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Natalya Sergeevna Rumyanskaya

Institute of Service and Entrepreneurship (branch) DSTU
Candidate of Technical Sciences, Associate Professor

Artur Alexandrovich Blagorodov

Institute of Service and Entrepreneurship (branch) DSTU
bachelor

Lilit Armanovna Israelyan

Institute of Service and Entrepreneurship (branch) DSTU
Bachelor

Vladimir Timofeevich Prokhorov

Institute of Service and Entrepreneurship (branch) DSTU
Doctor of Technical Sciences, Professor
Shakhty, Russia

Galina Yurievna Volkova

LLC TsPOSN «Orthomoda»
Doctor of Economics, Professor
Moscow, Russia

ON THE DIVERSIFICATION OF THE PRODUCTION OF PREFERRED AND PRIORITY PRODUCTS FOR CONSUMERS IN THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

Abstract: in the article, the authors explore the possibilities of organizational culture for managing the team of an enterprise for the production of preferred and priority products. The authors singled out 6 stages of enterprise team management, which, within the framework of the organizational culture, form the efforts of the entire team to achieve the goals and objectives within the QMS for the production of demanded and competitive products. At the same time, the authors consciously formulated those tasks that must be mandatory within the framework of the organizational culture for the effective solution of issues caused by technology and their implementation for the most effective use in achieving the set goals.

Key words: technology, personnel, organizational culture, management, enterprise staff, decision-making procedures and norms, communication processes, innovations, information, social development, demand, competitiveness.

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Introduction

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Creation of a quality management system (QMS) that meets the requirements of the 9001-2015 standard. – a great opportunity for the company to improve the level of management and bring it into line with world practice. The certificate in this case becomes only an additional confirmation of the company's ability to deliver high quality products and services to customers.

The formulation of modern quality management assumes that a systemic restructuring of activities should be carried out at the enterprise, affecting almost all the tasks potentially facing the enterprise in such areas as Strategy, Structures, Processes, Personnel, Automation, etc. Moreover, these standards themselves during their development have long gone from production control of product compliance with internal requirements and norms.

At present, it is not easy to determine the area of human activity in which information technologies would not be applied in any way. Automation of various processes, computerization of workplaces and the introduction of new ways of working with data have a high degree of increase in the level of quality of work, as well as improve the results of interaction between people in society. With the advent of new information technologies in the industry, it became possible to solve the most labor-intensive industrial tasks, to recommend a new approach and technical methods at the proper level in order to implement them. The result of such changes brings new scientific and technical solutions in the manufacture of the most difficult and science-intensive products, while the buyer is always more interested in its quality and reliability.

If we take as a basis the circumstances that determine the result of the implementation of quality management systems, then the factor of information support is of no small importance. The interdependence of improvement in almost all the main characteristics of production is represented with the support of well-implemented and planned information technologies. The properties of production characteristics, the possibility of increasing the competitiveness of manufactured products depend on this.

The conceptual basis of ISO 9001-2015 is that an enterprise creates, ensures and improves product quality by organizing and managing its processes, which should be subject to analysis and continuous improvement. All processes of the enterprise form a system that must be clearly understood when making any management decisions. The main principles of modern standards are "process" and "system" approaches to management.

It should be noted that the importance of personnel as a resource grows with an increase in the

level of production automation: workers must be more qualified. Analyzing the software tools available on the market focused on automating the enterprise management system, one can note the desire of literally all leading developers to offer solutions for personnel management. This laudable trend, unfortunately, does not find a proper response among the directors and heads of information services of enterprises.

The use of modern information technologies to build a QMS allows an enterprise to quickly move to process management. Such a system includes four main software modules (systems):

- 1) modeling and management organization;
- 2) planning activities in time and monitoring the execution of work;
- 3) organizational communications;
- 4) personnel data management.

Another important principle of the quality management system that needs serious information support is fact-based decision making. The activity of the enterprise is associated with the accumulation of huge amounts of data. They are collected sometimes purposefully, sometimes by themselves, but there is always an acute problem of turning this data into information that makes it possible to realize the facts that are important for making various decisions.

The creation of the necessary information technology environment for supporting the quality system can be based on the existing software in the enterprise. First of all, it is necessary to focus on material management systems (logistics and production), which can be additionally configured to reflect the processes of the product life cycle and other processes that affect quality - the results of data collection, registration and processing operations (i.e. records and quality reports).

