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PECULIARITIES OF QUALITY MANAGEMENT OF DIGITAL PRODUCTION OF DEFECT-FREE AND IMPORT-SUBSTITUTING TRUE FOR CONSUMERS SFD AND SCF (3 MESSAGE)

Abstract: In report 3, the authors analyze the possibilities of policy and objectives of the company in the field of quality within the QMS in order to fight for defect-free production, reduction of marriage and guarantees consumers high quality of manufactured products. The use of Pareto charts allowed us to visualize the efficiency and effectiveness developed by the authors of the policies and objectives in the field of quality within the QMS to ensure defect-free production with a substantial decrease in the production of defective products. The need to improve the quality management system in the light industry is due to the following important reasons. First, it is increasing the confidence of potential consumers in the products that the company produces. Secondly, it is an opportunity to significantly strengthen its position in existing markets, as well as significantly expand its sphere of influence by entering new domestic and foreign markets. And thirdly - it is a significant increase in productivity of any industrial enterprise which is supposed to introduce QMS using participatory management.

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Introduction

To start a study has to classic setting and with the general characteristics of the problem. Surprisingly, however, the fact that in spite of numerous books on the subject and offered no less explicit requests for its comprehensive analysis of the problem of total quality management research remains "hedgehog" in a thick fog.

The reason is simple, with the exception of work BS Aleshin et c, the promise of a comprehensive study of the problem remains a wish. research content is usually not beyond one or two aspects of the consideration of quality and quality management capabilities. The remaining angles either declared or are attached in such a sequestered state that their presence is perceived as a kind of burden for the pleasure to join the author's reasoning, of course, relevant for all times and for any activity subject [1-2].

Marked by a lack of inherent and our works devoted to the problem of quality. We excuse to some extent, it is that we have so far avoided making an application for an integrated quality management in the context of research. It is quite possible and even predictable reaction of our tough critics. Others - and we with them, taking into account the criticism, to step further forward, collectively deciding what is beyond the power of individual researchers, even when they combine their different cognitive resources, and when, for example, in our case, gather industry specialist, systems analyst, economist and philosopher.

Philosophical aspect.

The basis of quality management theory is a philosophical elaboration of this concept. "Quality" - a philosophical category and how in quality control theory represented a philosophical component depends on the solution proposed by the task. In philosophy, the common interpretation of the quality has never been, there is no understanding in our time. Hence an important conclusion: it is necessary before to build a quality management strategy, decide on which philosophical "Beach" you're going to parachute.

Quality - general and fairly stable set of a particular subject. Stable quality unless the forms of life and its substance - the only thing that has always, by definition. Quality, however, also flows through the river of time and change. Quality varies within themselves, change their status, and dramatically,

losing its certainty, is transformed into a different quality.

The differences in the philosophical understanding of the quality due to the complexity of the quality as a subject of study, but to an even greater extent, they - a consequence of the philosophical outlook and methodology on which it is formed.

"Materialism," "idealism," "metaphysics," "dialectic" - pretty shabby class ideology philosophical concepts. Philosophers - conservatives in the Soviet times, well settled, erecting barricades, because of which allowed anger arrows at their enemies, absolutizing politically motivated philosophical currents. Do not look in the best light and celebrations in the arms of criticism of liberal democracy, cracking down on unruly legacy. Inspired by the "noble anger," they are essentially turned to the past and not so much "trampling" this odious past as treading water, slowing the movement of the cognitive process.

From the "materialism", "idealism," "metaphysics," "dialectic" must not refuse, and they should be clear of ideological pseudo "husk", thus revealing inherent rational meaning in these phenomena. These concepts - a kind of "frontier posts" philosophical and scientific knowledge, warning, on the one hand, the need to adhere to certain guidelines in the knowledge, on the other - requires the development of conditions of border cooperation.

The boundaries in knowledge are not intended to delimit, to isolate one from the other. Their rationality is that they regulate the learning process. Karl Marx, who wrote that the idealism of Hegel is "put on the head of materialism" is not responsible for their followers that have simplified Marxism and, in particular, the philosophy of Marxism - dialectical materialism.

Idealist Hegel likewise not my fault that Mach brought the idea to the idealistic solipsism and his philosophical Exercise damaged the rationality inherent in the highest achievements of idealist philosophy.

History of Philosophy warned anyone who entered the path of knowledge: most of all afraid of unilateralism. It will inevitably lead to absolute, of knowledge, in which the broken natural link it ideal and the material, closes the movement of truth.

Quality management begins with the philosophical, that is ideological and methodological orientation theory. No alternative options there. In the

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development of management theory is meaningless evade philosophical foundations. You must actively seek cooperation with the philosophy rationally interpreted.

Q: where is it, this rational philosophy - has long been a rhetorical, since the first philosophers. Its ready-made was not, is not, and will not be as "wand wand", "cloth on the ground", "philosopher's stone".

Rationally interpret philosophy - an exclusive product of the interaction of professional thinking of the philosophical heritage. Objections such as "not everyone is able is" well suited to the situation. It is true, it is given to all, but not all take the responsibility of building quality management systems. Most are in anticipation of regulatory guidelines and materials in complete set. According to current fashion: briefcase with documents.

Our Russian market is not only ugly broke the national economy, one giving the fatty pieces, others left a ghostly hope that someday their lean life will change, and the feast will come to their street. The Russian market has deprived us of national unity, devalued what is widely known as the "mysterious Russian soul", but simply put, our inherent desire for reflection "for life in general," including problems of personal and national. German distinguishes law-abiding, American from USA - adventurism, Italian - immediacy. Our ancestors allocated responsibility fading before our eyes.

Quality philosophy - the concept of a collective, synthetically ranked. Understanding the quality of the various philosophical theories differ substantially, because it is "tailored" for the system and the method used in its design.

In such ambiguous situations should start with the conclusion: all right and nobody is wrong. What kind of gibberish, - says accustomed to think in accordance with the formula laid down by nature, "or - or" - We do not need the puzzle, we want everything to be on the principle of "to each his own." The challenge consists precisely in the fact that all spread out "on the shelves". It is easier, of course, will not go wrong.

The formal logic of thinking, formed spontaneously, reflects the world of things in the first approximation, roughly. Engels fairly compared with its elementary mathematics, which is unable to describe the process, therefore, is limited to actions with finite values. "What is good and what is bad" - the inheritance of the formal logical reasoning, for whom "blessing in disguise" or "two different sides of the same coin" - judgments against the rules, forbidden.

Introduces prohibitions thinking and political ideology, sharing their thoughts on the hostile, regular and irregular, causing the public mind to work on the simplified rules of formal logic of individual thinking.

The Marxist and Hegelian concept of quality more in common than differences. The main thing is

that the most significant in understanding the quality of the same. K. Marx and F. Engels, distancing himself from Hegelian idealism, fully guarded his dialectical conception of thinking, developed the position put forward by them, protected them from criticism. They are better than anyone else aware of the reserve laid down in the Hegelian dialectic of cognition. [3-4]

Quality and to Hegel and to the founders of dialectical materialism, who worked after Hegel, was:

- firstly, a set of a certain way related to the essential properties of the phenomena;

- Secondly, they understand quality as an objective state, even in the case where it is produced by the human consciousness, because consciousness creates quality according to the objective order of the world. Quality invariant objective;

- Thirdly, in their understanding, the quality varies according to the dialectic of world development. It has a concrete historical way of expression.

All three of the above quality characteristics constitute a methodological framework: the quality of theory and quality management strategy.

His contribution to the philosophy of quality and made famous predecessor Hegel, the English philosopher John. Locke. . J. Locke shared quality into two groups: the objective qualities of things, the inherent significantly, and quality, resulting in the learning process. Recent lacking in things, but formed by the interaction of things and feelings. Things excite certain feelings and they react to form the corresponding received signal qualities - sensations. Quality of duality theory Locke criticized not only the laziest. He got from the materialists of concessions to idealism: not spared him and a group of idealists objective qualities.

Means as an active critic of the English thinker belief that he is in all was not right, he lost in the wilds of the quality philosophy? Far from it. intelligent human ideas can not be stupid, if they are not a joke, but Locke was not kidding.

Philosopher tried to find a solution to the contradictions in the development of the doctrine of quality. His eyes did not meet the quality or simplified materialism and subjective idealists judgment which led to a dead end.

Locke was far from being able to connect the ideas of opponents, and so primitive technique to overcome the current conflict. He wanted to emphasize the role of consciousness in the history of the formation of quality, activity of the subject, but could not consistently carry out his plan. Particularly noteworthy are his initiatives - the desire to include in the theory as a subject of activity.

As time passed, the idea ripened under the influence of practical factors. Philosophers have returned, there is no philosophy of Locke, for his idea of the subject's activity and the role of his work in

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shaping the quality of things. Not to mention the fact that the actual problem was the originality and quality of the activity that creates the quality of things. [5-6]

Suffice it to recall a modern, international quality control system ISO-9001. Base it is just the idea of the quality of work. The quality and the thing it would be wrong to equate. As a special combination of properties, quality, by definition, is not the same thing, that thing. Hegel determines the quality of the phenomenon is simple and within the philosophical understanding, which in conditions of market relations fit in with consumers' assessment, the concept of "quality is what losing something, the object ceases to be himself." "Ceases to be himself," but does not cease to exist at all.

Without answering the quality requirements, the phenomenon is transformed from one state to another, or to another phenomenon. Examination gave the conclusion of non-conformity specifications (and consumer) parameters. This product was transferred to a discharge is not condition, defective products, but the thing has remained, and with it preserved some prospect of its utilization: Compliance standard processing. You can not wear shoes, you can try to scoop it out of the water flowing through the boat ramming the tow, bot, but you never know what may be frustrated boots will fit in a large economy - even in the samovar can be worn.

Quality wrongly severed from the subject not only from a philosophical position, but also in terms of non-philosophical understanding, otherwise the quality will turn into something independent, like the "nose" of the novel NV Gogol, and quality management will lose substantive certainty. Engels pointed out: "There are no qualities, and the only things that have quality and, moreover, infinitely many qualities."

Experts distinguish shift towards high-quality products on the market needs. Market matures. This confirms monitoring demand. In this long-awaited situation it is important not to lose the philosophical stage, developing a business plan, according to the new circumstances.

Quality - is the highest and permanent goal at a time, so you need to have one in the future, and the other to give way today. Only the correct orientation at a particular time as a vital interval when this is relevant, ensures the success of the product.

Manufacturer and seller must be up to date. Their modernity is due to the ability to find the optimal product portfolio and dock a specific product with the expected level of quality to reach the optimal price range dictated by the effective demand of the consumer products that express their need for the product.

Quality for the consumer - not an abstraction, created by the producer of professional thinking. The user looks at the quality of sight through the purse. As long as there is a market price remains its hallmark. If the buyer asks to see the product first and then asks how much it costs, the result does not change the permutation elements. His sacramental question, the answer to which will depend, as permitted by the deed of sale, the customer will ask necessary.

The quality of independent existence is not fit. As it represented thing, when it is on the market - commodity. And here begins the most important quality in theory, and therefore we will analyze the problem in more detail.

The quality of things, images of nature, have arisen naturally, spontaneously, according to a complex combination of natural laws. It follows that the quality of such natural phenomena created by uniquely objective in all respects.

Another story is the quality of the phenomena created by human activity. In social practice, realized the spiritual component of man. A man builds a house, sews shoes, clothes, coordinating their actions with the mechanical, physical, chemical, and biological properties of natural things, but we do not for a final product of nature - special cases omitted. We create things, its properties, in its capacity as implementing their goals, needs, interests, either materialize or objectify. Differences objectivity quality natural phenomena and man shown in Figure 1.

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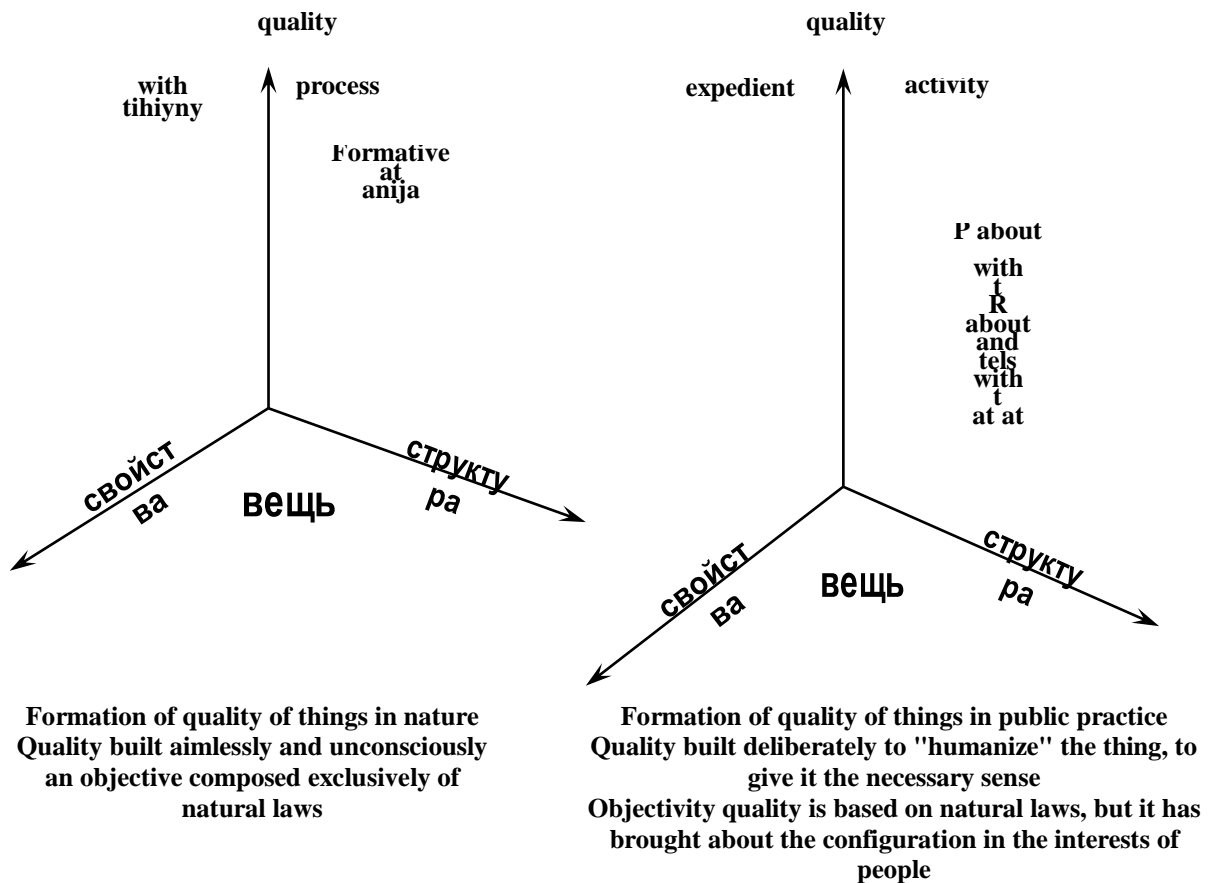


Fig. 1. Differences of objectivity as a natural phenomena and man

As things produced by man's practical activity, as the activity itself, woven, fused objective properties of things and subjective forms of human existence. The quality of man-made things objectively, but their objectivity expressed rationality (or irrationality) person. And here are just knot of contradictions is the producer and the consumer. Untie it can only be, the collective views on consumer properties of the goods manufacturer with a realistic assessment of consumer needs and opportunities. Quality products should be developed solely based on careful monitoring of marketing, respectively, pulling production reserves. We continue to see a divided market mechanism. Hence the problems with the implementation of domestic products.

