle, but individual subjects of human activity, starting with the personality of the performer and manager, and up to those states in whose interests they work. Therefore, the organization of effective participation in competition should be considered as a leading indicator of professional competence, spiritual maturity and political consciousness, bearing in mind, of course, economic policy.

A special place in this struggle, there is no other way to call it, is occupied by the mood of self-consciousness, the system-forming factor of which is professional culture. If human capital determines the growth of production, then the quality of education lays the foundation of human capital. Competences are not effective on their own, they are valid when they are formed as the needs of an individual, developed diversified and in harmony with their own, national and universal interests.

The formula for the harmony of the interests of the individual is extremely simple. It was discovered 2500 years ago by Confucius, and clarified by I. Kant, giving a rational look "the other person should not be a means for you." Summing up the thoughts of our great ancestors, let's say: the only reliable effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to the production in general and consumer goods, in particular, the conclusion is even more simplified to the creation of technical, economic and humanitarian (sociocultural and psychological) conditions in a specific production, aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs.

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

The success of critics of the Soviet system of management of the national economy, on the wave of which they tried to put an end to socialist gains in the field of planning, was largely the result of elementary pseudoscientific speculation in the content of basic concepts, successfully superimposed on the provoked objective difficulties and the low level of mass economic and political thinking - the habit of waiting "instructions from above", hopes for the prudence of statesmen. The 1990s will go down in national history not only as a time of another political turmoil, a socio-economic crisis, but also as a test of national self-consciousness, a harsh time of its purification from

various kinds of temptations. You need to rely solely on yourself. Everyone who is in the West, East, South of Russia should have the status of partners in solving global challenges, it is not reasonable to ignore the experience of others, but you need to follow the common path in your own way. You can only believe in yourself, regularly checking the achievements with the direction and development plans, this is the strategic postulate.

As for the practical course of implementing the political strategy, the situation has also become clearer here. Without planning, there is no sustainability in development. It is necessary to understand the multidimensionality and scope of planning. The organization of production in all its scales requires planning. Socialism and capitalism should not be seen as alternatives to social progress, but as different systems for planning socio-economic development.

Socialism cannot be historically one-dimensional, since it is historically prepared and must absorb the national specifics of development, and capitalism is just as diverse. Socialism and capitalism have a common production platform, they demand the industrialization of the economy. K. Marx and F. Engels considered socialism as a solution to the contradictions of an industrially developed economy. It is possible to deny planning as a tool of socio-economic development only in one case, when the content of the concept of "planning" is distorted.

The modern world economy has a global, more precisely, an integrated look, thanks to the fact that it has become industrial by the third millennium. Along with industrialization, the inconsistency of the organization of production and the forms of its sustainability were revealed. Hence the permanence of crisis phenomena. The elevation of competition and freedom of the market to the absolute led to the fact that they ceased to reckon with the magnitude of the losses from the struggle of all against all. Japan, borrowing the specifics of the socialist practice of the Soviet Union, countered the ideal of competitive struggle for survival with the principle of participatory management. Japanese analysts rightly identified the advantages of consolidation in creativity over the desire to defeat a competitor at any cost. Participation does not negate the importance of competition, it gives competition a cultural expression,

Competition in the field of activity is a refined form of the struggle for survival. It is regulated by law, but the moral value of the social organization of human life is suppressed in it. Competition in the absence of dominance in solidarity relations inevitably leads to disunity, conflict and, as a result, to the strengthening of the functions of law due to the weakening of the position of morality.

Physics recognizes four forces: electromagnetic, gravitational, strong and weak interaction. By analogy with nature in modern social life, one can also

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distinguish between strong and weak interactions. Strong - provides morality.

The fact that moral interaction is really strong is confirmed by the way it is maintained - self-control of the consciousness of the individual and all group subjects that form society. The weakness of the legal interaction of social subjects among themselves and with society as a whole requires the organization and functioning of a special state institution. Neanderthal man, like the Cro-Magnon man, was already intelligent and socialized, moreover, in physical status he had more strength, but he could not stand the competition and died out. One of the versions of anthropologists claims that the weak link of the Neanderthal was his lack of communication skills. Social relations should serve the greatest possible realization of the potential of homo sapiens. Competition in the economy reproduces subjective originality, in particular, the originality of personality, and, in a certain sense,

All outstanding scientific economists of the 19th century were noted in the history of philosophical thought. This fact is indicative. It illustrates the specifics of economic science. Its subject is the processes on which the personal and social life of a person is based. The attempts of liberal economists to isolate economic activity and oppose it to political activity are nothing but the desire to take capitalism beyond the limits of their own understanding of social progress in the recent past - to stop social history at its bourgeois level.

Neoliberal ideologues refuse to support the logic of a democratic approach to understanding history. When the democratic movement was taking shape in England and France, its founders saw capitalism as a way to resolve social and political contradictions. Feudalism has exhausted its historical resources, the democrats argued, and must give way to a social system that is more historically dynamic and more capable of meeting social demands. Bourgeois society, following this pattern, will also become obsolete over time, but in the old feudal tradition it will cling to the lost right to present a social perspective.

It is easy to see that propaganda uses the terms "capitalism", "bourgeois society" less and less often, replacing them with "industrial", "new industrial", "post-industrial", "technotronic", "information" societies. The concept of "mode of production" is simplified in liberal interests to a "form of organization of production", and political economy is minimized into economics. The purpose of such a transformation is to transfer economic thinking to the level of technical concepts, which will simplify economic methodology, limiting ourselves to mathematical calculations and models.

The main thing is to remove the burden of political responsibility from economic theory, to separate economic reflection from state concerns.

Relations of ownership and distribution are camouflaged, their disproportions are transferred to the section of technical problems. The meaning of the outstanding achievements of economic science is distorted. Thus, A. Smith's substantiation of the need for freedom for subjects of production activity boils down to freedom of competition, while the Scottish scientist also had in mind the freedom of cooperation for producers, which is especially significant in relation to small and medium-sized commodity production. Cooperation develops economic planning.

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

The theory of control in its general form was formed by the end of the 1950s, when, after numerous experiments using differential equations and the calculus of variations, modifications of classical theories and methods, it was discovered that the seemingly different problems of engineering activity and economic changes have a common mathematical description. Management as a specific subject-oriented activity implies the need for a high level of organization of the process, which is impossible without the inclusion of planning based on scientific calculations in the activity.

The problem here is not at all Hamletian: "to be or not to be!?" Problem: how to plan? At a time when the producers were artisans and guild organizations, production was characterized by piecework, so everyone planned according to their capabilities, planning was not among the urgent problems. The situation changed radically with the Industrial Revolution. Production has become mass, the time has come for a competitive struggle for the market for raw materials, sales, and labor.

Reflecting the changes that have taken place, planning has changed in all its modes of operation and forms of manifestation. Hence the differences in attitudes towards planning among producers and in economic theory, which is going through a difficult time in its history. Bulgakov's professor Preobrazhensky taught that revolutions, in order to be successful, must begin and mature in people's heads. The writer's observations confirmed the events of the 21st century crises.

Even before the latest crises, critical researchers were uncomfortable, they came close to understanding that economic recessions, recessions that significantly hinder social progress, are not caused by external factors: financial adventures, political and military conflicts, infectious pandemics. Their reasons are in the contradictions of the production itself, in particular, the inefficiency of management, opportunism caused by political

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considerations that run counter to the laws of the economy. An unmeasured number of Nobel laureates among economists, approaching the number of physicists who have developed a modern scientific picture of nature, only once again convinces of the stability of the crisis in economic theory.

The many times increased interest in Europe to K. Marx's "Capital" demonstrates disappointment in the research talent of contemporary economists. Europeans are not embarrassed that the scientific analysis of A. Smith, D. Ricardo, K. Marx, J. St. Mill, was carried out within the boundaries of the requirements of the classical period in the history of science, which replaced the non-classical, giving way to the post-non-classical. The essence is not in the names, it is in the changing ideas about the specifics of scientific knowledge.

Scientific knowledge is fixed in theory, but not every theory has the quality of scientificity. The development of science is, from the methodological and epistemological points of view, a change in the rules for achieving the quality of the cognitive process. "... The growth of scientific knowledge, wrote one of the most authoritative experts in the field of epistemology K. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. I am inclined to say even more: from Plato to Descartes, Leibniz, Kant, Duhem and Poincare, from Bacon, Hobbes and Locke to Hume, Mill and Russell, the development of the theory of knowledge was inspired by the hope that it would help us not only to learn something about knowledge but also to make a certain contribution to the progress of knowledge.

The German specialist drew attention to an important change in the vector of movement of scientific and philosophical knowledge. In the initial period of the history of science and philosophy, when a scientist and philosopher most often acted in one person, there was a belief that the subject of study were objects of interest, or that knowledge about them that had already been obtained in experience - ideas, images, concepts. With Berkeley, Hume came a new interpretation: in order to achieve the objectivity and significance of knowledge, it is necessary to investigate not thoughts, opinions, views, but logical signs of judgments, statements and sentences. K. Popper commented on this shift of interest as follows: "I am ready to admit that this replacement of Locke's "new method of ideas" with the "new method of words" was an undeniable progress, and it was urgently needed in its time." However K. Popper refused to recognize the "new method of ideas" as the main method of epistemology, explaining his opinion by the one-sidedness and vulnerability of its use. We were forced to recall the thoughts of K. Popper by the

following consideration: the classics of political economy began with a real-life subject, trying to discover its stable characteristics, developed concepts that reflected these features, tried to "glue" them into a system that describes the change in the state of the object of study, ran into contradictions of ideas and reality, discussed, based on the real practice of the analyzed phenomenon. They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism. the classics of political economy began with a real-life subject, seeking to discover its stable characteristics, developed concepts that reflected these features, tried to "glue" them together into a system that describes the change in the state of the object of study, ran into contradictions between ideas and reality, discussed based on the real practice of the analyzed phenomenon. They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism. the classics of political economy began with a real-life subject, seeking to discover its stable characteristics, developed concepts that reflected these features, tried to "glue" them together into a system that describes the change in the state of the object of study, ran into contradictions between ideas and reality, discussed based on the real practice of the analyzed phenomenon. They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism.

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

Economic theory, which is connected with the activities of social subjects, began to lose the need for objectivity and therefore moved from the position of analyzing ideas to analyzing the forms of their expression. The methodological equipment of economic analysis has also changed. Quantitative analysis has supplanted the quality of scientific synthesis of primary information. Conceptual analysis has been replaced by linguistic exercises and semantic studies under the plausible pretext of overcoming the ambiguity of concepts. In no science has so many new terms appeared as in economic theory.

The formation of new words is a natural phenomenon for science, but in each case, the legitimacy of neologisms is needed. Physicists, mathematicians, chemists, as a rule, manage with the accumulated stock of verbal expression of concepts. In economic theory, there is a kind of competition - who will come up with a new word more and faster, so the description of real phenomena is not

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concretized, but blurred, complicating the understanding of the subject.

The concept of "planning" generalizes the functioning of economic entities, the scale of its movement, and much more. Planning can be within a single enterprise, then it is not a political element of control - it is determined by management based on the economic situation; branch, on this scale it already has signs of a political phenomenon. Planning is divided into directive - mandatory and indicative, that is, conditional, allowing you to count on preferences. Distinguish between current and long-term planning. But, regardless of the nature, planning is a universal management tool in the systemic organization of activities - cognitive, practical, synthetic.

F. de P. Hanika - Professor at the University of Khartoum, taught a course at Cambridge. In the book "New Ideas in Management", using the example of financial estimates, he identifies three main points in resource management, and in all planning comes first. Moreover, he begins the final chapter "Analysis of operations" with "Improving control technology" and concludes: "A group of new methods based on network analysis and applied in the planning and control of complex projects is developing rapidly."

On the crest of the wave of scientific and technological revolution in 1967 in the USA, the well-known analyst and government official J. Galbraith publishes the monograph "The New Industrial Society". A rare fact testifies to the interest in the views of a specialist: just two years later, Galbraith's book was translated and republished in the USSR with a foreword by N.N. Inozemtseva, CM. Menshikov and A.G. Mileikovskiy.

The reflections of J. Galbraith are still interesting and relevant, therefore, in the context of our preface, we will give fragments of his text selectively, but relatively completely. J. Galbraith stated: "Of all the words in the businessman's lexicon, such words as planning, state support and socialism are the least pleasing to his ear. A discussion of the likelihood of these phenomena occurring in the future would lead to the realization of the amazing extent to which they have already become facts. It would also not go without stating the fact that these terrible things arose at least with the tacit consent of the industrial system or as a result of the fact that she herself needed them.

J. Galbraith sees the future not in confrontation, but in convergence: "Thinking about the future, the scientist wrote, one would also reveal the importance of the trend towards convergence of industrial societies, no matter how different their national or ideological claims may be. We mean convergence due to a roughly similar system of planning and organization. Convergence is associated, first of all, with the large scale of modern production, with large capital investments, advanced technology and complex organization as the most important consequence of these factors. All this requires control

over prices and, as far as possible, control over what is bought at these prices. In other words, the market must be replaced by planning.... Large-scale industrial production requires so that the supreme power of the market and the consumer be largely eliminated." Further, J. Galbraith makes an even more imperative conclusion: "The ability to regulate aggregate demand is not inherent in the industrial system - the ability to provide purchasing power sufficient to absorb everything that it produces. Therefore, it relies on the state in this area." The economic policy of the government of Boris N. Yeltsin was determined not by the international experience of political and economic reforms, but by the circle of liberal advisers from the United States who went bankrupt in their own country. Anyone who happened to listen to Gaidar's speeches in justification of the economic redistribution of society was steadily surprised by their terminological richness and obscure effect. Gaidar was aware of the adventurism of the economic program, its grave consequences for the people and national history.

It was no coincidence that J. Galbraith devoted a separate chapter to education and emancipation, reminding university professors of their professional responsibility for the social consequences of their inaction. Vocational education, by its systemic position, should form in specialists an understanding of the essence of economic and political processes. It is dangerous to replace education with enlightenment and training, it is designed to create conditions for the formation of a person's worldview position: "Not a single intellectual, not a single artist, not a single teacher, not a single scientist has the right to afford the luxury of doubting his responsibility. No one, except for them, can take on the protection of goals that are essential for our time," concluded the American politician, who is concerned about the fate of the world.

The social and cultural aspects of planning go through the entire history of improving the quality management system for production and manufactured goods. It is easy to see how the scale of the approach to quality planning has changed from the first experiments of F. Taylor, A. Fayol, G. Ford - Jr. and A. Sloan through A. Maslow's needs research, V. Shewhart's proposals, E. Deming's management program, K. Ishikawa's additions, to I. Juran's recommendations, F. Crosby, A. Feigenbaum and the achievements of Soviet specialists. In the history of quality management, the significance of two factors has become clearer than in the rest: firstly, the dependence of quality on the perfection of planning, and secondly, the need to consider planning not only in a technological aspect, but also in a broad sociocultural one, in order to involve the entire spirituality in production activities. - the physical potential of the individual.

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

We have already noted the stable connection of the leading political economists with philosophy at a time of intense bourgeois progress. This progress was contradictory, unevenly distributed, but it was, because there was a philosophy of bourgeois development. Economic science relied on philosophical methodology and scientific discoveries. The leader of the progress was industrial capital, focused on the construction of real production capacities, the use of scientific and technological achievements. In the twentieth century, capitalism has changed significantly, its ideologists have lost their former confidence in a prosperous future. Rational thinking was supplanted by empiricism, and with it came utilitarianism in its most primitive expression. The result of the reorientation was a spiritual crisis, marked by all outstanding thinkers - K. Jaspers, M. Heidegger, Z. Freud, P. Sorokin, K. Popper, B. Russell.

Planning has an ideological scale; it is a function of intelligence, which has taken shape in human consciousness. We repeat: such fundamental features of consciousness as the ability to abstract and generalize, combined with the anticipatory reflection of changes in reality, intersect precisely in the need to plan activities. Otherwise, the knowledge of the patterns of change, the delayed effect of the actual action lose their meaning.

Planning can also be understood as the realization of freedom of activity. The question: what kind of planning ensures the effectiveness of activities is solved in theory, but the reality of planning is determined by politics, and politics only partially coincides with logical necessity. If politicians really strive to make the development of production high-quality and efficient, then they must expand planning on a total scale, find a balance in the structure of investments, thinking, first of all, about activating human potential. In order for human capital to work and become profitable, its corresponding accumulations are needed. This is the law of normal

capitalism. There are examples of the implementation of an economic policy focused on the systematic development of the human factor. Let us refer to the Chinese modification of the principle of inclusiveness developed by D. Acemoglu and J. Robinson. The Chinese concretized the ideas of the authors of the project in ways to achieve common goals: putting forward the development of human resources as a priority; focus on achieving full employment; professional development of employees, social security and sustainability of promotion, which guarantees small towns in the regions of the Southern Federal District and the North Caucasus Federal District to reduce the migration of the population located in these regions, we consider it justified to focus on the analysis of planning experience, the reasons and conditions for the efficiency of production development, depending on which planning should be a locomotive progress in the real sector of the economy of these enterprises located in small towns. Theoretical research is combined with a critical analysis of specific practical results.

Main part

The history of the market has evolved as the relationship of two movements. One of them determined the spread of the market, the other - its development. Both acted in a common direction - they gave stability to the market, ensuring through the stability of the market the progress of production. The growth of the market was a consequence of the division of labor and an increase in its productivity, which led to a decrease in cost, prices and opened up the availability of goods to consumers. The development of the market went at the expense of the quality of goods and eventually found its continuation in the policy of production quality management through the improvement of organization and standardization.

After, saving capitalism, economic science abandoned its political function, reduced the methodological and ontological base, trying to get out by activating the mathematical apparatus, the fundamental concepts that support scientific knowledge ended up in the economic archive.

The modern history of economics began in the minds of well-known thinkers of a philosophical cast. Classical political economy was developed not so much by economists as by philosophers: Sismondi, Smith, Ricardo, Hume, Marx, Mill. They adhered to different philosophical concepts, but were unanimous in understanding that the birth of science, the quality of scientific knowledge is primarily due to methodology - general scientific and specific to each science due to its ontological originality.

The rejection of the political component in economic theory is explained by the need to achieve true freedom in cognition, independence of scientific thinking. The truth is that through political analysis,

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and only in this way, it is possible to give economic analysis a system-historical character. History shows that social progress was carried out on an economic basis, thanks to a regular change in the methods of production.

When the time came for the bourgeois method to replace the feudal, permanent market, to replace the seasonal fairs, making them their private form, the freedom fighters began to glorify democracy in unison, to prove the historical legitimacy of the arrival of a new economic, social and political order. Now, the natural process of changing the economic order has been silently silenced. On the contrary, attempts are being made to turn the historicism of development back into the past, presenting the recognition of its truth as limited in time, valid only until the period of the formation of capitalism. The reserves of capitalism are quite sufficient to overcome time limits.

In order to perpetuate capitalism, it was divided on a particular basis - the industrial form of production. Even under capitalism, history enters a post-industrial formation, which will remain forever, and all other manipulations with its definitions will not go beyond the post-industrial stage of history, whatever you call it, a technotronic society, information, general welfare, digital.