Setting up a QMS using ternary-matrix analysis technologies begins with a description of the existing activities of the enterprise ("as is") in the format of a standard organizational and functional model. The presence of such an accurate model description will allow:

- systematically present the activities of the enterprise (fix all types of products and services, determine the requirements from consumers, identify existing functional and organizational structures, make a management inventory of the enterprise's resources, identify existing regulatory documents, as well as information in the enterprise databases that can be used in the QMS);
- match the activities of the enterprise with the requirements, contained in the ISO 9001-2015 standard - this actually formalizes the results of diagnostics (input audit) and will determine those aspects of the activity that should be focused on when setting up the system.

Using the technologies of the enterprise personnel management system allows you to move on

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to the implementation of the “Model Management” approach instead of “Document Management”. The main idea is to create a system of documents using the enterprise business model. When documenting activities (and this is also one of the main requirements of ISO 9000 quality management standards), a modern solution is to support not a system of interconnected documents, but a system of interconnected enterprise information models that will generate the required documents. In addition, thanks to the technology of creating documents from a single system of models, they will not contradict each other.

Another class of management systems includes electronic document management systems EDM (Electronic Data Management). They are usually entrusted with the functions of identifying the status, storing documents, managing them on the way from one user - official to another with the ability to control their movement and fix all changes and accompanying resolutions. The importance of these tasks for the QMS follows directly from the requirements of the standard.

These functions are implemented on the basis of Intranet technology, the essence of which is the creation of an internal (Intranet) system of electronic document management of the enterprise. Its main purpose:

- support for the development and monitoring of organizational and administrative documents (ORD) of enterprise management (including documents of the quality management system);
- storage of electronic versions of the ORD, identification of their status and work with them, taking into account the access rights of users.

This method of storing QMS documents not only ensures their updating and makes them available to employees, but also allows you to fulfill the ISO 9001-2015 requirement regarding internal information exchange. According to it, “top management should ensure that the organization has developed appropriate processes for the exchange of information between different levels, departments and employees on the quality management system processes and their effectiveness.” The proof of the organization's compliance with these requirements can be a description of the information interaction process obtained from the enterprise model, based either on a simple (paper) workflow and subordination rules for information exchange, or on a modern information technology platform using computer technology.

Describing processes and creating an effective quality management system are costly. But this is not a loss of the enterprise. These are investments related to improving the functioning of the enterprise, which will pay off many times over in the future.

Main part

The culture of the enterprise includes three levels: symbols; values and beliefs; basic

assumptions. The question arises about the possibility of manipulating culture through the implementation of changes at each of these levels.

There is a position that regardless of the stage of development at which the enterprise is located, its top management can manage culture in two ways. The first is, as it were, a vision from above, which should arouse enthusiasm among the majority of the members of the enterprise. The leader-leader inspires and implements the basic values of the enterprise. This presupposes that the leader has an obvious and sincere personal commitment to the values he believes in.

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

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

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culture and its strengthening.

Obviously, managing organizational culture is not easy. Value orientations should not only be declared, but also become an integral part of the inner life of top management and be transferred to the lower levels of the enterprise in all its details.

When managing a culture, it should be borne in mind that it can serve its own purpose. Kind of "glue" that holds the parts of the enterprise together. However, it must be remembered that if the parts are bad, then even the best "glue" in the world will not make the whole strong enough. The unification of values and the daily work of managers to "implement" them in life can lead the enterprise to success.

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

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

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

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

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

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

To put into practice abstract ideals directly and directly in one's daily activities. The manager is required to understand what ideals he should adhere to and what actions should take these ideals down the levels of the enterprise.

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

Depending on the predominance of elements of one level or another, subjective and objective cultures are distinguished at the enterprise. The first is the basis

for the formation of a managerial culture or leadership style.

Organizational culture is not a monolith, but consists of the dominant culture, group subcultures, and countercultures that reinforce or weaken the culture of the enterprise as a whole. The strength of culture depends on the scale and sharing of its main attributes by the enterprise team, as well as on the clarity of its priorities.

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

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

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

- 1) culture change without behavior change;
- 2) changing behavior without changing culture;
- 3) change in behavior and culture.

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

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

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

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order to increase its efficiency?

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

business. Abstracting from individual private aspects, we can say that the main components of any enterprise are the people included in this enterprise, the tasks for which the enterprise exists, and the management that forms, mobilizes and sets in motion the potential of the enterprise to solve the tasks facing it.