Professional work like a sculptor sculpts the quality of things, based on the natural properties of the material, by raising their talent and labor to the state, the awakening consciousness of particular interest. Things are of natural origin also attract human interest potential to cause aesthetic sense, have a therapeutic effect, be a material or manufacturing condition of life that is understandable - the man "came out" of nature, left her a special part. However, their quality remains "natural purity." Professional activity - systemic factor in ensuring the quality of the product that has added

value. She, on the situation, there should be an initial step in the development of quality management ideology.

Quality thing can produce extremely high-quality professional activity - this is the first and fundamental law of production quality. Natural disasters are capable of much, they are people purchase precious stones, metals and construction materials. Diamond - the brainchild of a natural disaster. The mineral has a unique natural source of quality, but of diamond products acquired so many new qualities in which the interested person that the natural quality is in fact important only for the processors of natural stone.

The final product of the diamond, whether it is jewelry or a technical element - the result of professional work. there is a difference in the interest of the source material on the market of precious stones - from which he deposits, but most importantly there is something else: who will turn diamonds into brilliants. The quality of a diamond is due to a compound in the product raw material and craftsmanship. And as the master selects the feedstock, then its contribution professionalism in product quality is crucial.

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Hence the second quality of production the law: to provide a quality product requires high-quality training, capable of storing and increase professional skills.

The third law requires quality production areas of professional activities to improve the process through the integration of science and technological progress.

The concept of "quality", reflecting substantive diversity of the world, committed themselves to play a objective difference. This is possible through the structuring of quality. quality structured very important factor in the quality management theory. It should be divided into the following seven quality structural levels by the level of importance of the contribution of the "human factor" [7-8]:

the quality of natural objects;
 the quality of natural material;
 the quality of the processed natural material;
 quality of equipment;
 the quality of the software product;
 quality of production activity;
 quality of the organization and management of production.

Organizational and administrative activity aimed at the production of high-quality product sold itself needs to be checked for quality. Audit of the quality of organization and management of production quality involves structuring relevant activities. Our research experience problems suggests that the process of organization and management should be broken down into four composite (Fig. 2).

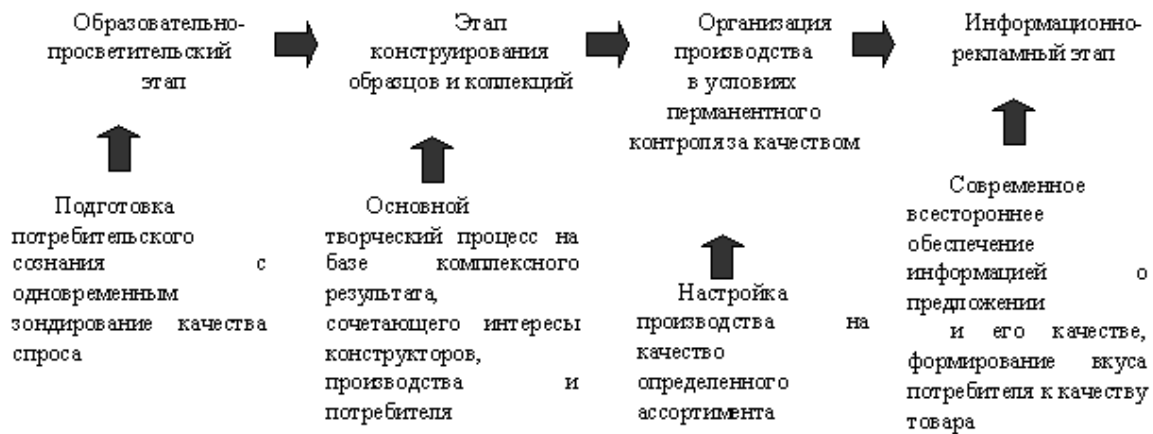


Fig. 2. Stages enable creative professional activities in the process of formation of product quality - components of the organization and management of production quality

The logic of the creation of the quality of the things created by man squeezes at first, close-up, the quality of the activities, the research focuses attention on signs of quality activities, the need to build their system of relations. The philosophical literature on the selected issues more "silent". Philosophers are still fighting. the quality of objectivity Supporters refute the views of their opponents, instead look at the quality not only in the context of the objective reality of the world, but also transforming the material world of human, professional activities. In the spirit of pre-Marxist materialism is not possible to develop a

scientific and philosophical doctrine about the quality, because the old materialism was, in essence, the philosophy of contemplation, rather than changing the world. Marx in his time taught, it should not only reflect the world, but to change it. Dialectics - materialistic worldview is based on the practical interaction between man and nature. Activities especially creative - credo dialectical philosophy and science.

Universal model of relations of the system properties of professional activity explains already driven us and the proposed scheme (Fig. 3).

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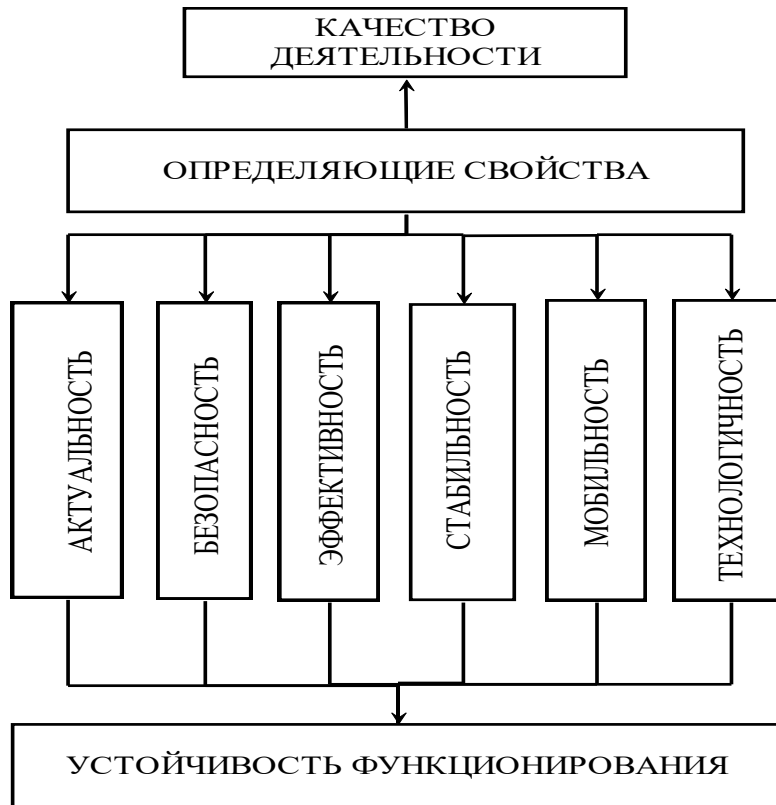


Fig. 3 - Universal model of systemic relations of qualitative properties of professional activity

Included in the scheme to their professional activity are well known. They are usually in the scientific and practical consciousness bind professionalism. The novelty consists not in themselves signs, and their representation in the system form, which gives them a new level value. Introducing system, researchers typically refer to open Bertollanfi effect system communication functions: discrepancy amount signs system and the amount of characteristics forming the system components. The effect described Bertollanfi, gives an indication of the systemic organization of properties, actions, events, as the most effective form of relationship, which is important for the efficiency of management, on the one hand, and the perfection of the organization, on the other (pic 3).

quality management, building on over its philosophical interpretation, the next step is making the path of systemic organization of the program while dealing with the location of systemic signs of activities that built the system would be stable vital, relevant and safe in moderation.

Systematic approach for the time being the best way of knowing the quality of organization and management of any complex activity. Doubting the most effective systematic approach probably is not. There are those who inappropriately perceives and evaluates the indisputable advantages of the system approach, absolutizing its value to the detriment of the other methods, in particular, an integrated approach. An integrated approach in theory and practice, not

squandered its value in a competition with the system, they complement each other and improve the effectiveness of both organizational and management, as well as informative. [9-10]

Quality activities more convenient to analyze a system approach. The theory of quality management, it seems more reasonable to build on the foundation of an integrated consideration.

Put in a special - not philosophy - knowledge (in practice, too), the situation forces us to go back to the differences between integrated and systematic method, because too often become substitute these methods.

System approach stands out fundamentally method of constructing knowledge in which relations between the elements forming conditions, signs, line depending on the base relation called backbone factor. The system is formed like a crystallization process by sequentially embroadening composite.

It is advisable to systematically build, for example, leather, fur, textile, when some, consistent state of the quality of the material, taken as a backbone factor and it "snaps" the whole series, offered to produce. Quality and place in the market in this case will be determined by the quality of the corresponding state of the material used in the manufacture of each specific number of products.

An integrated approach based on a certain qualitative basis and require comprehensive analysis of the phenomenon of quality, and research aspects may be equivalent and perform in a rated dependence.

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A good example of an integrated approach is Quality Management construction. Schematically, it looks something like the figure shows four.

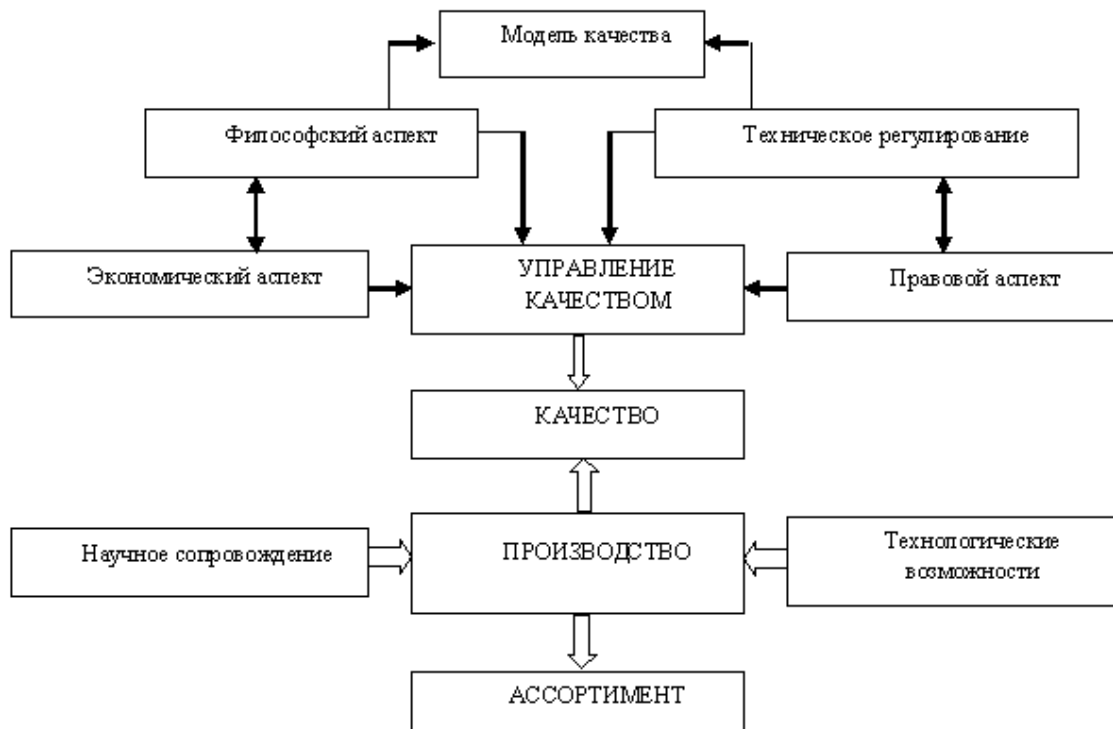


Fig. 4. Schematic diagram of the comprehensive quality control of production

This scheme shows the relationship responsibility and role of basic elements of the preparation and production quality control process. It is enough clearly visible nodal relationships: the relationship with the philosophical aspects of technical regulation, which allows to specify the methodological and theoretical study to the level of legal and technical specifications; Technical Regulation with the right aspect, including the last use of patent and licensed elements: philosophical and economic analysis, which imparts a first specific subject orientation in market conditions, and the second - a methodological perspective, production quality dependence on the state of technological production and scientific equipment.

Complete philosophical analysis quality level necessary for use in the practice of this knowledge economic production quality control, will schematic interconnection diagram describing the quality philosophical concepts stacked with economic categories. It was developed by us a few years ago. Our return forced her. The reason is that we did not have a choice. Philosophers still distracted by specific forms of economic practices in the light of analysis of the quality of their professional interests. Economists quality are narrowly empirically within the mercantile interest.