We specifically focused on the analysis of bourgeois philosophical thought, designed to identify the history of the future with the history of bourgeois society, in order to reveal the nature of the replacement of the methodology of economic analysis with statistical and probabilistic calculations, economic science with financial analysis, and show what this substitution leads to. Particular scientific methodology is the most important component of scientific knowledge and creativity, but its significance is revealed in a more general context developed by epistemology. Scientific and scientific-technical creativity is subordinated to the system of philosophical knowledge and design. It is a concretization of the ascent of knowledge from the abstract to the concrete, the process of filling the movement of thought with content that reflects the subject matter of scientific and engineering thinking. It is this mindset that is associated with the concept of quality.

The development of production, the improvement of the market, the organization of distribution and disposal - all this is subject to the solution of the problem of quality. Entering the world market in 1970-80 and striving to win a worthy place for themselves there for the next ascent, Japanese scientists and engineers relied on the total - system - value of quality. They considered quality precisely as a system of the most essential properties of production, requiring the mobilization of the national potential of spirituality: education, upbringing, citizenship, concentration of scientific and engineering thought. Quality has become a symbol of

Japan's return to the community of world powers. The Japanese did not look for symbols among historical figures, monuments, nature, creative achievements, they were not tormented by the search for a national idea. They locked their future in quality and won over the course of one to a decade and a half, having squeezed out the most technologically complex sectors of the market from the Americans - automotive, electronics and, to some extent, textiles. Japanese managers understood quality in two perspectives: firstly, as the quality of goods production, and secondly, as a qualitative organization of their sale, including functional support for durable goods. In Japan, chasing competitors, the end of the 2000s was associated with a national movement for the quality of everything created in the country, including functional maintenance of durable goods. In Japan, chasing competitors, the end of the 2000s was associated with a national movement for the quality of everything created in the country, including functional maintenance of durable goods. In Japan, chasing competitors, the end of the 2000s was associated with a national movement for the quality of everything created in the country.

Having correctly understood that quality is a technical problem in the last turn, therefore, it is necessary to start with the philosophy of quality, moving progressively to the scientific development of the concept of quality, then to its technical expression and, further, to the quality of consumption and disposal of quality goods, Japanese specialists won competitions from world giants. Standardization and technical regulation in Japan was determined not instead of and not next to quality, but after quality as products of the development of the doctrine of the quality of production and the importance of a quality economy for improving the structure of national consumption and achieving the authority of Japanese manufacturers in the world.

"Quality", as well as "quantity", "measure", are universal philosophical categories for characterizing the objective world, its knowledge by science and transformation in the practice of industrial, scientific, technical and social creativity. All other concepts used are derived from the understanding of the categories noted above, which is developed in philosophy. It is incorrect neither to identify them with the original concepts, nor to present them as equivalent to them. They are the product of their concretization, so all derived concepts must satisfy certain requirements. There are two main ones: to be developed in the context of philosophical doctrine and to be private-subject-specific - in relation to the basic concepts. Derived from philosophical categories, special concepts such as "standard", "regulation", "technical measure", "technical task", etc., expedient as a necessary simplification of universal concepts, "binding" to practical specifics. Their vital importance for the organization of production policy should not

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be in doubt. In terms of solving emerging problems directly in production, they are the most effective tools. This, in particular, is taught by domestic experience - successful and not very good - of import substitution. However, one should always remember the requirement of a systematic approach: particular problems are successfully solved in the light of the general context. There is no need to hope for the general as for God, nor can one replace the general with particular experience. Biblical texts are indicative. They are written mainly not as an edification and indication of the only solution, but as information for reflection in a certain direction. The standard should be a quality standard.

There is a popular saying in the East: "No matter how much you hide donkey ears, they will still come out." Its meaning perfectly characterizes economic science. All efforts to separate economic theory from politics and replace political economy with "pure" economic theory are designed for the simple-minded layman, satisfied with his achievements and confident in his future. Academic economists, acting out of conviction or according to political trends, are concerned about one thing - those who are satisfied with their recommendations become less and less over time, and the mass of critical attitude grows. There is nothing non-political in economic theory, there is only something indirectly connected with politics and openly serving politics. Even the very course of economic thought is built in a political trend.

Take, for example, such an urgent and seemingly completely neutral problem as quality management. Everyone is interested in its optimal solution, with one invariant amendment - everyone pulls the "blanket over himself", hoping to get the maximum. Therefore, in the foreseeable future, the problem will remain, and its relevance will only increase with the availability of quality products. As a commodity, all the real forces involved in production are concentrated; it has been and will be a "bone of contention", like the new "civilization of quality" promised by economists. The most impressive thing about this is that it is unfair to blame the political regulators for the current situation, unless, of course, they act with an obvious steady shift in someone's direction, that is, unprofessionally. The purpose of production is a product that makes a profit. Without profit, scientists and politicians teach, production cannot be sustainable, developing reproduction. And indeed it is. Only those who teach and govern, with varying degrees of skill, mask the quantitative certainty of quality. As a rule, qualitative certainty is obtained in the values of a given quantity range. And here the measure is already beginning to work. Knowledge of the measure, a sense of proportion is the most important condition for the effectiveness of management. Within the measure there is also a certain freedom of variation, that is, the possibility of a certain expenditure of interests depending on the financial contribution. qualitative

certainty is obtained in the values of a given quantity range. And here the measure is already beginning to work. Knowledge of the measure, a sense of proportion is the most important condition for the effectiveness of management. Within the measure there is also a certain freedom of variation, that is, the possibility of a certain expenditure of interests depending on the financial contribution. qualitative certainty is obtained in the values of a given quantity range. And here the measure is already beginning to work. Knowledge of the measure, a sense of proportion is the most important condition for the effectiveness of management. Within the measure there is also a certain freedom of variation, that is, the possibility of a certain expenditure of interests depending on the financial contribution.

Technical regulation, OSTs, GOSTs, ISO and all other systems, born of the desire to take control over the quality of goods, already raise questions with their diversity. The effect is calculated on the action of the name, it is designed to inspire respect, especially when the name contains the authority of the industry, the state, international organizations of specialists concerned about the interests of consumers. The history of improving the ways of controlling the quality of production is analyzed and advertised.

Unfortunately, behind the well-designed façade of the policy of quality control hides somewhat different content, driven by the priority of political interests. When, during the more frequent crises of various etiologies and stagnations that accompany the recovery from crises, the rich invariably get richer and the poor get poorer, the middle class, which is a social pillar, is reduced, doubts are involuntarily born in the sincerity of economic promises and distrust in plans aimed at changing the situation. in the economy for the better.

Talking about the class nature of economic policy is recognized as bad form - it is not modern. Modern history is the era of social partnership, globalization, which requires mutual understanding. The world is tired of wars, revolutions, violence. Mankind is worthy of a way of life that corresponds to its reasonable status and to those social guidelines that have been formed historically. One should not underestimate the psychological need for a better life and the hope of being a part of it not once, but in the real future. The psychological attitude is able to reduce the criticality of the mental reaction, to block the analytical approach. How much objective information is in promotional products? The question is clearly rhetorical. A business will be successful if the interests of the success of the business are under the fifth margin. So it was at the dawn of capitalism and so it will be, K. Marx put forward and substantiated the idea of the basic status of the economy in social progress. Then everything was as always: K. Marx did not leave his brains, but only an idea, a thought in a more or less systematic

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presentation. If he had managed to add the same amount to the four volumes of Capital, all the same, nothing essentially changed. Each person has their own thinking head. The recognition of K. Marx as right in the analysis of capitalism and the understanding of capitalism, as it was with K. Marx himself, are two very big differences.

The most serious delusion, which was noted by his ideological and closest comrade F. Engels, to whom the world is indebted for deciphering the drafts and texts of "Capital", preparing them for publication, lies in the so-called "economic materialism". Simplified it looks in the absolutization of the importance of the economic factor in social development. Society builds its structure not freely, guided by needs and in accordance with an abstract meaning. Real social creativity is conditioned by economic opportunities, which implies that the reality of social reforms is concrete - historical in nature.

You can dream about anything and anything, but only those plans have a chance to come true that are able to withstand the economic foundation. Nevertheless, we are not talking about a rigid and one-version program of social transformations. There is a historical backlash in development and the possibility of implementing one of the social dominants - the social orientation of sustainable development (1) and stakes on economic development, coupled with a focus on maximizing profits, allegedly necessary for accelerating the subsequent social progress. K. Marx wrote about the economic basis, not the economic foundation. The economic basis, unlike the economic foundation, is mobile and its mobility can be used. Question: in whose interests?

99.9 percent of the time of its existence, mankind did not think about any socially significant systems for controlling the quality of goods. There were no goods themselves, production and consumption were combined within the boundaries of a common subject. Ate, dressed, shod what he himself did. Quality control had an ideal form, closed on the manufacturer, who had the maximum family size. During this time, decisive events in the fate of man took place: the ascent to the top of homo sapiens; proof of viability in the process of natural selection; creation of a cultural environment and cultural self-development; gaining stability of social progress.

Human history can be compared to weaving. It has the same two combined types of movement - the warp and ducks. Warp - construction, weft - resistance to forward movement. Only knowing the history of mankind as a complex and contradictory process, a single person is able to become an optimist. Our misfortune, like donkey ears, crawled out in the 1990s and, to some extent, in the following decades. Its essence is that we snatch individual periods from history and undertake to judge everything by them. It is not given to anyone to judge history; it is reasonable to draw historical lessons from history, and then in the

form of "information for thought."

Progress in agricultural production was due to knowledge and improvement of technical means. The success of the use of technology in the processing of agricultural products, which increased the need for construction, transportation, and the improvement of the culture of life, stimulated handicraft activities. Someone could work perfectly independently, like H. Huygens, who designed the pendulum clock, due to the fact that he was both a great mechanic and an outstanding mathematician. In the Renaissance, there were many lone masters and they moved the technical side of production progress, relying on scientific knowledge. However, they could not move production, they needed those who, with intelligence and industrial ingenuity, turned unique things into series.

The objective regularity of the development of production split the creator and the master, raising the question of guaranteeing the quality of the reproduction of products. There is a version of Huygens' conversation with the King of France, to whom he presented the constructed watch. The king asked the learned mechanic: "How long will he enjoy the gift and how accurately will the clock show the time?" H. Huygens replied: "This watch will serve your successors." What kind of public quality control could be judged if professional reputation was at stake. The stigma of the master meant at the level to be a master or not to be. The quality was identical to the case, and the craftsmen put all the best they could into the product.

The problem of product quality and the need in the interests of consumers to control the quality of products began to appear at the end of the late Middle Ages, closer to the XII-XIII centuries. The number of craftsmen grew, and along with the increase in the mass of marketable products, the distinction between craftsmen also became actual. A person is unique in everything - in feelings, skills, needs, interests, attitude to mentality. People's differences are reflected in activities and their products. In addition, the increase in production, in connection with the formation of a stable market with transnational, transregional elements, suggested the importance of comparing products. It required the development of general mandatory requirements for manufacturers. In turn, manufacturers have realized the benefits of joint action.

In the most economically developed countries of Western Europe - Italy, France, England, Germany in the XII century, associations of artisans by profession - workshops appeared. The workshops mainly operated where there was a demand for their products - in cities, some of which had state status. It was convenient for everyone. Some had the opportunity to learn from experience, to bring their work to perfection, others received control over the activities of organizations producing goods, and others received

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certain guarantees that they would purchase a quality product. The workshops quickly multiplied and strengthened their position both in the market and in society.

In most European cities, there were workshops of blacksmiths, gunsmiths, weavers, fullers, bakers, and carpenters. Later they were joined by guild organizations of brewers, winemakers, and manufacturers of leather goods. Each workshop had to have a charter, agreed with the city authorities, an emblem, a seal, a cash desk. The statutes prescribed the working conditions of masters, apprentices, requirements for the quality of raw materials, production technology, conditions for the purchase of raw materials, organization of sales of products, and even apprenticeship conditions. In fact, it is precisely from the organization of workshops that the time of public control over the quality of the production of consumer goods can be counted.

The transformation of seasonal fairs into sustainable markets has boosted demand, and demand has boosted and diversified supply. The increase in the number of manufacturers required increased control over the quality of goods. The local authorities took control of a number of key parameters of workshop activity, and the state joined in after the local authorities. History has not matured before GOSTs, and OST history, one might say, began with the charters of workshops. Technical regulation started precisely with the organization of shop production, and at that time it was really effective, since the main interests of all market participants, including self-government bodies, coincided in it. The workshop order was the best guarantor of quality, so self-control could then be counted on. The workers watched each other and each of them started with himself,

Of course, the knowledge of the Late Middle Ages, the Renaissance and the New Age, which replaced the Renaissance, is difficult to compare with the achievements of the 20th and 21st centuries. In those eras, the birth of modern scientific knowledge began, scientific knowledge was intertwined with religious dogmas, myths, everyday knowledge of "common sense". The statutory canons of the workshops reflected the originality of the time, the prevailing worldview, they were, as we now believe, imperfect. At the same time, they were not pressured by the specifics of the capitalism of the developed period, sharpened by margin at any cost. There was a sincere desire of the manufacturer, the regulator to ensure the legal rights of the consumer for a quality product at its real price. The consumer was protected from the arbitrariness of the manufacturer to the best of his ability - cognitive, technological, hygienic, aesthetic. And in this regard, objectivity dominated relations in the market. Apparently, even then there were separate attempts to deceive, but they only confirmed the assessment of the ability to control quality by defining technical and technological

regulations.

The history of standardization was a continuation of the policy of regulation of shop activities. The initial technical regulation fully corresponded to the level of development of economic institutions. The workshops did not unite in associations in order to unify production and produce the same product. Standardization of goods was carried out with an eye on the quality of the product. The basis of production was still "company secrets", "know-how" developed in the depths of family histories, carefully guarded technological recipes.

In Western Europe, the guild organization of production activities has long since sunk into oblivion, and popular consumer products, in particular, beer, wine, tobacco, certain types of shoes, clothing, some fruits, and vegetable products, retain the stamp of those guild times. Consumers prefer them, regardless of the market expanse of offers.

The market masquerade could surprise us, Russians, at the end of the 20th century, when consumer goods poured into the country from the West and from the East; they brought everything that was not in demand locally. Who then remembered the quality and quality control tools, and if he had thought, then he would have had his memory blown out along with his brains by frisky reformers. During the period of "shock therapy" it is proportionate to think not about quality, but about how to survive with the hope that later life will be better. Native Europeans react poorly to a variety of goods, most of them are conservatives, brought up by traditional family preferences. There is a healthy beginning in conservatism; conservatives do not run the risk of being tempted by innovations. They trust experience and experience justifies their choice due to the time-tested quality of the product. Naturally, being a conservative is not cheap.

In this discussion, we are more interested not in the moral side of the matter, but in the organizational one, in particular, the question of the possibilities and limits of standards in the regulation of production. Thinking and conscious of the measure of their own responsibility for what they invented, they understand that standardization, no matter how perfect it is, will remain conditional, expressing the objective and subjective circumstances of the action - concrete historical reality. Standardization is a systemic phenomenon itself and at the same time it is an integral part of the overall political and economic system. It necessarily has a systemic conditionality, both internal and external. It is naive to believe that standardization is developed in the interests of all equally:

First, everyone who has sufficient financial resources for freedom of choice does not need to be standardized for most of the necessary goods. They are in direct contact with trusted manufacturers.

Secondly, standards have long been determined

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by non-manufacturers, which does not mean objectivity, as they want to convince us of this.

The most democratic government and the most impartial organizations authorized to draft standards are not as objective as they might seem. Politics will lose its effectiveness if it refuses to participate in such a case without its own interest. Politics is driven by the economy and serves the economy.

In the systems of standards, the objectivity of the calculation bases is determined by the minimum values. Otherwise, production will sag and a crisis will come, or prices on the market will exceed the real possibilities of buying so much, due to increased costs for producers, that the market will freeze.

In domestic luxury supermarkets, the fabulous wealth of the assortment is by no means due to gourmet whims. The reason here is just the opposite - the low level of solvent demand of the mass buyer. By and large, with their wallet there is nothing to choose from. A set of mass buyers does not yet require an assortment. It's time to turn to standard sets of goods produced to minimum standards to make it cheaper. Sanpins are a wonderful thing, but they are also due not only to the danger of excess for health. They contain the time of action, socio-cultural, economic, political factors. Let those who do not believe this monitor the sanpins, compare and see the results.

The high values of subjectivity in the definition of standards can be judged by the standardization of time. "Standard time" is the official local time for a country or region. A region may be part of a country, and conversely, a number of countries may constitute an overall region. There is one invariant feature in the definition of standard time: it must be the same for all points on the same meridian. Local mean solar time depends on longitude; rises to the East with each degree for 4 minutes. The Earth is conditionally divided into 24 standard time zones, each of which is equal to $\approx 15^\circ$ of longitude. It is here that the administrative initiative of local authorities is manifested. The boundaries of the zones are determined by them and in many cases deviate significantly from the normative 15° , which should not be qualified as arbitrariness. The noted costs are related to the administrative division, production activity. Time in different (adjacent) zones differ by 1 hour, minutes and seconds do not change.

Standardization is associated with limitations, therefore, personal and public perception of standards are superimposed on the worldview background, which is very important for the functioning of standards. The worldview that dominates historical time serves differently. It can be "black earth", fertile soil – stick a branch and do not hesitate – it will take root, but the worldview can also slow down when, rolled out under the absolutization of freedoms by liberals, it forms a militant attitude towards any kind of restrictions.

The easiest way to put standards into practice

was in the Middle Ages. Mythology and religion are reflected in various prohibitions and taboos. Medieval consciousness treated limitations calmly, with an understanding of necessity. In the statutory standards of handicraft workshops, restrictions were introduced not so much to simplify technology, to make production more technologically advanced, but to preserve the developed concept of production, conserve it and facilitate continuity in the development of production.

The workshop was interested in the quality of its goods in the first place. The regulator tried more to ensure that innovations were not introduced into production that could, under various pretexts, worsen the result. This became especially relevant with the growth of production and the division of labor. The increase in labor productivity often threatened the quality of goods. The negative scenario in the development of production was held back by the traditions of workshop activities. The history of the workshop emphasized its social and economic position. Zěch - "association, company". At the beginning of the workshop, class associations were represented, emphasizing the special position in society of the persons included in the workshop. The development of the Middle Ages found expression in the change in the social status of the shop. The workshop was historically concretized and appeared already as a union of artisans of a general specialty.

We have a widely simplified idea of workshops. In fact, due to their social origin, the craftsmen were, as a rule, culturally formed individuals who possessed related knowledge and skills. The conditions of the workshop organization required a high level of creative attitude to work. Becoming a member of the guild association was not easy. For example, painters entered the guild of doctors and pharmacists as junior members, since they used paints that were prepared as medicines in pharmacies. Sculptors worked in a common workshop with masons, masons with carpenters. Under the terms of the Charter, which standardized relations, the master could be a member of only one workshop, but most masters sought to master different crafts. The owner of a large workshop, Florentine L. Ghiberti, who carried out orders for bronze casting, chased and jewelry work, was a sculptor, jeweler, foundry worker, draftsman and painter. Outstanding representatives of the Italian Renaissance studied in his bottega (workshop): Donatello, Michelozzo, Uccello, Filarete, Finichuerra. To receive the title of a master, apprentices had to complete their own work according to an approved model at the end of the training period. The very fact that the name of the work for the title of master was "masterpiece" can be judged on the qualifications of the performer.

