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JIF	= 1.500	SJIF (Morocco)	= 5.667	OAJI (USA)	= 0.350

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

International Scientific Journal Theoretical & Applied Science

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

Year: 2020 Issue: 09 Volume: 89

Published: 07.09.2020 <http://T-Science.org>

QR – Issue



QR – Article



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FEATURES OF DIGITAL PRODUCTION MANAGEMENT OF IMPORT-SUBSTITUTING PRODUCTS WITHIN THE FRAMEWORK OF GOST R 57189-2016/ISO/TS 9002-2016 STANDARD

Abstract: Production management, including standardization, should be carefully prepared with maximum reliance on the reserves of professional culture of specialists, but the dynamics of running production management is desirable to entrust the technical programs and tools. So everything will be more reliable. But technical management has its weaknesses. Among them: a high level of energy dependence, computer security is not absolute, the requirements for personal abilities of specialists in terms of personal and team responsibility increased, sometimes up to exclusive. Problems in production, as a rule, create people, but it is in the absence of qualified specialists there are the most serious problems. Technical standardized management is not a panacea. The authors formulated the rules of standardization. Basic, in their opinion, their two. First, standardization should be carried out in three directions, linking them into a complex - to determine the standard of the product within its functional purpose, taking into account a broad understanding of the safety of use; to regulate the production process and to form a consumer attitude to the product. The consumer is a full participant of standardization. Without proper consumer interest in the product, the product will not be in demand on the scale necessary for its sustainable production. Second, standardization of production is carried out on the basis of conceptual understanding of its position in the system of specific historical conditions, as it is due to the quality of the stage of economic development. No matter how it is perceived by the consciousness, it is necessary to put up with it. Third, the product must be in demand not exclusively, but on a mass scale, otherwise the production will cease to be mass, will waste its quality. The authors considered that the range of products of mass demand in the USSR was not great, but the quality of consumer goods satisfied and allowed the manufacturer to solve its problems. Departure from the standards of production developed in the USSR allowed to expand significantly the range of goods, at the cost of quality loss. Increasingly, in stores and advertising there are Soviet brands that were not in the USSR them, as ordinary products. Apart from the fact that digital production is built on the basis of physical impact on the object and requires a standardized re-quality. History known as the history of quality management, essentially there is a history of standardization of production, concretization of quality into sample production.

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

Language: English

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Citation: Borduch, D. O., Blagorodov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2020). Features of digital production management of import-substituting products within the framework of Gost R 57189-2016/ISO/TS 9002-2016 standard. *ISJ Theoretical & Applied Science*, 09 (89), 201-229.

Soi: <http://s-o-i.org/1.1/TAS-09-89-22> **Doi:**  <https://dx.doi.org/10.15863/TAS.2020.09.89.22>

Scopus ASCC: 2200.

Introduction

УДК 685:74 519.54.

There is not a single enterprise that does not have an external environment and is not in a state of constant interaction with it. Any enterprise needs to regularly obtain raw materials from the external environment to ensure its life. At the same time, each enterprise must give something to the external environment as compensation for its existence. As soon as the ties with the external environment are broken, the company dies. In recent years, due to increased and more complex competition, as well as a sharp acceleration of the processes of change in the environment, enterprises are increasingly forced to pay attention to the issues of interaction with the environment, and increasingly develop the ability to adapt to changes in the external environment.

Management, especially the top level, plays a key role in the development and implementation of the company's interaction policy with the environment. Issues of long-term strategy of interaction between the enterprise and the environment become the main focus of all management processes. Management is no longer only concerned with internal issues of the company. Equally, or perhaps more, his gaze is directed beyond the enterprise. Management tries to build effective interaction of the enterprise with the environment not only by influencing the processes taking place in the enterprise, but also by influencing the environment. Strategic management, which solves these tasks, comes to the fore in the complex of enterprise management processes. The external environment of the enterprise, the state of interaction with which is mainly determined by the quality of its management, can be represented in the form of two spheres. The first area is the overall external environment of the enterprise. This external environment reflects the state of the society, its economy, and the natural environment and is not directly related to a specific enterprise. The overall external environment is more or less the same for the vast majority of businesses. The second area is the so-called direct business environment of the enterprise. This environment is formed by such environmental subjects that are directly related to or directly affect the activities of this particular enterprise. At the same time, it is important to emphasize that the company, in turn, can directly influence them [1]. The overall external environment is formed under the influence of political, legal, socio-cultural, economic, technological, national and international processes, as well as processes of environmental use. The direct

business environment of an enterprise is created by buyers, suppliers, competitors, business partners, as well as regulatory services and organizations such as administrative bodies, business associations, trade unions, etc. Managing the processes of interaction of the enterprise with the environment, management faces a number of serious problems caused by uncertainty in the state of the environment. In this regard, one of the most difficult tasks facing management is to reduce the uncertainty of the company's position in the environment. This is achieved by developing its adaptability to the external environment and establishing broad links with the environment, allowing the enterprise to fit seamlessly into the surrounding environment. The most notable teachings of this group include: scientific management, behavioral teachings, and organizational theories. The founder and main developer of the ideas of scientific management is Frederick Taylor. Taylor was an engineer, so it was perfectly natural for him (within the paradigm of his time) to look at human control as machine control. Based on a mechanistic understanding of the essence of human labor, its place in the enterprise, Taylor saw a solution to the problem of success enterprises in the rationalization of labor operations. Therefore, the initial task for him was to study the problem. At the same time, he believed that workers are lazy by nature and can work well, at best, with economic incentives. Therefore, managers should think, and employees should work. The main principles of Taylor's scientific management are as follows: • development of optimal methods and techniques for carrying out work based on the scientific study of time spent on individual operations; • absolute adherence to scientifically based standards and norms; • selection, training and placement of workers in those jobs and tasks where they, realizing their abilities, can give the greatest return; • payment based on labor results (the greater the specific result, the greater the payment); • use of functional administrators who carry out norm-control in specialized areas; • maintaining friendly relations between workers and managers, in order to implement scientific management. Without losing attention to the scientific organization of labor, in the 20-30 years of the last century, attention was drawn to the fact that the productivity of labor depends significantly on the social conditions at the enterprise, and can be significantly increased if working groups in the process of joint activity create a special relationship-with signs of collectivism. The shift of the center of gravity in management from tasks to people has given rise to the development of various

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behavioral management theories. Situational theories provide recommendations on how to manage specific situations. In this case, a step-by-step algorithm for solving problems is recommended. First, it is necessary to carefully analyze the specific situation, highlighting what requirements the situation imposes on the enterprise and what is characteristic of the situation. In the second, should be selected appropriate approach to the implementation of controls. Third, management must create capacity in the enterprise and the necessary flexibility in order to move to a new management style that is appropriate to the situation. Fourth, the Department must make appropriate changes to adapt to the situation. One of the most popular system concepts of management is the "7-S" theory, developed in the 80's (USA). It was noted that an effective enterprise is usually formed on the basis of seven interrelated components, the change of each of which necessarily requires a corresponding change in the other six. These key components are as follows:

- * strategy – plans and directions of action that determine the allocation of resources, fix the circumstances for the implementation of certain actions in time to achieve the set goals;

- * structure – the internal composition of the enterprise, reflecting the mutual position of organizational divisions, hierarchical subordination of these divisions and the distribution of power between them;

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

- * staff – key groups of personnel that exist in the enterprise and are characterized by age, gender, education, etc.;

- * style – the way managers manage an enterprise, including organizational culture;

- * qualifications – 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.

This means that we must regularly and consistently develop them in the most reasonable and balanced way. Spending time on self-renewal requires initiative. Effective skills are well-learned principles and behaviors. To turn something in your life into a skill, you need three components: Knowledge, Skill, and Desire. Knowledge is a theoretical paradigm that determines what to do and why. The skill determines how to do it. And desire is motivation-I want to do it in order to guarantee the efficiency of the company's staff in the production of import-substituting products. At present, companies pay great attention to employee motivation, because depending on how motivated an employee is, the results of their activities will also be visible. The main task of managers becomes their full involvement in the work of the entire potential of employees. Moreover, managers understand that financial incentives do not increase the loyalty and

commitment of the company, but participatory management solves this problem. The essence of such management is that the company's employees are involved in the management process, participate in the activities of the company, and make decisions on a number of issues. Moreover, if an employee of the company has the right to vote, takes part in the activities of the company, receiving remuneration for this, then it will work more efficiently and efficiently. An employee whose opinion is taken into account and whose ideas are being implemented will have a better attitude to their place of work and will work with full efficiency. In participatory management, employees can discuss with the Manager the goals and tasks that they will need to complete. Employees of the company can form working groups of those employees with whom they would be happy and comfortable to work. In addition, employees of the company can put forward their ideas and suggestions for improving the work of the enterprise as a whole. Moreover, there should be a reward for putting forward ideas. Participatory management has a number of advantages. Participation of employees in management leads to an increase in the quality of decisions made, since employees may have information that is not known to the Manager. With this management, employees can fully Express themselves, show their knowledge and skills, and feel their importance in the enterprise, thus increasing motivation. Motivation is usually based not only on the employee's personal achievements, but also on the overall result of the company's work. Combining employees into working groups can best reflect on the corporate spirit of the enterprise. Having considered the features of participatory management, we can conclude that such management is not a lifesaver for improving the business, but it allows you to see the problems of the enterprise from the inside and try to solve them not by the efforts of one person, but by a group of people, where everyone can Express themselves for the benefit of the enterprise. Regardless of the fact that the participatory method of enterprise personnel management gets more and more approval every year in most countries with developed and developing economies, Russian enterprises are not yet ready to implement and fully realize the advantages of this method. All this is because HR management services prefer to work according to the established traditional scheme. Not all HR managers can achieve and skillfully use the consistency of their goals with the capabilities of the enterprise and the interests of employees. Another very important factor that does not allow us to fully adopt the participatory method of personnel management in Russian enterprises is the influence of the national culture of Russia on this Department, since this influence determines the choice of strategy for managing human resources in the practical activities of the enterprise. Self-regulation in this case is most effective through

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the development and establishment of non-state industry rules and standards, as well as monitoring their compliance by all enterprises specializing in this area of the market. On the basis of a new methodological approach, the conceptual apparatus should be formed. The anti-crisis management matrix- a scheme for determining the most important aspects (performance quality parameters) that can be used to

improve the effectiveness of managing such organizational and managerial partnerships-is shown in table 1.the First dimension (horizontal) of this matrix determines the variables that characterize the enterprise as a whole: objects; functions; processes; resources; environment.

Table 1. Matrix of anti-crisis management of the enterprise.

	Objects	Functions	Process	Resources	Environment
Revenue	+				+
Profit		+		+	
Profitability	+		+	+	+
Market share	+	+	+		+
Volume of own funds facilities	+			+	
Capitalization	+	+	+	+	+
Assets	+	+		+	
Anti-crisis strategy	+	+		+	
	+	+	+	+	+

And the second dimension (vertical) determines the indicators that characterize the integrated management system: revenue; profit; profitability; market share; equity; capitalization; assets; anti-crisis strategy. The main advantage of such partnerships is the ability to form a cluster of enterprises around the advanced technology of a new class, where it will be implemented. The main difficulty in building such partnerships is a complex system of coordination of scientific and technological, financial and organizational and industrial production solutions

Main part

The history of the market was formed as a relationship between two movements. One of them caused the expansion of the market, the other-its development. Both acted in the same direction - they gave stability to the market, ensuring the progress of production through the stability of the market. The

growth of the market was the result of the division of labor and increased productivity, which led to a reduction in cost, price, and opened up the availability of goods to consumers. The development of the market was due to the quality of products and eventually found its continuation in the policy of quality management of production through the improvement of the organization and standardization.