Philosophy warns that the quality of objectification has a real meaning only in the

epistemological aspect of its consideration: in deciding the quality of Nature. Indeed, in the perspective of the relationship "object - subject" quality comes first - it is objective in nature. Even designing quality, we have no absolute freedom in his work. Professional creativity is limited by objective roots produced quality creativity. The quality of things objectively in material terms, while the quality of the scientific theory of objectified adequately reflected in its objective quality of things, relations which are reproduced in the scientific theory. quality control system is shown in Fig. five.

The quality management theory it is important to understand the dialectic as the organization of production; as an activity of organized production, finally, as manufactured goods objective and subjective. A prominent Russian scientist and public figure, LP Karsavin to emphasize the active nature of the quality associated with the subjective work of a professional, I coined the term "qualitating".

The subjective aspect of quality of the goods on the market is revealed through the complex relationships creators, intermediaries and consumers. They crossed the peculiarity of the national mentality - in the US and Western European countries in the interpretation of the quality of the market is dominated by a pragmatic, utilitarian approach, in Russia the traditional side of the relationship to the quality of the goods has been contemplative, high-quality products

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and today most Russians more than something designed exclusively for consumption.

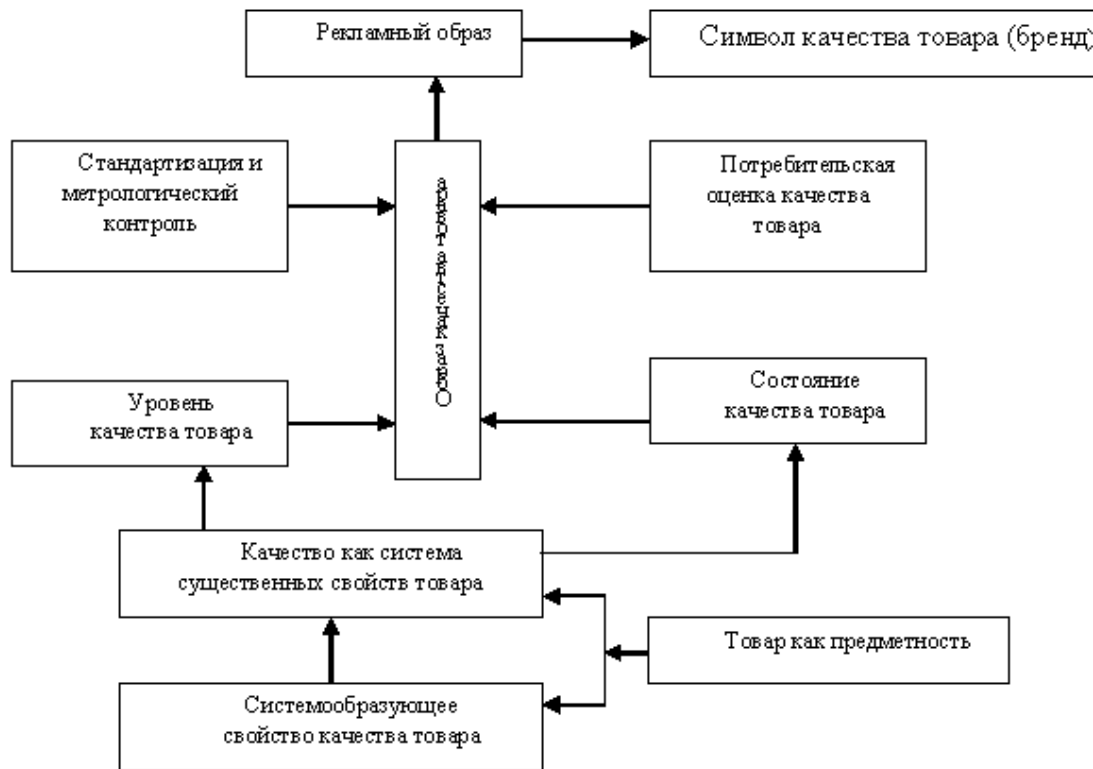


Fig. 5. Quality Control System

Creators and producers of high-quality goods necessary to raise awareness of potential users of their products, based on the fact that in conditions of the market quality of the goods - a collective image. The image quality of the goods, corporate production course, you can unwind with the help of advertising, but such one-sidedness is risky and dangerous.

Stability reputation of quality products available to all market mechanism, including its extensive infrastructure. Consumer education is actively involved in the process of "fighting" for the quality. Reluctance to spend decent money on consumer education, the desire to "shod" its false advertising surface will inevitably turn into a boomerang.

Unfortunately, many Russian producers are not afraid of a boomerang. They know that they are long in the manufacturing sector did not linger. While the market will put everything in its place, to react

appropriately to the pseudo-quality, they will be different, and this "crap" for them to lose relevance.

Although experts and believe that the Russian market has swung in the direction of product quality, an objective situation on the market has not changed significantly. Those small percentages, in which conclusions are encouraging, far from being high quality characteristics.

The condition of choice by the consumer, in a large range of offerings on the market, is the coincidence of its technical parameters with conditional characteristics projected needs. From this perspective, the enterprise management strategy should be built on the principle of "tracking system" with feedback, ie it must provide the consumer products which satisfies their specific requirements on the quality of service and the concomitant with its sales, all the time while monitoring the degree of the satisfaction (see. the circuit of Fig. 6). [11-12]

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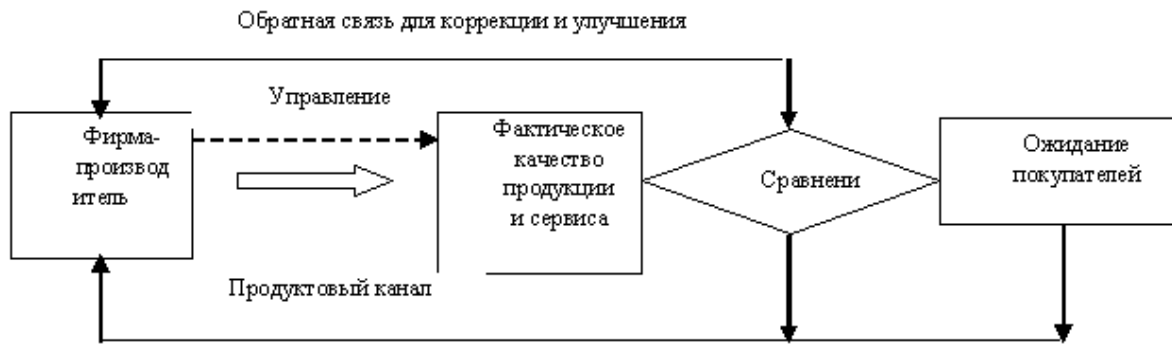


Fig. 6. The system of consumer satisfaction

Monitoring the quality of goods and related services consists of two stages. In the first stage by manufacturer studying marketing spending expectations in product quality and service its promotion. Based on this information, determine the functional specifications for new products and quality service, which will depend on the ability of the definition of consumer expectations and ability to adapt to changes in production technologies of consumer expectations.

The second stage is to periodically "measurement" mismatch between the actual and the expected level of quality products and related services. In accordance with the magnitude of the error of the enterprise activities should be aimed at the production control actions on the organizational and technological units in order to reduce discrepancies and introduction of new parameters of quality assessment methods.

Model assessment of product quality is a tuple:

$$W = \langle X, P, A \rangle, \quad (1)$$

where X - the set of possible solutions (facilities) such that $x \in X$ - element of this set is defined on X by certain rules manufacturing technology and distribution of goods; P - calculable set of quality indicators and the corresponding measurement scales; A - estimation algorithm implements logic comparative evaluation of alternatives in the form of "better-worse."

Any decision $x \in X$ represented by a vector $P(x) = (P_1(x), \dots, P_m(x))$ in m -dimensional space of the quality indicators, defined as the Cartesian product $P = P_1 \times \dots \times P_m \subset R^m$. where $P_j, (j = \overline{1, m})$ - a

plurality of allowable values j -th index, which is a subset of the set of real numbers R .

Evaluation of the quality of products is to determine the extent to which the estimated object of its operation ends. The goal can be set indirectly - with the "standard" quality. Quality standard is a set $\{ \} R_{jd}$ basic values of production quality indicators and marketing of products that best meet the expectations of consumers.

The numerical representation of the level of quality you can imagine a tuple:

$$A = \langle \varphi, P, P_\delta \rangle. \quad (2)$$

Where $\varphi: P \times P_\delta \rightarrow R$ - a plurality of display $P \times P_\delta \subset R^m$ the set of real numbers R , i.e. A is a multidimensional quality level rating scale. Which implies that $W = \langle X, P, P_\delta, \varphi \rangle$, for any $x \in X$ sets the number depending on the position of the point (vector) $P(x) = (P_1(x), \dots, P_m(x))$ in the space of quality indicators. In assessing the quality level of a few kinds of scaling applied.

1. Scaling relations. It is to determine the relative performance quality $\omega_j = P_j/P_{j\delta}$ Which determine how many times the estimated object is better or worse than the base of the j -th quality indicator ($j = \overline{1, m}$). Operation is simultaneously scaling normalization operation.

2. Scaling to the normalization of the difference. It is to provide an assessment of the quality level j -th quality indicator in the form of $\omega_j = (P_{j\delta} - P_j)/P_{j\delta}$ Where the ratio expressed in percentage ω_j It shows how valued object is better or worse than the baseline.

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Fig. 7. The algorithm is a complex evaluation of quality of the object

3. Multidimensional scaling. Based on the definition of a generalized indicator $W(\omega)$ where $\omega = (\omega_1, \dots, \omega_m)$ - the vector of relative quality indicators. Composite index characterizes the degree of conformity of the object to the destination. Thus, we obtain the algorithm estimates the quality level of products and service in each particular case. Algorithm integrated assessment of quality is shown in Fig. 7.

At the final stage in the decision, first, you must decide how acceptable the result (whether the precision and accuracy of the evaluation is acceptable). If he does not meet the requirements, it may be decided to hold a re-evaluation, additional studies to obtain new information, etc. If the result is objective enough, depending on the purpose of assessing the relevant decisions are taken. For

example, if the purpose of assessing the quality of a number of possible options for the selection of products is one that best meets the needs of consumers, the option that gets the highest score, can be taken into production[23].

Predicting the cost of quality in the development of a new range of shoes

The reason largely uncompetitive domestic footwear consisted of the error and evaluation methodology for measuring its quality. The problem is the quality of a certain discrepancy evaluation shoe projected in the development phase, formed during the production phase and tested at final inspection before implementing a consumer quality assessment. The gap between the real and the quality requirements of customers it has a significant impact on consumer

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preferences and hence on competitiveness. The smaller the gap, the higher competitiveness of the shoe. The difficulty lies in the fact that consumers in evaluating the quality of the shoe is guided to a large extent not regulated by the normative documents of the quality indicators, and on their own tastes and ideas about what should be the shoes. And sometimes the idea of the quality of many consumers the surface, at the level of the main organoleptic characteristics, which are not always adequately and objectively characterize shoes.

Very often, the need for competitiveness assessment occurs before the appearance of a new product, ie at the stage of design and development. Since the level of costs during the period of use and operation of more than 80% dependent on the characteristics of the shoe, is laid at different stages of its development. At the stage of designing and testing of prototype designer can influence the decrease of not more than 15% of the costs and when the article is put on production, the change in this parameter manage within only 5%.

Therefore, at the pre-stage of a new product development multivariate prediction must be carried out, which is the information on the feasibility and the timing of achieving the identified objective.

In connection with this objective studies of the consumer demand for footwear is fundamental to improving the quality and competitiveness of products. It is necessary to establish what criteria the buyer evaluates the quality, because he will try to buy shoes with a desirable combination of properties for it.

In order to evaluate the significance of indicators of consumer quality shoes at the stages of its design, production and sales, we have an expert method of personal assessments was used - a ranking which allows sufficiently take into account the opinion as a shoe manufacturing specialists and its potential consumers.

Experts are invited to rank a set of factors that determine the consumer quality shoes. Initial ranks first converted as follows:

$$R_j = \sum_{i=1}^m r_{ij} \quad (3)$$

Where R_j – amount converted the ranks of all the experts to factor j ; r_{ij} – transformed rank assigned to the i -th expert j -th factor; m - number of experts; n - number of factors.

Weights are calculated and then factors:

$$W_{ij} = \frac{r_{ij}}{\sum_{i=1}^m r_{ij}} \quad (4)$$

$$W_j = \frac{\sum_{i=1}^m W_{ij}}{\sum_{i=1}^m \sum_{j=1}^n W_{ij}} \quad (five)$$

Where W_j - the average weight of the j -th factor of all experts.

The expert group, consisting of 100 people, the survey was divided into two groups: consumers and producers. For the nominations to the survey of the manufacturers group presented a number of demands: special education; position held; seniority.

To find experts were involved leading experts shoe enterprises SFD cities: Mines, Rostov-on-Don, Krasnodar, Volgograd and others to work as experts are also involved teachers of the department "Technology of leather goods, standardization and certification" South-Russian State University Economics and service.

At questioning the experts ranked the indicators on the extent, ie the importance of in terms of their impact on the quality of the shoes. As an object of study was chosen women shoes - boots autumn and spring mix.

The survey has been suggested experts questionnaire containing factors affecting the quality and competitive advantages of shoes in the design stages of production and sale (tab. 4).

Respondents were asked to arrange the factors in decreasing order of their impact on the quality and competitiveness of the shoe (rank), ie factor that the expert believes the most important, are ranked higher - 1, and the rest - by the degree of reduction of their impact on the competitive advantages of the shoe, ie 2, 3 spots, etc. If the expert can not make a decision on granting seats for two or more adjacent factors, it assigns them the same rank. [13-14]

Processing of the results of the expert survey was carried out on a PC using a special program «RANG». The distribution pattern of the ranking of the results indicates that the views of consumers and manufacturers, working as experts coincide on many points.

At the design stage set important quality indicators: compliance fashion lines - X1; the shape of the toe - X2; shape of the heel - X3; heel height - X4; preform design shoe upper - X6; model design - X7. Less important: the color scheme - X8; the flexibility of the shoe - X9; thick soles - X5. After statistical processing of the results of the expert survey found that all these factors were significant.