On the one hand, it was very difficult to standardize workshop production, since it was about high performing skills and traditions that were

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established on the basis of respect for the cause you serve. On the other hand, it was easy, because the standards were produced by shop workers, there could not be random people in the shop, the organization did not allow it.

In the bowels of the standardization of workshop production, two trends have developed: the first is deepening, tightening the requirements for the organization of production and the quality of goods; the second, expanding the requirements, which eventually led to a change in the shop organization of production to large-scale production of marketable products. The workshops were replaced by manufactories. The main reasons for the decline of the guild organization of production and the change from guilds to manufactories are to be found in politics and economics. In the 16th and 17th centuries, centripetal processes intensified in Europe, the main states took shape in their modern form, wealth was concentrated. Along with capital, the needs of those in power grew.

Huge incomes were given by the colonies, from which unique materials for construction and decoration came. Luxury has become a symbol of power. The workshops guaranteed the highest quality and, in turn, did not require much effort and money to control the quality of work. However, under the conditions of the new scale of the quantity of goods, the desire to have everything as quickly as possible, the shops were clearly losing. The time has come for modernization in the organization of economic activity.

Manufactory, from a technical and technological point of view, did not differ significantly from workshops, but quantity is associated with a change in quality - such is the law of development. Quantity in itself, of course, does not turn into quality, it creates by increasing or decreasing the conditions in which the existing quality loses its qualitative status. To maintain the quality characteristics of the product, additional measures are needed.

The size of the workshops, despite the variety of work performed, remained limited. And only on this scale did they satisfy the demand. However, such a clear increase in demand, as happened at the very beginning of the New Age, the workshops could no longer provide. At the same time, at the end of the 16th - beginning of the 17th centuries, the technical prerequisites for the Industrial Revolution had not yet taken shape. The most painful was the question of the energy source of production work. In essence, they did not know how to use the energy of the sun, the power of wind and water was not reliable. It was impossible to order the wind, the water, especially in Central and Northern Europe, froze. The interest of science and technology in the energy of steam, which emerged long before the New Age, has not yet promised the required results.

The manufactory was required to provide the required volume of assortment as quickly as possible

without technical and technological re-equipment. It is not surprising that the formation of manufactories not only took place on the basis of workshop production, but also with the preservation of basically the same working conditions. Perhaps someone understood the auxiliary role of manufactory, its historical futility, only such an understanding of the real history itself did little to help. When a society does not have a fundamental recipe for solving a problem that has arisen, it always looks for reserves in what is already there, trying to stay in motion until the time when the desired solution is found.

Manufactories appeared as new scales of old workshops. The workshop has ceased to be quantitatively - in terms of performers, technical and technological equipment, the number of products - the necessary producing institutions, its inherent internal mechanisms for organizing quality activities have lost their strength. Shops have exhausted their quality reserves, focused on the limited demand for goods. Manufactories, of course, for a certain time maintained quality through the achievements of shop practices, but an increase in the production of goods inevitably reduced the quality of the product.

The solution to the problem came: to divide the quality into ranks. It was a kind of knight's move. Privileged customers could count on high quality, the rest got worse quality products. And here the need for intervention in the affairs of manufactories by an external regulator became actual. It's time to standardize the new order. The standardization function has evolved.

Public standardization duplicated the main internal one, inscribed in the shop charters. The manufacturing form of production has outgrown the potential for self-regulation and has necessitated intervention in quality control from outside production, no longer formally, but in fact. The workshops regulated production cycles, established production rules, work schedules, distributed orders, controlling the quality of products. Manufactories, in terms of production volume, could no longer rely on the internal system of organization.

Large manufactories originated in the South of Europe, first in Italy, then in France. They arose on the initiative of the ducal courts, were located in the same places, in the neighborhood. Basically, manufactories produced expensive products: tapestries, furniture, utensils, jewelry. The products of manufactories were predominantly akin to works of art. An illustration of what has been said can be the first European furniture manufactories in Vaux-le-Vicomte (1658) and in Paris (1662), which served the needs of the Bourbons. At the turn of the 17th-18th centuries tapestry, bronze casting, and phase manufactories were added to them. In 1710 In Meissen, a manufactory was built that produced the famous Meissen porcelain. The absence of machines and conveyors in manufactories made the quantity and quality of products dependent on the

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quality and quantity of manual labor.

With regard to quality, it was not difficult to bring together skilled craftsmen in one place. It was more difficult with quantity. There were not enough such masters, and orders had to be executed. The order of workshop training of craftsmen was violated. As a result, it was necessary to increase the control function on the part of public institutions, taking into account the highest state status of product customers. The quality had to match their position.

The workshops and manufactories had a common essence, but what distinguished them was the scale of its expression in the phenomenon. And in the workshops and manufactories, masters of their craft worked; labor was mostly manual, mechanisms provided manual labor; the performer knew the fate of his product and she was unlikely to upset him. The products of workshops and manufactories adorned the best buildings and their interiors, causing constant public delight. The time for the manifestation of alienation in the work of the personality of the performer has not yet come, although the process of alienation itself was underway with the growth of production. For the essence of alienation to become apparent, it was necessary to realize the division of labor within production at the microeconomic level. Manual labor became obsolete under technical pressure. Along with this, the attitude of the master to work also changed.

"Skill", like any concept, evolves. In the workshop, the master created a masterpiece, a unique work, and understood that he objectified his feelings, thoughts and skills in it. In manufactories, the relationship between the craftsman and the product changed. They retained their creativity, but with the expansion of the scale of manufactories, it turned out to be dependent on the number of products. Quantity crushed quality, reduced interest in creativity. Creativity turned out to be subordinated to production plans. The responsibility of the artist, the creator receded from the former dominant position.

The initial idea of standardization was formed during the latent form of the manifestation of the phenomenon of alienation in the labor of the creative abilities of the performer of the work. The art of the master still remained, according to sensations, free, and the continuity of creative work removed the contradictions of production. The master alienated the product, but among the sensations accompanying the alienation there was no sense of social injustice. The product was created for consumption by others, for which the master received a reward, part of which was the opportunity to continue to reveal his creative potential while working in the workshop or at the manufactory.

The standards were intended not to unify the product, its parts, production conditions, technological structure. Their goal was to conserve the achieved creative results. In the standards of the

period of the workshop and manufactory organization of production, the interests of producers, consumers and regulators coincided, which resulted in the effectiveness of their action and insignificant maintenance costs.

Authoritative reference publications omit the presented part of the history of standardization, apparently believing that it has nothing to do with standardization. One can agree with such an interpretation only if one returns to the Aristotelian approach to concepts. After Hegel substantiated the historicism of concepts, such a retreat looks like a very unfortunate step into the past. In the theory of art, the "standard" is identified with the "stereotype" - a form that is repeated without changes, independent of conditions (English standard - "accepted", "approved"). The "stereotype", writes V. Vlasov, is an artificial formation, therefore it differs both from the archetype and from creative thinking. Limiting creative participation in production, the Charters of shops and manufactories did not encroach on creativity as a creative force. The regulation protected the quality of products, which matched the pattern. The problem of samples - standards, was solved organically. In those areas where improvement was required for products already recognized as quality, the development of new standards was allowed.

The organizers were forced to spin in the truest sense of the word in search of a rational solution to the contradiction between conservatism in production and the need to move on. The brewers had more conservatism, the craftsmen who made shoes, harness, saddles - less. No matter how slowly life flowed in the Middle Ages, there was movement and changes took place along with it. New materials appeared, tastes changed. All significant changes in public moods and views had to be monitored and reflected in the products of production.

The fact that, until the 18th century, a slightly different idea was put into the content of the concepts of "standard", "standardization", is not a sufficient reason to carry out an audit aimed at denying the corresponding policy. Standardization is rooted precisely in the Medieval period, by the time when the history of mobile arts of masters ended. Arts acquired a stationary form, enlarged and eventually transformed into workshops. The workshops have strengthened the position of the creative component of the production of products for the commodity market and thus necessitated control over creativity so that the desire for something new does not damage the traditions of high-quality production.

Genius and control are not compatible, but workshops, like manufactory, were forms of relatively mass production, for which the stability of the assortment and the quality of the goods are especially important. Workshops and manufactories were part of public life and in this status they demanded control over their activities. Control, taking into account the

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specifics of workshop and manufactory production. Skill in guardianship is not particularly needed. Folk wisdom says: "to teach the master, only to harm the cause", but in the production of approved samples, a strict order is necessary, which was the subject of the standard approach. Certificate received, kindly act according to the regulations. Standardization was more like regulation, but from this it was not something that did not fit into the understanding of the essence of standardization.

We have a classic demonstration, on the one hand, of the connection between essence and phenomenon, and on the other hand, a misunderstanding of the historicity of the phenomena of social development. "... Nowhere: neither in heaven, nor on earth, nor in the spiritual world, nor in the world of nature is there that abstract "either or", which is affirmed by reason, Hegel explained. Everything that exists somewhere is something concrete and, consequently, something different and opposite in itself. The finitude of things consists precisely in the fact that their immediate existence does not correspond to what they are in themselves.

The thinking of homo sapiens has two types - rational and reasonable. The division was introduced by Hegel in his characteristic linguistic manner. F. Engels translated Hegel's thoughts and expressed them in a linguistic form understandable for non-philosophers who prefer to choose and use simpler and more practical thinking, referring to "common sense", which serves as a navigator in knowledge. "Sound human reason," wrote Engels, a very respectable companion within the four walls of his household, experiences the most amazing adventures, as soon as he dares to enter the wide expanse of research. Metaphysical - (common sense - m) way of understanding, although it is legitimate and even necessary in certain areas, more or less extensive, depending on the nature of the subject, sooner or later reaches the limit beyond which it becomes one-sided.

To make our reflection clear, we will refer to another authoritative source - the Encyclopedia "Britannica": "Standardization, in industry, the development and application of standards that make it possible to produce a large number of interchangeable parts. Standardization can focus on design standards, such as the properties of materials, their compliance and tolerances, requirements for the implementation of drawings or product standards that describe in detail the properties of manufactured items and are embodied in formulas, descriptions, images or models ... "We turned to Britannica, because other information publications actively use its materials.

The author of the article in Britannica summarizes the understanding of standardization in our time. Britannica is modernized when reissued. Without much mental effort, one can single out the main considerations: about the essence and purpose of standardization. We have already written about the

essence of standardization, that is, about its social significance. Standards and control over their observance are the most important conditions for the socialization of production. Production exists as a way to meet social needs. The function of the state, no matter how the liberal economists who advocate the absolute freedom of producers from political control, has always been to stimulate production, to act not only in their own interests.

The class nature of power does not mean that it openly and directly defends the interests of the class that dominates the economy. Democracy is a historically polished mechanism of political activity of the state, creating the impression of its neutrality. Politics is the art of lobbying certain economic interests. Standardization is one of the technologies of such a policy. The British are the founders of European democracy in modern times. They have long mastered the technologies of political participation in public life. Representing standardization from a purely industrial side, the British experts are clearly disingenuous. All that can be learned by reading the article from Britannica, however, there is no slowness here. It is behind the text, it was simply not included, either because it was considered redundant or inappropriate.

"Standard" is the basic concept of standardization, a concept not so much of a technical and technological order as of a political economy one. Having abandoned political economy, replacing political economy with macro and microeconomics, having slid down to economics, one should try to recall the history of economic science and its philosophical roots as little as possible. A. Smith, D. Hume, J.-C. Sismondi, K. Marx, K.-A. Saint Simon, G. Spencer, J. St. Mill, economic theory was developed in a broad socio-political and historical context. Before becoming a technical and technological concept, the concept of "standard" was intended to regulate a certain level of product quality. And then there were technical characteristics in it, but they had an auxiliary value. Without historical analysis, it is futile to understand the essence of the basic categories.

Tools for managing economic phenomena, depending on their scale and subject specificity, can be within the economic - industrial competence, or have a socio - economic scale of action. The second option requires analyzing them already within the boundaries of social development, as a factor of social progress.

Standardization belongs from the beginning to the second kind of management.

Moreover, it was in the original time that its social purpose was especially noticeable and manifested itself both class and universal. The standards for brewing beer, making wines, household items, clothing, and footwear were designed for public consumption, they were a kind of protection for the interests of the general population. Furniture

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production, jewelry, was mainly addressed to the upper class. In both cases, we see the participation of the state, municipal authorities in protecting the interests of consumers by forcing manufacturers to do quality work. The standard was taken as a quality criterion. At the same time, in the initial standardization, it is easy to discern the lack of petty tutelage of manufacturers, which is explained not by the sentimental approach of the regulator, but by the quality of craftsmanship and professional responsibility of manufacturers.

The essence of standardization was determined from the very beginning of its history - to develop a mechanism for neutralizing the opposition of the interests of the manufacturer and consumer. There was a spontaneous search for tools to extinguish the growing process of alienation of the individual in labor. Hegel is right in asserting that essence is abstract and manifests itself in experience not by itself, but through phenomena conditioned by the concrete historical environment. In the period of its inception, standardization was directly focused on the qualitative certainty of the result of labor - the product. In the absence of intra-production division of labor, the greatest efficiency was achieved in the final expression of the process. Standardization partly regulated the production process itself, but centripetal forces were preferred - a guarantee of the quality of the result was needed. The qualitative side in measuring the efficiency of production was relegated to the background, given at the mercy of the manufacturer himself. The controller regulated the quality of the result through the quality of the products.

The interpretation of production efficiency also corresponded to the historical and economic situation. There was no such concept yet, it only matured. Efficiency became relevant much later, when production reached the frontiers of mass production of goods. The competition of product qualities has been replaced by competition of costs for the production of goods. Manufactories have not increased the quantity of manufactured goods so much that production costs come to the fore. As for the technology competition, it was hardly significant. Differences in technology naturally took place, but within the boundaries of a common manual form of production, where advantages could be obtained through more advanced skills and better organization, saving time, perhaps somewhere through a successful logistical alignment.

Manufactories temporarily solved the problem of meeting the increased demand for products, but production has not yet matured to the measurement of efficiency. The quality of the products was still relevant, the quality guaranteed a high remuneration. Since in most cases the goods were made to order, competition had a latent form.

Potentially inherent in the development of production, the need for standardization was revealed

gradually, in proportion to the state of production. Its abstract form was loaded with concrete content. The process of establishing standardization was similar to the work of a master tailor, who first took a measurement in the absence of any material signs of a future product, made the first fitting of something that was not very clear to the customer, and only at the end showed the product that embodied the concreteness of the image. This is how the process of ascent of the original purpose of standardization to its specificity, which is recorded by modern scientific and information sources, went on. The functions of standardization have changed, and its content has evolved as a tool for managing economic activity.

Standardization, as one of the basic methods of economic policy, drifted from the quality of a finished product to the production of a product that ensures its quality. The wind in the sails of standardization blew from the side of another most important concept of political economy - the efficiency of production. While efficiency was determined by consumer satisfaction with quality and price, standardization controlled quality. Standardization included regulation of the parameters of the technology for its production. The ball was ruled by samples of goods, agreed by associations of manufacturers with regulators. The situation was quite balanced, but its stability was determined by the technological specifics of manufactory production.

Progress allows stagnation within certain limits. As in the mountains there are vast plateaus, so in the history of production - areas of active professional activity have places of calm in movement. They are natural, as they correspond to the social state as a whole. The Middle Ages was not a sleepy kingdom, as it is portrayed in school textbooks, it simply reproduced itself uniformly, without jumps. At this time, humanity was gaining action energy, creating approaches to obtaining critical values of impulse energy in various fields of activity. The specificity lay in the fact that in the public life of Europe and not only, religion dominated, and in the political - absolute monarchies, carefully protecting the movement from any restructuring. The public consciousness was dominated by calmness achieved, compelled to tolerate disturbers of the peace within the increment vector created by religion. No faith could become an impenetrable barrier to social progress. When this happened, however, changes took place in the religion itself. Christianity entered the Middle Ages as a single faith, but left, unfolding like a fan.

The originality of the Middle Ages affected the subsequent development of history. New time (XVII-XIX) could not come immediately after the Middle Ages. It took a transitional historical stage - "Renaissance". It was necessary to clear the socio-cultural, political conditions for the free and independent movement of scientific knowledge, the

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methodology of scientific knowledge, education, and technical progress.

In the XVII-XVIII centuries, the development of scientific knowledge is out of the control of the church. By this time, the completion of the formation of science as an independent field of culture is attributed. In Europe there are associations of scientists, science management bodies. Scientific knowledge on a new scale enters technical creativity. The engineer becomes a "scientific builder". Technological progress is replacing manual labor. Manufactory is being replaced by a factory, a new way of organizing production and labor. Production becomes mass, therefore more accessible.

Availability requires a different quality. Quality comes first mass goods. It should be and be inexpensive. The place of the named consumer replaces the xconsumer, which can be anyone. Former possibilities of quality control are crowded by solving new problems.

In Russia, the saying was widespread: "Cheap and cheerful." Young people are unlikely to understand its essence, so let us explain: a product should not be expensive in order to be in demand, but not every product will be in demand, but only the one with signs of a quality product. In modern times, the saying has been given a modern form of expression: "Quality product - at a reasonable price."

The change in the nature of production forced a change in the philosophy of standardization. The standardization of the quality of products according to the result was replaced by the standardization of the production of a quality product. The "synthetic idea" of sample control has gone, the "analytical idea" has come: to decompose the entire production and the product itself into its components - nodes, parts, operations to the last screw, seam, nut, forced movement and take everything received under control. Minimize differences and maximize versatility. Such for the masters of workshops and manufactories could not be dreamed of even in the worst dream.

Mastery is closed to originality, it is unique. Even the master himself cannot fully decompose the process of making his product. Creativity only begins with a common set of tools, actions, order, but it reveals itself precisely in the fact that it is impossible to construct from a set of "constructor". Reason acts according to logic, therefore there is a possibility and necessity of rationalization activity. The innovator does not invent, his thought is sharpened to bring the invention to the perfection hidden in it. The mind, and only the mind, jumps from the known to the unknown. It contains the creative power of man. Hence the name of the species - "sapiens".

Both manufacturing and factory production combine creativity with rationality, but they do it in different ways. In the workshops they created first of all. The master was the creator, the apprentice and

students provided the conditions for the manifestation of the inspiration of the master. At the factory, the master organizer of work on the production of an approved sample, essentially the head of the operation for assembling the product, or, if it is especially complex, its individual parts. Creativity and production are divorced so that there is no temptation to move away from a scheduled and controlled order. And in this order, one should not look for unreasonableness, on the contrary, only by following a rationally divorced and fixed order can one maintain the pace of production when it is mass. The strength of mass character is in the availability of goods to a wide range of consumers. And not a single state will deviate from the philosophy of meeting mass needs. Quality here is a price for mass character, which all participants in the process are forced to pay.