Based on this understanding of the main components of the enterprise, it can be defined as a systematic, conscious association of people's actions, pursuing the achievement of certain goals. In the event that there are established boundaries of the enterprise, if its place in society is determined, the enterprise takes the form of a social cell and acts as a social institution. Such enterprises are private and state enterprises, state institutions, public associations, cultural and educational institutions, etc. If the enterprise is not institutionalized, then in this case we

are talking about the enterprise as a process. For example, it can be a rally enterprise. With this consideration, the enterprise rather acts as a separate management function.

Any enterprise can be represented as an open system embedded in the outside world. At the input, the enterprise receives resources from the external environment; at the output, it gives them the products created at the enterprise.

Therefore, the life of the enterprise consists of three fundamental processes:

- obtaining raw materials or resources from the external environment;
- production of products;
- transfer of products to the external environment.

All three of these processes are vital to the enterprise. The key role in maintaining a balance between these processes, as well as in mobilizing enterprise resources for their implementation, belongs to external management.

When we say that an enterprise is functioning, we mean that within its framework people carry out certain actions aimed at both interaction with the external environment and internal organizational interaction. The first type of interaction is the role-based functioning of the enterprise. Here the function appears in its social interpretation and is part of the general role that any enterprise performs in the system of society, i.e. in a higher level system, for example, in the TOR structure.

The complication of interaction with the external environment today allows us to talk about more common functions of a modern enterprise, their characteristics are given in Table 1.

Table 1. Examples of the common function of a modern enterprise

<i>Kinds of Common Functions enterprises</i>	<i>Main used resource</i>
Planning	Time
Marketing	Consumer
Entrepreneurship	Business
Finance	Money
Organization	People
Production	Technology
Innovation	Ideas
Information	Data
social development	culture

Each of these general functions is at the same time a certain type of work in managing the enterprise as a whole. These are relatively independent areas of work that emerged in the process of the division of labor in management, which is of an objective nature.

The division of labor in management, the specialization and combination of various

management jobs are constant processes.

There are six stages of this process, corresponding to the volume and complexity of enterprise management as a whole.

First stage. The volume of management is small, the complexity of managerial actions is low, the same employee who performs production functions

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manages (foreman, head of a family business).

Second stage. The volume of managerial work requires the allocation of a special worker, freed from production functions (site manager, foreman, head of a small enterprise).

Third stage. The volume of management work increases so much that it becomes necessary to coordinate the activities of these special workers, a linear hierarchy arises (a shop manager appears above a group of foremen).

Fourth stage. Further growth in the volume and complexity of managerial work requires the specialization of managerial workers in the performance of certain functions; specialists appear in management: planners, accountants, controllers.

Fifth stage. The volume of work on general functions and the number of workers engaged in special work is increasing and requires coordination of efforts. There is a need for a supervisor for specialists (chief accountant).

Sixth stage. The development of managerial activity leads to the need to combine functional and linear hierarchies under common management. Management becomes a specialized activity (director of the enterprise).

All these stages exist simultaneously and have a well-defined organizational design in the form of various positions and structural units.

Since management is a multifaceted phenomenon that covers the processes taking place at the enterprise, connected both with its internal life and with its interaction with the environment, its consideration, depending on which processes are put at the forefront, can be conducted from different points. vision. The most significant approaches to the consideration of enterprise management are the following:

- consideration of management in terms of processes occurring within the enterprise;
- consideration of management from the standpoint of the processes of inclusion of the enterprise in the external environment;
- consideration of enterprise management from the point of view of the process of implementing this activity itself.

Management positions within the enterprise are mainly determined by the purpose and role that the enterprise is called upon to implement. In intraorganizational life, management plays the role of a coordinating beginning, shaping and setting in motion the resources of the enterprise to achieve its goals. Management forms and changes, when necessary, the internal environment of the enterprise, which is an organic combination of such components as structure, internal processes, technology, personnel, organizational culture, and manages the functional processes occurring at the enterprise.

The structure of the enterprise reflects the allocation of individual divisions that has developed

at the enterprise, the links between these divisions and the unification of divisions into a single whole. The starting point in the construction of the structure is the design of the work. At the enterprise, a system of autonomous work can be adopted, taken as a basis - conveyor, modular or team forms of work. Job design depends on many factors, such as what skills are required to perform the job, how much of the product an individual worker produces, how much the work content affects the worker, whether feedback from the end result is required, whether the work should involve development and employee training, etc. Much depends on the design of work in the internal life of the enterprise.