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

The modern history of Economics began in the minds of famous thinkers of the Philo-sophic type. Classical political economy was developed not so much by economists as by philosophers: Sismondi, Smith, Ricardo, Hume, Marx, mill. They held different philosophical concepts, but they were United

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in understanding that the birth of science and the quality of scientific knowledge are primarily due to the methodology – General scientific and specific for each science because of its ontological originality.

The rejection of the political component in economic theory is explained by the need to achieve true freedom in knowledge, independence of scientific thinking. The truth is that through political analysis and only in this way, it is possible to give economic analysis a system-historical character. History shows that social progress was carried out on an economic basis, thanks to a natural change in the methods of production.

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

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

We have specifically focused on the analysis of bourgeois philosophical thought, designed to identify the history of the future with the history of bourgeois society, in order to reveal the nature of the substitution of statistical probability calculations for the methodology of economic analysis, the economic science of financial analysis, and to show what this substitution leads to. Private scientific methodology is the most important component of scientific knowledge and creativity, but its significance is revealed in the more General context developed by epistemology. Scientific and technical creativity is subject to the system of philosophical knowledge and construction. It is a concretization of the knowledge's ascent from the abstract to the concrete, a process of filling the movement of thought with content that reflects the subject-specific feature of scientific and engineering thinking. This kind of thinking is related to the concept of quality.

Development of production, improvement of the market, organization of distribution and utilization-all this is subordinate to the solution of the quality problem. Entering the world market in 1970-80 and striving to win a worthy place there for the next ascent, Japanese scientists and engineers bet on the total –

system – value of quality. They considered quality as a system of the most essential properties of production that require the mobilization of the national potential of spirituality: education, upbringing, citizenship, concentration of scientific and engineering thought. Quality has become a symbol of Japan's return to the community of world powers. The Japanese did not look for symbols among historical figures, monuments, nature, or creative achievements, they were not tormented by the search for a national idea. They closed their future on quality and won, within a decade and a half, squeezing the most technologically complex sectors of the market-automotive, electronic and, in part, textile. Japanese managers understood quality in two ways: first, as the quality of production of goods, and second, as the quality organization of their implementation, including the functional support of durable goods. In Japan, in pursuit of competitors, the end of the two thousand years was associated with a national movement for the quality of everything created in the country.

Correctly realizing that the quality problem in the least technical, so you should start with a philosophy of quality, moving steadily to the scientific development concept of quality, then for his technical expression, and then to the consumption and utilization of a quality product, Japanese scientists won the competition from global giants. Standardization and technical rationing in Japan were defined not instead of and not next to quality, but after quality as products of the development of the doctrine of the quality of production and the importance of a quality economy for improving the structure of national consumption and achieving the authority of Japanese manufacturers in the world.

"Quality", as well as "quantity", "measure", are universal philosophical categories for the characteristics of the subject world, its knowledge by science and transformation in the practice of industrial, scientific, technical and social creativity. All other concepts used are derived from the understanding of the above-mentioned categories developed in philosophy. It is incorrect to identify them with the original concepts, or to represent them as equivalent. They are the product of their concretization, so all derived concepts must meet certain requirements. There are two main ones: to be developed in the context of philosophical teaching and to be specific-subject-specific – in relation to basic concepts. Special concepts derived from philosophical categories such as "standard", "regulation", "technical measure", "technical task", etc., are appropriate as a necessary simplification of universal concepts, "binding" to practical specifics. Their essential importance for the organization of production policy should not be in doubt. In terms of solving emerging problems directly in the workplace, they are the most effective tools. This, in particular, is taught by the domestic experience – successful and not so

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successful-of import substitution. However, you should always keep in mind the requirement of a systematic approach: particular problems are successfully solved in the light of the General context. It is not necessary to hope for the General as a God, and it is not possible to replace the General with a particular experience. Bib-Ley texts are indicative. They are written primarily not as an edification and indication of a single solution, but as information for reflection in a certain direction. The standard should be a quality standard.

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

Let's take, for example, such an urgent and seemingly completely neutral problem as quality management. Everyone is interested in its optimal solution, with one invariant edit—everyone pulls the "blanket on themselves", hoping to get the maximum. Therefore, in the foreseeable future, the problem will remain, and its relevance will only increase with the availability of quality products. All the real forces involved in production are concentrated in the quality of the product, and it has been and will continue to be a "bone of contention", just like the new "standardization of quality" promised by economists. The most impressive thing is that it is unfair to blame political regulators for the current situation, unless, of course, they are acting with an obvious steady shift in someone's direction, that is, unprofessional. The purpose of production is a product that brings profit. Without profit, scientists and politicians teach, production cannot be a sustainable, developing reproduction. And this is true. Only those who teach and govern, with varying degrees of skill, mask the quantitative certainty of quality. As a rule, qualitative certainty is obtained in the values of a given range of quantities. And here the measure is already beginning to work. Knowledge of the measure, a sense of proportion – the most important condition for effective management. There is also a certain freedom of variation within the measure, i.e. the possibility of a certain expenditure of funds depending on the financial contribution.

Technical rationing, OST, GOST, ISO, and all other systems born of the desire to take control of the quality of goods, already raise questions about their diversity. The effect is designed for the effect of the name, it is intended to evoke respect, especially when the name contains the authority of the industry, the state, international organizations of specialists, who are protected by the interests of consumers. The history of improving methods of production quality control is analyzed and advertised. Unfortunately, the well-designed facade of quality control policy hides a somewhat different content due to the priority of political interests. When the rich invariably get richer and the poor get poorer during frequent crises of various etiologies and the stagnation that accompanies the exit from the crisis, the middle class, which is the social support, shrinks, doubts are born about the sincerity of economic promises and distrust of plans aimed at changing the situation in the economy for the better.

It is considered bad form to talk about the class nature of economic policy – not temporarily. Modern history is an era of social partnership and globalization that requires mutual understanding. The world is tired of wars, revolutions, and violence. Humanity is worthy of a way of life that corresponds to its reasonable status and the social orientation that has been formed historically. Do not underestimate the psychological need for a better life and the hope to be a part of it not once, but in the real future. Psychological attitude can reduce the critical thinking response, block the analytical approach. How much objective information is there in advertising products? The question is clearly rhetorical. The business will be successful if the interests of success of the business are under the fifth margin. This was the case at the dawn of capitalism and will continue to be the case until the position of business in society and its reflection in the public consciousness change.

K. Marx put forward and justified the idea of the basic status of the economy in social progress. Then it was all the same as always: Karl Marx left not his brain, but just an idea, a thought in a more or less systematic presentation. If he had added as many more to the four volumes of capital, nothing would have changed in substance. Everyone has their own thinking head. The recognition of Karl Marx as right in the analysis of capitalism and the understanding of capitalism, as it was with Karl Marx himself – are two very big differences.

The most serious misconception, which was noted by his ideological and closest friend F. Engels, to whom the world is indebted for deciphering the drafts and texts of capital and preparing them for publication, is the so-called "economic materialism". This looks simplistic in the absolutization of the value of the economic factor in social development. Society does not build its structure freely, guided by needs and in accordance with an abstract sense. Real social

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creativity is conditioned by economic opportunities, which means that the reality of social reforms is of a concrete historical nature.

You can dream about anything and everything, but only those plans have a chance to come true, which are able to withstand the economic Foundation. However, we are not talking about a rigid and one-dimensional program of social transformation. There is a historical backlash in development and the possibility of implementing one of the social dominants - the social orientation of sustainable development (1) and the bet on economic development, coupled with a focus on obtaining the maximum profit, allegedly necessary to set up acceleration in subsequent social progress. Marx wrote about an economic basis, not an economic Foundation. The economic basis, in contrast to the economic Foundation, is mobile and its mobility can be used. Question: in whose interests?

99.9 percent of the time of its existence, humanity did not think about any socially significant systems of quality control of goods. There were no goods themselves, production and consumption were connected within the borders of a common entity. I ate, dressed, and put on what I made. Quality control had an ideal form, it was limited to the manufacturer who had the maximum family scale. During this time, there were decisive events in the fate of man: the ascent to the top of homo sapiens; proof of viability in the process of natural selection; the creation of a cultural environment and cultural self-development; finding the stability of social progress. Human history can be compared to weaving. In it, the same two combined types of movement – the base and the weft. The basis is construction, the weft is resistance to forward movement. Only knowing the history of mankind as a complex and contradictory process, an individual can become an optimist. Our trouble, like donkey's ears, came out in the 1990s and, in part, in the following decades. The essence of it is that we snatch individual periods from history and take it upon ourselves to judge everything by them. No one can judge history, and it is reasonable to draw historical lessons from history in the form of "information for reflection".

Progress in agricultural production was due to the knowledge and improvement of technical means. The success of the use of technology in the processing of agricultural products, increasing the need for construction, transport, and the arrangement of everyday culture stimulated artisan activity. Someone could do a great job on their own, like x. Huygens, who designed the pendulum clock, because he was both a great mechanic and an outstanding mathematician. In the Renaissance, there were a lot of single masters and they moved the technical side of production progress, relying on scientific knowledge. However, they could not move production, they

needed those who with intelligence and production savvy turned unique things into series.

The objective regularity of production development split the Creator and the master, raising the question of quality assurance of product reproduction. There is a version of a conversation between Huygens and the king of France, to whom he gave a constructed watch. The king asked the mechanical scientist: "How long will he enjoy the gift and how accurately will the clock show the time?": "This watch will serve Your successors." What kind of public quality control could you judge if your professional reputation was at stake? The mark of the master meant on the level to be a master or not to be. The quality was identical to the business, and the craftsmen put the best they could into the product.

The problem of product quality and the need to control the quality of products in the interests of consumers began to manifest itself at the end of the late middle ages, closer to the XII-XIII centuries. The number of masters has grown, and with the increase in the mass of commercial products, the difference between masters has also become more relevant. A person is unique in everything – in feelings, skills, needs, interests, attitude to the mentality. People's differences are reflected in activities and their products. In addition, the growth of production in connection with the formation of a stable market with transnational, TRANS-regional elements implies a comparison of products by their quality. It was necessary to develop General mandatory requirements for manufacturers. In turn, manufacturers realized the advantages of combined actions.

In the most economically developed countries of Western Europe – Italy, France, England, Germany in the XII century, there were associations of artisans by profession – workshops. The workshops mainly operated where there was a demand for their products - in cities, some of which had a state status. It was convenient for everyone. Some had the opportunity to learn from experience, bring their work to perfection, others received control over the activities of organizations that produce goods, and others - certain guarantees that they will purchase a quality product. The guilds quickly multiplied and strengthened their position, both in the market and in society.

In most European cities there were workshops of blacksmiths, armourers, weavers, clothiers, bakers, carpenters. Later, they were joined by Guild organizations of brewers, winemakers, and leather goods manufacturers. Each shop had to have a Charter agreed with the city authorities, an emblem, a seal, and a cash register. The charters prescribed the working conditions of masters, apprentices, requirements for the quality of raw materials, production technology, conditions for purchasing raw materials, organization of sales of products, and even the conditions of apprenticeship. In fact, it is from the organization of

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workshops that the time of public control over the quality of production of public goods can be counted.

The transformation of seasonal fairs into sustainable markets has led to an increase in demand, and demand has led to a rise and diversification of supply. The increase in the number of manufacturers required increased control over the quality of manufactured goods. Local authorities have taken control of a number of key parameters of shop activity, and the state has also joined the local authorities. Before the state Standards, the history was not ripe, and the Ostovsky history, we can say, began with the statutes of the workshops. Technical rationing started with the organization of shop production, and at that time it was really effective, since it coincided with the main interests of all market participants, including local governments. Shop order was the best guarantee of quality, so self-control then could be counted on. The employees watched each other and each of them started with himself, aware of the high cost of violating the rules of work defined by the Charter.