The history of mass production shows how the solution to the problem of quantity quality was sought. This history is not a series of events and actions, it is, first of all, the logic of resolving contradictions inscribed in the historical process, the history of economic policy, which should be perceived as a higher school of economics. By mentally going through historical experience, one can avoid both romanticism and liberal illusions in the management of economic activity.

The beginning of the studied history confirmed the natural nature of the development of economic progress. The story began where production turned out to be more mature, the importance of science and technical creativity was more in demand, and the political situation was more democratic - in England. In this connection, we again call on the help of Britannicy: "Industrial Revolution" (industrial revolution), the process of transition from an agrarian economy to an industrial economy based on machine production. It began in England in the 18th century. Technological changes included the use of iron and steel, new energy resources, the invention of new machines that increase output (including the spinning machine "Jenny"), the development of the factory system, important inventions in the field of transport and communications (incl. steam engine and telegraph) ... The Industrial Revolution took place mainly in England from 1760 to 1830, then spread to Belgium and France. Other countries were temporarily lagging behind, but when Germany, the United States and Japan built a powerful industrial base, they surpassed the initial successes of England. The countries of Eastern Europe lagged behind in development until the beginning of the 20th century.

The characteristic of the industrial revolution, apparently, was prepared taking into account the mass consumer of information services, is perceived, from a professional point of view, critically. There is no essential assessment of economic development, the beginning looks somewhat strange - the transformation of England from an agrarian country

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into an industrial one. For a long time, England relied on its own agrarian foundation, in which the transition to industrial foundations did not occur without complications, as well as in industrial production, it is enough to recall the well-known protest movement of the "Ludites". At the same time, the historical path of the industrial revolution in Europe and beyond is traced.

We are interested in just what the author did not finish, relying on professional logic and ingenuity. The Industrial Revolution determined the mass scale of production and the need for a division of labor at the depth of technical progress. Skill was replaced by performing discipline, and the internal motivation of the master gave way to motivation from the outside. The Industrial Revolution led to an economic revolution. The mode of production has changed, starting with the source of strength and internal motivation in achieving the quality of the goods and ending with the priority in the new mode of production of the technical division of labor. The organization of production has steadily become a leader in economic theory and practice in managing economic activity. The art of the master was replaced by the art of the dispatcher, the importance of technological discipline, the ability to count and calculate.

The period of economic history following the Industrial Revolution is usually divided into two stages. At the first one, mass production of the classic model was developed. We call it classical to emphasize the originality of the stage of maturity. Maturity as a stage of development, regardless of what exactly reached it, is distinguished by the transparency of its essence. Essence comes out of the shadow of the phenomena that hide it, it is revealed almost as it really is. All the most perfect, the best is presented at the stage of maturity. At the same time, the shortcomings and costs of development also look more contrasting.

At the zenith of the classics of mass production, his philosophy was formulated quite clearly and enticingly for the consumer: the buyer must save time on the purchase as much as possible, the store is not the best the place of life of a person responsible for his life, in order for it to be so, it is necessary to concentrate the maximum assortment in one place. Who was the philosopher who helped economists define the essence of shopping, we do not know, his anonymity is carefully guarded, but the philosopher and personality turned out to be not modern. The trade mission was presented methodologically flawed, outside of a systematic approach. Temptation turned out like a baubles.

Economics can be separated from politics, but even supporters of simplifying it to economics still proceed from the fact that we are talking about economy, not wastefulness. The implementation of the philosophy of the availability of goods in one place presupposes unjustified economically, humanitarily, or environmentally gigantic costs. It

was impossible to write them off and they weighed heavily on the cost of goods, significantly raising the price and undermining the possibility of mass market access.

The foundations of the philosophy of mass production were laid towards the end of the 19th century by well-known specialists in the field of management: F. Taylor, A. Fayol, A. Sloan, G. Ford Jr. They also own the initial experience in developing the theory of production management, in particular, the idea of the backbone value of quality management through the standardization process. In the 19th and first half of the 20th century, the issues of humanization of the economy, protection of the natural conditions of social progress were not included in the first line of relevance, therefore, as a rule, they were ignored when production problems were solved.

The situation changed dramatically towards the end of the second millennium. Economic planning and design became dependent on higher-level relationships. Solve the question of how to live on? Without an answer to the question: will there be life? It's illogical. Management specialists thought about the historical consistency of providing the consumer according to the formula "here and now." B.S. Aleshin, L.N. Alexandrovskaya, V.I. Kruglov, A.M. Sholom and many others have opposed mass production with a type of production called "lean production" - lean, sparing production. Having decided that it will not be so massive, since the emphasis on market research will help to remove the unlawful burden on production, and will make production targeted. It is not clear why they came to the conclusion that it would cease to be massive.

Mass character initially did not become a brand, it merged with the essence of production. Production will not be able to be otherwise in the foreseeable future. Naturally, side by side, in parallel with mass production, handicraft, individual production coexist - the heirs of workshops and manufactories, however, unlike their ancestors, they are not limited in technology to hand tools, actively using scientific and technical products. Lean production is a really good trend for a more adequate form of continuing mass production.

In its former form, mass production looks clearly out of date in the 21st century. Among the global problems: "energy saving", "resource saving", "concern for the state of the natural environment", "global warming", "protection from the destruction of the ozone layer", the economic philosophical strategy is being developed in defiance. What kind of humanism is this? The very participation of science and philosophy in the development of mass production, which, as has been repeatedly noted, was of paramount importance in the cause of social progress, made it possible to create hundreds of millions of jobs, increase purchasing power, force people to study, improve their skills, use civilizational

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achievements, gain freedom in national and transnational space, etc., was undoubtedly a significant factor. But one should not forget that that science and philosophy are initially perfect in comparison with the existing knowledge - mythological, ordinary. Their strength is not in what they have already done, but in what they can do if they are not interfered with.

Even Pythagoras explained that he is not a sage and not omnipotent, his goal is to understand how wisdom works. At the origins of economic science were prominent representatives of philosophical thought, able to understand the essence of the matter and give a forecast of development within the limits of historical concreteness. They understood the present in detail, determined the nature of the upcoming movement, developed a scientific methodology, the philosophical foundations of scientific knowledge as a private search within the framework of the universal.

Science and philosophy are deprived of the opportunity to guess and seek the truth in the Holy Scriptures. Their destiny is to analyze what has grown. Much has grown in the 19th and 20th centuries, but more has just begun to grow. These sprouts could not be adequately assessed. The natural environment seemed like an endless pantry for thinking. Dialectics could not be completed in time with a systematic approach.

"Zeal production" is not an alternative to mass production, but just another step in its improvement. The essence in the case of a successful transition will remain the same, the costs related to redundant will be reduced. Understanding the true essence of a "prudent, forgiving" economy is important for the design of a valid economic policy.

The effectiveness of economic policy is primarily determined by how correctly the assessment of the quality of existing production is given. It would seem, why actualize the obvious dependence, when everything should be clear to everyone even without it. Let us explain: evidence is a dangerous state of consciousness. In it, the essence of what is happening is often seen like a rod immersed in water. Even a mirror reveals its character in the reflection, what then should the consciousness thinking in the reflection do?

Physical reflection is devoid of intent, and reflection in consciousness is a way of understanding, therefore, along with the object of reflection, the state of consciousness actively participates in reflection - experience, interest. An example is the categorical refusal of bourgeois economic thought in the 20th century from the political essence and even from the bourgeois orientation. At the dawn of capitalism, the term "bourgeois" was honorary. It reflected the revolutionary restructuring of the economy, social relations, the transition to democratic freedoms. Everything was clear - the time of the feudal social

structure had worked out its historical resource and was obliged, according to social progress, to give way to capitalism - a more perfect social structure. The concept of "bourgeois" has historically been included in the definition of the most effective "Great French bourgeois revolution". Then, Why do domestic liberals bashfully hide the term "bourgeois" in the 21st century in relation to determining the state of the economy and its reflection in economic science? The reference to the objectivity of scientific knowledge is inappropriate, since it is not science that is determined, but its object. Scientific knowledge and scientific methodology in this context strictly retain their objectivity. Science is applied to a historically concrete object and gives it a scientific understanding. No one anywhere has officially announced the end of bourgeois history. If this happened, then it was necessary to open a new chapter of social progress, which they tried to do in 1917. The attempt was defined as historical arbitrariness, unlawful violence against the history of capitalism, which required the totalitarian nature of the social structure, violation of individual rights, freedom of expression, etc. . In a word, capitalism has survived and has not gone anywhere. But try to find the term "bourgeois" in relation to the economy in the democratic media, modern scientific journals. What is it that prevents the phenomenon from being named adequately? - Historical logic.

History is a naturally developing process of changing phases (steps, formations, civilizations, eras, etc.). Capitalism replaced the feudal structure of society, the basis of which was the agrarian and handicraft type of management, built on manual labor, a non-stationary commodity market, and a guild and manufacturing organization of production. Management went through a standardization focused on certification of the end product rather than the manufacturing process. No matter how perfect capitalism is, its perfection is historically regulated. Sooner or later contradictions will "eat up" his perfection and he will give way.

What will follow him? So far, this is a mystery to science, but it is absolutely obvious that it is vitally important for the bourgeoisie and those whom it supports to reclassify the historical status of capitalism from concrete historical to non-historical, that is, universal. Remove the problem of the future society, transfer it to the technical level of regulation, including through standardization.

A bet on lean production is a knight's move. It is designed to show the humanitarian and environmental reserves of the bourgeois economy and draw attention to the need for a new development paradigm within the existing economic platform - the bourgeois mode of production. We cannot share the satisfaction with the transition to "lean production" by a number of authors of the late 20th and early 21st centuries, when research was carried out on various grants, including

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the Soros Foundation, and the products of science were presented in a technical spectrum allegedly free from ideological influence. In political economy there can be no freedom from politics. Dependence was in the period of socialist history, it continues after. Self-determination of the state of the domestic economy as a transitional convenient move. What we are leaving has become clear since 1991. Try to find out where we're heading and we are going exactly there - into the bourgeois mode of production, no matter how you camouflage it with technological industrialization, the digital economy. And we will eventually be there, in connection with which we must clearly understand that all technical decisions are of a political nature, it's just that in some it sticks out like donkey ears, and somewhere it is hidden behind mediation actions.

The bourgeois economy was born as an alternative to handicraft, manufactory production, not capable of being mass, but technologically of very high quality. The quantitative leap was to be reflected in the quality, which made it necessary to take a course in management to ensure the acceptable quality of the goods. The only possible vector here is the creation of standard conditions for obtaining a quality product in bulk. The heterogeneity of mass demand led to a wide range of product quality, which was reflected even in the scale of national and transnational planning.

In Western European countries, goods are labeled for consumers from the Eastern part of the continent and especially for Russia. Quality, and along with quality and standards, are largely determined by the political map. Standardization as a technique is indeed necessary and reasonable as an instrument of economic policy, but only outside the systemic understanding. In a systematic consideration, it has political ears, which, like donkeys, no matter how hard you hide, will come out.

Let's go back to the Lean Manufacturing paradigm. At the first glance at RP, writes B.S. Aleshin and colleagues, it may seem that the whole point is the widespread introduction of the so-called "just in time" system, in which products are produced only when they are needed for the next stage of the production process, and only in the quantity necessary for this. However, a closer examination shows that the matter is not limited to the organization of production according to this system. It is necessary to rethink the logic and technology of production, which inevitably leads to changes in the mentality or, as they often say now, to a change in the culture of the organization.

In the first approximation, one gets the impression that the metamorphosis of standardization is inevitable in the context of the development of lean production. As long as the RP exists only as a project, one can indulge in reflection, the subject of which should be the main thing in any business, regardless of its scale and significance - the quality of the process and the product.

If we argue strictly logically, then the concept of

"quality" is a specific philosophical category. In philosophy, it is the second in order, following the concept of being, reveals the essence of being. In all non-philosophical reasoning, the quality is modified, it acquires a specific, objective, very often sensual-specific certainty. Economic science and production practice are no exception. The difference can be felt by comparing the understanding of quality in philosophy and beyond, focusing on the human explanation of what quality is. Quality, in the words of a famous German philosopher, is "that, losing what, the object ceases to be itself." The philosopher has the right to define quality in this way, because he takes the subject in its abstract form. In an abstract form, the object exists conditionally, therefore the object also ceases to exist conditionally, taken in the system of philosophical abstractions. A commodity ceases to be a commodity only for the philosophizing specialist when it is deprived of use-value. But who is going to organize the production of what no one needs. This can only happen in a madhouse, and not in any real production.

The definition of the quality of philosophical phenomena admits of a human formulation. The cause has one quality, the effect another. Losing its quality, the consequence can become the cause of new changes. It does not disappear, but merely transforms according to the natural order of motion. Chance, deprived of quality, turns into necessity; possibility into reality or impossibility. The product assumes, as a necessity, the absence of the need of the manufacturer himself in it - it is produced for sale on the market; and as an addition (if you are preparing it for sale), it should contain something that someone really needs, that's what he came to the market for. A product really ceases to be a product when it does not contain what someone other than the manufacturer needs. Only such a "product" is not a standard for commodity production. In production designed for the market, the philosophical concept of quality is substantively concretized within the framework of the reality of the product and looks like a standard. This explains the fact that the entire history of quality management in the 20th and 21st centuries was developed in the form of standardization of mass production.

The modern history of production management is focused on managing the quality of the production of goods and is carried out through the improvement of standardization. This should guide the evaluation of the economic efficiency of management. And one should start, in general, with a clarification of the concept of economic efficiency. The reason for this is that there is a growing tendency to isolate economic efficiency from the systemic functioning of the economic block of social life.

Scientific economists have sequestered the methodology of cognition and management to mathematical software, trying to implement O.

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Comte's idea, which failed in the 19th century, to make every science a philosophy at the same time. K. Marx called one of the attempts of this kind "the poverty of philosophy", for which it is not the bourgeoisie that is destined to pay, and not those who serve it, pay certain consumers. Therefore, the incremental dynamics looks stable: the rich get richer even in times of crisis, while the rest follow the real waves of economic movement. Just as those who are in a hot air balloon in distress try to drop the ballast in order to reach the right place, so the current theorists of the economic movement seek to unfasten everything that they consider non-economic from the economy, enrolling in the infrastructure activities aimed directly at the development of human capital, and at the same time declare that it is human capital that is the main source and reserve of economic growth.

It is surprising how experts, fascinated by the term "humanization of production", read the statistics. "Learning is becoming the norm of life," the authors of the textbook "Philosophical and social aspects of quality" enthusiastically state. The average US company spending on training is about 1.4% of the payroll (!?). When it was one and a half percent were an indicator of special attention to something. There is just a division of profits on a residual basis.

So, let's highlight the essence of our thesis: from the very first steps of its history, standardization was aimed at determining and stabilizing quality. At first, the product itself, since there was no particular chance to influence the technology and organization of production, and with the transition to mass production, when the importance of the organization of production increased significantly as a result of the activity, the direction shifted to the manufacturing process. The standardization of production came to the fore. It was believed that if the organization of production meets the requirements of the developed standard, then the result will be of high quality.

Directing the arrow to the standardization of production from the outside seems to be a justified action. In fact, where does the poor quality of the product come from, when there are only high-quality actions around. Naive people are convinced that it is enough to combine high-quality alcohol with high-quality water, and you will get high-quality vodka. Chemists have a different opinion. They argue that in order to obtain a quality alcohol-containing drink, one must also follow the order of combining water with alcohol in order to correctly start the reaction. Guild and partly manufactory production were subordinated to the quality of the goods. Manual labor was unproductive, but within the limits of qualification it was very mobile. Hence the 100% participation of creativity in the product. The quality of the product completely subordinated the technology and organization of production. It is pointless to fantasize about: Would a Stradivarius or Amati change the

pattern if they had difficulty making it? They would not deviate a single step from the idea of its material objectification, they would look for a solution in production and they would find it. Mass production of any type has a completely different character - careless and diligent. If a product recommended for mass production cannot be manufactured without a major restructuring of production and requires serious expenses, then it is easier to involve innovators in order to "improve" the product in the interests of production.

The Soviet experience can serve as an illustration. Consumers knew that the first batches of the product would be perfect, but the longer it went on, the worse it would get. German automakers are among the most qualified, however, they also falsified engine performance, confessed and were roughly fined. Similar cases have been repeatedly noted in the practice of Japanese manufacturers. Unfortunately, in the Russian Federation, the situation is even worse. The main reason is rampant corruption.

It is necessary to understand the dual function of standardization. She rallied the technology with the political. Its significance for improving production is objective - this is the only main way to move the economy forward, but at the same time it is also the main means of objectifying economic policy, therefore the objectivity of standardization has been and will be oriented by political interests. Standardization can be controlled (and should be!), and therefore can be manipulated.

Having come to power, US President D. Trump took measures to withdraw the country from the Paris Agreements on environmental policy, despite the complication of relations with European partners, which are especially sensitive to the effects of environmental changes - the continent is small, population density and production are large. Trump is a man of business and business politics for him is the essence of politics. Everything else should be subordinate. Trump undertook to restructure the economic movement of his country and he will build standards based on purely American interests, without straining infrastructural processes, to which Trump refers to the state of the natural environment. Through the technical form of standardization, its political essence is manifested.

And the last argument in favor of the dialectical perception of standardization - the President of the Russian Federation declared the creation of digital production to be a central economic task. Since the time of the Pythagoreans, numbers have been a symbol of ultimate abstraction, objectivity is lost behind the number, it is replaced by a number, but not chaotically, but quite definitely. A single figure is meaningless. A certain combination of numbers is another matter; with the help of a certain code, it recreates the object in its most accurate expression, which opens up almost unlimited possibilities for

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identification and control. From management, due to the transfer of actions to a sphere independent of the subjective factor, the emotional-motivational component of subjective activity, the costs of professional readiness of a specialist, are withdrawn. As they say: nothing personal, only in the interests of the cause.

Production management, including standardization, must be carefully prepared with maximum reliance on the reserves of professional culture of specialists, but it is desirable to entrust the dynamics of management of running production to technical programs and tools. So everything will be more reliable. In June 2018, the Russian icebreaker fleet was replenished with the most modern diesel-powered Arctic-class vessel for escorting caravans along the Northern Sea Route on an annual basis. Height - from a five-story building, main engine power 45,000 hp. The vessel is operated by 19 people, which can be more convincing in favor of the advantages of technical production management. But technical management has its weaknesses. Among them: a high level of energy dependence, computer security is not absolute, requirements for the personal abilities of specialists in conditions of personal and team responsibility are increased, sometimes up to exclusive ones. Problems in production are usually created by people, but it is in the absence of qualified specialists that the most serious problems arise. Technical standardized management is not a panacea.