The next step in the formation of the structure of the enterprise is the allocation of structural units, hierarchically linked and in constant production interaction. Management must determine the organizational dimensions of structural units, their rights and obligations, the system of interaction and information communication with other units. He must set tasks for the units and give them the necessary resources. The success of the enterprise depends very much on the skillful solution of all these issues and the timely adjustment and change of the structure.

Intra-organizational processes, formed and directed by management, include three main sub-processes: coordination, decision-making, communications. For coordination, management can form two types of procedures at the enterprise:

- direct management of actions in the form of orders, orders and proposals;
- coordination of actions through the creation of a system of norms and rules relating to the activities of the enterprise.

Decision-making procedures and norms are formed differently by management at different enterprises. The experience of Japanese firms is widely known, when decision-making is carried out from the bottom up. There are many businesses where decisions are made only at the top level. There are enterprises in which the system of delegating the right to make decisions to the lower levels of the hierarchy is widely practiced.

The norms and forms of communication existing at the enterprise have a great influence on the climate inside the enterprise. There are enterprises in which only the written form of communication is practiced. There are enterprises where all contacts are mainly carried out in the form of a conversation. Many businesses use a combination of these forms. An important characteristic of communications is the presence of restrictions on communications. All these and many other aspects of communication processes are strongly influenced by management and are of particular concern to the management of the enterprise if it seeks to create the best atmosphere within the enterprise.

Technology, which includes technical means

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and methods for combining and using them to obtain the final product created by the enterprise, is the subject of the closest attention from management. Management must address issues of technology and implementation of their most effective use. Recently, due to the advent of more and more advanced technologies, the corresponding management tasks have become extremely complex and significant. This is due to the fact that their solution can lead to important and far-reaching positive consequences for the organization. They can also cause negative processes in the internal life of the enterprise, destroy its organizational structure, and lead to demotivation of employees. So, in modern conditions, management cannot look at technology only from the point of view of increasing productivity and efficiency. It is very important to take into account how new technologies can affect the climate inside the enterprise, how they can affect its “organism”.

Human resources are the backbone of any enterprise. There is no business without people. Imagine a company that has lost all of its employees. Buildings, equipment, documents, etc. would remain. But the enterprise itself would not exist. The enterprise lives and functions only because there are people on it. People at the enterprise create its products, they form the culture of the organization, its internal climate, what the enterprise is depends on them.

Due to this special position, people in the enterprise are the “number one subject” for management. Management forms personnel, establishes a system of relations between them, includes them in the creative process of joint work, promotes their development, training and promotion at work.

People working at the enterprise are very different from each other in many ways: gender, age, education, nationality, marital status, etc. All these differences can have a serious impact both on the characteristics of work and the behavior of an individual employee, and on the actions and behavior of other members of the enterprise team. In this regard, management should build its work with personnel in such a way as to contribute to the development of positive results of the behavior and activities of each individual and try to eliminate the negative consequences of his actions. Unlike a machine, a person has desires, and it is characteristic for him to have an attitude towards his actions and the actions of others. And this can seriously affect the result of his work. In this regard, management has to solve a number of extremely complex tasks,

Organizational culture, being an all-pervading component of an enterprise, has a strong influence both on its internal life and on its position in the external environment. Organizational culture is made up of stable norms, ideas, principles and beliefs about how a given enterprise should and can respond to

external influences, how one should behave in an enterprise, what is the meaning of the enterprise's functioning, etc. Often the main provisions of organizational culture are manifested in slogans that generalize the meaning of the enterprise's activities. The carriers of organizational culture are people, but it is developed and shaped to a large extent by management and, in particular, top management. Organizational culture can play a huge role in mobilizing all the resources of an enterprise to achieve its goals. But it can also be a powerful brake on achieving goals, especially if this requires change. Therefore, management pays great attention to solving the issues of formation, maintenance and development of organizational culture.

The internal life of an enterprise consists of a large number of different activities, sub-processes and processes. Depending on the type of enterprise, its size and type of activity, individual processes and actions may occupy a leading place in it, while some processes that are widely implemented in other enterprises may either be absent or carried out on a very small scale. However, despite the huge variety of actions and processes, five groups of functional processes can be distinguished that cover the activities of any enterprise and which are the object of management by management. These functional process groups are as follows:

- production;
- marketing;
- finance;
- work with personnel;
- accounting (accounting and analysis of economic activity).