Table 4. Questionnaire questionnaire

factors	Rank
<i>Stage design shoes</i>	
X1 - line fashion trends	
X2 - form forefoot	

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X3 - a form of Heel	
X4 - heel height	
X5- the thickness of the sole	
X6 - preform design uppers	
X7 - design model	
X8 - color solution	
X9 - the flexibility of the shoe	
Step shoemaking	
X1 - view of top material	
X2 - bottom view of the material	
X3 - connection quality top parts	
X4 - workmanship preform uppers	
X5 - the rigidity of the sock	
X6 - stiffness backdrop	
X7 - fixing strength of the bottom parts	
X8 - bottom quality finish	
Implementation Stage shoes	
X1 - attractive appearance	
X2 - the novelty of the product	
X3 - weight shoes	
X4 - Price	
X5 - brand image	
X6 - advertising	
X7 - Services	
X8 - Packaging Quality	

At the production stage for manufacturers and consumers are significant factors: type of top material - X1; a bottom view of the material - X2; top quality of the connection parts - X3; workmanship preform shoe upper - X4; fixing strength of the bottom parts - X7; rigidity backdrop - X6; quality finishes bottom - X8.

At the stage of implementation of important quality indicators of footwear for all the experts are of attractive appearance - X1; novelty items - X2; price - X4; weight shoe - A3; brand image - X5. Less important - advertising - X6; Services - X7; quality packaging - X8.

To predict the cost of quality, taking into account the requirements of consumers in the development of a new range of shoes, according to the results of the expert survey at the design stage is necessary to determine the weights of all the relevant factors of the formula (5).

Suppose that we know the costs of improving the quality of one unit of output for each of the factors, which are determined by the vector:

$$p = (p_1, p_2, \dots, p_n). \quad (6)$$

Then we can determine the expected costs of changes in the quality of the designed products:

$$M(X) = p_1w_1 + p_2w_2 + \dots + p_nw_n. \quad (7)$$

This method of assessment of the expected cost can also be used in the stages of production and sales.

These investigations cover the entire spectrum of consumer and industrial requirements for footwear,

affecting its competitiveness and allow to predict the costs of improving quality at all stages of the product life cycle and should be taken into account by manufacturers during the formation of the assortment of shoes [15-16].

In many industries, the preparation of mass production of new models there is a necessity of their comparative evaluation to decide on the sequence of manufacture or selection of one of a series designed to (1, 2), as well as a very effective advertising, presentation of technical advantages to the buyer of the product. In normal practice, this problem is solved by the expert assessment product specialists, involving difficult comparable technical and economic indicators, with different levels of importance and measure the dimension, for example, the products have different weight in kilograms, cost - in grams breathability dm³ / m²s. Finding features by evaluating products reach a difficult compromise at the expense of losing the specificity of each indicator, criticized the introduction of subjective factors "importance" et al., It is difficult to substantiate and prove.

Can be solved more convincingly this part of the intellectual tasks in human-machine system network architecture to evaluate the product. For example, such an estimate can be obtained in the control system design preparation of light, food and other industries by total imaging product evaluation. Then management software is to choose a path in the multidimensional phase space properties of the products that best meets the primary function of a

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complex system of criteria (such as the conquest of the market of products, production and sale of all products in a given time frame). In the traditional system analysis is carried out in such problems formalization of a complex system by its decomposition on a selected number of sub-systems. However, in this case, communication - the relationship between the subsystems do not have topology, they formally separated. This can be compensated by this method formalization, which will be identified communication - via mathematical relationships apparatus set theory and general topology and in particular the model parameters of the fluctuation of the capsule (3). Implementation of such a comparative analysis between a number of items and identifying the priority is relatively simple (Fig. .8).

All the information field is divided by four lines in the plane forming the vectors 8 and 8 zones (there

may be other numbers). Applied on line information about each of the eight selected in our example properties. In this case, the shoe characteristics: demand - cost, weight and flexibility, vapor permeability and moisture capacity, aesthetic properties (points) - environmental (health) contamination unnatural materials. On schedule beams laid the experimental numeric data, if available in natural units, for example, the cost in rubles, weight in grams, and the demand and aesthetic properties in points assigned to them by experts. Resulting in a polygon visual rendering of a complex system allows the designer or the buyer to make the right decision on the comparative assessment of different models of products, ranking them in the preferred number by comparing the areas of polygons. [17-18]

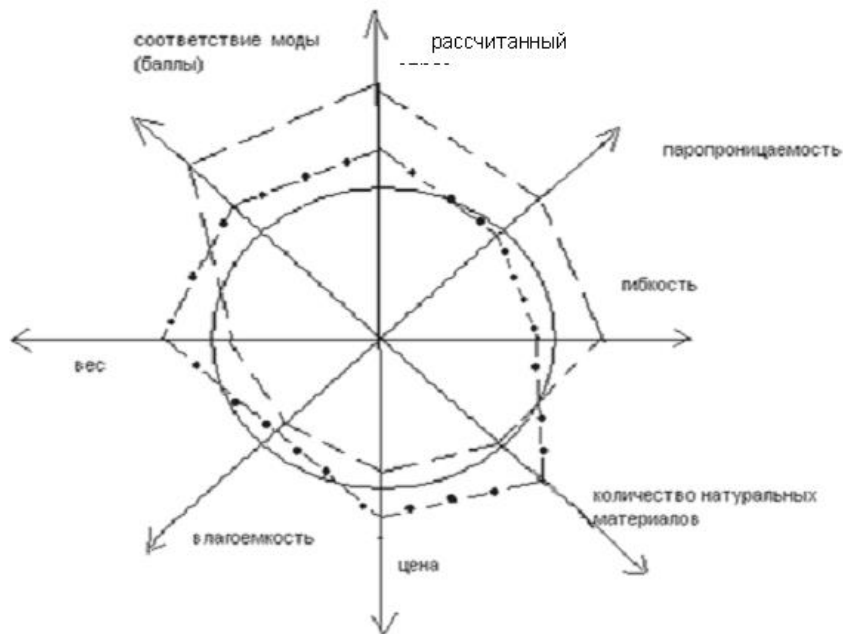


Fig. 8. Total properties of combinations of indicators shoe samples

In addition to this figure, there is also a visual range of other information. For example, the values of areas of figures, concluded between the Rays and their amount detected edge area of "positive" indicators of high aesthetic properties and the demand for flexible shoes on the product with more weight, cost and details of the artificial less environmentally friendly. Thus, in the example shown in Fig. 3.10 advantage of combination indices of the two samples is N1, characterized by a larger total area of "positive" sectors properties. This technique effective visual advertising, help select the sample with higher "summary" properties comparable to each other is difficult.

This method of selecting the "best" product is relatively simple and obvious, that allows you to make

the right decision. This method can be used for business and technical evaluation of various production industries - light, food, electronics (e.g., INFINITE, illustrated in CEBIT show), and others.

At the level of the intersection of the circle and bear axes magnitude eight indicators normalized (if any) or medium-range in their units, are directly connected to each data sample N1 ..., N2 ... etc deposited on the axes.

About indicators for assessing the quality of shoes

In modern conditions when the total saturation of the consumer goods market is the most acute problem of ensuring that the quality of products offered consumer requirements. Among consumer requirements for shoes in the first place in importance

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by most nominated artist of ergonomic, defines the concept of "comfort".

Certification testing of footwear are constructed on the basis of the current regulatory documentation, which outlines the technical requirements, methods of its tests to determine the main indicators of quality. In support of the above, the following are indicators of quality and test methods for their determination.

What is the Program "Russian Quality"? Of promotional materials, the organization should, that it "identifies the products and services of high quality, presented in the Russian market and inform consumers about them; It gives the company an opportunity to prove to consumers that the quality of its products or services significantly higher than the standard level; It enables public authorities to procure products and services of high quality. The sign "Russian Quality", the right to use of which entity receives upon successful participation in the Program, it is the most authoritative evidence of this quality. According to the results of participation in the Program, the company can present to interested parties as documents attesting to the high quality, not only a diploma, but also evaluation of the program and report on its results.

The results of successful participation in the program can be used in conducting marketing and advertising companies in demonstrating their capabilities to clients and customers at exhibitions and fairs, as well as the participation in the competitive bidding and tenders. For information about the products with a "Russian Quality" and business-to-Diploma-program includes:

- conducting nationwide, regional and sectoral product presentations, award-sign "Russian Quality";
- release nationwide and industry catalogs "Russian Quality";
- editions of the Program "Russian Quality";
- accommodation at preferential terms of information about the company, the student and the products on the Program website www.roskachestvo.ru and other online resources;
- participate on favorable terms diploma program in exhibitions and fairs held with the participation of Russian Organization for Quality;
- publication in the sectoral, regional and nationwide media".

According to the documents: "Situation of the Program" Russian Quality "ELC №RK FO-01-02 and" Regulation on the quality assessment programs used in the "Russian Quality" ELC FOC number PK-06-02 is designed number RK-work program PR CEP-2.5.47, which included items:

- 1) estimated production;
- 2) the range of estimated parameters of product quality, and their allowable values and optimum points corresponding to them;
- 3) determination of actual values of quality indicators;
- 4) Evaluation of ability to provide a stable production of quality products;
- 5) certificate of compliance of the quality of products the highest level.

For example, as a statement of models of men's shoes daily was evaluated in four groups: functional parameters (1) characterizing the durability of the product; ergonomics (2); aesthetic indicators (3); quality packaging and labeling of figures (4).

In the first group are allocated such individual factors as:

- strength of thread fasteners preforms uppers, N / cm with one line;
- strength of thread fasteners preforms uppers, N / cm, with two lines;
- fastening of a sole strength, N / cm;
- residual deformation of the toe cap, mm;
- residual deformation backdrop, mm;
- in the second group:
- polupary weight in grams;
- flexible shoe N / cm;
- the thermal resistance of the shoe upper, m² ° C / W (for winter shoes);
- the thermal resistance of the bottom of shoes, m² ° C / W (for winter shoes);
- in the third:
- silhouette points;
- appearance scores;
- interior decoration, points;
- in the fourth:
- quality labeling;
- quality packaging points.

Permitted indicator values, as well as their actual list established in accordance with the Standard set out in Table.

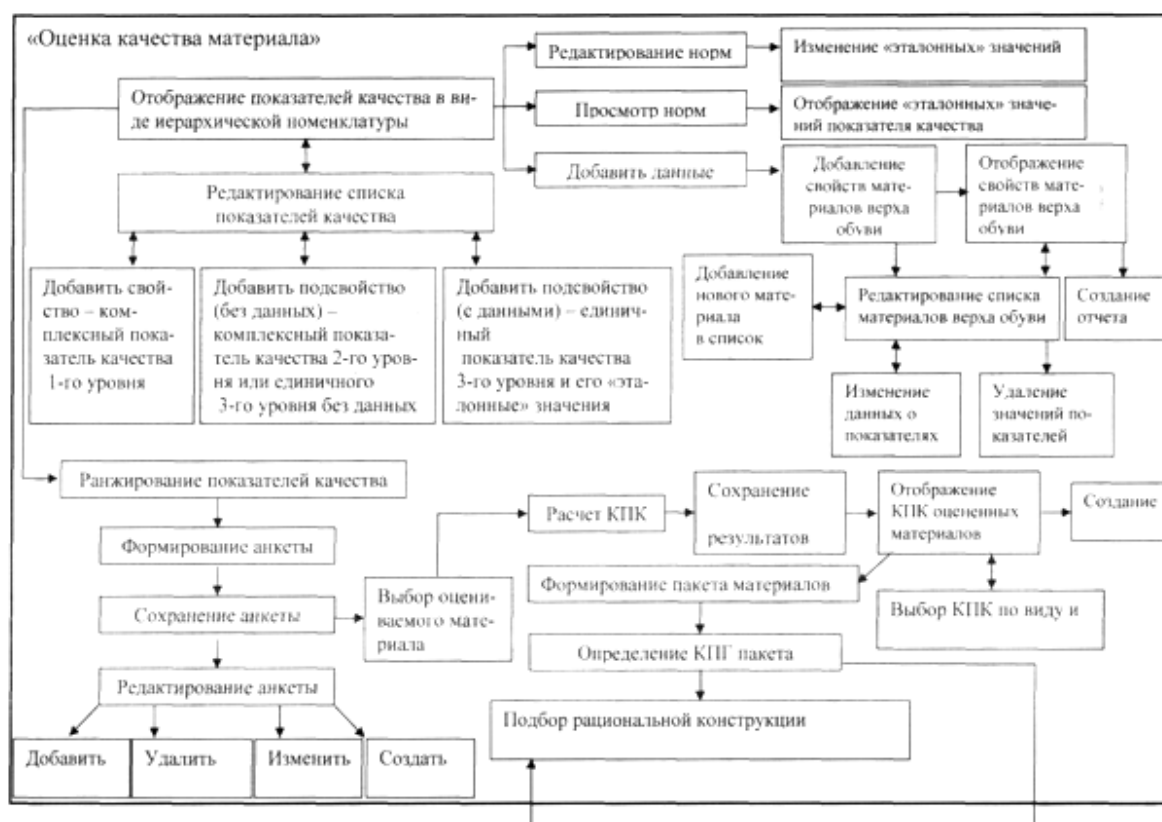
Table - Quality indicators and test methods for their determination

Quality Indicator	testing method (GOST, rate, etc.)
1. Shoes. Method for determination of total and permanent deformation of the toe cap and the backdrop	GOST 9135-73
2. Shoes. Method for determining the strength of attachment of soles shoes chemical fastening methods	GOST 9292-82
3. Shoes. Method for determining the strength of thread joints compound upper parts	GOST 9290-76

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4. Shoes. Method for determination of flexibility	GOST 9718-88
5. Shoes. Method for determining the strength of the bottom fastening parts	GOST 9134-78
6. Shoes. Method for determination of mass	GOST 28735-90
7. Shoes. Method for determination of total thermal footwear resistance	GOST 12.4.104-81
8. Shoes. Terms of acceptance	GOST 9289-78
9. Shoes. Labeling, packaging, transportation and storage	GOST 7296-81 GOST 16534-71
10. Shoes. grading	GOST 28371-89
11. The system of quality indicators. Footwear. Nomenclature indicators	GOST 4.12-81
12. Shoes. Terms and Definitions	GOST 23251-83
13. Shoes. Methods for determining the linear dimensions	GOST 9133-78
14. Shoe pads. specifications	GOST 3927-88
15. Workshop on manufacturing technologies of skin / Ed. VL Rayatskasa. Moscow, 1981.	
16. The development system and placing products on production. Production of light industry. fundamentals	GOST15.007-88
17. Casual footwear. specifications	GOST 26167-84
18. Footwear. norms strength	GOST 21463-87
19. Reference shoemaker. Technology. MM: Legprombytizdat 1989.	