Of course, the knowledge of the Late middle Ages, Renaissance and Modern times that replaced the Renaissance is difficult to compare with the achievements of the XX and XXI centuries. In those epochs, the birth of modern scientific knowledge began, scientific knowledge was intertwined with religious dogmas, myths, and everyday knowledge of "common sense". The statutory canons of the guilds reflected the peculiarity of the time, the prevailing worldview, they were, as we believe now, imperfect. At the same time, they were not pressured by the specifics of capitalism of the developed period, sharpened on margins at any cost. They included a sincere desire of the manufacturer and the regulator to ensure the legal rights of the consumer to a quality product at its real price. The consumer was protected from the arbitrariness of the manufacturer to the extent possible - cognitive, technological, hygienic, aesthetic. And in this regard, the market relations were dominated by objectivity. Apparently, even then there were some attempts to cheat, but they only confirmed the assessment of the ability to control quality by defining technical and technological regulations.

The history of standardization was a continuation of the policy of regulating shop activities. The initial technical regulation was quite consistent with the level of development of economic institutions. Workshops were not organized in associations in order to unify production and produce the same product. Standardization of the product was carried out with an eye to the quality of the product. The basis of production was still "secrets of the company", "know-how" developed in the depths of family stories, carefully protected technological recipes.

In Western Europe, the shop organization of production activities has long since sunk into oblivion,

and popular products of mass demand, in particular, beer, wine, tobacco, certain types of shoes, clothing, some fruits and vegetables retain the seal of those shop times. Consumers prefer them, regardless of the market expanse of offers.

Market masquerade could surprise us, the Russians, at the end of the XX century, when the country was flooded with consumer goods from the West and from the East; they carried everything that was not in demand locally. Who then remembered about the quality and quality control tools, and if they did, they would have their memory and brains knocked out by the brisk reformers. During the period of "shock therapy", it is proportionate to think not about quality, but about how to survive with the hope that later life will be better. Native of Europe, and ropati react poorly to a variety of goods, most of them conservatives, educated and traditional family preferences. Conservatism has a healthy beginning; conservatives do not run the risk of being seduced by innovations. They believe in experience and experience justifies their choice due to the time-tested quality of the product. Naturally, it is not cheap to be a conservative, but European conservatives are also not from the poor part of society. In this discussion, we are more interested not in the moral side of the matter, but in the organizational side, in particular, the question of the possibilities and limits of standards in regulating production. Specialists who think and are aware of the measure of their own responsibility for the invention understand that standardization, no matter how perfect it is, will remain conditional, expressing the objective and subjective circumstances of the action-the concrete historical reality. Standardization is a systemic phenomenon, and at the same time it is an integral part of the overall political and economic system. It must have a system conditioning, both internal and external. It is naive to believe that standardization is developed in the interests of all equally. First, everyone who has sufficient financial resources for freedom of choice does not need to be standardized for most of the necessary products. They are in direct contact with trusted manufacturers. Secondly, the standards have long been defined not by manufacturers, which does not mean objectivity, as we want to convince us.

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

In standard systems, the objectivity of the calculation grounds is determined by the minimum values. Otherwise, production will SAG and there will be a crisis, or prices on the market will exceed the actual purchasing opportunities so much, due to increased costs for producers, that the market will freeze.

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In domestic luxury supermarkets, the fabulous richness of the assortment is not due to gourmet whims. The reason for this is the opposite – the low level of payment demand of the mass buyer. By and large, there is nothing to choose from with their wallet. A set of mass buyers does not require an assortment yet. At the time, refer to standard sets of products manufactured to minimum standards, so that it is cheaper. Sanpiny-a wonderful thing, but they are not only due to the danger of excess for health. They contain time of action, socio-cultural, economic, and political factors. Let those who do not believe this, promonitorit sanpiny, compare and see the results of their use.

The high values of subjectivity in defining standards can be judged by the standardization of time. "Standard time" is the official local time for a country or region. A region can be part of a country, and, conversely, a number of countries can form a common region. There is one invariant feature in the definition of standard time: it must be the same for all points on the same Meridian. The local average solar time depends on the longitude; it increases to the East with each degree for 4 minutes. The earth is divided into 24 standard time zones, each of which is equal to $\approx 15^\circ$ of longitude. This is where the administrative initiative of local authorities manifests itself. The boundaries of zones are determined by them and in many cases deviates significantly from the standard 15° , which should not be qualified as arbitrary. These costs are related to administrative divisions and production activities. The time in different (adjacent) zones is divided by 1 hour, and the minutes and seconds do not change.

Standardization is associated with limitations, so personal and public perception of standards are imposed on the worldview background, which is very important for the functioning of standards. The worldview that prevails in historical time serves in different ways. It can be a "black soil", a fertile soil – stick a branch and do not doubt - it will take root, but the worldview can also slow down when, rolled out under the absolutization of liberties by liberals, it forms a militant attitude to any kind of restrictions.

The easiest way to implement standards in practice was in the Middle ages. Mythology and religion are reflected in various kinds of prohibitions and taboos. The medieval mind was calm about restrictions and understood the necessity. In the Statutory standards of craft workshops, restrictions were introduced not so much to simplify the technology and make production more technological, but to preserve the developed concept of production, preserve it and facilitate continuity in the development of production.

The shop was primarily interested in the quality of its product. The regulator tried more to ensure that innovations were not introduced into production that could worsen the result under various pretexts. This

has become especially relevant with the growth of production and the division of labor. Increased productivity often threatened the quality of the product. The negative scenario in the development of production was restrained by the traditions of shop activity. The history of the shop emphasized its social and economic situation. Zech – "Association, company". At the beginning of the workshop, class associations were represented, emphasizing the special position in society of persons who are members of the workshop. The development of the middle Ages found expression in a change in the social status of the shop. The workshop has historically been concretised and has already become a Union of artisans of a General specialty.

We have a common simplified idea of workshops. In fact, due to their social background, shopworkers were usually culturally formed individuals with related knowledge and skills. The conditions of the shop organization required a high level of creative attitude to business. It was not easy to become a member of the Guild Association. For example, painters were included in the shop of doctors and pharmacists as Junior members, because they used paints that were prepared as medicines in pharmacies. Sculptors worked in the General shop with the bricklayers, masons, with carpenters. According to the terms of the Charter, which standardized relations, the master could be a member of only one shop, but most of the masters sought to master different crafts. The owner of a large workshop, Florentine L. Ghiberti, who performed orders for bronze-casting, hammering and jewelry works, was a sculptor, goldsmith, caster, draughtsman and painter. In his Bottega (workshop) studied outstanding representatives of the Italian Renaissance: Donatello, Michelozzo, Uccello, filarete, Finichuerra. To obtain the title of master, apprentices had to complete their own training according to an approved pattern at the end of their training period. The fact that the title of the work for the master's title was "masterpiece" can be judged by the performer's qualifications.

On the one hand, it was not easy to standardize shop production, since it was about high performing skills and traditions that were established on the basis of respect for the cause that you serve. On the other hand, it is easy, because the standards were produced by shop workers, there could not be any random people in the shop, the organization did not allow it.

In the depths of standardization of shop production, two trends have developed: the first, - deepening, tightening the requirements for the organization of production and quality of goods; the second, - expanding the requirements, which eventually led to the change of the shop organization of production to large-scale production of commercial products. Factories replaced the workshops. The main reasons for the decline of the shop organization of

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production and the change of workshops to manufactories should be found in politics and Economics. In the XVI and XVII centuries, centripetal processes were strengthened in Europe, the main States were formed in the modern form, and wealth was concentrated. Along with capital, the needs of those in power grew.

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

The manufacture, from the technical and technological points of view, did not differ significantly from the workshops, but the quantity is associated with a change in quality-this is the law of development. Quantity itself, of course, does not pass into quality; it creates by increasing or decreasing the conditions in which the existing quality loses its qualitative status. Additional measures are needed to maintain the quality characteristics of the product.

The size of the workshops, despite the variety of work performed, remained limited. And only on this scale did they satisfy the demand. However, such a clear increase in demand, as it happened at the very beginning of the New time, the workshops could not provide. At the same time, at the end of the XVI – beginning of the XVII centuries, the technical prerequisites for the Industrial revolution had not yet developed. The most painful question remained about the energy source of production work. They didn't know how to use the energy of the sun, and the power of wind and water didn't differ reliably. You couldn't order wind, and the water, especially in Central and Northern Europe, was freezing. The interest of science and technology in steam energy, which began long before Modern times, has not yet promised the required results.

The manufactory was required to provide the necessary amount of assortment as quickly as possible without technical and technological re-equipment. It is not surprising that the formation of manufactories was not only based on shop production, but also with the preservation of mostly the same working conditions. Perhaps someone understood the auxiliary role of the manufacture, its historical futility, but such an understanding of the actual history did not help much. When a society does not have a fundamental recipe for solving a problem, it always looks for a solution in what is already there, trying to stay in motion until the time when the desired solution will be found.

Manufactory appeared as a new dimension of the old plants. The shop has ceased to be quantitative - but

by performers, technical and technological equipment, the number of products produced-the necessary manufacturing institutions, its inherent internal mechanisms for organizing quality activities have lost their force. Workshops have exhausted their quality reserves, focused on the limited demand for manufactured goods. Manufactories, of course, for a certain time maintained quality due to the achievements of shop practice, but the increase in production of goods inevitably reduced the quality of the product. The solution to the problem has come: divide the quality into ranks. It was a kind of knight's move. Privileged customers could count on high quality, while others got worse quality products. And here the necessity of intervention in the Affairs of manufactures by an external regulator was actualized. The time has come to standardize the new order. The standardization function has evolved.

Public standardization duplicated the main one, which is written in the shop charters. The Manufactory form of production has outgrown the potential for self-regulation and has caused the need for intervention of quality control from outside production, not formally, but actually. Workshops regulated production cycles, set production rules, work schedules, and distributed orders, controlling the quality of products. Manufactories, in terms of production, could no longer rely on the internal system of organization.

Large manufactories were born in the South of Europe, first in Italy, then in France. They arose at the initiative of the Ducal courts, located in the same places, in the neighborhood. In the main, the manufactories produced expensive products: tapestries, furniture, utensils, jewelry. The products of the manufactories were mostly akin to works of art. The first European furniture manufactories in Vaux-Le-Vicomte (1658) and in Paris (1662), which served the needs of the Bourbons, can serve as an illustration of this. At the junction of the XVII-XVIII centuries, trellis, bronze-foundry, and phasis manufactories were added to them. In 1710. In Meissen, you built a manufactory that produced the famous Meissen porcelain. The absence of machines and conveyors in factories made the quantity and quality of products depend on the quality and quantity of manual labor.

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

The workshops and manufactories had a common essence, but the scale of its expression in the phenomenon distinguished them. Both in the workshops and in the manufactories, masters of their

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craft worked; the work was mostly manual, but we provided manual labor; the performer knew the fate of his product and it was unlikely to upset him. The products of workshops and manufactories decorated the best buildings and their interiors, causing constant public delight. The time of expressiveness of alienation in the work of the performer's personality has not yet come, although the process of alienation with the growth of production went on. In order for the essence of alienation to become obvious, it was necessary to implement the division of labor within production at the microeconomical level. Manual labor became obsolete under the technical onslaught. At the same time, the master's attitude to work changed.