Production management assumes that the relevant management services manage the process of processing raw materials, materials and semi-finished products entering the enterprise into products that the enterprise offers to the external environment. To do this, management performs the following operations:

- controlproduct development and design;
- the choice of the technological process, the placement of personnel and equipment in the process in order to optimize the cost of manufacturing and the choice of methods for manufacturing products;
 - management of the purchase of raw materials, materials and semi-finished products;
 - inventory management in warehouses, including storage management of purchased goods, semi-finished products of own production for internal use and final products;
 - quality control.

Marketing management is called upon, through marketing activities for the sale of products created by the enterprise, to link into a single consistent process the satisfaction of the needs of the enterprise's consumers and the achievement of the goals of the enterprise. To do this, the management of such processes and actions as:

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- market research;
- advertising;
- pricing;
- creation of sales systems;
- distribution of created products;
- sales.

Financial management is that management manages the process of movement of funds in the enterprise. For this, the following is carried out:

- budgeting and financial planning;
- formation of monetary resources;
- the distribution of money between the various parties that determine the life of the enterprise;
- assessment of the financial potential of the enterprise.

Personnel management is associated with the use of the capabilities of employees to achieve the goals of the enterprise. HR includes the following elements:

- selection and placement of personnel;
- training and development of personnel;
- compensation for work performed;
- creating conditions in the workplace;
- maintaining relations with trade unions and resolving labor disputes.

Accounting management involves managing the process of processing and analyzing financial information about the operation of an enterprise in order to compare the actual activities of the enterprise with its capabilities, as well as with the activities of other enterprises. This allows the enterprise to uncover the issues that it needs to pay close attention to and choose the best ways to carry out its activities.

Man began to realize his rationality and its advantages much later than homo sapiens became. Understanding of rationality, apparently, occurred under the influence of the development of economic activity, and specifically, in that historical period when the process of diversification of socially important labor began - productive labor significantly pressed gathering, those who tamed domestic animals and managed them, and the farmers, who were the first to experience the design potential of rationality.

It is still extremely problematic to build the desired result in the conditions of the dominance of the natural order that has developed long before your appearance, and in the initial period of the history of human activity it was almost a hopeless business. However, it was then that what can be defined as proto-planning or arch-planning was born. The man turned on the reserves of his rationality.

Rationality is the ability of a person, within the framework of systemic relations with the natural environment, to complete the animal (biological) form of subordination to nature not only by the art of adaptation, but also of transformation.

Planning arose in the process of mastering by a person those advantages that rationality provided him. And here it is necessary to clearly dialectically oppose rationality and consciousness as specific

characteristics of modern man. Intelligence is predominantly a biological feature, consciousness is its specific historical development in the conditions of the social form of human life, a kind of way to realize the potential of intelligence. In this connection, the systemic use of the concepts of "consciousness" and "reasonableness" differs. "Reasonableness" is included in the composition of consciousness as a tool for building the latter. Intelligence singled out a person from the totality of biological species, consciousness allowed him to develop into a modern person and build his human, social structure of relations, thanks to the ability to foresee and plan, and, planning,

Planning is an attribute of activity, one of its qualitative features. It is twice qualitative: both as a qualitative sign of activity, and as a measure of measuring the level of perfection of activity. The art of planning shows the active side of homo sapiens. To a certain extent, this is a sign of the highest state of activity. Attempts to oppose planning and creativity are something else than a desire to limit the universality of planning, to simplify the nature of human intelligence. It is also wrong to oppose planning to freedom of competition. Both creativity and competition are ways of manifesting activity, therefore, all its attributes must be present in them. Another thing is that the general is realized through the special and therefore in its reality it is specific, concretized. S.V. Kovalevskaya ventured on an original solution to the problem of describing the rotation of a rigid body with a shifting center of gravity - aerobatics in mathematics, according to the Paris Academy of Sciences, accessible to her only by L. Euler and J. Lagrange, planned her actions both objectively and in time, meeting the deadline. Even the ancestors of the current apologists for the fight against the planned economy, the pioneers of the development of the wealth of North American lands, the cowboys, who are considered to be free from everything, planned their actions within the limits of available knowledge.