Let's try to formulate the rules of standardization. In our opinion, there are two main ones:

first: standardization should be carried out in three directions, linking them into a complex - to determine the standard of the product within its functional purpose, taking into account a broad understanding of the safety of use; regulate the production process and form a consumer attitude to the product. The consumer is a full-fledged participant in standardization. Without the consumer's due interest in the product, the product will not be in demand on the scale necessary for its sustainable production;

second: the standardization of production is carried out on the basis of a conceptual understanding of its position in the system of specific historical conditions, since it is determined by the quality of the stage of economic development. No matter how it is perceived by consciousness, it must be put up with. The product must be demanded not exclusively, but on a mass scale, otherwise production will cease to be mass production and will waste its quality.

The range of products for mass demand in the USSR was not great, but the quality of the goods satisfied the consumer and allowed the manufacturer to solve his problems. The departure from the production standards developed in the USSR made it possible to significantly expand the range of goods, at

the cost of losing quality. Increasingly, Soviet brands are found in stores and advertising, which were not them at all in the USSR, being ordinary products.

Concepts are expressed only in words, they cannot be translated into numbers, unlike products. Let us once again pay attention to the fact that the concepts of "quality" and "standard" are correlated as general and particular in the description of the phenomenon. It is possible to really control the quality only with the help of words, and the word, by definition, generalizes the reflected phenomenon and removes its sensual-object specificity, making practical impact difficult, reducing efficiency. Determining the quality of an object, we only limit it and concretize control, setting a vector and goals for control. In order for management to take on a practical form, it is necessary to have not an image of an object, but its objective expression. What is needed here is a substantive or adequate sensual, digitized sample, which, after technical processing, takes the form of a program of practical action. Digital production is built on the basis of the physical impact on the object and requires a standardized reality of quality. The history known as the history of quality management is essentially the history of the standardization of production, the concretization of quality into a production pattern.

The first experience of control intervention in the production process in order to give it stability and a certain increment can be found in the activities of workshops, individual industries, and schools of masters. Most of the famous sculptors of the Renaissance tried to work in teams of stonemasons, directly in the places where the material was mined. They looked in the quarries for the texture they needed to create the image. It was then that a joke appeared: it's easy to make a masterpiece - you need to remove everything unnecessary, superfluous, but first you need to find the basis. In the workshops, in the interests of quality, the craftsmen carefully checked the products, observed the work of apprentices during production, actively introduced the secrets of production to students, selecting the most capable of them. Despite the fact that each product was an individual, made by a master, it passed internal control, behind which there was also an external one from the side of the city guild organizations. Subsequently, such work will be defined as the rejection phase.

In terms of content, it was much richer, synthetic, more like a "selection" than a "culling". Creativity moved the masters, the masters studied no less than the students. They were looking for paints, primers, foundations, ideal images, and they were wrong. Creativity spares no one - neither the great nor the beginners. Everyone had to work, and especially the masters, by sticking. The concept of "marriage" is not as simple as it seems from the outside. Marriage is not always in sight, the masters were taken out by its

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hidden forms, which appear over time. "Rejection" was not an act, as in mass production, but a technology. Today it is difficult for us to look beyond the achieved horizon in the development of mass production. What is clear is that its "zealous" form is still more of a direction of development than a phase. However, the logic of progress, built on continuity, does not exclude a return to some part, characteristic of the shop organization. Mass character should not be a brake on creativity. Over time, it will surely reveal the diversity under the common "roof" of the multiple result. Therefore, the production process that has been perfected in the workshop form should be carefully examined.

Modern rejection as an action aimed at standardization dates back to the last quarter of the 19th century. The experience of S. Colt's factories is recognized as the beginning, it is believed that the idea of "standard quality" was born there. If we evaluate the system of our version of "quality - standard", then this was a subconscious embodiment of Hegel's conclusion about the dialectic of the ascent of knowledge from the abstract concept of quality to the specific concept of the "standard" of product quality.

At Colt, the assembly went without preliminary adjustment of parts. Specially trained inspectors carried out pre-calibration and rejected non-standard products, thereby speeding up the main assembly part of production. The experience of S. Colt at the beginning of the next century was developed in the automobile production of G. Ford and G. Leland ("Cadillac"). G. Ford, having introduced conveyor assembly, removed the control of components from the conveyor, logically considering that such work should be done earlier. As a result, the "input control" of compliance with the calibers of the standard was replaced with an "output control" at an adjacent production, which cleared the main production of defects and made it qualitatively cleaner.

Further, the process of standardization went by improving what had been achieved, theorists F. Taylor, A. Fayol., M. Weber joined it. In alliance with managers, they identified the basic principles of a scientific approach to the organization of mass production: a systematic approach to management; personnel management; delegation of responsibility; scientific regulation of labor. The developed production management system went down in history as the Ford-Taylor production system. Having indisputable advantages, the Ford-Taylor system also contained serious defects that "dormant" in its potential for a long time. The development of production in the new socio-political conditions of the activation of social democratic interests inevitably pushed the Ford-Taylor system into a dead end. Technological progress has also contributed to this the process of turning scientific knowledge into a direct productive force. The desire by all means to implement the principle of not allowing defective

products to reach the consumer could not but lead production into a technological structural crisis.

This was also driven by the lack of a clear understanding of quality and standard in management theory. They were changed instead of being considered in development. The most noticeable and sensitive was the identification of quality and standard in the production of consumer goods, where the concept of product quality reflects the dual nature of the product.

A product intended for subjective, more precisely, subjective use by a person or a social group must be of high quality objectively - physically and subjectively - to satisfy the consumer with its physical quality. It is naive to believe that only by advertising the physical perfection of a product, one can arouse the consumer's disposition towards it. Such a consumer should be subjectively none. Interest in the physical quality of a product can be formed by demonstrating its capabilities, but this is not enough for interest to form into a need to buy it. The product must captivate the feelings of the buyer, and this is an irrational process, deeply intimate in nature, expressing the individuality of the consumer. Especially if the consumer is attached to a significant assortment, picky and fastidious.

The quality of consumer goods is not reducible to a system of physical parameters, but in their quality it exists as a kind of core. And just as the atom is not limited to the presence of a nucleus, so the quality of such goods is not limited to a system of physical characteristics. On the contrary, the standard is a purely physical phenomenon and requires a clear description in physical units. The concept of "quality of goods" should be approached through the market, and "standard of goods" should be determined in the conditions of scientific and technical creativity.

Subconsciously, the differentiation of the concepts of "quality" and "standard" was already approached by the end of the first quarter of the 20th century, when they felt the insidiousness of absolutization of control over the standard conformity of products. In high-tech, complex production, the share of controllers exceeded one third of those employed at the enterprise, which significantly increased the load on the cost of goods. The price has risen, but the quality has not improved accordingly. The buyer had to pay for the previous level of guarantees. Quality began to slow down the efficiency of production. In fact, the contradiction was between standardization and efficiency. It was necessary to think about how to improve the physical model of the standard - about new materials, original design, technological solutions. The standard is a technical image of the quality of the product. And just like the quality of a product, described in words, depends on knowledge and the ability to use it, the standard is determined by the possibilities of technical modeling of the concept of quality. The understanding of quality

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is evolving, and the technical model of the quality standard is also changing. Thinking has its own language, and technical creativity has its own language, designed to serve as a translator from scientific language to technical, understandable production. At the same time, the translator must feel well the organizational and technological capabilities of production, so as not to absolutize the value of the idealized model. The image of the model is significant when it fits into the image of production, otherwise the above situation will arise. Good intentions will lead the organization of production to a hellish state. The understanding of quality is evolving, and the technical model of the quality standard is also changing. Thinking has its own language, and technical creativity has its own language, designed to serve as a translator from scientific language to technical, understandable production. At the same time, the translator must feel well the organizational and technological capabilities of production, so as not to absolutize the value of the idealized model. The image of the model is significant when it fits into the image of production, otherwise the above situation will arise. Good intentions will lead the organization of production to a hellish state. At the same time, the translator must feel well the

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When the desire for a total organization of quality control came into conflict with the total target setting to increase production efficiency and it became clear that the conflict could not be resolved in the previous way, V. Schuchert, who worked in the technical control department of the American company Western Electric, proposed to shift the focus of management quality on the organization of the dynamics of the production process. The innovation of V. Schuchert was that he looked at production and the quality of production as a movement and in this context understood the main thing in the quality of movement: firstly, the achievement of stability, and secondly, the inevitability of a deviation from the direction of movement (Fig. 1). I translated the features of the movement into solving the problem of obtaining a qualitative result and received two conclusions: the desired quality can only be obtained under conditions of a steady movement of production, therefore, it is necessary to stabilize production in certain qualitative parameters (1), and quality is a generalizing characteristic of the process, which really represents variations. Variations must be enclosed within certain limits (2).

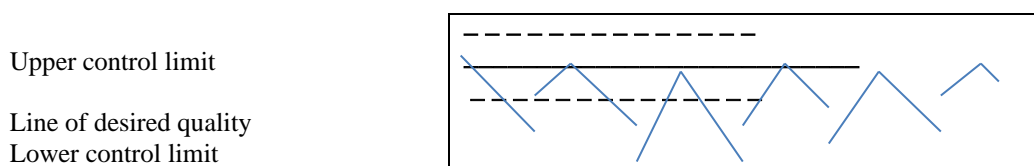


Fig. 1. Graph quality

The task of achieving the quality of production acquired a technical form and meaning for Schuchert: it is impossible to avoid variations in the parameters of the obtained quality of products, one must strive to reduce variations. The criterion of quality is the stability of production in the static sense, that is, the convergence of variations with the central line. One of the most important factors in solving the problem, V. Schuchert called the restructuring of personal interaction - cooperation, team organization.

Schuchert was the first to approach the interpretation of the standard in terms of mass production, presenting the quality of production and goods as a statistical form, suggesting a certain fluctuation, which was called tolerance. Schuchert did not introduce the concept of a statistical standard model, but it was necessarily formed on the basis of his innovative ideas. B.S. Aleshin and co-authors compared the quality management systems of Taylor and Schuchert in tables that clearly demonstrate how advanced management thought has been (Fig. 2).

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System Comparison

Taylor system

- Establishment of requirements for the quality of products
- Manufacturing of products
- Product Inspection
- Administrative impact on the contractor (fines, dismissal)

Schuchert system

- Process quality planning
- Execution of work (process)
- Control of process characteristics, use and analysis of control charts
- Exclusion of special reasons



Each element is performed by different people, which is accompanied by a conflict of interest.



Each element is performed by a team that has a common goal of reducing variation.

Fig. 2. Comparison of Taylor and Schuchert systems

W. Schuchert tried to give quality management a human face. He emphasized the importance of internal, including personal, motivation. But he did not seek to radically change the position of the worker in production. The alienation of the individual remained fundamentally the same, so the motivation was supported mainly by the financial evaluation of the activity. Researchers of Schuchert's experience clearly overestimated its content, introducing into the description such a reaction of workers as "the joy of obtaining results"; "pleasure from teamwork, recognition of merits by colleagues and management"; "feeling of one's importance", etc. It would be more appropriate to say that Schuchert's method forced managers to learn what is called humanitarian knowledge.

The restructuring of the organization of quality management has become more significant. Quality control departments have been replaced by the quality audit service, focused on checking the validity of the quality assurance system through selective control of individual small samples from the total lot of products.

The next step in improving the standardization of production was the concept of "quality management" by E. Deming. It was formed and optimized for almost half a century, from 1950 to 1992. Based on the ideas of Schuchert, Deming formulated three basic "pragmatic axioms":

- Any production activity can be reduced to a standard type of technical process and contains reserves for improvement that need to be identified and loved;
- Production has two standard forms of existence: stable and unstable, so the solution of

specific (current) problems is ineffective, it is necessary to direct the vector of managerial activity towards fundamental changes;

- The main responsibility for the failure in the development of production should be taken by top management.

The doctrine of E. Deming is well known, it has received wide practical application. We wanted to pay attention not so much to the structural sections that make up the content of the concept, but to focus on the question: what is Deming due for his resounding success, what contributed to the effectiveness of the application of the provisions he developed in the real economy?

The years of E. Deming's work fell on two turning points in the world economy. First of all, the project, designed for the omnipotence of technical progress, turned out to be a myth. The history of science repeated itself in the Age of Enlightenment, when it seemed that humanity had found a full-fledged replacement for religion in the face of science. Science is universal knowledge, will solve all problems. It is only necessary to turn the consciousness of the masses towards science, to make the Enlightenment scientific and universal. Deming was the first to understand and warn: the notion that mechanization, automation, and computerization will make a breakthrough in the field of sustainability of production quality belongs to the realm of difficulties in solving the problem of the effectiveness of quality management, as well as the attitude of obtaining positive results in the shortest possible time. Deming offered his philosophy in the form of a "valuable reaction" (Fig. 3).

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Fig. 3 "Chain reaction" (according to E. Deming)

Comparing the philosophy of management of Schuchert and Deming, to see how dependent the economy and economic theory are on the trends of social development. Schuchert reflected in his concept the socio-political and cultural mood that developed after the crisis caused by the First World War. Europe and the United States with Canada came to their senses difficult, because the war of annihilation called into question the dignity of democracy. At the same time, a certain part of thinking humanity tried to rethink the situation and save the image of democratic reforms, believing in the power of the creative principle of homo sapiens.

Economists of the first half of the 20th century felt the decisive role in the development of the production of the human factor, questioned the rate of Taylor, Ford, Fayol on the technical factor. Before the concretization of the human factor in human capital, it was still half a century, however, as in nature, in society, cataclysms do more harm than good. Revolutions are indeed locomotives in history, adjusted for the fact that it is not the time factor that forms the core of the revolution. Revolutions, whether in industry, technology, science, culture, or social order, are the whole process of changing the old quality to a new one. Revolution is identical with the quality of transformation; it makes ideals the standards of practical life. The time factor of revolutionary transformations is secondary and is conditioned by the specificity of historical reality. But one thing is invariant in history - the decisive power of man as the primary historical factor. History is a process of human creativity, though not always successful. All the same, and then there is no one to correct, except for a person.

The merit of Schuchert and Deming was that they stood on the platform of classical political economy, did not succumb to numerous "temptations" - technical, statistical and others. Their logic was distinguished by confidence in the historical power of the subjectivity of man as a person. Having weighed the technique and creativity of the individual on the "scales" of history, they confirmed that the growth of capital is carried out by man. Technique both existentially and functionally depends on the person.

And here time worked on Deming's side. It's time for the rebirth of Japan.

The war destroyed the country's economy, but did not undermine the samurai spirit. Nature has taught the Japanese to withstand the blows of fate. The national will was ready to return the country to its former greatness in the Pacific region, the inhabitants of the state of the "rising sun" understood well that the path of revival lies through the industrialization of the destroyed production potential. They just didn't know how to do it. At the very end of the 1940s, leading Japanese experts united in the Japanese Union of Scientists and Engineers - JUSE. A group arose within the Union, aiming to study the industrial experience of the United States. She established the dependence of progress in quality management with an increase in labor productivity. We tried to understand the mechanism of the established connection.

The informal leader of this group was K. Ishikawa, the future initiator of the "Japanese miracle". JUSE invited E. Deming in 1950 to get better acquainted with the technology of American industrial development, but, unlike the Russian reformers of the 1990s and 2000s, the Japanese themselves prepared themselves well. They did not

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expect a miracle from the Americans, but "information for thought."

Ishikawa summarized his thoughts in three conclusions:

- All experimental engineering activities must be adequately defined statistically. In order to increase the level of knowledge of statistical methods of analysis, at the initiative of JUSE, the Faculty of Industry of the University of Tokyo introduced a mandatory course on "how to use experimental data";

- Dependence on imports of raw materials and foodstuffs can be overcome solely through the growth and expansion of the range of exports, and there must be a clear focus of industry on the production of high-quality products so as not to waste resources;

- it is necessary to reorient the consciousness of specialists and in society as a whole towards the management of high-quality high-tech products. Japan had no alternative to this path, since financial reserves do not allow planning a total modernization of production.

E. Deming was invited to go to the goal not in the American way, but in the Japanese way, moving not from big finances, but from the national mentality, in which the culture of work occupied the most important place.

Domestic demo-reformers failed together because they knew what to get rid of, but did not know how to do it in a civilized manner and, most importantly, what to replace it with, based on the Russian specifics of reality. The Japanese, on the other hand, decided in advance what they would do. They needed only specifics - a "road map" of the movement, which is why they called on E. Deming as a navigator or pilot. I. Deming brilliantly coped. Deming was paid for his lectures by the Japanese, our "foremen" were paid by Sores. The Japanese saved the national prestige, ours cut down the national historical roots and stole wherever they could. Not surprisingly, the Japanese in 30 years (by the early 1980s) produced 40% of the world's production of color televisions, 75% of transistor receivers and 95% of VCRs. Thirty years later, the Russian Federation still cannot restore the destroyed potential.

The ideas of Deming, Ishikawa, Juran were realized, confirming the importance of the counter courses of the movement of national interests and innovative, creative, creative thinking of unbiased, honest specialists. The "Japanese miracle" is a product of the interaction of scientific thought, a critical analysis of the production experience of advanced economies and the peculiarities of Japanese national identity. Ishikawa, Deming and Juran happily met in the very place and at the time when the situation matured and objectively - it was necessary to save and return the country's economic potential and subjectively the Japanese nation has a high and cohesive responsibility for its image. Only the Japanese team, having lost the match of the 2018

World Cup in the last seconds. I cleaned everything in my dressing room and left a note in Russian with a single word: "Thank you."

The roadmap for the revival of the Japanese economy in the status of one of the world leaders in the quality organization of production was restored by B.S. Aleshin with colleagues]. We are more interested in the lessons of the movement of Japanese specialists towards the goal. There are quite enough of them not to pass by, but such is the peculiarity of our fans to steer the economy along American sailing directions after Gaidar and his students. They really do not like it when something does not want to move in the rut of liberal economic theory, which excommunicates the state from production.

So, what does the Japanese experience teach (it teaches, that is, directs thought, and does not write out prescriptions):

- quality is time, years of consistent, hard work, associated with the need to collect and analyze creative approaches;

- quality is a product of interaction with the consumer, built on partnerships of mutual respect. In this case, the consumer is understood as broadly as possible, including all participants in production;

- the totality of participation in the achievement of qualitative results;

- systematically adjusted audit control;

- a key role in obtaining the stability of the quality of the work of foremen and foremen, their continuous retraining in various forms, including special programs of national and regional television;

- special attention to the mobilization of the physical, moral and creative abilities of workers;

- promotion of quality and its key importance for the development of production;

- and, finally, what infuriates liberal managers is the need for a consistent state economic policy, especially in the production of export products; mandatory state certification of products for other countries. Attempts to sell non-certified goods outside the state are equated with smuggling. State support for exports, assistance in promoting goods on the world market.