"Skill", like any concept, evolves. In the workshop, the master created a masterpiece, a unique work and understood that he objectifies his feelings, thoughts and skills in it. In the manufactories, the attitude of the master and the product changed. They kept the creative principle, but it was with the expansion of the scale of manufactures, it turned out to depend on the number of products. Quantity weighed down quality and reduced interest in creativity. Creativity turned out to be subordinate to production plans. The responsibility of the artist, the Creator retreated from the previous dominant positions.

The original idea of standardization was formed during the latent form of the phenomenon of alienation in the work of creative abilities of the performer of works. The master's art still felt free, and the continuity of creative work removed the contradictions of production. The master alienated the product, but there was no sense of social injustice among the feelings that accompanied the alienation. The product was created for the consumption of others, for which the master received a reward, part of which was the opportunity to continue to reveal their creative potential, working in the shop or at the factory.

The standards were not intended to unify the product, its details, production conditions, and technological structure. Their goal was to preserve the creative results achieved. In the standards of the period of shop and factory organization of production, the interests of producers, consumers and regulators coincided, which resulted in the effectiveness of their actions and insignificant maintenance costs.

Authoritative reference publications omit the presented part of the history of standardization, apparently believing that it is not related to standardization. This interpretation can only be accepted if we return to the Aristotelian approach to concepts. After Hegel has established the historicism of concepts, such a retreat looks like a very unfortunate step into the past. In the theory of art, "standard" is identified with "stereotype" - a form that repeats without changes, regardless of conditions

(English standard – "accepted", "approved"). "Stereotype", writes V. Vlasov, - an artificial entity, so it is different from both of the archetype, and creative thinking. By limiting creative participation in production, the Statutes of workshops and manufactories did not encroach on creativity as a creative force. The regulation was protecting the quality of the products, which conform to the model. The problem of samples-standards was solved organically. In areas where improvement of products already recognized as quality was required, new standards were allowed to be developed.

The organizers were forced to spin in the literal sense of the word in search of a rational solution to the contradiction between conservatism in production and the need to move on. The brewers had more conservatism; the craftsmen who made shoes, harnesses, and saddles had less. No matter how slowly life flowed in the middle Ages, there was a movement and changes took place with it. There are new materials that have varied tastes. All significant changes in public attitudes and views had to be monitored and reflected in the products of production.

The fact that until the XVIII century the content of the concepts "standard", "standardization", put a slightly different idea is not sufficient reason to make an audit aimed at denying the relevant policy. Standardization has its roots in the Medieval period to the th time when I found out the history of mobile crews of craftsmen. The farm has acquired a fixed look, was enlarged and transformed in the end into the shops. The workshops have strengthened the position of the creative component of the production of products on the commodity market and thus made it necessary to use control over creativity, so that the desire for new things does not damage the traditions of quality production.

Genius and control are not compatible, but the workshops, like the manufactory, were forms of relatively mass production, for which the stability of the assortment and the quality of the product are particularly important. Workshops and manufactories were part of social life and in this status required constant control over their activities. Control that takes into account the specifics of shop floor and Manu-invoice production. Skill doesn't need much tutelage. Popular wisdom says: "teach the master, only harm the cause", but in the production of approved samples, a strict order is required, which was subordinated to the standard approach. The certificate has been received, please act in accordance with the regulations. Standardization was more like regulation, but it was not something that did not fit into the understanding of standardization.

We have a classic demonstration, on the one hand, of the connection of the essence with the phenomenon, and on the other, of the lack of understanding of the historicity of the phenomena of social development. "...Nowhere: neither in heaven,

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nor on earth, nor in the spiritual world, nor in the world of nature, is there that abstract 'or or' which is affirmed by reason," Hegel explained. Everything that exists anywhere is something concrete and, therefore, something in itself different and opposite. The finiteness of things consists in the fact that their immediate existence does not correspond to what they are in themselves."

Homo sapiens has two types of thinking: rational and rational. The division is introduced by GE-gel in his own linguistic manner. F. Engels translated Hegel's thoughts and expressed them in a language understandable for non-philosophers who prefer to choose and use simpler and more practical thinking, referring to "common sense", which serves as a Navigator in knowledge. "Sane human reason," wrote Engels, a very respectable companion within the four walls of his household, experiences the most amazing adventures as soon as he ventures out into the wide expanse of research. The metaphysical (common sense) way of understanding, although it is legitimate and even necessary in certain areas, more or less extensive, depending on the nature of the subject, sooner or later reaches each time the limit beyond which it becomes one-sided, limited, abstract and wrapped in insoluble contradictions, because behind individual things it does not see their mutual connection, behind their being – their emergence and disappearance.

To make our reflection clear, we refer to another authoritative source-the EN-Cyclopedia Britannica: "Standardization, in industry, the development and application of standards that make it possible to produce a large number of mutually substituted parts. Standardization can focus on design standards, such as the properties of materials, their compliance and tolerance, requirements for the execution of drawings, or on product standards that detail the properties of manufactured items and are embodied in formulas, descriptions, images or models...". We turned to Britannica, because Its materials are actively used by other information publications.

The author of an article in Britannica summarizes the understanding of standardization in our time. Britannica is being upgraded when reissued. Without much mental effort, you can isolate the main concepts: the essence and purpose of standardization. We have already written about the essence of standardization, i.e. its social significance. Standards and monitoring of their compliance are the most important conditions for the socialization of production. Production exists as a way to meet social needs. The function of the state, no matter how much liberal economists clamor for the absolute freedom of producers from political control, has always been to stimulate production, to act not only in their own interests.

The class character of power does not mean that it openly and directly protects the interests of the

dominant class in the economy. Democracy – historically polished mechanism of political activity of the state, creating the impression of its neutrality. Politics is the art of lobbying certain economic interests. Standardization is one of the technologies of such a policy. The British are the founders of Modern European democracy. They have long mastered the technology of political participation in public life. Presenting standardization from a purely production side, British experts are clearly deceiving. All that can be learned by reading the article from Britannica is true, there is no guile here. It is behind the text, it was simply not included, either because it was considered unnecessary or inappropriate.

"Standard" is the basic concept of standardization, a concept not so much of a technical and technological order as of a political economy. Having abandoned political economy, having replaced political economy with macro and microeconomics, having descended to Economics, one should try to recall the history of economic science and its philosophical roots as rarely as possible. Saint-Simon, G. Spencer, J. St. mill, economic theory was developed in a broad socio-political and historical context. Before becoming a technical and technological concept, the concept of "standard" was intended to regulate a certain level of product quality. And then it had technical characteristics, but they had an auxiliary value. Without historical analysis, it is hopeless to understand the essence of the basic categories.

Tools for managing economic phenomena, depending on their scale and pre-metrical certainty, may be within the scope of economic and production competence, or have a socio – economic scale of action. The second option requires analyzing them already within the boundaries of social development, as a factor of social progress.

Standardization belongs from the beginning to the second type of management. Moreover, it was in the original time that its social purpose was particularly noticeable and manifested itself both as a class and as a General one. Standards for brewing beer, making wine, household items, clothing, and shoes were calculated for public consumption, and were a kind of protection of the interests of the General population. Furniture production, jewelry, was mainly addressed to the upper class.

In both cases, we see the participation of the state and municipal authorities in protecting the interests of consumers by forcing producers to perform their work efficiently. The standard was taken as the quality criterion. However, in the initial standardization, it is easy to distinguish the lack of small-scale care of producers, which is explained not by the sentimental approach of the regulator, but by the quality of skill and professional responsibility of producers. Recall that even in factories, production has not yet reached the level of mass action.

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

The interpretation of production efficiency also corresponded to the historical and economic situation. There was no such concept yet, it was just maturing. Efficiency has become vital to many of the poses are the same, when production has reached the mass production of goods. Competition for product quality has been replaced by competition for product production costs. The manufactories did not increase the quantity of production goods so much that production costs came to the fore. As for the competitions of technologies, it is unlikely to be substantially meaningful. Differences in technology naturally took place, but within the boundaries of the General manual form of production, where the advantages could be obtained through better skills and better organization, economy of time, perhaps somewhere through the successful use of logistics alignment.

Manufacturers temporarily solved the problem of meeting the increased demand for products, but production has not yet grown to measure efficiency. The quality of products remained relevant, and the quality guaranteed high remuneration. Since in most cases the product was made to order, the competition had a hidden form.

The need for standardization, potentially inherent in the development of production, was revealed gradually, in proportion to the state of production. Its abstract form was loaded with concrete content. The process of becoming a standard was similar to the work of a master tailor, who first took the measure in the absence of any material signs of the future product, made the first fitting of something not very clear to the customer, and only at the end showed the product that embodied the concreteness of the image. This was also the process of ascent of the original purpose of standardization to its concreteness,

which is recorded by modern scientific and information sources. The functions of standardization changed, and its content as an instrument of economic activity management also evolved.

Standardization as one of the basic techniques of economic policy drifted from the quality of the finished product to the production of a product that ensures its quality. The wind in the sails of standardization was blowing from another important concept of political economy-production efficiency. While efficiency was determined by customer satisfaction with quality and price, standardization managed quality. The standardization was based on the regulation of the parameters of the technology of its production. Samples of products agreed by manufacturers' associations with regulators ruled the ball. The situation was fairly balanced, but its stability was determined by the technological specifics of manufacturing.

Progress allows stagnation within certain limits. Just as there are vast areas in the mountains, so in the history of production - areas of active professional activity there are lull in the movement. They are natural, since they correspond to the social state as a whole. The middle ages was not a sleepy Kingdom, as it is depicted in school textbooks, it simply reproduced itself equidistant, without jumps. At this time, humanity was gaining energy of action, creating approaches to obtaining critical values of impulse energy in various spheres of activity. The peculiarity was that in the social life of Europe and not only, religion prevailed, and in the political - absolute monarchies, carefully protecting the movement from any perestroika. The public mind was dominated by a sense of satisfaction with the success achieved, forced to tolerate troublemakers within the confines of the increment vector created by religion. No faith could become an impassable barrier to social progress. When this happened, however, the changes took place in the religion itself. Christianity entered the middle Ages as a single faith, and came out unfurled like a fan.

The peculiarity of the middle Ages affected the subsequent development of history. Modern times (XVII-XIX) could not come immediately after the Middle ages. It took a transitional historical stage – the "Renaissance". It was necessary to clear the socio-cultural and political conditions for the free and independent movement of scientific knowledge, the methodology of scientific knowledge, education, and technological progress.

In the XVII-XVIII centuries, the development of scientific knowledge is out of the control of the Church. By this time, the completion of the formation of science as an independent field of culture is attributed. In Europe, there are associations of scientists, science management bodies. Scientific knowledge is being transformed into technical creativity on a new scale. The engineer becomes a

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"scientist Builder". Technological progress is crowding out manual labor. The factory is replacing the manufactory - a new way of organizing production and labor. Production is becoming mass-produced, so it is more affordable.

Accessibility requires a different quality. Quality comes to the fore mass product. It should be and be inexpensive. The place of the named consumer is replaced by the x consumer, which can be anyone. Previous quality control capabilities are being squeezed by new tasks.

In Russia there was a common saying: "Cheap and angry." Young people are unlikely to understand its essence, so let's explain: the product does not have to be expensive to be in demand, but not every product will be demanded, but only the one with the signs of a quality product. In modern times the saying has been given a modern form of expression: "A quality product - at a reasonable price."

The change in the nature of production forced a change in the philosophy of standardization. Standardization of product quality by result has been replaced by standardization of production of a quality product. The "synthetic idea" of sample control is gone, the "analytical idea" has come: all production and the product itself are decomposed into components - nodes, parts, operations to the last screw, seam, nut, forced movement and take everything under control. Keep differences to a minimum, and maximize versatility. Such a thing for the masters of workshops and manufactories could not be dreamed of in the worst dream.