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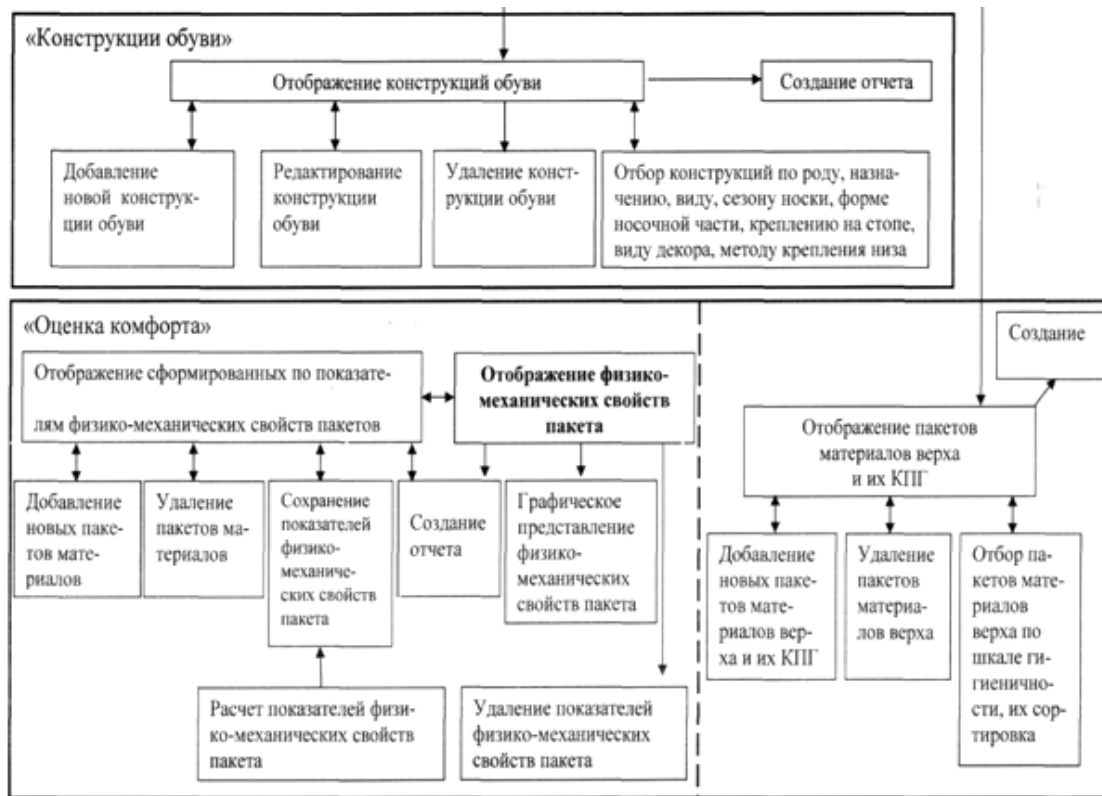


Fig. 9 - Scheme of software empirical indicators to assess the quality of the products.

Let us turn to the second group of indicators. It is obvious that these figures do not provide a comprehensive assessment of the characteristic shoe (comfort) that the interests of consumers, most of which are established empirically. Comfort same depends on many factors but the most significant are the structural characteristics of shoe models and properties of the materials used. Perspective quality assessment of shoes quality assessment methods shoe should be associated with CAD. Thus, the physico-mechanical properties of the materials determine the force interaction of the foot with a shoe, the foot provide protection from the external environment and determine its microclimate. In this formulation, the question looks very attractive method of automated evaluation of footwear comfort in terms of physical and mechanical properties of the materials of the top packages developed in RSU im.A.N.Kosygina.

The method is realized in the framework of the complex software operation diagram is shown in Figure 9.

Consequently, along with the selected group of indicators, it seems appropriate to include another group of "Comfort", criteria which, in our opinion, is the temperature and relative humidity of the internal space, the pressure of the top of the shoe on the foot. Factors that influence the magnitude of the pressure shoe on the foot, is elongation, relative humidity and

stiffness package of materials for which we have established levels and rational values varying according to the operating conditions and manufacturing.

Established techniques tooling system implements automated evaluation comfort shoe and forming a package top most efficient in terms of physical and mechanical properties of materials and rapid method of selecting a certain level of quality construction and purpose shoe. The practical significance of the system is to reduce the subjective factor in the selection, collection and organization

Marketing experts agree that consumers give their preferences main product quality. Market Research confirms the strong tradition of demand for quality products. But not everything is so simple and obvious.

The point is that the statistics - net operator and statistical data are therefore absolutely dependent on the chosen conceptual description of the process. Statistical results are always correct, because obtained through the use of proven mathematical apparatus, but the accuracy and truth - "two big differences."

To "correct" was "true", you need the whole chain of logical and mathematical operations align correctly. Certification requires not only a real and software products. Must be certified and mail-order knowledge, or defects in the original judgment

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perekochuyut excretory knowledge. And no technology will not fix the lack of pledged.

In the ideology of production, especially the production of direct consumption goods, a factor which must be the concept of "quality". We anticipate an objection: "what's the point as if the quality criteria and limit the number of qualitative characteristics of the affected priority range of goods, the price will rise?". And we have the answer to opponents.

If there is no guaranteed quality of the product, then no amount does not improve the situation. Will either need to agree with the obvious (for professionals) consumer fraud, or waive the professional competence and deliberately go for the drop in quality requirements, allowing the market poor quality, in fact, good. As for the range, its dependence on product quality requirements for conventional and mediated. The range of "tied" to the technical state of production, technology and professional development.

The visible features of a civilized market, the more urgent the issue of quality is worth. Moreover, the quality problem of the scope of the theoretical relevance moved to the level of practical relevance. Try to justify this shift is applied to Russian reality.

Positive shift in the direction of increasing the purchasing capacity of Russians over the past 5 years is undeniable. Official statistics of inflation - clearly sly, but even increased it by a factor of 0.5 and received real average 15-20%, we will have no choice but to ascertain the welfare of most citizens in the conditions of a certain growth of the economy as a whole. The intensity of the dynamics is small, but the fact is obvious.

That's just as true to say about the "welfare"? Money is only equivalent exchange. Earn more money, you do not necessarily heal better. Money should be exchanged for essential goods. And here is a full-length grows quality problem. Earning money, you can easily spend their "invisible", ie buy is not a commodity, and "Phantom of the goods."

"Phantom of the goods" - non-specific term for a special knowledge of the system. However, you need to get used to it as the theoretical expression of the realities of the undeveloped commodity market.

Capitalizing on the "white" and "gray", "spots" as an ideology which is in extremely poor condition, "black" manufacturers of low-quality consumer goods, together with sympathetic officials of the services responsible for the quality of products have flooded the market of substandard products.

International quality control system ISO 9000 is more like the newest phenomenon of the famous Potemkin villages. Effective control can only be something that is clearly spelled out. Every nedopisannost - hole for penetration of semi-legal field of hunting for the consumer.

ISO 9000 should be used not as a means of management, as well as a tool for the prevention of violations of quality. The circle is thus isolated, for violation involves quality, namely quality and we have not determined, as it should.

The system of special knowledge, which is the ideology of production, "quality" is replaced by "state of quality", which in turn is reduced to quantitative parameters.

Quantitative characteristics give discrete expression - so there is another derivative of the concept. Only this time, not from the indigenous concept of "quality" and its derivatives - the concept of "quality of the state."

Activity militant surprises aspiration describe the quality by the amount. Since the time of Hegel, who claimed that the quality - important in defining the phenomenon, as Quality is what losing it, it ceases to be himself, passed nearly two hundred years. It was time to learn and simple truth: the quality is not determined by the amount and terms of the properties. Using quantitative measurements we need to determine the "best of" - "quality" and "quality status" (an expression level).

Errors in the theory of practice rarely corrects, on the contrary, it usually hides them until a certain point of development. Defects theory in rough form are manifested in the difficult social and economic circumstances at the time of political uncertainty.

Such a kind of time is not accidental "convenient" for the flourishing of theoretical uncertainty. State, entangled in many problems, deviates from the control of economic processes, relying on the market, designed to put everything in its place. The market also their functioning laws. Market theory adapts to suit your interests is not subject to rules, grounded theory, and seeks to adjust the rules for a profitable way for his relationship with the consumer.

Advertising statement: "The customer is always right" - a lie! Always right only legal order that determines the nature of the relationship on the goods market. Themselves, these relations are based on the interpretation of the quality of products and compliance with the quality of the price, ie, two aspects: theoretical and practical.

In theoretical terms should be tightly adhere to the fundamental postulate: quality - is an association of the properties that characterize the structural and functional distinctiveness is not a single phenomenon, and some set of phenomena, united by common laws of formation and change, so determine the quality is only possible through the availability of appropriate properties. Because of the qualitative properties only aesthetic (design) are available direct assessment requires a comprehensive product certification, or

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rather a product offered for transmission on the market.

Moreover, a study on the quality of the product that corresponds to the interests of consumers, must not be reduced to technical and materials science expertise. Require social, psychological, medical and resume on regional studies.

Consider the example of shoes this statement. Shoes, along with clothing, refers to goods, depending on the national and historical characteristics. Can be recommended for the market shoes, not taking into account the specificity of the geographical, climatic and national mentality? Apparently, to allow such products to the market as possible, but only in limited quantities, for a change, and expand consumer choices.

Nature, food, traditions affect the anthropometric characteristics of the population: the configuration and proportions of the foot, lower leg, etc. Shoes designed without taking into account national peculiarities - anatomical, physiological - will inevitably contribute to the development of deformations feet. Shoes will quickly lose its presentation, the consumer will continue to experience discomfort, which (taking into account that the average Russian shoes are worn, regardless of the recommendations while not physically obsolete) may be associated with exacerbation of chronic diseases, or purchase them.

Already, China is "thrown" into the market is the number of shoes that all the world's population ($\approx 6,5$ billion) can be booted appearance "a la Shine." Chinese manufacturers are guided by their own interests: to create jobs in the country and ensure the marketing of products. They offer shoes designed and made without taking into account national specifics of consumer countries. Chinese shoes today is a serious competition, not only to our domestic producers, but also in such countries - legislators shoe fashion as Italy, France, USA, Czech Republic, etc.

This is the fifth year in a row in the Italian footwear sector of the market there is a significant decrease in production volumes. Activity in this segment of the domestic market is reduced, and the Italian demand for products in domestic and international market is low. Given the excess of the euro over the dollar, the competition of Chinese products is even more serious at the national Italian market, especially after the abolition of quotas on sale from January 1, 2004 footwear production volumes decreased in 2005 by 9.7% compared to the same period last of the year. As for the difference in prices, offer products declined in absolute prices by about 8.4%. In 2001-2004. Italian production dropped by almost half to 281 million pairs, had a negative impact on employment. The volume of production of leather footwear decreased by 8.9%, slippers - 23%, rubber

footwear - by 32%, canvas footwear - by 40%. On the contrary, every year steadily Italy imports about 150 million. Chinese shoes. The Italian manufacturer is losing its position in the international markets of the US, Germany and France. The growth of the euro against the dollar, as well as the redistribution of the market in favor of the Asian manufacturer adversely affect the Italian manufacturer. According to the Italian Chamber of Commerce, more than 600 companies, including manufacturers of shoes, closed in the period from 2005. by 2017 only market segment in which the Italian shoe manufacturers hold the leading position - is the production for international markets elite designer shoes.

So, for the past 10 years the number of enterprises for the production of footwear in the Czech Republic was reduced from 120 to 55. But this number may be reduced in connection with the abolition of restrictions on imports of footwear from China. If at the end of the twentieth century. Czech shoe factories produced about 70 million pairs of shoes, but last year that number was about 5.5 million in 2016 to the Czech Republic imported about 50 million pairs of shoes, of which 35 million -... from Chinese manufacturers. The average purchase price of one pair of Chinese shoes of 54 crown - the price is unrealistic for Czech enterprises. "... our products no one buys, because we are not able to compete in the Asian goods by value, despite the fact that our shoes on the quality of a lot better. Unfortunately, Czech buyer prefer cheaper products, even though he knows that in time they will survive is much smaller than ours, quality footwear," - said a member of the Footwear Industry Association of the Czech Republic Lubomir Hlumsky whose firm since 1998, has been manufacturing and selling children , women's and men's shoes. As a result, Czech producers are losing ground on their own market. The situation is complicated by the fact that from 1 January 2005 the European Union on the agreement with China and the World Trade Organization lifted the restrictions on imports of Chinese shoes. Return them only in the event that would threaten the entire industry, and in European scale.

US Secretary of Commerce Carlos Gutierrez, among the most important problems of the need to take effective measures to curb the loss of jobs in some sectors of American industry, which is also due to the growing competition of Chinese products in the United States.

But we still have to go through the path traversed by the Western producing countries shoes. Russia's WTO accession will open the border market for many others who want to as soon as possible to sell low-quality goods. Moreover, today in front of Russia, in contrast to the western neighbors, should a fatal problem of the expansion of "gray" imports, which

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arose due to the imperfection of the customs legislation and the spontaneous development of "shuttle trade". As stated in one of his interviews, presidential envoy to the Siberian Federal District Anatoly Kvashnin, the annual volume of "gray imports of Chinese goods" in Russia reached \$ 6 billion. But, even in a civilized market conditions, access without restriction of footwear on the domestic market only on the basis positive opinions on the quality of raw materials, related materials, accessories at significant scale expansion of footwear products threaten Russian national security.