As the final touch in the Japanese quality management program, it is advisable to consider the idea of dividing problems into sudden and chronic, proposed by Y. Juran. It is not realistic to foresee all possible problems in planning and therefore it is not necessary. It is enough to have mobilization reserves that ensure the stability of the movement. The goal should be the chronic problems that have become part of the organization - actually the disorganization-production. Chronic problems are most often latent in nature, they are, as it were, adapted by production. It is no secret that there is no waste-free technology, therefore tolerances are the natural state of quality management. Orders, resolutions, appeals, slogans are

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powerless here. Once chronic problems have become part of the organization of production,

Juran presented the process of solving chronic problems as a kind of "road map" of movement with four junctions. Stations are stages of the solution,

certain actions are performed on them in the sequence specified by the traffic organization. The components of the problem in the stages Jurán called the "basic phases." Y. Jurán's scheme is still relevant as "information for thought". We present it (Figure 4)

Problem Solving Stage	Components of the problem (phases)
Development of the main provisions of the project	1. Drawing up a list of problems and identifying priorities.
Diagnostics	2. Determination of the composition, responsibility and powers of the working groups.
	3. Symptom analysis
	4. Formulation of versions
	5. Verification of versions
Finding a Solution	6. Identification of causes
	7. Search for optimal solutions
	8. Development of necessary measures
	9. Overcoming resistance
	10. Implementation of solutions
Retention of achieved results	11. Checking the effectiveness of the implementation results. Regular comparison of achieved results with planned ones.

Figure 4. Problem solving phases (according to Y. Jurán)

In the 1970s, Japan's expansion in the world's markets reached such proportions that for the United States the "Japanese miracle" appeared as the "Japanese threat". The success of Japan in the production of high-quality and relatively (with the Americans and Western Europeans) inexpensive products in the range of high technologies made us again actively engage in the theory of quality management. The time has come for the author of the Zero Defects program F. Crosby. Based on Deming's experience, Crosby developed his Fourteen Points. The development of Crosby's ideas was the program of A. Feigenbaum. As a result, Total Quality Control (TQC) was formed, from which all subsequent quality standardization systems grew.

Did you eventually manage to build a unified basic model of quality management based on the standardization of organizational and managerial actions? Yes, a comprehensive program has been developed and tested by international practice. As for its systemic assessment, here we would refrain from making a positive conclusion. There is still no clarity in the interpretation of the concepts of "quality" and "standard".

The methodological reserve of the approach to the improvement of standardization that developed in the second half of the 20th century - the beginning of the 21st century seems to have been exhausted. It is this factor that can explain the lack of breakthrough ideas after the works of A. Feigenbaum, which summarized the practical application of important discoveries of his predecessors - innovators. International standards ISO 9000-2000, domestic GOST 10 57189-2016 / ISO / TS 9002-2016 are a linear continuation, that is, in fact, a rationalization of what has been achieved. It is necessary, in accordance

with the new requirements formed at the stage of the post-non-classical development of science, to refine the methodological foundations of the theory of quality and standardization. First of all, to separate the concepts of "quality" and "standard" in order, having clarified the hierarchy of their relations, to combine them in a new approach to solving the problem of quality management.

For clarity, we repeat: "quality" is a philosophical category, its use in a non-philosophical context - scientific, scientific-practical, practical - is a logically legitimate phenomenon with the clarification that it will not bring direct pragmatic benefits. It is necessary to descend from the height of philosophical generalization to the level of practical action, to transform the concept of quality, filling it with specific content, reflecting the specifics of objective activity, in our case, the production of marketable products in conditions of mass production.

The philosophical concept is revealed in the verbal form of definition. Here the word is of particular importance. There should be few and many words, just enough to convey the essence of the quality. The essence of quality is not what is indicated in the guidelines, not a list of essential features, but their systemic coexistence. The quality of the goods reproduces - indirectly through the originality of the physical substrate - the essence of the market, as a structural design of two subjects - the producer of the goods and the consumer of the goods (sellers constitute the infrastructure and do not count). A commodity is only what someone needs, except for the manufacturer, therefore, along with the physical component, there is consumer interest as a commodity as a superstructural phenomenon over the physical foundation.

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It is impossible to manage a philosophical category; it is used to develop a route of practical action, as a navigator of movement from an idea to a substantive (organizational) result.

The quality of the goods, after a weighted definition, must be translated into the form that corresponds to the production process, expressed in symbols of technical production management, - turned into a standard. Then the history of standardization begins. The concept of "quality" is revealed in dialectics and is controlled by dialectics. The concept of "standard" implies management at the production level. It is described physically, chemically, biologically, ecologically, hygienically and, finally, mathematically. At the level of the standard, a model is formed - physical and mathematical, and a systematic approach dominates. In a systematic approach, the future of standardization management.

Let us illustrate this with the example of goods produced by light industry enterprises. The range of products is so diverse and significant that the possibility of skeptical perception of our example is close to zero and there is enough reason to neglect it.

Let's start with quality as the highest form of abstraction in defining a product. Quality is that, the absence of which makes an object objectless from the point of view of its existence. Those who are in places where light industry products are sold, at exhibition demonstrations, a feeling is formed that there is only one vector of creativity - to create something different, different. The fan has limits, but creativity has no limits. The feeling is false, the limit is hidden in diversity, as Thales said: "everything is in one." One

must always keep this in mind and keep quality in creativity in the form of a collecting guideline. Shoes, socks, stockings, tights do not resemble each other in appearance, but they are all of a common quality - they serve as clothes for legs and arms, that is, they are clothes in the broad sense of their quality. The head, individual parts of the head, face, torso have their own clothes. There are different levels of clothing - internal, external. Legprom protects a person and ennobles his appearance. It so happened that the evolution of man, having deprived him of a significant part of his natural means of protection, forced him to solve the problem artificially.

Manufacturers in search of a new one must be guided by the requirements of typical product quality, due to the quality of the item. Clothing should contribute to the preservation of natural forces (health), protect against the effects of factors harmful to health, be, if possible, light, elastic, not constrain movements in their natural expression, breathe with the skin, minimize physical development deficiencies and be widely accessible.

Further, the second level of the concept of product quality is formed, which ensures its consumer appearance. This "quality" already has a subjective base, represents the spiritual development of the consumer, his personal status. The subjective side of the quality of the product complements the objective quality of the substrate, it tells him something without which the product would lose its consumer significance. Combined in a general way, the objective and subjective aspects of the quality of the goods represent the objective specificity of the quality.

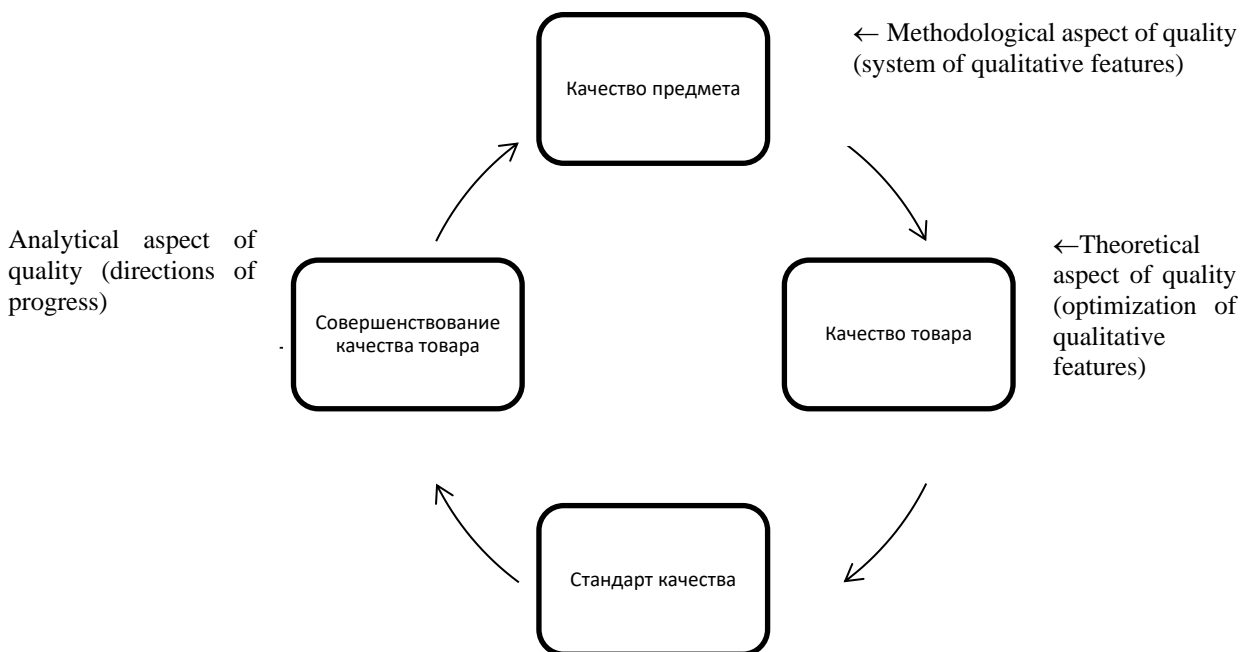


Figure 5. Quality climb route during reproduction.

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In this capacity, the philosophical interpretation of quality is complexed with economic and technical representation. Quality, loaded with product specifics, is transformed into a production standard that involves a technical and mathematical expression in the form of a quality model. The circle of movement of quality from the abstract to the concrete expression is exactly half completed. The second part of the history of the quality of the goods begins - the comparison is achieved with the ideal, the improvement of the standard (model) in accordance with the requirements of the quality of the subject (Fig. 5).

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 specific production, aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs.

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

are able to deal with them, and not with the consumer on the market? What are our reserves?

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

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

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

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

There are no straight lines in nature - they are conditional and exist as intervals-segments of movement. The same is true in the development of society, it is reasonable to the extent of historical concreteness. And each historical concreteness carries in itself something new, as well as unresolved or limitedly resolved problems, left as a legacy to the

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passing generations. Historical logic stumbles upon the imperfection of historical concreteness and will be better understood as a sequence of concrete historical rationalities built from the contradictions of the rationality of human activity, in fact, the relative logic of that historical specificity that accompanies the historical ascent of the socialized Homo sapiens.

The 20th century confirmed the idea of historical materialism in its Marxist interpretation. The development of social life is based on the movement of material production, the connecting element of which was originally a rationally active person. Human history grew out of labor, but the current state of labor became possible only at the stage of homo sapiens, which means the following: production serves as the basis of social progress when it finds its expression in human rationality. To be a real force, production must correspond to the needs of people, needs must be manifested in thoughts, thoughts capture feelings, become convictions.

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

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

To maintain the prestige of the company in Japan, the key phenomenon of the social form of life is actively used - the family, family traditions, accumulating the power of morality. The company is run by a family. Each member of the family, traditionally associated with the history of production, perceives the company and their work through the prism of family tradition, removing the burden of alienation of labor, inevitable in the conditions of exploitation. Exploitation itself is draped in a form of social partnership. The essential contradictions of

bourgeois production remain, but the form of their perception by consciousness changes. In modern Russia, the term "exploitation" is not used to characterize production, which is not surprising given the existing practical attitude to national culture, especially education, which is officially aimed at the development of competencies by politics.

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

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

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

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

Our thinking in that part of it, which is called creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic endures its heuristic potential. Perspective thinking is thinking

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

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

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

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

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

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

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

The developing market demanded a variety of goods. Goods were needed within the framework of the difference in the purchasing power of consumers. Factory - factory production, based on the technical base, opened up the prospect of varying the quality of the goods. Severe restrictions on production, which distinguished shop activity, receded. There are different types of goods on the market. In the British philosophy of the Enlightenment, the very concept of quality was actively discussed. J. Locke proposed a version of the combination in determining the quality of the objective properties of objects and their subjective perception by consciousness.

In the division of quality attributes into "primary" and "secondary" there was a rational principle associated with the specifics of the "second nature" - things transformed from their natural state by human labor. The "primary" qualities of a product or its raw materials are due to natural reality and are completely independent of a person. "Secondary" signs, on the contrary, depend on human labor. It is labor that reveals or creates them, and therefore the quality of objects transformed by labor must be

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determined with a human assessment. The inclusion of a person as a factor in the production of the quality of goods enhances the influence of the subject of labor on the quality of production and the quality of the goods produced. As a result, the burden on the management process increases.

Management is subject to the solution of the problem of sustainable production of a quality product. As in any task, here you need:

- clearly define what "quality" is?
- understand what is specific to the quality of the goods?
 - to understand how the "quality" of commodity production and its mass character are connected, to trace the mechanism of interaction of qualitative changes with quantitative.
 - reveal the systemic situation of the problem quality of mass production in the context of a developing economy.

Only having received answers to the listed questions, we will be able to productively investigate the problem: "How realistic is our desire to give the mass producer the need for the quality of the product result", in other words, "is it possible to sufficiently motivate the receipt of a quality product from within mass production?". So far, unfortunately, quality management is carried out by bringing into production ideas developed not in it, but in the "pure" theory of management.

Such a quality management mechanism elevates the importance of scientific analysis, defining the role of an auxiliary, experimental farm in the self-promotion of production towards quality. A retrospective look at the history of understanding how to manage the quality of production in general, demonstrates clearly that this history is very similar to the movement of thought on the principle of "trial and error". Comparison of QMS with SC allows us to consider the trend of movement - the desire, by developing a new approach to quality management, to overcome the narrow technological view of quality as a certain standard, limited by the production process outside the conditions of consumption.

The interpretation of the quality of a product that has developed under the influence of economic rationality does not reflect the socio-cultural status of the product, at least, the product of the consumer series. It is advisable to look for a qualitative characteristic of a product intended for mass consumption at the junction of its industrial, household and socio-cultural merits. Moreover, it is desirable that the product not only satisfies existing needs, but also stimulates their cultural development, serves as a tool for the development of the consumer's personality. Human capital is involved in the creation of the product of production, and production is designed to contribute to the improvement of the individual. There is no other way to overcome alienation in the conditions of absolutization of private

property and its distribution disproportionate to labor. Only giving creativity to work and rewards corresponding to creativity can be "removed", in terms of Hegelian philosophy, the tension of alienation. The quality of goods in a broad sense can be considered as a factor of social progress and as a test of socio-cultural achievements of social development.

In the definition of quality, the most common shortcoming is the lack of consistency. Quality is defined as a set of essential properties. The usual method of selecting such is the method of pyramidal arrangement of the properties of the object. Important, but not decisive, remain at the base, and as you climb to the top, a hierarchy of the remaining properties is formed. At the top, we get the sum of the main properties, which are included in the definition of the quality of the item. G. Hegel at one time wittily defined quality from the contrary - "quality is that, losing what, the object ceases to be itself."

Following the example of the great thinker, let's define "shoes" as "clothing for the feet." How accurate is this definition? For shoes, probably yes. Not for the quality of the shoes. If you deprive shoes of the ability to be "clothes of the feet", then it really will not be a shoe. If, however, only the ability inherent in footwear is preserved, then the required quality of the product will be indefinite. "Clothes for the legs" can be dangerous due to the toxicity of the material, the means of fastening, and the construction that is inconvenient for movement. A formally constructed requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative certainty of the product. To determine the quality of a product, one must proceed from its functional purpose.

Legs, for which clothes are sewn in the form of shoes, are part of a living organism. These are not stocks and not the limbs of a corpse, also intended for certain clothes. Footwear will not be shoes until there is sufficient evidence of its safety - hygienic, ergonomic, industrial, household. Quality is not a set of essential properties of a product, it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid as the basis for determining the quality of a product, then "growing" the system itself, as a pearl in a shell is grown from a random grain of sand or the Periodic Table of chemical elements from atomic weight.

G. Hegel was right in his definition of quality, it is always better to start with what is "in plain sight" in order to build up the definition later. There is an electron shell around the nucleus of an atom and together they give the definition of an atom. In the definition, we lay the quality, revealing it later in the aggregate of concretizing properties.

From a philosophical point of view, the quality of an object, reflecting the diversity of the world,

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reproduces in itself this objectively existing objective difference. The quality of the product, especially for mass direct human consumption, requires additional clarification related to the manufacturer's responsibility for the safety of using the product. The quality of consumer goods is more complexly structured. Its definition includes a systematic arrangement of core competencies of technical and humanitarian importance.

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

It is a mistake to simplify the cultural assessment of a product to the level of the aesthetic value of products. The cultural status of the product synthesizes both the culture of performance and the culture of consciousness of the manufacturer, who decides which materials to use, in whose interests to act - the profitability of production or the needs of the consumer who trusts the manufacturer. Rising, we can easily rise to the very top - the culture of social consciousness. In some countries they do not steal, they consider deceit to be meanness, while in others everything is built on these vices, they are legalized, because they have grown into the national mentality.

The replacement of a philosophical understanding of the quality of a product with an economic one is natural for an economy aimed primarily at making a profit, increasing capital in private interests. The economic dominant in the quality characteristic has an ideological basis. In the same context, the desire to separate the economy from socio-cultural development should be considered. The idea that the economic movement should be absolutely independent of political oversight and humanitarian functions, everything non-economic is provided by taxes from the economy, is gaining momentum, and most importantly, it is supported by the authorities.

Attempts to oppose this logic with the common sense of social development as the progress of the individual and interpersonal relations within the framework of the social organization of the historical process are ineffective. They are assigned the role of local public opinion, which has never been distinguished by special solidarity. Philosophical systematic analysis of the quality and defects of its interpretation remains the lot of professional reflection.

It would seem that we are faced with a purely theoretical problem: what can be called the actual quality of a product and what does the system of qualitative properties look like in the characteristics of a product? In fact, when applied in practice, it grows

into an ideological problem: how it is permissible to see the quality of a product in the current concrete historical circumstances of social cultural development.

Simplifying the understanding of the quality of a product by reducing it to its properties that ensure the profitability of production, makes production, and not the consumer, a system-forming factor in obtaining the "quality" of the product, which contradicts the quality of the developed economy of the "post-industrial", "new industrial" and even "industrial" society. At the dawn of mankind, the consumer was happy with everything that could be produced. Production was the defining party in relations with the consumer. Today, the market is considered the driving force behind the development of production. In the market, the initiative belongs to the buyer. Transition to the principle: "The customer is always right!" involves determining the quality of the product by its consumer.

The economic dominant in characterizing the quality of goods is clearly not modern in the philosophical sense, but it expresses the essence of the bourgeois foundation of the existing economy, therefore, it will be defended both politically and ideologically. Moreover, in a certain sense it is interesting, in particular, to solve the problem of mobilizing the production potential to obtain a demanded product in significant volumes, although the very quality of such a product will be conditional - "economic". The concept of "economy class" has received official recognition in the development of the concept of "produced for sale in Russia."

We have already emphasized that for 130 years bourgeois economists have been creating models for the efficient production of a quality product that is in demand by the market, focusing on the economic content of quality. Having driven the movement of production into a dead end with economic models of quality, top managers, together with theoretical economists who isolated the profile of their scientific interest from the sociocultural goals of the production of material goods, were forced to recognize the consumer not as a market anti-subject, but as a partner, an accomplice in the production process.

Recognizing a consumer as an ally is tantamount to including him in the production policy development team, although formally, because he remains in the same position as a counterparty. In order to change the understanding of quality, it is necessary to start improving production from the interests of the consumer, reflect them in the properties of the product, and then think about how to optimize the organization of its mass production.

Ultimately, at first, a compromise solution is also acceptable, justified by the possibilities of production and the need to move through the expansion of these possibilities. Now the buyer fundamentally remains a slave to the producer - the master and the political

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protectorate of the interests of big capital. The interests of the mass consumer are promoted by the tread of Japanese women, while the dominance of manufacturing by the interests of companies is marched by the parade of winners. The pace of movement is not comparable, there is no noticeable advantage in promoting the interests of the consumer and is not yet foreseen.