In 2019, the growth of the world economy amounted to three percent, the EU economy added about 2 percent, and did not lag behind its Western neighbors and the Russian Federation. The indicators can be qualified as satisfactory, based on the conclusion of science that the basic indicator of social development in conditions of ecosystem tension caused by exploited technologies in industrial and agricultural production is the sustainability of growth, and not an absolute value.

Slowing down the increase in production is perhaps undesirable within the framework of the present, existing being, but it is necessary as a temporary measure. It is more important for modern humanity to gain time, for nature to get hope that the global environmental problem can be dealt with without a global cataclysm. Both nature and humanity

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have reserves. Now it is important not to increase the pace of production development, but to have time in the "reserve time" to develop sparing technologies and rebuild production on them, especially materially and energy-consuming, with open cycles. The extent to which mankind turns out to be truly intelligent will depend on its fate. It seems that Homo sapiens is being tested for survival again, with the difference that this time he forced nature to test itself for viability. Climate change is already calling into question the advertised possibilities of technological progress to protect people. Humanity as a whole does not yet feel this danger, but it already frightens the inhabitants of certain places, regions and continents; recently looked well.

Analysis of the situation is directly related to the Russian Federation. We also have to transition in a short time from the idea of the absoluteness of mass production and megalomania in the centers for the sale of goods to the relativity of subordinating the economy to the principle: "to satisfy the needs of the buyer here and immediately." The manufacturer must know his buyer "in person", only then the production costs will acquire a rational scale and everyone will be satisfied: nature, producer, consumer. The functions of trade will also change, it will become an industry providing a direct connection between the consumer and the producer. The market will be forced to invest in science in order to have a real picture of the state of the market, to know the trends of the current movement of interests, consumer purchasing power, to be ready to quickly provide goods routes from "porch to porch", solve logistics problems on the ground in real time. The "consumer society" will gradually return to the "production society", and public consciousness will again be closely linked to consumption with participation in production. Fake labor will be reduced - a product of the virtual part of "production", fake workers will be legalized and will work for their own future.

Big science, through system analysis, is called upon to determine the optimal rates of economic growth on the scale of national, regional, continental and global progress, and not a phantom "world government" acting in narrowly hoarding interests.

At the beginning of the third millennium, the most urgent question is: how to optimize the organization and management of production development in the priority of consumer interests and environmental safety.

The underestimation of the strategic scope of planning reveals the flaws that are born from the understanding of rationality, and ultimately the defects of the rational ability of those behind the attacks on the universality of planning. In relation to planning, one can easily trace, firstly, the lack of panoramic thinking, and secondly, its ideological orientation towards the narrow format of utilitarianism as a perverted pragmatism.

The ideological pluralism that replaced the communist ideology must be viewed critically. The right to work is not the same as guaranteed employment. With the right to work, you can remain unemployed and complaining has no legal meaning. Something similar is observed with ideological pluralism. The guaranteed right to adhere to the ideological concept that is closer to the values of your consciousness is blocked in the information society by ownership of the official and most significant sources of information in terms of resources. The Internet with its "toys" is portrayed as a competitive means of ideological monopoly, but in reality it is not. Ideological pluralism is fair to liken to a big river, for example, to the Don. A big river is not born, it is made to it as how small rivers and streams flow into it, traces of which are dissolved. Rostov is on the Don, by and large, not on the Don, but on the totality of water sources united in the Don. But all these sources will remain nameless in Rostov. To the question: what kind of river? The answer will be short: Don, and he will be on the map.

In pluralism, as a rule, one thing dominates, reflecting the alignment of forces provided by economic interests and financial resources. Now the media, programs of general and vocational education, popular cultural practices induce the formation of a worldview in the direction of liberal values. At the same time, few people say that modern liberalism is not at all the democratic one, under the banner of which the Europeans stormed the strongholds of absolutism, and the bourgeoisie of the 18th-19th centuries won the historical right to build social relations required by the specifics of the capitalist organization of production.

The founders of political economy as a science - A. Smith, D. Ricardo, D. Hume, J. Sismondi relied on the systemic importance of labor in any production system, they were the first to realize the increasing importance of the qualification component of labor in connection with the scientific and technical equipment of the industrial form of organization of labor activity, in which the reasonableness of human status is manifested. Capital, in order to reveal its potential, had to grow with freedom of movement, and freedom of movement of capital had a future only in the conditions of freedom of the subject of labor, his social independence, formalized in legislation and guaranteed by a new type of state. They were socially oriented liberals, the concept of "people" for them had a specific - historical meaning of the totality of people whose lives were determined by the development of production.