Skill is closed to originality, it is unique. Even the master himself can not fully decompose the process of making his product. Creativity only begins with a General set of tools, actions, and order, but it reveals itself in the fact that it is impossible to construct a "constructor" from a set. The mind acts according to logic, so there is a possibility and need for rationalization. The innovator does not invent, his thought is focused on bringing the invention to its hidden perfection. The mind, and only the mind, jumps from the known to the unknown. The creative power of man is concentrated in it. Hence the name of the species - "sapiens".

Both manufacturing and factory production combine creativity with rationality, but they do it differently. The workshops were the first to create. The master was the Creator, the apprentice and the apprentices provided the conditions for the master's inspiration to manifest. At the factory, the master is the organizer of work on the production of an approved sample, essentially the head of the operation for assembling the product, or, if it is particularly complex, its individual parts. Creativity and production are separated, so that there is no temptation to depart from the scheduled and controlled order. And in this order, you do not need to use unreason, on

the contrary, only by following a rationally separated and fixed order can you maintain the pace of production when it is mass. The power of mass production is in the availability of goods to a wide range of consumers. And no state will deviate from the philosophy of satisfying mass needs. Quality here is the price for mass production, which all participants in the process are forced to pay.

The history of mass production shows how the solution to the problem of quantity quality was sought. This history is not a series of events and actions, but first of all, the logic of resolving contradictions written into the historical process, the history of economic policy, which should be perceived as a higher school of Economics. After passing through the historical experience in your mind, you can escape both romanticism and liberal illusions in the management of economic activity.

The beginning of the studied history confirmed the natural character of the development of economic progress. History began where production was more Mature, the importance of science and technical creativity was more in demand, and the political situation was more democratic in England. In this regard, we once again call for the help of Britannice: "Industrial revolution", the process of transition from an agricultural economy to an industrial one based on machine production. It began in England in the 18th century. Technological changes included the use of iron and steel, new energy resources, the invention of new machines that increased output, including the Jenny spinning machine, the development of the factory system, and important inventions in the field of transport and communications, including the steam engine and the Telegraph)... The industrial revolution mainly took place in England from 1760 to 1830, then spread to Belgium and France. Other countries temporarily lagged behind, but when Germany, the United States, and Japan built a strong industrial base, they surpassed England's initial success. The countries of Eastern Europe lagged behind in development until the beginning of the 20th century.

The description of the industrial revolution, apparently, was prepared with the mass consumer of information services in mind, and is perceived, from a professional point of view, critically. There is no essential assessment of economic development, and the beginning - the transformation of England from an agricultural country to an industrial one-looks somewhat strange. England for a long time relied on its own agrarian Foundation, in which the transition to industrial foundations occurred not without complications, as well as in industrial production, it is enough to recall the well-known Pro-test movement of the "ludites". At the same time, we can trace the historical path of industrial revolution in Europe and beyond.

We are interested in just what the author did not finish telling, relying on professional logic and

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ingenuity. The industrial revolution led to the mass scale of production and the necessity of dividing labor into the depth of technological progress. Skill was replaced by performance discipline, and the internal motivation of the master gave way to an external urge. The industrial revolution led to an economic revolution. The method of production has changed, starting with the source of strength and internal motivation in achieving the quality of the product and ending with the priority in the new method of production technical division of labor. The organization of production has steadily become a leader in the economic theory and practice of economic activity management. The art of the master was replaced by the art of the dispatcher, the importance of technological discipline, the ability to count and read, and to take risks in order to win increased.

The period of economic history that followed the Industrial revolution is usually divided into two stages. At the first stage, mass production of the classic model developed. We call it classicist to emphasize the uniqueness of the stage of maturity. Maturity as a stage of development, regardless of what exactly has reached it, is characterized by transparency of the essence. The essence comes out of the shadow of the phenomena that hide it, reveals itself almost as it really is. All the most perfect, the best is presented at the stage of maturity. At the same time, the disadvantages and costs of development look more contrasting.

At the Zenith of mass production classics, its philosophy was formulated quite clearly and enticingly for the consumer: the buyer should save time on making a purchase, the store is not the best place for a responsible person to live, so that it is so, it is necessary to concentrate the maximum assortment in one place. We don't know who was the philosopher who helped economists define the essence of shopping, because its anonymity is carefully protected, but exclusivity was not a modern philosopher. The mission of trade was presented methodologically flawed, without a systematic approach. The lure turned out to be like a lure.

Economic science can be separated from politics, however, even the supporters of making it to the economy comes from the fact that we are talking about the economy and not extravagance. The implementation of the philosophy of product availability in one place implies unjustified neither economically, nor humanitarian, nor environmentally huge costs. It was not possible to write them off and they put all their weight on the cost of goods, significantly raising the price and undermining the possibility of mass access to the market.

The foundations of the philosophy of mass production were laid towards the end of the XIX century by famous specialists in the field of management: F. Taylor, A. Fayol, A. Sloan, G. Ford,

Jr. They also have the initial experience of developing the theory of production management, in particular, the idea of the system-forming value of quality management through the standardization process. In the XIX and the first half of the XX century, the issues of humanizing the economy and protecting the natural conditions of social progress were not included in the first line of relevance, so they were usually ignored when solving production problems.

The situation changed abruptly towards the end of the second Millennium. Economic planning and design became dependent on higher-level relationships. Solve the question of how to live on? Without an answer to the question: will there be life? Illogically. Management specialists thought about the historical logic of providing consumers with the formula "here and now". B. S. Aleshin, L. N. Alexandrovskaya, V. I. Kruglov, a.m. Sholom and many others opposed mass production with the type of production called "lean production" - a prudent, expensive production. Having decided that it will not be so mass, since the focus on market research can still remove an undue burden on production, it will make production targeted. It is not clear why they came to the conclusion that it will cease to be mass.

Mass production did not initially become a brand, it merged with the essence of production. Production will not be able to be otherwise in the foreseeable future. Naturally, in parallel with mass production, artisanal and individual co-exist-heirs of workshops and Manu-textures, however, unlike their ancestors, who are not limited in technology to hand tools, and actively use scientific and technical products. "Prudent production" - this is really a good trend for a more adequate form of continuing mass production.

In its former form, mass production looks decidedly out of date in the twenty-first century. Among the global challenges: "energy conservation", "resource conservation", "concern for the state of the natural environment", "global warming", "protection from the destruction of the ozone layer", an economic philosophical strategy is being developed independently. What kind of humanism is this? The very participation of science and philosophy in the development of mass production, which, as has been repeatedly noted, was of the most important importance in the cause of social progress, allowed to create hundreds of millions of jobs, increase purchasing power, make people learn, improve their skills, enjoy civilizational achievements, gain freedom in national and transnational space, etc., was undoubtedly a significant factor. But we should not forget that science and philosophy are initially perfect in comparison with existing knowledge - mythological, everyday. Their strength is not in what they have already done, but in what they can do if they are not allowed to.

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

Science and philosophy are not allowed to guess and search for truth in the Scriptures. Their job is to analyze what has grown. Much has grown in the nineteenth and twentieth centuries, but more has just begun to grow. These sprouts were not adequately evaluated. The natural environment seemed an endless storehouse for thinking. Dialectics could not be completed in time with a systematic approach.

"Zena production" is not an alternative to mass production, but only its next stage of improvement. The essence in case of a successful transition will remain the same, and the costs related to excess will be reduced. Understanding the real essence of a "prudent, sparing" economy is important for developing a valid economic policy.

The effectiveness of economic policy is primarily determined by how well the quality of existing production is assessed. It would seem that there is no need to update the apparent dependence, when everything should be clear to everyone without it. Let's explain: evidence is a dangerous state of consciousness. In it, the essence of what is happening is often seen as a rod submerged in water. Even a mirror shows its character in a reflection, so what should the mind that thinks in a reflection do?

Physical reflection is devoid of intent, and reflection in consciousness is a way of understanding, therefore, along with the object of reflection, the state of consciousness - experience, interest-actively participates in reflection. An example is the categorical rejection of bourgeois economic thought in the twentieth century from the political essence and even from the bourgeois orientation. At the dawn of capitalism, the term "bourgeois" was an honorific. It reflected the revolutionary restructuring of the economy, social relations, and the transition to democratic freedoms. Everything was clear - the time of feudal social structure has developed its historical resource and is obliged, according to the social progress, to give its place to capitalism - a more perfect social structure. The concept of "bourgeois" has historically been included in the definition of the most effective "great French bourgeois revolution". Then why in the XXI century do Russian liberals shamefully hide the term "bourgeois" in relation to the definition of the state of the economy and its reflection in economic science? The reference to the objectivity

of scientific knowledge is inappropriate, since it is not science that is defined, but its object. Scientific knowledge and scientific methodology in this context strictly preserve their objectivity. Science is applied to a historically specific object and gives it a scientific understanding.

No one and nowhere officially declared the end of bourgeois history. If this were to happen, it would be necessary to open a new Chapter of social progress, which was attempted in 1917. The attempt was defined as historical arbitrariness, unlawful violence against the history of capitalism, which required the totalitarian nature of the social structure, violation of individual rights, freedom of expression, and so on. In a word, capitalism has survived and has not gone away. But try to find the term "bourgeois" in the democratic media and modern scientific journals in relation to the economy. What is it that prevents the phenomenon from being called adequately? - Historical lo-geek.

History is a naturally developing process of changing phases (stages, formations, civilisations, epochs, etc.). Capitalism replaced the feudal structure of society, the basis of which was the agricultural and artisan type of economy, built on manual labor, non-stationary commodity market, shop and factory organization of production. Management went through standardization, focused on the certification of the final product, rather than the manufacturing process. No matter how perfect capitalism is, its perfection is historically regulated. Sooner or later, contradictions will "eat" his perfection and he will give up his place.

What will follow? This is still a mystery to science, but it is absolutely clear that it is vitally important for the bourgeoisie and those it contains to re-classify the historical status of capitalism from concrete historical to non-historical, i.e. universal. Remove the problem of the future society, transfer it to the technical level of regulation, including through standardization.

Rate for lean production - a knight's move. It is intended to show the humanitarian and environmental reserves of the bourgeois economy and draw attention to the need for a new paradigm of development within the existing economic platform - the bourgeois mode of production. We cannot share the satisfaction with the transition to "rational production" of a number of authors of the late XX - early XXI centuries, when research was carried out on various grants, including the Soros Foundation, and the products of science were presented in a technical spectrum free from ideological influence. In political economy there can be no freedom from politics. Dependence was in the period of socialist history, and it continues after. Self-determination of the state of the domestic economy as the most convenient course. What we are moving away from has become clear since 1991. Try to find out where we are headed, but we are going exactly

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there - in the bourgeois mode of production, not calling it technological industrialization, the digital economy. And we will be there in the end, so we must clearly understand that all technical solutions have a political nature, just in some cases it sticks out like donkey's ears, and somewhere it is hidden for intermediary actions.

The bourgeois economy was born as an alternative to artisanal, manufactured production, which could not be mass-produced, but was technologically very high-quality. The quantitative shock was supposed to affect the quality, which forced the management to take a course to ensure the acceptable quality of the product. The only possible vector here is the creation of standard conditions for obtaining high-quality products in bulk. The heterogeneity of mass demand caused a wide range of product quality, which was reflected even in the scale of national and TRANS-national planning.