The consumer with his interest as a product is theoretically not excluded from the development of strategy, tactics and advertising. Let's refer to B.S. Aleshina and co-authors: "For a quality strategy to be successful, both internal and external consumers must not only be satisfied and involved in the process that provides this satisfaction, but also take a direct part in the continuous improvement of the quality of this process" improved the Kaizyo system for this purpose; replacing it with a new edition of Kaizen. Changes in the organization of quality management have revealed the advantages of those countries where the mass consumer, who is also the production worker, feels more comfortable, feels his complicity in the development of production. In the second half of the 1980s, Japanese companies received 40 times (!) more proposals for improving the production process from their employees than US companies (40 million vs. 1 million). It is also indicative that over 90 percent of the proposals, one way or another, were used.

The ideology of quality is rebuilt to a new - consumer orientation is extremely reluctant and half-hearted. The ISO 9000 quality management system (in the Russian Federation - GOST R ISO 9000-2015) was introduced into world practice 30 years ago. Its initial position (No. 1): "Product quality is a characteristic managed object", sets the general direction in understanding quality. Quality is a product of production. Paragraph No. 2 specifies the places of participants influencing the quality of the goods: "the goal of quality management is to create products of such a quality level that meets certain established requirements and needs." To make it clear whose requirements and needs we are talking about, at the end of the paragraph we read through a comma - "consumer requests".

The interests of the consumer are taken into account, but on a residual basis. They are remembered last, "if the production reserves allow." In scientific and popular sources, one can find an explanation for this alignment of interests - technically complex products and their improvement are the lot of specialists. One gets the impression that specialists are not consumers.

In ISO 9000 - 2015, for the first time, the consumer appears at the very top of the list. The first principle of the QMS states: "Customer Orientation". It is the consumer who declares the properties of quality. The status of the enterprise depends on how the quality of the offered product satisfies the quality

requirements of buyers. The enterprise must understand their current and future needs, meet their requirements and strive to exceed their expectations.

But one should not rush to rejoice at the changes that have taken place. The quality management mechanism is still set to develop the quality of production technology, and not to obtain a quality product. The quality of the enterprise, as before, is tested to maintain the quality of the organization of production. The interests of the consumer remain "for later". All leading international quality management quality registrars are represented in the Russian Federation: Veritas, British Standards Institute, Lloyd's Registrar, Society for Supervision (TUV). In addition to them, numerous home-grown and joint ventures related to the certification of production and product quality offer their services on the quality management market. The problem is not in finding the desired organization, but in the fact that all of them are "sharpened" for production or product out of context with the interests of consumers.

The dialectic of the market that unites the producer and the consumer is simple - they are opposites that exist exclusively in unity, therefore, it is necessary to look for a balance of interests of both subjects in order to give the production of quality goods a sustainable character that serves as protection against recessions and crises. The crises of overproduction, which were classic for capitalism in the 19th and first half of the 20th centuries, have become history. They were replaced by financial systemic shocks. Specialists are looking for a panacea in a high-quality, smart, lean, lean economy. "Historical experience shows that with increased attention to quality, a way out of crisis situations began in many countries. The large-scale crises in Japan and Germany at the end of the 1940s were overcome with the help of a state policy focused on improving quality.

In solidarity with the above analysis of the economic history of the second half of the 20th - the first two decades of the 21st centuries, we express our surprise at how it happened that when defining the latest social development through quality, the very approach to understanding quality has not been radically modernized. The totality of the meaning of quality implies a revision of the content of the concept of "quality" and a new look at the factors that ensure the actual quality of the activity and its product. The system-forming position of the quality factor in social progress also determines a new political attitude towards quality. It is required to orient the development of production towards internal - not introduced promises.

Quality management must come from need. It is in it, and not in rewarding for quality work in the form of incentives, that the true beginning of the new economic policy is. Encouragement, of course, no one is going to cancel, they are swapped with motivation.

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Today, encouragement induces to the required quality of action; tomorrow, the culture of a professional attitude to work will be completed with incentives. Movement is most productive precisely in the form of self-movement. External motivation is less effective. Remuneration should correspond to the quality of work and sustainably motivate work.

The change in the qualitative strategy of economic policy from incitement to quality production to the formation of a need for a quality product is not another attempt to revive economic romanticism and not communist nostalgia for the need of a cultured person for work, as it may seem to those specialists who have rebuilt from political economy to economics, reducing dialectical analysis to statistical, adapted to the volatility of modern production. We are talking about solving the system-forming problem of history - about the relationship of the individual to society and society to the individual, who is more impressed by which side of this contradiction, but in principle this is just a double spiral of social progress. A developed society is being tested as a condition for the development of the individual.

The formal and logical conclusion from the interdependence of the individual and society is obvious: it is necessary to build their relationship in harmony, based on the awareness of mutual interest, bringing interests to the degree of a naturally necessary need (according to Epicurus's classification) in each other. Now we are going through a historical stage of formal-abstract awareness by the individual and the subjects that determine the policy of the basic contradiction of development. The individual and the society, as it were, rub themselves together in motion, looking for points of mutual growth. Partly successful, there are many examples - mass production, freedom of access to education, sources of cultural development, political democracy, promotion of a culture of nature management, solidarity in the confrontation with extremist aspirations, joint use of scientific and technological achievements, strengthening the authority of the idea of tolerance.

A special place in this list should take the desire for a quality economy. The point here is that opposites, by definition, are mutually alienated. The dialectical opposites to which the individual and society belong are favorably distinguished by the fact that the unity in their relations is inherent in their emergence. It only needs to be brought to a general position by ascending from a formally necessary stage to an absolutely necessary one, loading the process with real content, demonstrating in detail the advantages of interaction. There is no other way to overcome alienation objectively embedded in the relationship of the opposites of the individual and society. Through the quality of activity - to the quality of social improvement. It is unnatural to alienate that which is the real condition for your development.

Under the conditions of classical capitalism, alienation was a prerequisite for achieving the power of capital, and the very political organization of society adapted itself frankly to the provision of the bourgeois state. Democracy was adapted to the bourgeois social order.

The revolutions of 1917 in Russia and the subsequent history of the USSR should be assessed not so much as national achievements, but as a turning point in the history of classical capitalism, a transition to postclassical capitalism. The dominance of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital has led to the emergence of various forms of its associative use in production. Cultural progress was accompanied by an interest in the quality of life, a change in this very concept. World cataclysms, no doubt, did not just frighten the peoples of Europe and Asia. They moved the consciousness away from the abyss of extreme interests in resolving contradictions.

The alienation of the individual in labor has not been overcome, but development objectively (society) and subjectively (individual) was carried out through mutual movement. There were certain conditions for the removal of alienation. And the new approach to quality-consumer-production is a milestone on the way of convergence of the main subjects of public life. It will force to make adjustments to economic policy, return a systemic understanding of society, limiting the desire to put social life "on the shelves."

A qualitative vector of economic development, of course, will require additional costs, but that's what the state with its economic instruments is for, in order to try to compensate for them. And the market will certainly react positively to a quality product with its activity.

In our view, the mere existence of private property in the variety of forms of its implementation is not a sufficient basis for alienation in the work of the individual. K. Marx, developing the idea of G. Hegel's alienation, apparently had in mind a certain way of organizing labor, associated with the absolutization of the domination of private property. Private property serves as a potential economic base for exploitation. But exploitation is not an immanent characteristic of it. One private property for exploitation is clearly not enough. As for the opposite private property, public (public), which is managed by the state and serves as a real subject of ownership, then it does not contain economic guarantees for overcoming alienation, which is not difficult to verify from the experience of domestic state monopolies.

One gets the impression that the economic grounds for alienation should be sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow management, whose task is to control the nature of contradictions,

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to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency.

It is in place to recall one more observation of G. Hegel, recognized by F. Engels as the most important in understanding the dialectics of development: "Everything that is reasonable is real, everything that is real is reasonable." G. Hegel was able to discover the grounds for the need for systemic transformations of social relations, including economic ones.

In development, there are two states that are perceived in the form of existence, but differ within the general status of their manifestation - "real existence" - "reality" and "actual existence" - "reality". These forms of existence are fundamentally different on the grounds. "Really existing" is based on the need to be its own form, it represents an evolving reality. The "really existing" has passed the stage of its necessity, has ceased to be a development factor, has lost its relevance. It hinders the development process. Since G. Hegel understood the development of thinking and society as a movement towards absolute rationality, he identified the necessity of the real with reality.

You can, of course, squeeze every last ruble out of the developed assortment and established production technology. Question: Should it be done? Time moves forward in a certain mode, "in its own way", objectively tailored "schedule". You will not fall into the rhythm, you will fall behind, you will cease to meet the changed requirements. The art of management - production management is no exception, consists in the ability not to "fall out" of modernity, then you will always do it in accordance with reasonableness. Intelligence will protect you from most problems. E. Deming's "Seven Deadly Diseases" will fit into one - not to fall out of the time cycle with the definition of the product and the organization of production.

Only those who are able to mobilize human capital and correctly focus financial and technical resources on solving this problem are capable of doing this. Without the ability to control the "pulse" of time - to understand the specific economic and socio-cultural situation, the state of consumer interests, the real possibilities of production, there is no chance to gain a stable position in the face of increasing competition in the market. Let us make one more addition - to the qualitative orientation of the development of production, and the general conclusion will become clear: the path of economic rationality lies through the creation of real conditions for the formation of a demand for quality products. This need should be tested by responsibility to the consumer as to oneself. Ancient Confucius Wisdom: Treat others the way you want them to treat you

Conclusion

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

- 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) 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.

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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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Article



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FORMATION OF A SYNERGISTIC STYLE OF THINKING IN THE PROCESS OF TRAINING FUTURE TEACHERS

Abstract: The article considers the synergetics of education as a methodology of modern scientific research. The possibilities of applying synergetic principles in education are investigated. The formation of a synergetic style of thinking in the process of training future teachers in pedagogical universities. This makes it possible to intensify the mechanisms of advance in learning through the processes of self-organization and self-development, contributing to a deep knowledge of such complex, nonlinear, evolving, open systems as societies, its various subsystems, including the education system.

Key words: thinking, synergetics, synergetic style of thinking, pedagogical synergetics, nonlinearity, scientific picture of the world, openness, chaos, fluctuation, dissipation, bifurcation, attractor.

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ФОРМИРОВАНИЕ СИНЕРГЕТИЧЕСКОГО СТИЛЯ МЫШЛЕНИЯ В ПРОЦЕССЕ ПОДГОТОВКИ БУДУЩИХ ПЕДАГОГОВ

Аннотация: В статье синергетика образования рассматривается как методология современных научных исследований. Исследованы возможности применения синергетических принципов в образовании формирование синергетического стиля мышления в процессе подготовки будущих учителей в педагогических вузах. Это позволяет интенсифицировать механизмы опережения в обучении за счет процессов самоорганизации и саморазвития, способствуя глубокому познанию таких сложных, нелинейных, эволюционирующих, открытых систем, как общества, различные его подсистемы, в том числе система образования.

Ключевые слова: мышление, синергетика, синергетический стиль мышления, педагогическая синергетика, нелинейность, научная картина мира, открытость, хаос, флуктуация, диссипация, бифуркация, аттрактор.

Введение

Подготовка кадров с необходимым набором поведенческих представлений и знаний является

решающим фактором в сохранении национальных традиций и развитии достигнутых успехов в обществе в целом. Начиная с элементарных ячеек,

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которыми являются отдельно взятые семьи, и на более высоких структурных уровнях обществ в зависимости от поставленной цели формируется поведение и мировоззренческое мышление грядущих поколений. Поэтому качество подготовки кадров является гарантом стабильности и развития каждого отдельно взятого общества или государства.

Происходящие в научном познании революционные изменения затрагивают и интересы общественного развития, причем не только в силу стимулирующего влияния научного знания на технический прогресс. Не меньшее значение, на наш взгляд, имеют трансформация стиля научного мышления и связанный с ней пересмотр ряда стандартов научного объяснения, окруженных ранее ореолом эталонов точности. Некоторых философских и педагогических литературах убедительно показана ограниченность традиционной модели развития научного знания по схеме: факт – проблема – идея – гипотеза – теория. В теории и методике обучения сегодня нет ответа на вопрос: “Как мы получаем новые (научные или учебные) знания о мире?” Можно прочесть, что сущность процесса познания действительности замечательно глубоко выражает формула: “от живого созерцания к абстрактному мышлению и от него к практике”. Однако это формула отражает лишь философский принцип направленности познания, но ничего не говорит о средствах от живого созерцания к абстрактному мышлению (о том, как создаются научные знания, т.е. понятия).

Одним из фундаментальных достижений человеческого ума современности является появление и успешное развитие синергетики как междисциплинарного направления в науке. Синергетика развивалась с 70-х годов XX века как раздел неравновесной термодинамики, однако впоследствии из физической теории она превратилось в методологический подход для изучения самоорганизующихся систем. Синергетика это новое междисциплинарное научное направление о закономерностях сложной самоорганизующейся системы стало качественно новой методологией не только естественных наук, но также общественных наук, в частности педагогики. По мнению Е.Н. Князева и С.П. Курдюмова синергетику в педагогике следует рассматривать двояко – в контексте метода и в контексте содержания образования [1, - 414 с.]. Синергетическая концепция образования может служить предпосылкой для реализации переструктурирования существующего образования на качественно новом уровне. Поэтому, сегодня под учением самоорганизации (синергетики) во многом подразумевается наука, дающая человечеству шанс на выживание [2, - с.4-7.]

Существенную вклад в понимание методологических возможностей синергетики, в том числе и в “человекомерных” системах, сделан российскими учеными В.И. Аршиновым, Р.Г. Баранцевым, В.В. Васильевой, Ю.А. Даниловым, С.П. Капицей, С.П. Курдюмовым, В.С. Степинным, а также узбекскими учеными М.Н. Абдуллаевой, Д.М. Бозоровым, Б.О. Тураевым, Ш.С. Кушаковым, Н.А. Шермухаммедовой, К.О. Кунондиковым, К.М. Алиевой, М.К. Ниязембетовым, Э.Н. Шерматовым, У.Р. Бекпулатовым. Отдельные образовательно-дидактические аспекты этой проблемы рассмотрены в работах М.А. Даниловым, Б.А. Мукушевым, М.Г. и В.А. Гапонцевым.

Много внимания было уделено попыткам в целом определить логическую структуру, «каркас» научного мышления в соответствии с достигнутым уровнем познания, предложено немало вариантов категориальных систем. Одни ставят перед собой задачу создания «глобальной», единой, всеобщей категориальной системы, которая включала бы в себя по возможности все известные философские категории, другие – построения одной из «вспомогательных» систем, направленной на решение конкретного вопроса, экспликации какого-либо понятия, закона, принципа. По этому, синергетический подход, еще не получил надлежащего развития в теории и практике обучения. В особенности это касается необходимости создания систем подготовки будущих учителей в процессы обучение в педагогических вузах.

Анализ литературы дает основания считать, что проблема генезиса новых научных и учебных знаний до сих пор актуальна для нашей и зарубежной теории и практики образования. Причины такого ситуации нам кажется современные естествоиспытатели в том числе педагоги не усвоили результатов, которые были получено достижении синергетики, но профессия учителя обязывают знать методы и средства формирования научного и учебного знания.

Формирование синергетического стиля мышления

Сущность научного метода лежит в сфере мышления: “Методы точных наук суть, прежде всего, методы точного мышления”. В “последовательности ряда действий субъекта”, к сожалению, мышление не фигурирует: считается, что никакого логического пути, ведущего от фактов к модели-гипотезе, не существует.

В философии под стилем мышления понимают систему принципов логического построения знания, включающую методы научного познания. Стиль научного мышления функционирует в науке как динамическая система методологических принципов и нормативов,

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детерминирующих структуру научного знания, его конкретно-историческую форму. Понятие «стиль научного мышления», отмечает Б.И. Пружинин, более продуктивно для современных философско-методологических исследований, чем «парадигма». Понятие же стиля мышления содержит идею смысловой целостности истории познания, реализующейся в стиле как специфической характеристике языка различных периодов развития науки, а также идею поливариантности, многообразия выражения в научном языке знания об одном и том же фрагменте мира [3, - с. 64-74].

Известны два метода, два подхода к получению знания: формально-логический и диалектический. Формально-логический метод, абстрагируясь от возникновения и развития знания, связан с изучением структуры (форм) мышления. Диалектический метод связан с изучением генезиса (возникновения) и развития знания (в плане субъект – объектного отношения), т.е. с изучением проблемы средств мышления, благодаря которым возникает как эмпирическое знание [4. –с.11-19].

В последнее время в научной литературе появился термин “педагогическая синергетика”. Педагогическую синергетику рассматривают:

- в качестве синтеза многофакторных взаимодействий во встречающихся процессах воспитания и самовоспитания, образования и самообразования, обучения и самообучения, материализующихся в личности обучающихся [5, - с.240-247];

- как область педагогического знания, которая основывается на законах и закономерностях синергетики – законах и закономерностях самоорганизации и саморазвития педагогических, т.е. образовательно-воспитательных систем [6, – 568 с.]; - как особую концепцию миропонимания, согласно которой мировой педагогический процесс есть открытая макросистема, где свободно перемещаются образовательно-воспитательные теории, направления [7, –с.114-126].

Для выявления статуса синергетики менее всего подходит образ трафарета: синергетический подход нельзя чисто внешним образом приложить к философской проблематике, поскольку это даст не более чем чисто словесное «переодевание» проблемы, без всякого реального продвижения вперед. Неправомерная универсализация некоторых понятий синергетики приводит к дискредитации последней.

Для успешного формирования научного мировоззрения особое место занимает неисчерпаемые связи между научным стилем мышления и научная картина мира. Потому что, стиль мышления предопределяется научной картиной мира, задающей общие представления о

структуре и закономерностях действительности в рамках определенного типа научно-познавательных процедур и мировоззрения.

Научная картина мира, будучи упрощением, схематизацией действительности, вместе с тем включает и более богатое содержание по сравнению с актуально существующим миром природных процессов, поскольку она открывает возможности для актуализации маловероятных для самой природы (хотя и не противоречащих ее законам) направлений эволюции [8, –с. 13]

Говорить о появлении стиля научного мышления можно лишь тогда, когда расширение научная картина мира на основе новых научных результатов и категориальное осмысление понятийных структур новых теорий станут адекватными новым уровню научного познания действительности. Формирование идеи синергетики (идеи нелинейности) является культурно-историческим и эпистемологическим продуктом эволюции такого когнитивного феномена, как линейно-динамическая картина мира, его революционного переосмысления. Идея синергетики (нелинейности), истолкованная онтологически, предпосылает картине мира такие свойства движения, как прерывность, спонтанность, стохастичность, вариативность, фрактальность, неопределённость, необратимость.

Такие онтологические смыслы, как хаос, порядок и структуры, флуктуации, бифуркации, аттракторы, фрактальность в их сложных системных взаимоотношениях составляют основание системы категорий мышления неллинейно-динамической картины мира. Поскольку они находятся в системно-генетических соотношениях с категориями философии, постольку их освоение ведёт к преобразованию системы универсалий мышления современности.