Features of the national attitude to footwear to quantify. Products can be easily measured for compliance with certain requirements, but it must be borne in mind that the property is assessed only on its formula of "yes or no". Recognizing existing property, the expert has the right to go to the next stage - the measurement of the intensity of its existence, to know how steady and pronounced this property.

The absence of even one of the qualitative properties of the product, or lack of expression means only one thing - a commodity product should not be. In exceptional cases, it is recognized provisionally authorized for sale on the domestic market.

The occupation of the national market of foreign manufacturers of shoes undermines the development of the relevant sector of the domestic economy, historically adapted to the specific national conditions and characteristics of anthropometric measurements.

The situation is aggravated by the fact that Russia has received the recognition of the country with a market economy, has no right to violate the order in the relations between political and market structures. Unilateral actions of the state in the protection of their interests can be qualified as a violation of the achieved status, cause economic and other sanctions of the world market. The displacement of foreign competitor from the national market should be conducted in accordance with the recommendations of the international community and tradition.

Chinese, Turkish, partly Eastern European, shoe manufacturers have flooded our market and have taken strong positions on it, thanks to customer demand for its products. [17-18]

Buyer with limited financial resources attracted by the price, design, advertising support, the range, the interest of the seller, a cultural center. Inexperienced in professional "secrets" of the consumer on the quality of judges for its external display and the service pack. The very same service sales skillfully takes the arrows with the qualitative characteristics of the seemingly winning properties. Quality, as an association of the most important properties of the product, "torn." Of all the properties that make up its combination of high-quality association, exhibited

only the property, which is beneficial to the seller, as it actually submission to an appropriate level of consumer interest.

Sequestering quality by replacing its simplistic understanding - the most widespread market acceptance. The unsatisfactory condition of the mass consumer culture, eliminated controlling state bodies, their lack of initiative, and in some cases, and a direct interest in preserving the existing confusion allow to manipulate the public consciousness, control over the actions of buyers.

The occupation of the Russian market - a phenomenon, of course, temporary, due to economic stagnation, limited solvent demand of the general population, the lack of effective and consistent policy in the sphere of development of the national production. However, the apparent conditioning of the situation is not particularly comforting. In Russia, like to joke: there is nothing more permanent than something temporary. To temporary phenomenon not "stagnated", it is necessary to change the conditions that gave rise to it. Opportunities are available. Previously, all should understand the theory, which is guided in practical actions.

Underestimating theory naturally leads to miscalculations practice. In our case, this underestimation seems to be planned. Otherwise, how to explain that the conventional definition of quality through the association of the main properties of an object, of a quality criterion in the regulations are only "a trace", ie individual features.

To some extent "to blame" in the theoretical uncertainty of unilateralism itself as a theory. The quality of natural phenomena different from the quality of man-made products. Natural phenomena - natural origin, and all of their natural properties. The quality of natural phenomena excludes their relation to human needs. Mushrooms pointless to separate the quality on edible and poisonous. mushroom quality in another, and that other determines their place in biological taxonomy. Trees conventionally divided into beautiful and ugly, valuable and weeds. The quality of such opposition has nothing to do. Artificial products, in contrast, are characterized, above all, in line with our needs. Consumer properties included in the artificial system of product quality, as well as natural. And not just included, and ahead of natural significance.

shoe quality due to a set of consumer characteristics. Not much, in principle, from what material sewn shoes. The main thing is that the properties of the material provides the functionality of consumer demand for footwear.

Buyer makes no difference if the price balance, made of natural or artificial material made shoes. He needs to be requirements for it have been guaranteed.

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Domestic same practice of assessing the quality of shoes (and not only shoes) theory turns inside out in an effort to focus on natural characteristics. Something Russian ideologists quality will do, when for them to seriously take animal rights, as it did in Western Europe, particularly in the UK.

The most tragicomic is that the nature of the raw material does not so much a matter of principle, if we develop chemical and physical technologies. Analogs of natural raw materials - the realities of today's production and far longer science fiction. But the quality of mishap is not limited to the problem of raw materials. No less relevant, and other aspects of production: national accounting, age, climatic features in determining the quality and conditions of access to market.

Unfortunately, today, the domestic contribution to the development of policies aimed at improving the quality of the shoe, and, in essence, to ensure the rights of the consumer, it is unintelligible. It seems full otvyazannosti aspirations producers from the country's interests, which gave them citizenship.

According to the theory of marginal utility and consumer choice, proven international practice, the buyer prefers goods that are most appropriate to his personal perception of the utility within the limits of their financial capabilities. The task of the government to create the necessary legislative conditions to protect the interests of its citizens and to develop a reliable monitoring mechanism.

In this case, the state must understand that the consciousness of consumers, usually amateurish. Consumers do not have enough professional culture for comprehensive orientation in terms of choice behaviors. Therefore, the state or the organizations which delegated the right to protection, must give consumers enough information about consumer properties of goods.

Instead, the customer is offered, at best, a minimal set of materials science and technological characteristics, which is a gross violation of the rights of the consumer. Product Characteristics should include, in addition to static data, the details of the dynamic (behavioral) plan. For example, describes product features, as do reputable pharmaceutical companies, reporting the main features, indications, contraindications, age recommendations, warning function, the use of methods, storage conditions recommended lifespan.

Experience in the use of this approach in other industries already have. The level of development of information technology today allows you to create entire communication system product support that are based on the concept **CALS, are widely used for** improve efficiency of management and reduce the cost of the information interaction in order processes, production, supply and operation of the goods [2, 3].

The basis for the use of this concept is a natural need to organize a "single information space" that provides operational data exchange between producers and consumers all along the "life cycle" of the product, from marketing to maintenance to recycling.

Nothing in the actions aimed at improving product quality footwear production, we do not see. There is not even the desire to change the information situation in the days when they were limited to the range and quantity of goods. To confirm this, we turn to the conclusions of experts, "for the certification of serial production OS experts (the certification body - ed.). Assessed the state of production directly at the plant or on the documents submitted (time () - aut!). (Technical description of the product specific species, a process flow diagram of material, component parts to the sanitary-epidemiological conclusions on completing materials and shoes, which confirm the safety of the health of the consumer, used in the main and auxiliary materials of shoes). In accordance with a program composed by the expert for the certification of footwear in IL (test laboratory - ed.), Indications are determined such as: the strength of attachment of the sole; Heel mounting strength; strength of thread joints preform uppers. If certification of children's shoes is further evaluated preform design uppers and hygienic characteristics of the materials used in compliance San PiN № 42-125-4390-87 ». "To work in the bottom of the range (price - ed.), The company should produce such models of shoes that are affordable because of the low prices and are mostly only the basic set in accordance with the national standard."

What conclusion suggests? First, the industry is still based on the outdated position - the most simple and only required not to harm the health of the consumer. The first commandment of the Hippocratic shoe manufacturers and their supervisors learned fast, but not further advanced. In this scenario, the siege of competitors are unlikely to deter long. Second, the basic properties should not be confused with quality. As properties may be only in the production cycle due to its differentiation in the manufacturing operations. But in this case it is advisable to take the quality of in quotation marks, emphasizing the conventionality of the term. Otherwise, we will operate with the philosophical and scientific concepts that will lead necessarily to a practical distortion characteristics. Quality - an association of certain properties, so you can not pull out forming an association properties as industrial need and provide them for quality. Third, the basic properties of it's time to determine conventionally, without limitation proposals sangigienistov and epidemiologists. A lot of value can be gleaned from studies of gerontology, geriatrics, regionovedov, valeologists, pediatricians. Fourth, how long in the basic characteristics are virtually

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absent aesthetic properties, albeit in a conspiratorial manner.

I do not quite understand the satisfaction and the actual replacement of the State Standards in the national standards. The fact that in this component of quality ideology we have adopted a global language, not a lot of benefit. Now, if our production and ideological positions equaled the European, then we could be happy. And only chaos increases.

In the absence of corporate culture, the traditions which have been released on the "will" of the company will be engaged in arbitrariness. Government agencies signed the own powerlessness to control the development of a civilized market and recall American tale that the market itself is still satisfied and ordered.

The inefficiency of the system of state control over the quality - not in its status and functioning. Untidiness, not professional bureaucrats do not allow government agencies to operate fully. According to official data of Federal Agency for Technical Regulation and Metrology, in an average year there are 2% failure rate in the certification. While more than 30% of production is rejected directly to the trade.

In the European Union shall be subject to mandatory certification $\approx 4\%$ of the product range, not because European officials liberals. The reason is hidden in the manner and tradition of the production of civilized relations in the market, whose age exceeds the total time of the Romanov dynasty and the Soviet regime. Haste inevitably entails costs. To go along with all common systems, insufficiently dressed, put on shoes, like everyone else, and stand in formation.

While the power and manufacturers will represent the market relations, will have to pay to the mass consumer, because the costs will fall on his shoulders. Exclusive buyers from the vicissitudes of the Russian market by its truly free choice. They buy goods directly from a reputable manufacturer. Officials are ready to go to be among the exclusive buyers. The firm is likely to have the same opinion and are willing to pay officials for the freedom of their own actions. The situation is different as the creeping state anarchism can not be called.

According to the Russian official regulations until recently, 70-80% of commodity nomenclature require state certification of quality. Critics reject such practices, and offer to borrow the Western European experience. They are not embarrassed that the proportion of illegal and semi-legal business in Russia is estimated at 40-60%, ie, now, if necessary, a central check on the quality of the 70-80% range of goods on the market and so is less than 40% of the certified product. Critics protect the interests of producers is not clear what. And who will stand for the rights of consumers? Officials or, perhaps, the judges,

independent only by definition. Remain exclusively human rights non-governmental organizations, which today is, and tomorrow - n

Motives for improving the quality is directly related to economic factors. This means that quality management is the ultimate goal of achieving economic effect, ie, oriented to the company's profit.

In modern conditions of economically successful operation of producers provided the release of products that meet the following requirements:

- fully meet the demands of consumers;
- meets the requirements of safety and environmental protection;
- satisfies the applicable standards and specifications;
- It offered to the consumer at competitive prices;
- It is cost-effective to produce.

Management of competitiveness of the shoe on the shoe factories of the Southern Federal District (SFD) is due to the frequent change of the range and the increasing influence of regional socio-economic factors.

Improving the competitiveness of the shoe is only possible due to the development of new models based on market information and in-depth study of the preferences of specific groups of customers, accelerate the process of change of the range, while maintaining or improving the efficiency of the production system.

Shoe manufacturers in the territory of the Southern Federal District represent a significant part of the domestic release of the shoe, that is, more than 30%.

Despite the great interest in the production of shoes in the Southern Federal District, the demand for shoes is satisfied only by 19.6%, the rest is imported from the near or far abroad. Often such imports is contraband character. That is the import of cheap shoes is the most serious problem for the domestic footwear enterprises.

It is also a problem for the Southern Federal District enterprises is the lack of quality raw materials and components for the manufacture of footwear, resulting in production of shoe factories in Southern Russia is losing price competition of cheap imported shoes.

In addition, the shoe company SFD specialize mainly only men's shoes. And it produces almost the same type of model in the same color scheme. Of course, labor costs for women's and men's shoes are not comparable. Therefore, women's shoes for the SFD is produced about 3%, child - 15%, and footwear - 40%. Such a small amount of the issue of women's shoes due to the fact that the market for women's shoes competition is much sharper, and in this segment shoemakers SFD immediately faced with the Moscow-Chinese manufacturers, which are now

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"hold" a large part of women's footwear market. But, unfortunately, shoemakers do not pay attention to the fact that the market is not women's shoes Shoes for elderly consumers who are not engaged in the Chinese footwear manufacturers, ie there is a niche for manufacturers.

More remains problematic situation for the production of the majority of footwear enterprises SFD children's shoes, which is associated with the abolition of subsidies for its production from the federal budget; the imperfection of tax children's range and the absence of the necessary size and style pad for its production. SFD in the consumer market for children of domestic producers pushed foreign suppliers, who can afford to pass on the implementation of the shoe with a condition of payment after its actual sales. However, this product, for the most part, does not have certificates of conformity and hygiene certificates. Imported shoes imported the most "running", "average" size and is not intended for children, so at this point the need for children and their parents are forced to meet the affordable range of imported goods of the adult[nineteen].

Ensuring children properly selected, physiologically based footwear is one of the main challenges for domestic manufacturers, including SFD enterprises.

The situation in the Southern Federal District is the need to develop a set of measures of regional importance aimed at improving the socio - economic situation in the Southern Federal District. The growth of purchasing power for high quality shoes in the mid - price segment of the consumer determine the economic feasibility of designing footwear industry enterprises. Organization of production of footwear in a wide range will transform today's subsidized regions of the Southern Federal District in self-sustainable, increasing income levels; It stimulates the creation of new jobs; ensure the development of small businesses and maintaining the legal private enterprise; It will form the basis for the exit from the shadow of a large part of the turnover of the real sector of the economy in order to create the region's budget, as implementation of a set of events of regional importance bears the economic, political and social effects.

The main stage of the restructuring should be to raise the technical level of production at shoe factories and competitive products, ensuring the implementation of innovative products, high technology, substitution of certain types of domestic imports of footwear; its output on the Russian and world markets. This requires measures for modernization and reconstruction of existing shoe production and the creation of new, gain control and the introduction of modern quality management

systems; certification of products and productions themselves, the development of dealer and of the distribution network; an active marketing policy, the expansion of the practice of leasing schemes innovation.

For the revival of the production of children's shoes in the SFD in the first place the necessary organizational and financial support shoe enterprises to the Russian Government, as well as regional and local authorities, namely: [20]

a reduction of the VAT;

of perpetual loans;

term loan under concessionary interest rate with a grace period of 3 years or more;

a support shoe enterprises to provide quality and affordable shoe materials (natural, artificial and textile).