In Western European countries, products are marked for consumers from the Eastern part of the continent and specifically for Russia. Quality, and along with quality and standards, are largely determined by the political map. Standardization as a technical technique is really necessary and reasonable as an economic policy tool, but only outside the system understanding. In a systematic view, it has political ears that, like donkey ears, how much not to hide, will come out.

Let's go back to the paradigm of "efficient production". At first glance, writes B. S. Aleshin and colleagues, it may seem that it is all about the widespread implementation of the so-called "just in time" system, in which products are produced only when they are needed for the next stage of the production process, and only in the amount necessary for this. However, a closer look shows that it is not just a matter of organizing production under this system. It is necessary to rethink the logic and technology of production, which inevitably leads to changes in mentality or, as is now often said, to a change in the culture of the organization.

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

If we think strictly logically, the concept of "quality" is a specific philosophical category. In philosophy, it is the second in order, following the concept of being, and reveals the essence of being. In all non-philosophical reasonings, quality is modified, acquires a concrete-objective, very often sensually-concrete definiteness. Economic science and production practice are no exception. The difference can be felt by comparing the understanding of quality

in philosophy and beyond, focusing on the human explanation of what quality is. Quality, in the words of a famous German philosopher, is "that which is lost, the object ceases to be co-combat". The philosopher has the right to define quality in this way, because he takes the object in its abstract form. In an abstract form, the object exists conditionally, so the object also ceases to exist conditionally, taken in the system of philosophical abstractions. A product ceases to be a product only for a Philo-Sophist when it is devoid of consumer value. But who is going to organize the production of something that no one needs? This can only happen in a madhouse, and not in a real production.

The definition of the quality of philosophical phenomena allows for a human formulation. The cause has one quality, the effect has another. Losing its quality, the consequence may become the cause of new changes. It does not disappear, but only transforms according to the natural order of movement. An accident that has been deprived of quality becomes a necessity; a possibility becomes a reality or an impossibility. The product assumes, as a necessity, the absence of the manufacturer's own needs in it- it is manufactured for sale on the market; and as an add-on (if you are preparing it for sale), it must have something that someone really needs, that's what they came to the market for. A product really ceases to be a product when it doesn't have what someone else needs except the manufacturer. Only such a "product" is not a standard of commodity production. In production designed for the market, the philosophical concept of quality is concretized in terms of the reality of the product and looks like a standard. This explains the fact that the entire history of quality management in the XX and XXI centuries was developed in the form of mass production standardization.

The modern history of production management focuses on managing the quality of product production and is carried out through improving standardization. This should guide the assessment of the economic efficiency of management. And we should start by clarifying the concept of economic efficiency. The reason for this is that there is an increasing tendency to separate economic efficiency from the systematic functioning of the economic block of public life.

Scientific economists sequestered the methodology of knowledge and management to mathematical support, trying to implement the failed idea of Comte in the XIX century to make each science simultaneously a philosophy. One of the attempts of this kind, Karl Marx called "the poverty of philosophy", for which the bourgeoisie is not destined to pay, and not those who serve it, to pay a certain amount to consumers. Therefore, the increment dynamics looks stable: the rich get richer even in a crisis, while the rest of us float on the actual waves of economic movement. As those who are in a hot air

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balloon in distress, try to reset the ballast to make it to the desired location, and current economic theorists of the movement seek to detach from the economy, they believe, not market, enrolling in infrastructure activities aim-ing directly on the development of human capital, and thus claimed that human capital is the main source and reserve increments of the economy.

It is surprising how experts, fascinated by the term "humanization of production", read statistics. "Learning is becoming the norm of life," the authors of the study guide "Philosophical and social aspects of quality" enthusiastically state. The average cost of American companies for training is about 1, 5% of the salary Fund. Once this one and a half percent was an indicator of special attention to something. There is just a division of profit by the residual value.

So, let's highlight the essence of our thesis: standardization from the very first steps of its history had the purpose of defining and stabilizing quality. At first, the product itself, since there was no special chance to influence the technology and organization of production, but with the transition to mass production, when the value of the organization of production significantly increased as a result of the activity, the direction shifted to the manufacturing process. Standardization of production has come to the fore. It was believed that if the production organization meets the requirements of the developed standard, the result will be high-quality.

Turning the switch to standardizing production from the outside seems to be a justified action. In fact, where to get not the quality of the product, when there are only quality actions around. Naive people are convinced that it is enough to combine high-quality alcohol with high-quality water, and you will get high-quality vodka. Chemists have a different opinion. They claim that in order to obtain a high-quality alcohol-containing drink, it is still necessary to observe the order of combining water with alcohol in order to properly start the reaction.

Shop and partly manufacturing production were subordinated to the quality of the product. Manual labor was low-productivity, but highly mobile within the skill range. This is why creativity is always involved in the product. The quality of the product completely subordinated the technology and organization of production. It is pointless to fantasize about the topic: would Stradivari or Amati have changed the sample if they had experienced difficulties with manufacturing? They would not deviate a step from the idea of its material objectification, they would look for a solution in production and find it. The nature of mass production of any type is quite different – wasteful and wasteful. If a product that is recommended for mass production cannot be prepared without a serious restructuring of production and requires serious expenses, it is easier

to involve innovators in order to "improve" the product in the interests of production.

As an illustration, we can cite the Soviet experience. Consumers knew that Prime shipments would be perfect, but the further they went, the worse it would get. German car manufacturers are among the most qualified, but they also falsified engine performance, confessed, and were fined approximately. Similar cases have been repeatedly noted in the practice of Japanese manufacturers. Unfortunately, this is even worse in the Russian Federation. The main reason for the flourishing of corruption.

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

When the President of the United States came to power, Trump took measures to withdraw the country from the Paris agreements on environmental policy, despite the complication of relations with European partners, especially sensitive to the effects of environmental changes-the continent is small, population crowding and production is large. Trump is a man of business and business policy for him is the essence of politics. Everything else must be subordinate. Trump has taken on the task of rebuilding the economic life of his country, and he will build standards based on purely American interests, without straining infrastructure processes, which trump refers to the state of the natural environment. Through the technical form of standardization, its political essence is manifested.

And the last argument in favor of the dialectical perception of standardization - the President of the Russian Federation declared the creation of digital production as a Central economic task. Since the time of the Pythagoreans, numbers have been a symbol of ultimate abstraction. the number loses its objectivity and is replaced by a number, but not chaotically, but quite definitely. A single figure is pointless. Another de-lo a certain combination of numbers, it, with the help of a certain code, recreates the object in its most accurate expression, which opens up almost unlimited possibilities of identification and management. Due to the transfer of actions to a sphere independent of the subjective factor, the emotional and motivational component of the subject activity, the costs of professional readiness of the specialist, is removed from management. As they say: nothing personal, only in the interests of the case. It is bad when the role of the individual is underestimated, even worse when the fate of the common cause depends on the individual.

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Production management, including standardization, should be carefully prepared with the maximum reliance on the reserves of professional culture of specialists, but it is desirable to entrust the dynamics of running production to technical programs and tools. This way everything will be safer. In June 2018, the Russian icebreaking fleet was supplemented with the most modern Arctic-class diesel vessel for conducting caravans along the Northern sea route in the annual re-press. Height-with a five-story house, the main engine power is 45,000 HP. The ship is operated by 19 people, which may be more convincing in favor of the advantages of technical production management. But technical management has its weaknesses. Among them: a high level of energy dependence, computer security is not absolute, and the requirements for personal abilities of specialists in conditions of personal and team responsibility are increased, sometimes even exclusive. Problems in production are usually caused by people, but it is in the absence of qualified specialists that the most serious problems arise. Technical standardized management is not a panacea.

Let's try to formulate rules for standardization. In our opinion, there are two main ones. First, standardization should be carried out in three directions, linking them in a complex : to define the standard of the product within its functional purpose, taking into account a broad understanding of the safety of use; to regulate the production process and form a consumer attitude to the product. The consumer is a full participant in standardization. Without proper consumer interest in the product, the product will not be in demand on the scale necessary for its sustainable production.

Second, the standardization of production is based on a conceptual understanding of its position in the system of concrete historical conditions, since it is determined by the quality of the stage of economic development. No matter how it is perceived by the mind, we must put up with it. The product must be in demand not exclusively, but on a mass scale, otherwise the production will be mass-produced and will waste its quality.

The range of mass-market products in the USSR was not great, but the quality of the consumer's product satisfied and allowed the manufacturer to solve its problems. The departure from the production standards developed in the USSR allowed us to significantly expand the range of products at the cost of quality. More and more often in stores and advertising there are Soviet brands that were not in the USSR at all , being ordinary products.

Concepts are expressed only in words, they can not be translated into numbers, unlike products. Once again, we note that the concepts of "quality" and "standard" are related as General and particular in the characteristic of the phenomenon. You can only really manage quality with the help of words, and the word,

by definition, generalizes the reflected phenomenon and removes its sense-object concreteness, making it difficult to have a practical impact, reducing efficiency. By defining the quality of an item, we only limit it and specify the management, setting the management vector and goals. For management to become practical, it is necessary to have not an image of the subject, but its subject expression. Here you need a subject or an adequate sensory, digitized sample, which after technical processing takes the form of a program of practical action. Digital production is built on the basis of physical impact on the object and requires a standardized quality reality. The history known as the history of quality management is essentially the history of standardization of production, the specification of quality in the production model.

The first experience of control intervention in the production process in order to give it stability and a certain increment can be found in the activities of workshops, individual productions, schools of masters. Most of the famous sculptors of the Renaissance tried to work in the offices of stonemasons, directly in the places where the material was extracted. They searched the quarries for the right texture to create an image. It was then that the joke appeared: a masterpiece is easy to make - you need to remove all unnecessary, superfluous, but first you need to find the basis. In the shops in the interests of quality craftsmen thoroughly tested products were observed during the manufacture of the work of journeymen actively at-talked to the secrets of students, selecting from them the most capable. Despite the fact that each product was individual, made by a master, it passed through an internal control, followed by an external one from the city's workshop organizations. In the future, this work will be defined as a phase of rejection.

It was much richer in content, synthetic, more like a "selection" than a "cull". Creativity moved the masters, the masters studied no less than the students. They were looking for paint, soil, Foundation, ideal images and ... they were wrong. Creativity does not spare anyone-neither the great nor the beginners. Had to work for all, especially the masters, by sticking. The concept of "marriage" is not as simple as it seems from the outside. Marriage is not always in sight, the masters got its hidden forms, which manifest over time. "Culling" was not an act as in mass production, but a technology. Today it is difficult for us to look beyond the achieved horizon in the development of mass production. What is clear is that its "rational" form is still more a direction of development than a phase. However, the logic of progress, built on continuity, does not exclude a return to some part that is characteristic of the shop organization. Mass participation should not be a hindrance to creativity. It will eventually reveal a variety under the General "roof" of multiple results. Therefore, it is necessary to

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carefully study the production process that has been perfected in the shop form.

Modern culling as an action aimed at standardization dates back to the last quarter of the XIX century. The beginning acknowledges the experience of plants S. Colt, I believe that there is a ro-was born the idea of "standard quality". If we evaluate the system of our version of "quality-standard", it was a subconscious embodiment of Hegel's conclusion about the dialectic of the ascent of knowledge from the abstract concept of quality to the concrete concept of " standard " of product quality.

The Colt was assembled without pre-fitting parts. Specially trained controllers performed pre-calibration and rejected the non-condition, thus speeding up the main-Assembly part of production. The experience of S. Colt at the beginning of the next century was developed in the automobile production Of G. Ford and G. Leland ("Cadillac"). G. Ford, by introducing conveyor Assembly, removed the control of components from the conveyor, logically considering that such work should be done earlier. As a result, the "input control" of compliance with the standard calibers was replaced with " output control " at the adjacent production, which cleared the main production from defects and made it qualitatively cleaner.