При рассмотрении процесса формирования синергетического стиля мышления и личности обучающегося как процесса самоорганизации и саморазвития следует иметь в виду контакты и взаимодействие его с внешней средой (сверстники, родители, преподаватели и т.д.). Например, от преподавателя исходит поток информации и энергии, побуждающий будущего учителя к самоорганизации и саморазвитию, становлению его индивидуальности.

Синергетика позволяет сформировать такой стиль мышления, который был бы понятен людям самых различных направлений жизнедеятельности. Вместе с тем возникает множества аспектов несоответствия обыденного мышления большого числа людей научному пониманию мира.

Поскольку синергетика описывает процессы разной природы, нельзя просто “переносить” понятия из одной области науки в другую. Такой интеграции наук в познании сложности не должна

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осуществляться только в виде расширения связей между науками, то есть является их механической совокупностью. В этом случае она не будет иметь методологической значимости. Интеграционный процесс между науками должен демонстрировать целостность структуры науки, должно возникнуть свойство эмерджентности, проявиться новое качественное состояние системы [9, с.7-11].

На сегодняшний день в недостаточной степени принимается во внимание, что в методологии изучения процессов самоорганизации постноклассических наук (синергетики) в точке бифуркации рассматривается как переходом из хаоса в порядок, в после самоорганизующиеся состоянии системы не рассматривается её сохранение, а также симметрии хаоса и порядка, вопросов обеспечения её жизнедеятельности. Проблема заключается в том, что самоорганизация общества рассматривается ею по аналогии с любым другим процессом и уровнем перехода от хаоса к порядку. Здесь везде действует общий алгоритм, благодаря которому колебания в неравновесной среде стягиваются к неким “точкам бифуркации”, играющим роль аттракторов колебательных процессов, что позволяет формировать системно заданный режим устойчивости этих процессов. Отсюда следует, что порядок в обществе может создаваться как бы сам по себе, т. е. без человеческого субъектного воздействия.

По этому, успехи синергетики в педагогических науках в настоящее время намного скромнее. Это первую очередь связана с тем, что в точных науках понятие и термины сформированы и общеприняты. Для систем Природы роль саморазвития универсальна. Золотое сечение предлагается на роль физической константы, играющей определяющую роль при формировании внутренних механизмов самоструктурирования Природы. Напротив, в социологических, педагогических науках общепринятых соглашений не существует. Процессы самоорганизации в обществе (в том числе педагогические процессы), в отличие от таковых в химических, физических, биологических и технико-технологических объектах, далеко не всегда поддаются формализованному описанию, что и определяет противоречивость процесса становления теории социальной самоорганизации как социосинергетики [10, -с. 44].

При изучении природных явлений (физика или химия) исследователь может многократно повторять эксперимент, используя один те же материалы, при этом не ограничиваясь во времени. Характерные черты педагогической системы – неоднозначность и неопределенность динамики протекания в ней педагогических процессов и неповторимость. В педагогике при повторном исследовании он уже имеет дело с другими “материалами”, и с течением времени прежние

условия никогда не повторяются. Все эти факты являются доказательством того, что педагогические процессы имеют свойства неравновесности (зависимость характеристики процесса от времени и пространства), нелинейности (неоднозначная зависимость педагогических характеристик от других факторов) и открытости (обмен информацией между подсистемами и окружающей средой) [11, – с.16–23].

В ниже рассматриваем ряд понятий синергетики, ее самые основные принципов (нелинейности, неустойчивости, незамкнутости или открытости), эксплицированных из трех важнейших версий: модели лазерной физики (Г. Хакен), бельгийской школы диссипативных процессов (И.Р. Пригожин), российской школы нелинейной динамики при Институте прикладной математики им. М.В. Келдыша (С.П. Курдюмов). Приведем краткие примеры действия основных принципов синергетики в педагогических системах [12, с.146].

Нелинейность – обычное свойство реальных систем и явлений: в природе нет ничего абсолютно линейного. На нелинейные системы не распространяется принцип суперпозиции: результирующая реакция на совокупность воздействий не равняется сумме частных реакций и это, нарушение принципа конечной цели в изучаемом процессе. Нелинейность объясняется тем, что не всегда воздействие на систему вызывает ожидаемый эффект. Очень часто, особенно в социальных системах, усилия, прилагаемые к тому или иному действию, равны прогнозируемому результату. Студенческий коллектив или группу можно представить, как нелинейную систему. Нелинейный характер ее связан с тем, что каждый индивидуальный субъект обучения характеризуется определенным психотипом: модальностью, чувствами, эмоциями. При выполнении определенной работы в группе очень часто мы не достигаем положительного эффекта, так как не учитываем, что коллективные действия не равны простой сумме действия каждого индивидуума. Потому что, нелинейность порождает неоднозначность и относительную независимость системы от внешней среды. Присутствие нелинейности часто является причиной резких изменений интенсивности и направления процесса обучения. Каждый студент вносит в выполнение работы свой индивидуальный почерк и здесь роль преподавателя сводится к пониманию системной закономерности данной нелинейной системы, а именно к грамотному управлению отдельными подсистемами системы.

В педагогической системе постоянно меняется содержания образования, и она не соответствует системе компетенций обучающихся в данный момент, что заставляет педагога

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постоянно менять траектория обучения, тогда возникает нелинейность, как процесса, так и результата. Нелинейность педагогического процесса заключается в возможности определять индивидуальную траекторию образования, темп обучения, достигать разного уровня образованности, выбирать учебные дисциплины и преподавателей, формы и методы обучения, индивидуальные средства и методики, творческие задания. Тогда синергетический стиль мышления предполагает понимание того, что малые причины могут породить большие последствия, а вероятность событий, маловероятных в линейном мире, в условиях мира нелинейного велика. Значит, нелинейности предполагает наличие общего у всех эволюционирующих систем свойства, заключающегося в спонтанном появлении новых локальных образований, изменений на системном уровне этапов самоорганизации и фиксации новых качеств системы. Изученная нелинейность – наиболее высокая степень познания системы, позволяющая обнажить её глубинную сущность

Неустойчивость – долгое время считалась дефектом системы, в точке неустойчивости (бифуркации) система становится открытой для других уровней бытия, для воздействий, постоянно увеличивающейся образовательное информационное пространство выводит педагогическую систему и педагогический процесс из устойчивого равновесия.

Нелинейная сильно неравновесная педагогическая система под влиянием ряда факторов теряет устойчивость, и изначально малые собственные флуктуации, лавинообразно разрастаясь до макроскопического уровня проводят к коллективным формам движения во всём объёме системы и непредсказуемому переходу её в качественно новое состояние.

Неустойчивая педагогическая система – всегда открытая система, как правила, далекая от точки динамического равновесия. Это система способна получать энергию и информацию извне, приводя систему в неустойчивое состояние. Неустойчивость с её чувствительностью к малым возмущениям может усиливаться механизмом положительной обратной связи системы и её внешней среды. Неустойчивость приводит простой флуктуационный “шум” в один из факторов, направляющих единичный акт самоорганизации в русло глобальной эволюции системы, когда происходит актуализация структур, априори заложенных в рассматриваемую систему. В максимальной своей неустойчивости система переходит в точку бифуркации – это точка выбора новых путей развития системы, переход из старого знаний к новому. В социальном обществе (в педагогике) как открытой системе очень важно уметь предугадывать точку бифуркации, чтобы

выбор нового шел не через кризис, а путем каких-то планомерных и хорошо спланированных реформ. Таким образом, синергетика описывает качественно и количественно переходы потенциального в актуальное.

Незамкнутость (открытость) означает наличие в ней процессов обмена информации, вещества, энергией с окружающей средой – невозможность пренебрежения взаимодействием системы со своим окружением. Так как педагогические системы – это развивающиеся системы, то открыты всегда обмениваются информацией с внешней средой, за счет чего происходят процессы упорядоченности и самоорганизации. При активном взаимодействии с внешней средой, обладающей доступными источниками вещества, энергии и информации, в самой системе происходит понижение энтропии. Избыточность оттока энтропии над внутренней генерацией открывает возможность проявления упорядочивающего феномена самоорганизации. Применительно к педагогике принцип открытости является необходимым условием для самоорганизующегося педагогического процесса, когда существующие методологии не отвергают, а дополняют друг друга. Благодаря этому появляется возможность органично использовать самые разнообразные педагогические подходы, методики и технологии преподавания. Для любой замкнутой физической системы справедлив второй закон термодинамики, согласно которому в замкнутой системе энтропия не убывает, а постепенно возрастает, что в свою очередь приводит к увеличению беспорядка (хаоса), а это значит, что порядок так или иначе будет разрушен. С другой стороны, замкнутую систему гораздо проще описывать, потому что она подчиняется закону сохранения энергии, импульса. Живые системы, в том числе и социальные, являются открытыми системами, получающим энергию и информацию из окружающей среды. Для таких систем характерно уменьшение энтропии, что способствует появлению нового уровня иного перераспределения иерархичности, то есть система становится устойчивой и саморазвивающейся. Таким образом, социальная (в том числе, педагогические) система только тогда развивается, когда она связана с внешней средой и способна обмениваться информацией (энергией). Открытость делает систему образования способной не только воспринимать инновационные тенденции извне со стороны изменившегося общества, но и встречать это внешнее воздействие внутренними потребностями и возможностями в плане изменения десятилетиями сложившейся формы преподавания учебных дисциплин и управления образовательным процессом.

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Если реализуем синергетический стиль мышления к образованию дает возможность более продуктивно осуществить интеграцию предметов. “Если до синергетики не было теории, которая позволяла бы свести воедино результаты, полученные в различных областях знания, то с ее возникновением открылись принципиально новые возможности синтеза научного знания” [13, –с. 73 – 79].

ЗАКЛЮЧЕНИЕ

Традиционная педагогика не принимает того, что в образовательном процессе должно быть место некоторой доле неопределенности и случайности. Важно отметить, что их следствием является усиление роли флуктуации – малого воздействия некоторой индивидуальной особенности какого-то элемента системы. В обычных условиях она гасится силами, ведущими к стационарному положению, но которая может оказаться значимой и определяющей для выбора следующего притягивающего положения равновесия в этой критической точке бифуркации. Подобные неопределенности предстают в качестве механизма выхода на структуры-аттракторы развивающейся педагогической системы.

Формирование же синергетического стиля мышления позволит выработать единый язык и более корректно использовать синергетическую терминологию в различных отраслях знания. Для успешного внедрения идей синергетике в образование нужно формировать у студентов систему знаний из теории самоорганизации, включающую в себя явления и понятия из учебного материала с синергетическим содержанием.

При наличии различных устойчивых путей развития (аттракторов) преподаватель и студенты имеют возможность выбора наилучшего из них, т.е. быстрее выхода на этот аттрактор. В точке же ветвления путей развития (бифуркации) существует некоторая неопределенность и случайность, заложенная в конструктивном начале хаоса.

С синергетической точки зрения процедура обучения – это создание условий, при которых становятся возможными процессы приобретения знаний самим обучающимся, его активное и продуктивное творчество. Благодаря совместной активности преподаватель и студент начинают функционировать с одной скоростью, жить в одном темпе, попадают в один и тот же взаимосогласованный темпомир. Преподаватель и студент сотрудничают друг с другом, взаимообучаются, взаимообогащаются и обучение становится интерактивным.

Реализация указанных условий может быть связана в первой очередь с переходом системы образования на совершенно новые государственные стандарты. В учебные планы всех педагогических направлений высшей школы надо включить новый курс “Современная естественнонаучная картина мира”, который направлен не только на формирование научного мировоззрения студентов, но и на выработку таких компетенций будущих учителей, которые позволят им своей будущей профессиональной деятельности развивать синергетический стиль мышления у учащихся.

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Article



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PECULIARITIES OF HAND BURN TREATMENT IN THE CONDITIONS OF MOIST MEDIUM

Abstract: Hand burns take significant place in the structure of thermic injuries of different body parts. Restorative treatment of patients with hand burns is very difficult as far as the hand is anatomically complex and very important working organ and also it is an open part of the body. We analyzed the results of treatment of 31 patients with limited superficial burns of hand of II-III degree being treated in the Burn Department of the Centre of Emergency Medical Care. The aim of our research is to study and analyse peculiarities of the course of the hand burn wounds in the condition of artificial moist medium. In the process of observation, it was established that the pain decreased significantly or was completely eliminated after surrounding of burn injury with polyethylene pack with sodium chloride solutions. In fact, daily bandaging became painless. In patients with the II-III degree of burns the healing of wounds was noted 5 - 9 days. Not a single patient had any clinical signs of infectious complications of wound process. A perfect wound covering must be responsible for the following requirements: to create optimal microsphere for wound healing, to prevent microorganisms invasion, to have sufficient permeability for gases, to exclude dryness of the wound floor, to have elasticity and ability of modeling surface with a complex relief not to have pyrogenic, antigenic irritating and toxic activity.

Key words: hand burn, treatment, moist medium.

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Introduction

Nowadays treatment of patients with thermic injuries is one of the most complex, labour – intensive and expensive technologies requiring theoretical knowledge and practical skill in many sections of medicine.

Hand burns take significant place in the structure of thermic injuries of different body parts [1]. It

should be noted that the hand undergoes thermic injuries more often than other anatomical lumps. Skin covering and especially dorsal surface of the hand presents uneven relief unlike other localization that require individual approach in treatment of this localization [2,3].

Restorative treatment of patients with hand burns is very difficult as far as the hand is anatomically

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complex and very important working organ and also it is an open part of the body [4].

It should be noted that of the number of patients hospitalized to the in-patient department most of them have superficial burns that need conservative treatment. Unfortunately healing of burn injuries frequently occurs with unsatisfactory aesthetic and functional results keeping rough scars [5,6].

It is known that an injury heals more quickly in definite physical conditions: constant temperature at a level of 37 °C, optimal for regeneration of injured tissues, isolation of the injury from infection, acid environment preventing bacterial multiplication.

One of the essential factors of wound healing is its moist medium that contributes to division of cells and autolysis of impaired tissues decreasing painful sensation. Wound epithelization accelerates twice in moist medium in comparison with healing under eschar. It takes place due to adequate amount of moisture to provide cell migration from the margin to the center because cells preserve vital capacity, ability to divide and provide wound reparation only in moist medium.

The aim of our research is to study and analyze peculiarities of the course of the hand burn wounds in the condition of artificial moist medium.

Material and Methods.

We analyzed the results of treatment of 31 patients with limited superficial burns of hand of II-III degree being treated in the Burn Department of the Centre of Emergency Medical Care. The causes of limited superficial burns of hands were flame burn – 14 (%), scald burn – 11 (%) and sandal burns – 6 (%). The area of limited burns made from 3 to 6% of the body surface.

The group (basic) included 19 patients, admitted during 24 hours from the moment of getting trauma. After primary surgical processing of hand injuries with burns of II-III degree and application of antiseptic solution to all patients there were used sterile disposable polyethylene packs of a large size with 0,9% of sodium chloride solution fastened by bandages. Thus, we achieved complete isolation of the injured by burn part of the body from external environment, provided physiological moist medium on the wound surface due to isotonic solution of sodium chloride. Visual inspection of injuries was carried out through the wall of transparent container twice during 24 hours, daily bandaging with replacement of the pack to a sterile one and a similar solution as well was performed. The terms of wound cleansing from necrotic tissues and also epithelization of burn surface was being studied. The evidence of pain syndrome was estimated daily in scores according to visual-analogue scale (VAS).

12 patients hospitalized during the first 24 hours from getting trauma and being treated traditionally were involved into (control) group. Various antiseptic

solutions (betadin, iodopyrin) and ointment (levomycol, dioxicol, ophlomyelit) were applied to their burn surface.

Results

In the process of observation, it was established that the pain decreased significantly or was completely eliminated in group I (basic) immediately after surrounding of burn injury with polyethylene pack with sodium chloride solutions. In fact, daily bandaging became painless. Assessment of pain syndrome according to VAS made 3.8 scores during the first 24 hours then decrease of indices up to 3.75 scores was observed during the next 24 hours and to 3.06 scores during the 3d 24 hours. In patients with the II degree of burns the healing of wounds was noted 5 days later on the average. In patient with the III degree of burns it required 9 days of treatment. Not a single patient had any clinical signs of infectious complications of wound process. The patients were discharged 10.8 days after hospitalization on the average.

The assessment of pain syndrome according to VAS in the II control group of patients made 4.08 scores in the first 24 hours then there was observed the decrease to 2.7 scores and 2.5 scores to the 3d day. In patients with the II degree of burns incomplete or complete wound epithelization was observed after 7 day of treatment on the average. In patients with the IIIA degree of burns it occurred after 13 days of treatment. 2 patients had signs of infectious complications of wound process. The patients were discharged 14.3 days after hospitalization on the average.

Thus, the results of the first experience of burn injuries treatment in the conditions of moist medium produced by sodium chloride solution makes it possible to use this method and continue its further development. Analgetic effect of moist medium is of particular significance. A physician can realize constant clinical monitoring of burn injury condition due to employment of transparent polyethylene packs.

Discussion

The impact of a thermal injury to such a refined anatomical and functional system as the hand can have enormous consequences for its function and cosmetic appearance. It will have consequences concerning the patient's independence for activities of the daily living and quality of life [7].

In recent years the number of patients with cicatricial deformations and contractures has increased that is associated with improvement of quality of thermal injury treatment. Hands burns take one of the first places among other thermal localizations and among occupational traumas make up to 40%. Employment of a complex treatment of patients with deep and extensive hand burns does not always result favorably and in 35% of patients rough

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cicatricial hand deformations develop and only surgical methods of treatment can correct them [8].

The basic part of patients with hand burn consequences (according to our data 75%) is presented by able – bodied persons of 20-50 years of age. Among aetiological burn factors flame burn is on the first place (83% of cases) [9].

In Uzbekistan sandal burns are of special interest. Most patients undergo sandal burns, particularly the children aged 6 months to 3 years. Cases of sandal burns are more frequent during winter time when people in distant mountain regions use an inappropriate heating system such as the sandal. Most of the patients with sandal burns have upper- or lower-limb injuries [10-12].

During many years the tactics of thermal injuries management under dry eschar was used, however the results of contemporary investigations confirm the

increase of efficacy of burn reparation in the conditions of moist medium.

At present a large number of means that can be used depending on the phase of wound healing has been developed [13]. A perfect wound covering must be responsible for the following requirements: to create optimal microsphere for wound healing, to prevent microorganisms invasion, to have sufficient permeability for gases, to exclude dryness of the wound floor, to have elasticity and ability of modeling surface with a complex relief not to have pyrogenic, antigenic irritating and toxic activity.

Physical therapy and splinting are essential part of rehabilitation in hand burns. Physical therapy and splinting should be started immediately after the injury. According to this study, we conclude that the physical therapy and splinting in hand burn injuries play an important role in the hand function [14].

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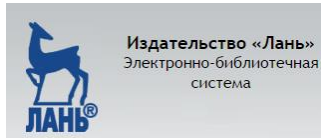


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