In addition, it would allow businesses to send retained earnings to finance working capital to ensure their quality and affordable shoe materials in the issuance of children's shoes under the conditions provided for financing the construction, ie, without taxation. There are also government order for children's shoes secured advances. [21-22]

Local authorities need a differentiated approach to the establishment of the structure and the size of local taxes, ie reduce their value in the issuance of children's footwear. Particular attention should be paid to the creation of the possibility of purchasing Shoes large families and low-income families at the expense of target compensation, the organization of the special department, sales at subsidized prices, credit and payment in installments.

As international experience shows, the lead in the competition is seeking someone who is the most competent in the assortment policy, is fluent in the methods of its implementation and can most effectively manage it.

Forecast of development trend of the range should show a path of development that allows to achieve the intended compliance product offering now changing in the future the assortment structure of demand in the market. Formation on the basis of product assortment - an ongoing process, continuing for the entire lifecycle of products from conception to inception of its creation and ending with the withdrawal from the commodity program.

To ensure the competitiveness of products shoe enterprises SFD and North Caucasus Federal District from the position of its quality and relevance, you need to transform disparate enterprises of light industry in these regions in a dynamic competitive footwear cluster.

Industrial cluster - a group of geographically adjacent and integration interaction of companies and related organizations operating in a particular industry

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(diversified) sector and complementary to each other [20].

In the Southern Federal District and the North Caucasian Federal District, there are all necessary conditions for the creation of a shoe cluster:

preserved and functioning institutions, which continue to train highly qualified personnel not only for shoe companies, but also for related industries, still alive the tradition of shoemaking, which have developed in these regions, which today produces 35% of all footwear produced in Russia in 2007 .;

regions of the Southern Federal District and the North Caucasus Federal District are characterized by a large number of unemployed people (unemployed), is particularly high rate of unemployment among women, which requires the creation of new jobs, which in turn would reduce social tension in these regions;

the possibility of producing a wide range of shoes, not only by type, but also on the method of attachment, including for children who live in these regions, taking into account national circumstances;

geographical and transport proximity to Western Europe, where the shoe companies are located in front of even more hard choice: take-away production in China, India, Taiwan, or Eastern Europe. As a result - significant chances of investment and technology partnerships within the cluster with Western manufacturers of footwear;

the positive experience of the company "Gloria Jeans" 12 factories that produce annually 20 million denim products under the brands of Gloria Jeans and Gee Jay.. Russia's leadership in the CIS market in non-traditional for the Russian light industry niche - the segment of the denim clothing;

development potential resource base at the expense of implementation of the program for the development of cattle and pigs;

the presence of local manufacturers of certain types of components (soles, heels), including: the relevant European standards[23-24].

Creating a shoe cluster in the SFD will provide: improving the efficiency and productivity of enterprises, a clear coordination in the work;

increased attention to achieving business goals and satisfying consumers' expectations;

achieving and maintaining compliance with quality products and services of the enterprise established customer requirements;

achieve customer satisfaction that the required quality is ensured and maintained;

maintenance at existing and potential customers confidence in the capabilities of the enterprise;

opening new market opportunities and the preservation of the conquered markets;

certification and registration of quality systems;

the opportunity to compete in this field with the larger enterprises (i.e., the ability to provide acceptable rates or maintain them)[].

Existing and newly created enterprises and firms in Southern Russia, using the proposed activities will be able to produce competitive shoes to the extent necessary to meet the demand of different population groups with a certain level of income and social security.

conclusion

There is not a single enterprise which does not have the external environment and was to him in a state of constant interaction. Any business needs a regular receipt from the external environment starting products for their livelihoods. In addition, each enterprise should give something to the external environment as compensation for its existence. Once torn due to the external environment, the company dies. In recent years, due to increased competition and complexity, as well as a sharp acceleration of the processes of change in the surrounding environment of the enterprise all increasingly forced to pay attention to the interaction with the environment to develop the ability to adapt to environmental changes.

A key role in the development and implementation of policies of the enterprise interaction with the environment plays a management, especially its upper level. Issues long-term strategy of the enterprise interaction with the environment are at the forefront of construction of all management processes. Management no longer deals only with the internal matters of the enterprise. Equally, and perhaps to a greater extent his gaze is directed outside the enterprise. Management seeks to build effective enterprise interaction with the environment, not only by acting on the processes occurring in the enterprise, but also by the impact on the environment.

Strategic management, to solve these problems, comes to the fore in the complex enterprise management processes. External enterprise environment, the state of the interaction which is mainly determined by their quality control, can be represented in the form of two spheres.

The first area- a general external enterprise environment. This external environment reflects the state of society and its economy, the environment and not directly related to a specific company. Total external environment is more or less the same for the vast majority of companies.

The second area- so-called direct business enterprise environment. This environment is formed such subjects environment which are directly linked or directly affect the activity of the particular enterprise. It is important to emphasize that the company and, in turn, may directly affect them.

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Total external environment is influenced by political, legal, socio-cultural, economic, technological, national and international processes, as well as environmental management processes.

Direct business enterprise surroundings create customers, suppliers, competitors, business partners, as well as regulatory and service organizations such as administrative authorities, business and associations, trade unions, etc.

By controlling the processes of interaction with the enterprise environment, management faces a number of serious problems caused by the uncertainty in the environment. In this regard, one of the biggest challenges facing management is to reduce the uncertainty of the situation in the enterprise environment. This is achieved through the development of its adaptability to the environment and to establish extensive relations with the environment, allowing the company organically fit into the environment.

Depending on how the company is adaptive to changes in the environment, there are two types of enterprise management: [25]

1) *mechanical control type*; 2) *an organic management type*.

Mechanistic type of enterprise management characterized of the following characteristics:

- conservative, inflexible structure;
- clearly defined, standardized and sustainable objectives;
- resistance to change;
- power comes from the hierarchical levels in the organization and from the position in the organization;
- hierarchical control system;
- command type of communications coming from the top down;
- communications containing predominantly orders, instructions and decisions taken by management.

business management organic type characterized by:

- flexible structure;
- dynamic, not rigidly defined tasks;
- willingness to change;
- power based on knowledge and experience;
- self-control and control of colleagues;
- Many communications orientation (vertical, horizontal, diagonal, and others.);
- communications content is information and advice.

Each of these types has certain advantages.

Accordingly, each of the types of data may be given a definite preference depending upon the nature of the environment and the level of uncertainty. In that case, if the environment is dynamic, if a high level of

uncertainty, is more effective type organic enterprise management. If the environment is stable and the uncertainty is low, it may be preferred mechanistic control type.

Development of views on the management of "one-dimensional" and "synthetic" doctrine.

Getting to the analysis of the management of teaching, it should be remembered that the main task of management - coordination of all elements of the enterprise in the implementation of the success of its operation.

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

It is necessary to bear in mind the presence of the external environment of the enterprise, clearly understanding what exactly it opens up access to resources, and thereby determines the possibility of its existence.

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

management practices as old as the company. On clay tablets dating from the third millennium BC, recorded data on commercial transactions and the laws of the ancient Sumerians.

Let us keep in mind: The problem - it is a goal in specific circumstances. Problem (task) - It is prescribed work, a series of or a part of the work to be performed in a predetermined way within a predetermined timeframe. Tasks prescribed positions, rather than the employee.

Views on management to evolve as develop social relationships, improve production technology, there were new means of communication and information processing. However, management thought has always marked the frontiers, since that is undergoing extensive transformation in governance practices.

Management thought is constantly drawn to the area of the most collective activities or control activities. If the first isolate subjective and objective plans, we get the three areas of attention and the search for: tasks, people, and management activities. For the initial stage of development of the science of control was characterized by focusing attention on one of them (one-dimensional teaching) subsequently investigated factors coverage amount increased (MDX, synthetic teaching). To date, these two groups are the most important approaches that are sufficiently developed and jointly determine the systematic science of control. [26]

The most notable exercise of this group include: scientific management, behavioral learning and organizational theory.

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The founder and main developer of scientific management ideas is Frederick Taylor. Taylor was an engineer, so it was quite natural (within the paradigm of their time) to look at the management of man as machine control. Based on a mechanistic understanding of the essence of human labor activity, its place in the organization, Taylor saw the solution to the problem of the enterprise success in the rationalization of labor operations. Because for him it was the original study *tasks*. However, he believed that work on the nature - lazy and can work well, in the best case, with economic incentives. That is why - managers have to think, and the workers work.

Basic principles of scientific management Taylor are as follows:

- optimal development of methods and techniques of the work based on the scientific study of the time required to separate the operation;
- absolute adherence to science-based standards and norms;
- recruitment, training and placement of workers on those jobs and tasks where they are exercising their abilities, can give the best return;
- payment by results (the more concrete result, the greater the fee);
- the use of functional administrators implement rules control on specialized areas;
- maintaining friendly relations between workers and managers, in order to implement scientific management.

In the 20 - 30s of the last century drew attention to the fact that labor productivity depends essentially on the social conditions in the organization, and can be significantly increased if the working groups in the course of joint activities to create a special relationship - with signs of collectivism. Shifting the center of gravity in the management of tasks with a man gave rise to the development of various behavioral management theories.

So, Walter Dill Scott advocated that managers need to look not only through the prism of their economic interests, but also - and the social recognition of their achievements. Mary Parker Follett believed that the manager should abandon formal interactions with the workers, to be a leader recognized by workers, rather than relying on official power. Her interpretation of management as "the art to achieve results through the actions of others," gives priority to flexibility and harmony in the relationship between managers and workers, based on the situation, rather than rely on the functional requirements.

An enormous contribution to the development of the behavioral trends in the management of Abraham Maslow introduced. According to the teachings Maslow has the complicated structure needs

hierarchically arranged, and the control according to this should be carried out based on the detection needs of the worker and the use of appropriate methods of motivation.

The specific juxtaposition of scientific direction and behavioral concepts in the form of theoretical generalization is reflected in the «X» theories and «Y» Douglas Mac Gregory. There are two types of control, reflecting basically two diametrically opposed views on the workers.

For companies such as «X» is characterized by the following conceptual assumptions:

- an ordinary man has inherited a dislike for work;
- because of unwillingness to work only by coercion, by means of orders, control and threat of punishment can motivate a person to ensure that he carried out the necessary steps and expend the efforts to achieve its goals now;
- the average person prefers to be managed, trying not to take responsibility, have relatively low ambitions and wants to be in a safe situation.

For companies such as «Y» are characterized by the following assumptions:

- expression of physical and emotional forces at work for the human and natural as when playing or resting. External control and threat of punishment are not the only means of encouraging people to work. Man is guided by a certain set of values and lessons in the process of education, exercising self-control and self motivation;
- responsibility and commitment to the goals of the organization depends on the remuneration received for work results. The most important reward is that which is related to the needs for self-expression and self actualization;
- an ordinary man, brought up in a certain way, not only willing to take responsibility, but even aspire to that.

Thus MakGrigor emphasized that many people have a willingness to use their experience, knowledge and imagination in solving the problems of the company. However, modern industrial society is weak intellectual potential uses ordinary person.

Unless, of caring about the success of the company, Taylor concentrated on how best to perform tasks by examining the operation and functions, Mayo and behaviorists sought answers to the same questions, referring to the nature of the relationship in the team, the motives of human action, the Faol tried to approach to solve the problem from the perspective of improving the management activity itself.

Henri Fayol almost his entire adult life (58 years old) has worked in the French company's processing of coal and iron ore. He believed, based on personal experience, that with proper organization of its work, every manager can succeed.

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Considering the company as a single organism, Fayol believed that for any business organization is characterized by the presence of six of certain activities or functions:

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

Highlighting the management of an independent activity and providing it with five specific functions (planning, organization, stewardship, coordination and control) Fayol developed fourteen management principles that he followed in his practice and from which, as he thought, depends on management success:

- *Division of labor* (Increases the skills and the level of performance).
- *Power* (The right to give orders and be responsible for the results).
- *Discipline* (Crisp and clear understanding between workers and managers, based on respect for the rules and arrangements that exist in the enterprise mainly - management capabilities result).
- *unity stewardship* (Orders from only one leader and accountable to only one head).
- *unity guide* (One head and a single plan for each set of actions to achieve some common goals).
- *Submissive individual interests of general interest* (manager should be undertaken through personal example and hard but fair management that the interests of individuals, groups and units not take precedence over the interests of the enterprise as a whole).
- *staff remuneration* (Payment should reflect the state of businesses and encourage people to work with dedication).
- *Centralization* (Centralized and decentralized level should depend on the situation and selected so as to give the best results).
- *chain interaction* (Strict construction teams follow chains of management of subordinates).
- *order* (Everyone should know their place in the company).
- *Equality* (The workers should be treated fairly and kindly).
- *stability of staff* (Frames must be in a stable situation).
- *Initiative* (Managers should encourage subordinates to put forward the idea).

- *esprit de corps* (It should create a spirit of unity and joint action to develop a brigade forms of work).

Asserting versatility defined principles, Fayolle nevertheless emphasized the need of a flexible application, taking into account the situation in which control is exercised.

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

Weber believed that bureaucracy must ensure operation of the enterprise as a machine, ensuring speed, precision, order, certainty, continuity and predictability.

The basic principles of construction company providing these attributes, according to him, should be as follows: [27]

- the division of labor on the basis of functional specialization;
- a well-defined hierarchical system of power distribution;
- a system of rules and regulations setting out the rights and obligations of employees;
- a system of rules and procedures of conduct in specific situations;
- lack of personal beginning in interpersonal relationships;
- welcome to the company on the basis of competence and business needs;
- promotion on the basis of competence and broad knowledge of companies that come with seniority;
- strategy to life in employment;
- a clear career system, which provides for the promotion of top qualified employees;
- management of administrative activities is the development and establishment of thorough written instructions in the workplace.

"Synthetic" on the management of teaching

For "synthetic" teachings characteristic look at management as multi-faceted, complex and changing phenomenon associated with multiple connections inside and outside the enterprise environment. The first successes of the management thinking crystallized as a systematic approach to the enterprise. It opened the possibility of a deep penetration in the internal and external relations and multivariate analysis, both the subject and the subject of management.

Undoubtedly, one of the most prominent theorists of our time in the field of view of the management system should be considered as Peter Drucker. Center ideas Drucker on management is a systematic teaching of management as a professional

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activity and the Manager as a profession. It is possible to organize the study of management in schools and open training managers.