Further, the process of standardization went on by improving the achieved, it included the theorists F. Taylor, A. Fayol., And M. Weber. In Alliance with the managers they identified the basic principles of scientific approach to mass production organization: system approach to management; personnel management; delegation of responsibility; scientific labor rationing. The developed production management system went down in history as the Ford-Taylor production system. Having undeniable advantages, the Ford-Taylor system also contained serious defects that had long been "dormant" in its potential. The development of production in the new socio-political conditions of activation of social-democratic interests inevitably pushed the Ford-Taylor system into a dead end. This was also facilitated by technological progress, the process of turning scientific knowledge into a direct productive force. The desire to implement by all means the principle of not allowing defective products to reach the consumer could not but lead production into a technological structural crisis.

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

A product intended for subjective, more precisely, subjective use by a person or a social group

must be of objective quality-physically and subjectively-to satisfy the consumer with its physical quality. It is naive to believe that only by advertising the physical perfection of a product, you can cause the consumer to like it. Such a consumer must be subjectively non-existent. Interest in the physical quality of a product can be generated by demonstrating its capabilities, but this is not enough to generate interest in the need to buy it. The product must capture the buyer's feelings, and this process is irrational, deeply intimate in nature, expressing the consumer's individuality. Especially if the consumer is attached to a significant assortment, is picky and fastidious.

The quality of consumer goods is not reduced to a system of physical parameters, but it exists as a kind of core in their quality. And just as the atom is not limited by the presence of a nucleus, so the quality of such goods is not limited by a system of physical characteristics. In contrast, the standard is a purely physical phenomenon and requires a clear description in physical units of measurement. The concept of "product quality" should go through the market, and the " product standard " should be defined in terms of scientific and technical creativity.

Subconsciously, the differentiation of the concepts of "quality" and "standard" came to the end of the first quarter of the XX century, when they felt the insidious absolutization of control over the standard compliance of products. In high-tech, complex production, the share of supervisors exceeded one third of the employees employed at the enterprise, which significantly increased the load on the cost of goods. The price has increased, but the quality has not improved in accordance with the price increment. The buyer was paid for the previous level of guarantees. Quality has become a drag on production efficiency. In fact, there was a contradiction between standardization and efficiency. We had to think about how to improve the physical model of the standard - about new materials, original design and technological solutions. Standard - technical image of product quality. And just as the quality of a product described in words depends on the knowledge and ability to use them, the standard is determined by the capabilities of technical modeling of the concept of quality. The understanding of quality is evolving, and the technical model of the quality standard is also changing. Thinking has its own language and technical creativity has its own language, which is intended to serve as a translator from a scientific language into a technical language that is understandable to production. At the same time, the translator must have a good sense of the organizational and technological possibilities of production, so as not to absolutize the meaning of the idealized model. The image of the model is significant when it fits into the image of production, otherwise the above situation will arise. Good intentions will bring

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the organization of production to hell condition. When the desire for total organization of quality control came into conflict with the total goal of improving production efficiency and it became clear that the conflict could not be resolved by any other method, V. Shukhert, who worked in the technical control Department of the American firm "Western electric", suggested shifting the focus of quality management to organizing the dynamics of the production process. Innovation In. Schuchert's point was that he looked at production and the quality of production as movement and in this context

understood the main thing as movement: first, achieving stability, and second, the inevitability of deviation from the direction of movement (figure 2). Translated features of the movement on tasks to ka-quantitative result, we got two conclusions: the desired quality can be achieved only under conditions of steady movement of production, therefore, it is necessary to stabilize the production of certain quality parameters (1), and the quality is a generalized process, which really represents a variation. Variations must be enclosed within certain limits (2).

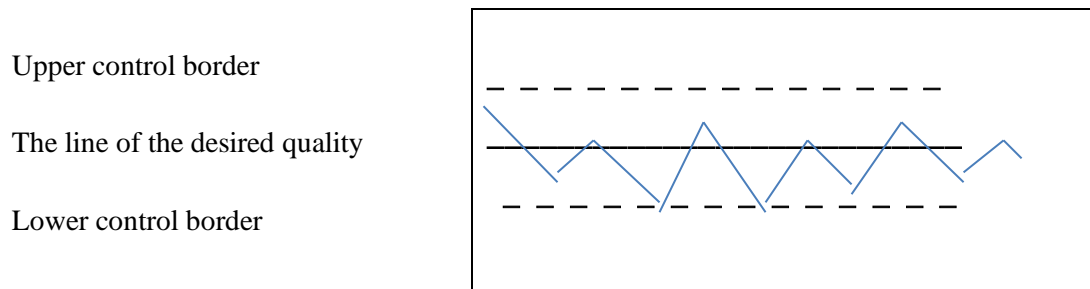


Рис. 2 quality graph

The task of achieving the quality of production has acquired V. Shukhert technical appearance and meaning: it is impossible to avoid variations in the parameters of the resulting quality of products, you need to try to reduce the variation. The quality criterion is the stability of production in the static sense, that is, the convergence of variations with the Central line. One of the most important factors in solving the problem V. Shu-Hert called the restructuring of personal interaction-cooperation, team organization.

V. Shuhart first approached the interpretation of the standard in mass production, presenting the quality of production and of goods statistical form, implying a certain fluctuation, which is called tolerance. V. Shuhart not introduced the concept of statistical model of the standard, but it need formed the basis of his innovative ideas. B. S. Aleshin and co-authors compared the quality management systems of Taylor and V. Shukhert in a table (figure 3), which clearly shows how far management thought has progressed.

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Comparison of systems	
Taylor System	Shewhart System
<ul style="list-style-type: none"> Establishing product quality requirements Manufacturing of products Product inspection Administrative impact on the performer (fines, dismissal) 	<ul style="list-style-type: none"> Process quality planning Execution of works (process) Control of process characteristics, use and analysis of control cards Exception for special reasons

↓

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

↓

Each element is executed by a team that has a common goal-reducing variation.

Fig. 3 Comparison of Taylor and V. Schuchert systems

V. Schuchert tried to give quality management a human face. He stressed the importance of internal, including personal, motivation. But he did not seek to radically change the position of the worker in production. The alienation of the individual remained essentially the same, so the motivation was supported mainly by the financial assessment of the activity. Researchers of V. Shukhert's experience clearly overestimated its content, introducing into the characteristic such reaction of employees as "joy from getting results"; "pleasure from teamwork, recognition of merits by colleagues and management of the enterprise"; "feeling of importance", etc. Adequate it to say that the method of V. Suharto forced managers to learn what is called the Humanities-governmental knowledge .

The restructuring of the quality management organization has become more significant. The technical control departments were replaced by the quality audit service, which is focused on checking the effectiveness of the quality assurance system through selective control of individual small samples from the total batch of products.

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

- all production activities are reduced to a standard technical process and contain reserves of improvement that need to be identified and mobilized;

- * production has two standard forms of existence: stable and unstable, so the solution of specific (current) problems is ineffective, it is necessary to direct the vector of managerial activity to fundamental changes;

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

The doctrine of E. Deming is well known, it has received wide practical application. We would like to draw attention not so much to the structural divisions that make up the concept, but rather to emphasize the question: what does Deming owe his resounding success, which contributed to the effectiveness of the application of the provisions he developed in the real economy?

The years of E. Deming's creative work fell on two crucial events in the world economy. First of all, the project designed for the omnipotence of technological progress turned out to be a myth. The history of science was repeated in the age of Enlightenment, when it seemed that humanity had found a full-fledged substitute for religion in the face of science. Science is universal knowledge, it will solve all problems. It is only necessary to expand the consciousness of the masses face to science, and to make education scientific and universal. E. Deming first realized and warned that the view that mechanization, automation and computerization will make a breakthrough in the field of sustainability of production quality belongs to the sphere of difficulties in solving the problem of effective quality management, as well as the mood to achieve positive

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results in the shortest possible time. E. Deming proposed his philosophy in the form of a "chain reaction" (figure 4).



Fig. 4 "Chain reaction" (by E. Deming)

Comparing the management philosophy of V. Shukhert and E. Deming, to see how much the economy and economic theory depend on the trends of social development. V. Shukhert reflected in his concept the socio-political and cultural mood that developed after the crisis caused by the First world war. Europe and the United States and Canada were having a hard time recovering, because the war of annihilation called into question the dignity of democracy. At the same time, a certain part of thinking humanity tried to rethink the situation and save the image of democratic transformations, believing in the power of the creative principle of homo sapiens.

Economists of the first half of the XX century felt a crucial role in the development of production of the human factor, questioned the rate of Taylor, Ford, Fayol on the technical factor. Before the concretization of the human factor in human capital was still half a century, but, as in nature, in society, cataclysms are more harmful than useful. Revolutions are really locomotives in history, with the correction that it is not the time factor that forms the core of the revolution. Revolutions, whether in industry, technology, science, culture, or social organization, are first and foremost in total, the process of changing the previous quality to a new one. Revolution is identical with the quality of transformation; it makes ideals the standards of practical life. The time factor

of revolutionary transformations is secondary and is determined by the concreteness of historical reality. But one thing is important in history-the decisive power of man as a primary historical factor. History is a process of human creativity, though not always successful. Still, even then, there is no one to correct, except the person.

The merit of V. Shukhert and E. Deming was that they stood on the platform of classical political economy, did not succumb to numerous "temptations" - technical, statistical and other. Their logic was characterized by a belief in the historical power of human subjectivity as an individual. Having weighed on the "scales" of history the technique and creativity of the individual, they confirmed that the growth of capital is carried out by a person. Technology is both existentially and functionally dependent on the individual.

And here time worked on the side of E. Deming. The time has come for Japan's rebirth.

The war destroyed the country's economy, but did not undermine the samurai spirit. Japanese nature has taught them to hold the blows of fate. The national will was ready to restore the country to its former greatness in the Pacific region, and the residents of the "rising sun" state were well aware that the path of rebirth lay through the industrialization of the destroyed production potential. They just didn't know how to implement it. At the very end of the 1940s,

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leading Japanese specialists United in the Japanese Union of scientists and engineers – JUSE. Within the Union, a group emerged that aimed to study the industrial experience of the United States. It established the relationship between progress in quality management and increased productivity. We tried to understand the mechanism of established communication.

The informal leader of this group was K. Ishikawa is the future initiator of the "Japanese miracle". JUSE in 1950 invited E. Deming to get better acquainted with the technology of American industrial development, but, unlike the Russian reformers of the 1990s-noughties, the Japanese themselves were well prepared. They did not expect a miracle from the Americans, but "information for reflection".

Ishikawa concentrated his thoughts in three conclusions:

- all experimental engineering work must be determined by a statistically adequate. In order to increase the level of knowledge of statistical methods of analysis, at the initiative of JUSE, the industrial faculty of the University of Tokyo introduced a mandatory course "how to use experimental data";

- * dependence on imports of raw materials and food can be overcome only by increasing and expanding the range of exports, and there must be a clear focus on the production of high-quality products, so as not to waste resources;

- it is necessary to reorient the minds of specialists and society as a whole to the management of high-quality high-tech products. Japan did not have an alternative is the way as the financial reserves do not allow you to plan for a total modernization of production. E. Deming was invited to go to the goal not in the American way, but in the Japanese way, moving not from big finances, but from the national mentality, in which the culture of work occupied the most important place.