The revolutionary bourgeoisie emphasized the value of fairness in distribution - remuneration in any form should be tied to the quantity and quality of labor, place in the management hierarchy of production. It is no coincidence that A. Smith drew attention to the fact that the correlation between the

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growth of labor productivity and remuneration is violated everywhere. In the spirit of the time, the Scottish scholar explained this by the moral fall of the owners. J. Sismondi in his well-known work "New Principles of Political Economy" (1819) argued in favor of the regulation of economic competition and the balance between supply and demand, initiated social reforms as the laws of production development. Later, the classic of the 20th century, J. M. Keynes, was guided by his ideas.

The outstanding achievements of the classics of political economy should include exactly what scientists economists who are guarding the interests of the current heirs of the revolutionaries, the bourgeois of the eighteenth and nineteenth centuries, are striving to carefully disguise:

- the fundamental position in the production of that labor that can be concretely measured in the product produced;
- developing a theory of value in relation to such labor;
- freedom of the producer as a necessary condition for the development of production;
- the decisive factor in the development of production is labor productivity, and the improvement of labor productivity is due to the division of labor, which also facilitates the introduction of scientific and technological achievements into production;
- the goals of the economic movement are only partly within the development of production, the main goal is determined by the systemic position of production itself in the life of man and society. Production is a tool for solving problems of social and personal development, therefore planning must be socially and culturally oriented.

It is curious that all the leading economists - theorists of the 18th - early 19th centuries were noted in the history of thought as philosophers. So far, no one has tried to explain this fact, apparently believing it to be insignificant. In vain. The combination of philosophy and economics in research turned out to be a tradition of the subsequent time - Proudhon, Dühring, Marx, Engels, Mill, Spencer, the list goes on. The essence of the explanation of this union is in the specifics of the epistemological and methodological purpose of philosophy and science. Philosophy focuses more on the discovery and definition of development problems, science - on ways to solve them. Hence the normativity of scientific knowledge. A. Smith and his contemporaries saw, first of all, the problems of the economic movement, that is, they showed their philosophical talents, then they took up their scientific understanding.

The need for planning in the economy was initially discussed exclusively in the context of its optimization, because planning was envisaged by the rational nature of the organization of production. Planning was a phenomenal expression of management, and management was an attribute of

production. In the titles of numerous studies by D. Ricardo, which served as material for his heirs - worthy and dubious, there is no word "planning", but the content of the works is built as a superstructure on the process of planning the corresponding actions of the economic order. The British economist D. Ricardo was especially interested in pre-planning - a set of calculated operations of thinking that preceded planning at the stage of determining substantive actions - choosing the direction and nature of participation, and when evaluating results,

Neither S. Smith, nor D. Ricardo, nor Sismondi opposed freedom of economic choice to planning, and planning was not considered as an action incompatible with economic freedom. They interpreted freedom within the framework of the political conditions of life, that is, in the spirit of the ideological positions of the class, solving the historical task of changing the socio-political, economic and cultural system of social relations. It should be noted that a certain advancement was also characteristic of the methodological foundations of scientific research. They contained some limitations, but it is not difficult to see that these defects were actively overcome when it came to scientific calculations.

Unlike most of their descendants - the current academic economists, the classics of economic science sought to involve in economic analysis not so much mathematical methods and the narrow content of the concept, but the fundamental categories of economic science. Their talent built a theoretical basis for a science-specific analysis. In essence, the progress of scientific economic knowledge in the 20th century was a superstructure on this basis, and what turned out from above is more like the Leaning Tower of Pisa.

The intense discourse on the content of basic political economy concepts in the 19th century is not difficult to explain; the birth of something new in theory requires methodological advances. In order to understand what the mechanism of clock pendulums should be, Huygens had to independently supplement mathematical analysis in six directions. A. Smith, being a pioneer in economic theory, solved methodological problems and was unable to share the purchased labor with the spent labor. Error A, Smith was corrected by D. Ricardo, explaining that his predecessor did not notice that the cost of goods should also take into account the costs of production and operation of equipment. At the same time, D. Ricardo himself did not consider the costs of producing raw materials.