One of the best-known theoretical propositions put forward by Drucker, is his concept of management by objectives. Drucker idea that management should begin with the development of goals and then move on to the formation of functions, the system of interaction and process, radically turned control logic.

Among the "synthetic" drills on the management of a significant place is occupied by the situational theory. Situational theories give recommendations on how to manage in specific situations. It is recommended stepwise algorithm for solving problems. First, you must carefully carry out the analysis of the specific situation, highlighting what are the requirements to the enterprise and makes the situation that is typical for the situation. Secondly, it should be selected an appropriate approach to the implementation of control. Third, management should build capacity in the enterprise and the necessary flexibility in order to be able to move to a new style of management, the relevant situation. Fourth, the management must make the appropriate changes, allowing to adapt to the situation.

One of the most popular system management concepts is the theory of "7-S», developed in the 80s. (USA). It was observed that effective organization is usually formed on the basis of seven interrelated components, a change in each of which necessarily requires a corresponding change in the other six:

- *strategy* - plans and courses of action, determine the allocation of resources, fixing circumstances for the implementation of certain actions in time to achieve their goals;

- *structure* - the internal composition of the company, reflecting the relative position of the organizational units, hierarchical subordination of these units and the distribution of power between them;

- *system* - procedures and routine processes that take place in the enterprise;

- *state* - key groups of staff available at the company and characterized by age, sex, education, etc.;

- *style* - the way in which managers manage the enterprise, including the organizational culture;

- *qualification* - the distinctive capabilities of key people in the company;

- *shared values* - the meaning and content of the main activities that the company brings to its members.

In 1981, based on the Japanese American experience in managing hives Ouchi theorized «Z», as it were, complementing and developing the ideas of Gregory Mac and leveling position situational theories. The starting point of the concept of Ouchi is

a provision stating that the person - is the foundation of any enterprise, and from him in the first place it depends on the success of the enterprise. On this basis, Ouchi and formulated the basic rules and regulations effective people management.

Ideas «Z» theory in a compressed form are as follows:

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

This review exercise on the management shows that the practice of constantly highlights more and more problematic facets of management of joint activities that occur during forward its development. Science, in turn, responds promptly and effectively to the demands of practice, putting forward as a kind of guidance is very useful for practitioners, so sent a four-model for success, namely:

1. Decide what you want (specify and put before him the goal).

2. Do something.

3. See what happens.

4. If you need to - change the approach until you get the desired.

Put right goals - it means - to be able to "correctly formulate the result."

Basic principles of formation and selection of its goals:

1. Choose goals that deserve their achievements.

2. Choose a goal that will be able to achieve on their own.

3. Formulate your goal in affirmative terms.

4. Expresses its target precisely in sensory categories.

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

6. soberly assess the consequences of achieving your goal.

The subconscious mind plays an important role in all that we do. Business and organizational methods of achieving the objectives (formal) is usually omitted this factor. The same applies to the individual targets selected logical systematic way, "the left hemisphere."

I think in the affirmative - is the principle result of the correct wording.

With regret, usually focus on trying to avoid unwanted instead of thinking about and desired to achieve the desired. They formed "aggressive-defensive", "denying" character instead of the "approver". "Denying people" going through, in the end, one scenario that would like to avoid, because it was he who secured strategically and implemented. It

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can be called a system of "avoidance" prudence, realism, prudence, and so on. Most effectively it is manifested when the internal purposes, but when it comes to perceived goals "...?", It often leads to incomprehensible at first glance slips. Because the first principle of the right of the desired result reads: "I express my goal in affirmative terms."

The principles of balanced self-renewal

Perhaps we began to realize that if we want to change something, you need to start the change with yourself. And to change ourselves effectively, we first need to change their perception.

NLP principles (neuro-linguistic programming) require records of all four measurements. This means that we must regularly and consistently to develop them in the most reasonable and balanced manner. The expenditure of time for self-renewal requires from us the initiative.

Effective skills - well-learned principles and behaviors. To something in your life turned into a habit, you need three components: knowledge, skill, desire.

Knowledge - is the theoretical paradigm that defines what to do and why. Ability to determine how to do. A desire - it is motivation - I want to do.

If one day we believe that from now on our behavior depends on our decisions, not on the surrounding conditions, it is the first skill required when begun self-development - it is about activity. By about the activity should be understood, comprehended it as a fact that, by initiating an event by subjecting feelings to our values, we are responsible for our actions (and, above all, in front of him). Proactive behavior of man is the product of his own choice, he is not looking for "guilty" for their actions and for their results. In this case, he asks himself, and looking for a response. Stephen R. Covey believes that to achieve a personal victory (victory over a) the person at least need two more skill (Figure 7.1.) (Except - "Be proactive" (1): This - "Begin the End in Mind" (2), and "Please do what needs to be done first" (3). If the value of purpose in our work, we have quite clearly defined, then a third skill have yet to understand. in this case, refers to the need to manage your time well representing the degree of importance and urgency of the cases, which is envisaged for execution. [21]

It is obvious that to master a skill, "First do what you need to do first," not urgent, but very important things for the maintenance of the resource will try to do in the first place, and it is in this case is just going to turn out the first and second skill .

As mastering the first three skills we acquire more and more independent from external factors and more open one to the personal victory, trying a new way to interact with the world around us like myself, realizing the objective interdependence. For this we

need three skills: "I think in the spirit of win / win" (4), "First seek to understand, then to be understood" (5) "Pursue synergy" (6). Collaboration and trust - and the result and the condition for securing these important in communication and collective action skills. The seventh skill (7) Stephen R. Covey calls "to sharpen the saw." He is not ambiguous believed that we can hope for success, the efficiency only when we will make continuous efforts for the formation of all these skills working on a comprehensive self-improvement.

In this way, I must admit that working on updating its own, it is doubtful to be successful, even with all three components to form the necessary skills. The man - a social being. *Real education is only through action.* In education involved three - Except educability, still need to be - the teacher (as I do) and judge (of what is taught and how it is). When self-education - where to get the two still missing? Only one way out - to find an image that would have been a teacher, find an image that would be a connoisseur. We do not make a reservation, and you're right - it is the image or images. This may come fictional heroes, friends, girlfriend, father, mother, grandparents ... when your rich imagination.

Notwithstanding the principle official considered above the differences of these concepts, they, nevertheless, have something in common in their basis, which reflects a certain commonality in the human motivation to take action.

Called Maslow's concept Alderfer Mack Klellakda, Herzberg lead to the conclusion that there is not any canonized doctrine, explaining what lies at the heart of human motivation and the motivation is determined. Each set forth certain theories have a fundamental difference.

Thus, each of the theories has something special, distinctive, which gave her the opportunity to be widely recognized scholars and practitioners, and to make a significant contribution to the development of knowledge about motivation. However, despite fundamental differences, all four of the above theories have one thing in common, which allows to establish certain parallels between them. A characteristic feature of all four theories is that they learn the needs and provide the classification requirements, allowing a certain conclusions about the mechanism of human motivation. Comparing the classification of all four theories, it may be noted that the various theories outlined in the group needs sufficiently definite match.

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

Enterprise - is a complex organism, the basis of life potential of which is organizational culture: something for which people have become members of the company; how relationships are built between them; some stable rules and principles of life and

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activity of the enterprise they share; that, in their opinion, is good and what is bad, and a lot more of what refers to the values and norms. All this not only distinguishes one organization from another, but also greatly determines the success of the operation and survival of the business in the long term. Organizational culture is not so clearly evident on the surface, it is difficult to "feel". If we can say that the company has a "soul", the soul of this is organizational culture.

Bearers of the organizational culture is the people. However, in companies with established organizational culture, they like to be separated from the people and becomes an attribute of the company, its part, has an active effect on the members of the enterprise, modifying their behavior in accordance with the norms and values that make up its foundation.

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

The concept and structure of organizational culture

In modern literature there are both very narrow and very broad interpretation of what constitutes a culture of enterprise.

Most often, the organizational culture is treated as received by most of the company philosophy and management ideology, assumptions, values, beliefs, expectations, location and rules underlying relationships and interactions, both within the enterprise and beyond.

Using a common, that is inherent in most definitions, it is possible to understand the organizational culture as follows. Organizational culture - a set of the most important assumptions adopted by the company staff and receive expression in the claimed value of the company, giving the people guidance of their behavior and actions. These value orientations are transferred to individuals through a "symbolic" means of spiritual and material intra-environment.

basic assumptions this is what the company adheres to the staff in their behavior and actions. These assumptions are often associated with a vision of environmental protection of the individual (group, community enterprise, world) and its regulating variables (nature, space, time, work, relationships, and so on. D.). It is often difficult to articulate this vision in relation to the enterprise.

values (Or value orientations) oriented individual in what behavior should be considered

acceptable or unacceptable. For example, some companies believed that the "customer is always right", so in them is unacceptable to blame the customer for failure in the enterprise. In the other - could be the other way around. However, in fact, and in another case, accepted values help the individual to understand how he should act in a particular situation.

"*Symbolism*" is that by which the value orientation "transferred" collective enterprise. Many businesses have special designed for all the documents in which they describe in detail their value orientation. However, the content and significance of the latest most fully disclosed to employees through the "walking" of history, legends and myths. They tell, retell, interpret. As a result, they sometimes have a greater effect on individuals than those values, which are recorded in the advertising booklet of the enterprise.

Organizational culture has a certain structure. The latter can be viewed as a three-tiered.

First, the "surface" or "symbolic" level. It includes those visible external facts as - applied technology and architect, use of space and time, the observed behavior, language, slogans, etc., or anything that you can feel and perceive through the known five senses (see, hear, feel taste and smell, touch). At this level, things and events is easy to detect, but not always possible to decipher and interpret in terms of organizational culture.

Second, "Subsurface" level. At this level, detected values and beliefs shared by the collective enterprise, in accordance with the extent to which these values are reflected in the symbols and language. The perception of values and beliefs is conscious in nature and depends on the willingness of people.

Third, "Deeper" level. It includes basic assumptions that are difficult to understand even by the collective of the enterprise without a special focus on this issue. These hidden and taken for granted assumptions guide the behavior of people, helping them to perceive the attributes that characterize the organizational culture.

Accordingly, to which of said levels being studied, there is a division organization cultures on subjective and objective.

Subjective organizational culture based on the shared employees assumptions samples, belief and expectations, as well as the perception of the group organizational environment with its values, norms and roles that exist outside the individual. These include a number of "symbols" of the elements, especially the "spiritual" side: the heroes of the enterprise, myths, stories about the company and its leaders, organizational taboos, rites and rituals, the perception of the language of communication and slogans. Subjective organizational culture is the basis of formation of administrative culture, ie, leadership

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styles and solutions leaders of problems and their behavior in general. This creates a difference between similar-looking organizational culture. For example, two businesses can claim a quality service to their customers. But the final outcome will largely depend on how you will manage this process.

organizational objective culture is usually associated with the physical environment, created by the company: the building itself and its design, location, equipment and furniture, the colors and the amount of space, facilities, cafeteria, reception rooms, parking for cars and the cars themselves. All this is more or less reflects the values upheld by the company staff. Although both aspects of organizational culture are important, but the subjective aspect creates more opportunities to find both general and differences between people, and between enterprises.

The content of organizational culture

Specific organizational culture can be considered based on the ten characteristics:

- **awareness of themselves and their place in the enterprise** (Some cultures value their internal concealment employee sentiment, others - encouraged their external manifestation, in some cases, independence and creativity is manifested through cooperation, and in others - through individualism);

- **communication system and communication language** (Using oral, written, non-verbal communication, "telephone justice" and transparency of communication varies from group to group, from enterprise to enterprise, jargon, acronyms, gestures vary depending on the industry, functional and territorial jurisdiction of enterprises);

- **appearance, dress and presentation at work** (A variety of uniforms and workwear business styles, neatness, cosmetics, hair, etc. confirm the presence of a plurality of microcultures);

- **what and how people eat, habits and traditions in this area** (Catering workers, including the presence or absence of those places in the enterprise; people bring their own food or visit the coffee shop inside or outside the enterprise, grant power, frequency and duration of power; eat whether workers of different levels together or separately, and the like);

- **time awareness, attitude and its use** (Degree of accuracy and the relativity of time for workers; compliance with the interim order and the promotion of it; mono or chronic polychronic use of time);

- **human relationships** (By age and sex, status and power, wisdom and intellect, experience and knowledge, rank and protocol, religion and literature

nationality, etc .; the degree of formalization of relations, support received, the path of conflict resolution);

- **values** (As a set of guidelines that is good and what is bad) and norms (as a set of assumptions and expectations regarding a certain type of behavior) - that people value in their organizational life (its position, titles, or the work itself, etc.) and how these values are stored;

- **Vera** into something and the attitude or disposition to something (a belief in leadership, success in their own strength, in mutual aid, in ethical behavior, fairness, etc .; attitude to colleagues, clients and competitors, to the evil and violence , aggression, etc .; the influence of religion and morality);

- **employee development and learning process** (Thoughtless or deliberate execution of the work; rely on intellect or strength; workers reporting procedures, the recognition or denial of the primacy of logic in the reasoning and actions, abstraction and conceptualization in thinking or memorizing; approaches to the explanation of the reasons);

- **work ethic and motivation** (Related to the work and responsibilities at work, separation and replacement work, workplace cleanliness, quality of work, habits of work, performance evaluation and compensation, the relationship "man - machine", individual or group work, promotion at work).

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

Members of the company, sharing the faith and expectations, create their physical environment, develop the language of communication, perform adequately perceived by other actions and exhibit understood all the feelings and emotions. All this is being perceived by employees, helping them to understand and interpret the culture of the enterprise, ie give its value events and actions and make meaningful their work environment. The behavior of individuals and groups within the company team is strongly related provisions arising from these shared beliefs, expectations, and actions.

Contents organizational culture affects the orientation behavior, and is not determined by a simple sum of assumptions, and how they are interconnected and how they form certain patterns of behavior. The hallmark of a culture is the relative order, which houses forming its basic assumptions, indicating what policies and what principles should prevail in the event of a conflict between different sets of assumptions career planning.

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