Domestic demreformers failed together because they knew what to get rid of, but they did not know

how to do it in a civilized way and, most importantly, what to replace it with, based on the Russian specifics of reality. The Japanese have already decided what they will do. They only needed a concrete road map, which is why they called on E. Deming as a Navigator or pilot. E. Deming was paid for lectures by the Japanese, and our "foremen" were paid by sores. The Japanese saved the national prestige, while our people cut down the national historical roots and stole wherever they could. It is not surprising that the Japanese 30 years later (by the beginning of the 1980s) produced 40% of the world's production of color TVs, 75% - transistor receivers and 95% - video recorders. Russia thirty years later still can not restore the destroyed potential.

The ideas of Deming, Ishikawa, and Juran were realized, confirming the importance of counter-courses of the national interest movement and innovative, creative, and creative thinking of unbiased, honest specialists. The "Japanese miracle" is a product of interaction of scientific thought, critical analysis of the production experience of advanced economies and features of the Japanese national identity. Ishikawa, Deming and Juran happily met in the very place and at the time when the situation matured and objectively – it was necessary to save and return the economic potential of the country and subjectively-the Japanese nation has a high and United responsibility for its image. Only the Japanese team that lost the 2018 world Cup match in the last seconds. I cleaned up my locker room and left a note in Russian with a single word: «Thank You». Of course, this fact has no direct relation to the subject of our research, but it is indicative as a characteristic touch to the national character.

Stations are decision stages, where certain actions are performed in the sequence specified by the movement organization. Components of the problem at the stages of Development. Juran called them "basic phases." The Scheme Th. Jurana is still relevant as "information for reflection". We give it (figure 5).

Stage of solving the problem	Components of the problem (phases)
Development of the main provisions of the project	1. drawing up a list of problems and identifying priorities. 2. Defining the composition, responsibilities and powers of working groups
Diagnostics	3. Analysis of symptoms 4. The articulating versions 5. Verification versions 6. Identifying the causes
Finding solution	7. Search for optimal solutions 8. Development of necessary measures 9. Overcoming resistance 10. Implementation of solutions
Retention of achieved results	11. Checking the effectiveness of implementation results. Regular comparison of the achieved results with the planned ones.

Fig. 5 phases of problem solving (by Y. Juran)

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The philosophical concept is revealed in the verbal form of definition. The word has a special meaning here. Words should be few and many, even so much that they convey the essence of the quality. The essence of quality is not what is indicated in the guidelines, not a list of essential features, but their systematic coexistence. The quality of the product plays – indirectly through the identity of a physical substratum – the nature of the market as structure of the two subjects – producer goods and consumer goods (the sellers are infrastructure and do not count). A commodity is only something that is needed by someone other than the manufacturer, therefore, along with the physical component, there is a consumer interest in the quality of the product as a superstructure above the physical basis of the phenomenon.

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

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

Let's illustrate this with an example of a product produced by light industry enterprises. The assortment of products is so diverse and significant that the possibility of skeptical perception of our example is close to zero and there is enough reason to neglect it.

Let's start with quality as the highest form of abstraction when defining a product. Quality is that

the absence of which makes an object pointless from the point of view of its existence. Those who are in the places of sale of light industry products, at exhibition demonstrations, have a feeling that the vector of creativity is one – to create something different, unlike. The fan has limitations, and creativity has no limits. The feeling is false, the limit is hidden in diversity, as Thales said: "everything is in one". We must always remember this and keep the quality in creativity in the form of a collecting orientation. Shoes, socks, stockings, tights are not similar to each other in appearance, but they are all of the same quality - they serve as clothing for the legs and hands, that is, they are clothing in the broad sense of their quality. The head, individual parts of the head, face, and torso have their own clothing. There are different levels of clothing – internal, external. Legprom protects the person and ennobles his appearance. It so happened that the evolution of man, having deprived him of much of the natural means of protection, forced him to solve the problem artificially.

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

Then the second level of the concept of product quality is formed, which ensures its consumer appearance. This "quality" has a subjective basis, represents the spiritual development of the consumer, his personal status. The subjective side of the product quality complements the objective quality of the substrate, it tells it what the product would lose its consumer significance without. Combined in a General image, the objective and subjective sides of the product quality represent the subject specificity of quality (figure 6).

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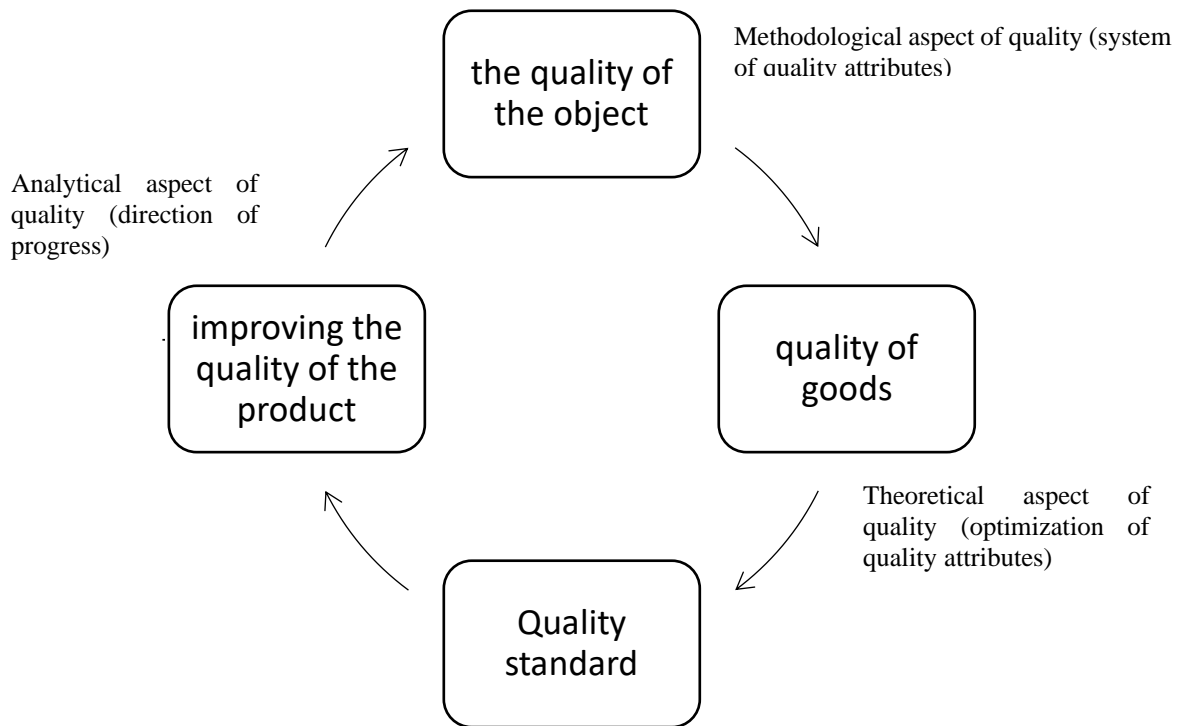


Fig. 6 Route of ascent of quality in the process of reproduction.

In this capacity, the philosophical interpretation of quality is combined with an economic and technical representation. Quality, loaded with commodity specifics, is transformed into a production standard that assumes technical and mathematical expression in the form of a quality model. The circle of movement of quality from the abstract to the concrete expression is exactly half completed. The second part of the product quality history begins: comparing the product with the ideal one, improving the standard (model) in accordance with the quality requirements of the item.

Conclusion

B. S. Aleshin and his colleagues restored the "road map" for the revival of the Japanese economy as one of the world leaders in the quality organization of production. We are more interested in the lessons of movement of Japanese specialists to the goal. They are quite enough to not pass by, but this is a feature of our fans to steer the economy on the American lotsiyam after Gaidar and his students. They do not like it when something does not want to move in the rut of a liberal economic theory that weans the state from production. So, what does the Japanese experience teach (it teaches, that is, directs thought, and does not write prescriptions):

- * quality is time, years of consistent, strenuous work, coupled with the need to collect and analyze creative approaches;

- * quality is the product of interaction with the consumer based on partnership relations of mutual respect. The consumer is understood very broadly, including all participants in production;

- the totality of the participation in achieving quality results;

- systemically established audit control;

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

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

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

- finally, what infuriates liberal managers is the need for a consistent state economic policy, especially in the production of export products; mandatory state certification of products for other countries.

Attempts to sell non-certified goods outside the state are considered contraband. State support for exports, assistance in promoting goods to the world market. As a final touch in the Japanese quality management program, it is advisable to consider the idea of dividing problems into sudden and chronic, proposed by Y. By Juran. It is not possible to foresee

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all possible problems in planning and therefore it is not necessary. It is enough to have mobilization reserves that ensure the stability of the movement. The goal should be chronic problems that have become part of the organization-in fact, disorganization – of production. Chronic problems are often latent, as if they are adapted by production. It is no secret that there is no waste-free technology, so tolerances are a natural state of quality management. Orders, resolutions, appeals, slogans are powerless here. Once chronic problems have become part of the organization of production, then overcoming them must be carried out within the established order. Juran presented the process of solving chronic problems as a kind of "road map" of traffic with four junction stations. Stations are decision stages, where certain actions are performed in the sequence specified by the traffic organization.

In the 1970s, Japan's expansion in world markets reached such a scale that the "Japanese miracle" appeared to the United States as a "Japanese threat". The success of Japan in the production of high-quality and relatively (with the Americans and Western Europeans) inexpensive products in the range of high technologies made it necessary to re-actively engage in the theory of quality management. The time has come for the author of the program "Zero defects" F. Crosby. Taking Deming's experience as a basis, Crosby developed his "Thirteen points". The development of Crosby's ideas was the program of A. Feigenbaum. As a result, Total Quality Control (TQC) was formed, from which all subsequent quality standardization systems grew. Was it finally possible to build a unified basic model of quality management based on the standardization of organizational and managerial actions? Yes, the comprehensive program was developed and tested by international practice. As for its systematic assessment, we would refrain from a positive conclusion here. There is still a lack of clarity in the interpretation of the concepts of "quality" and "standard".

International standards ISO 9000-2000, domestic GOST 10 57189 2016 / ISO/TS 9002-2016 is a linear continuation, that is, in fact, a rationalization of what has been achieved. It is necessary to Refine the methodological foundations of the theory of quality and standardization in accordance with the new requirements formed at the stage of post-non-classical development of science. First of all, separate the concepts of "quality" and "standard" in order to find out the hierarchy of their relations and combine them in a new approach to solving the problem of quality management. For clarity, we will repeat: "quality" is a philosophical category, its use in a non – philosophical context-scientific, scientific-practical, practical – is a logically legitimate phenomenon with the clarification that it will not bring direct pragmatic benefits. It is necessary to descend from the height of philosophical generalization to the level of practical action, to

transform the concept of quality, filling it with a specific content that reflects the specifics of the subject activity, in our case, the production of commodity products in mass production. The philosophical concept is revealed in the verbal form of definition. The word has a special meaning here. Words should be few and many, even so much that they convey the essence of the quality. The essence of quality is not what is indicated in the guidelines, not a list of essential features, but their systematic coexistence. The quality of the product plays – indirectly through the identity of a physical substratum – the nature of the market as structure of the two subjects – producer goods and consumer goods (the sellers are infrastructure and do not count). A product is only something that someone needs, other than the manufacturer, therefore, along with the physical component, there is a consumer interest in the quality of the product as a superstructure above the physical basis of the phenomenon.

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expression, breathe with the skin, minimize the disadvantages of physical development and be massively accessible. Then the second level of the concept of product quality is formed, which provides its consumer appearance. This "quality" has a subjective basis, represents the spiritual development of the consumer, his personal status. The subjective side of the quality of the product adds to the objective quality of the substrate, it tells it what the product would lose its consumer significance without. Combined in a General image, the objective and subjective sides of the quality of the product represent the subject specificity of quality.

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