Both Sismody, and Smith, and Ricordo estimated the value mainly by the ratio of things. The historically determined relations of people remained for them, as it were, on the sidelines. Hence the inconsistency in understanding the political essence of production relations, their class nature. For them, production was the stage on which the scenario of

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production unfolded as a relationship of partners. Some had capital, others knew how to make things. Everyone is part of the common cause. In such a combination, the political essence of the economy is reduced to the foundations of organization, development planning and distribution, that is, it is simplified to the level of special knowledge, moral responsibility and decency of participants.

What does the above have to do with the theory and practice of modern planning? Direct. The previous analysis serves as a basis for asserting that the effectiveness of the practical part of planning is directly dependent on the quality of theoretical understanding, which reflects the natural nature of the emergence and development of production. The quality of planning theory is determined by the methodology of its political and economic equipment. Planning reveals the level of depth of knowledge of the economic process that requires management, and the degree of rationality of managerial actions. The latter needs a special explanation.

Intelligence, as a phenomenon, has a twofold interpretation. In the philosophy of the past and in the new century, "reasonableness" was understood and is understood as an independent phenomenon that realizes the identity of thinking and being, for example, in Hegel the expression of this was the absolute idea; or is considered as a unique ability of the subject - the highest level of the ideal ability to reflect reality. The characteristic of such a level is determined by the adequacy of reproduction by thinking of what is happening outside it.

Reasonableness is a guarantee of the possibility of obtaining an ideal copy of objective reality. The task of thinking, which has reasonableness, is to transform the possibility into a corresponding result. The process of cognition - reflection of reality by thinking is natural, therefore it can and should be planned. Here the main condition for obtaining a product is to match the actions to the nature of the object. There are many obstacles on the way to the truth, connected both with the peculiarity of the planned action and with the specifics of the thinking itself. Thinking is capable of knowing the truth, but it is also characterized by movement in a false direction, which may be a delusion, or may be deliberate in order to fit someone's interests into the result, be a consequence of moral dishonesty.

Most of the vices in the search for correct solutions to economic problems have a fundamental basis, they are associated with a one-sided understanding of the functions of economic research, in particular, the sequestration of the political essence of economic science. Planning as a tool is considered on a utilitarian scale, which makes it possible to simplify the process, leaving out everything that is not directly related to production.

The essence of the economic transformations in Russia in the 1990s and their continuation in the "zero

years" of the 21st century was to remove responsibility for social development from the economy, which meant opposing the economy to social policy. Politics is the business of the state and its institutions, and the new owners should only deal with production. In addition to what was traditionally considered non-economic, there was added no less than what was also traditionally attributed to the economy. The new owners took the whole addition out of the "staff", considering all this to support production, in other words, its infrastructure. Therefore, an oligarchic semblance of capitalism has grown up in our country: taking possession of the most economically profitable property with the help of the state, outright robbery through raider seizures.

Corruption is not abuse of official powers in one's own interests and not securing profitable economic projects for bribes, corruption is the merging of business and government. Such a rich country as the Russian Federation could not become poor in ten years due to irrational economic policy, miscalculations of the planning organization. Poverty did not come for economic reasons, it was the result of the usurpation of power by political clans, expressing the economic interests of those who illegally became the master of national wealth. According to clearly underestimated statistics, at least 71 percent of the resources are currently controlled by one million owners, and 140 million cannot even count on the remaining 29 percent, because the economic "reforms" that began in the 1990s continue.

Economic violence was carried out under political and ideological cover. The democratic reformers have carried out a giant scam, masking their actions with the need to decisively fight against the centralized planning model. Realizing that their own practice and theory were doomed to failure, the initiators of the collapse of the socialist image of the economic system were in a hurry to have time to use the created people of a great country and scatter around the world in the hope of finding shelter from its enemies.

The "scholarship" of the reformers was so high that it did not prompt them the most elementary - the idea of socialism has long since become a political program, including government parties, from a ghost in different parts of the world. Socialism attracts by the fact that it expresses in a concentrated way the logic of social progress and the meaning of the systemic position of production. The concreteness of socialism reflects the specificity of historical time and national history. In the socialist orientation and organization of production, the systemic principle of social life is crystallized - the dialectic of the individual and society.

Society is a form of the reality of human existence, but the very reality of human existence exists and develops only thanks to the three hypostases of the individual. Social history begins

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with the personality, it is its main subject of advancement, and in it is the goal of social progress. Production is called upon to be the economic base of social practice aimed at creating socio-cultural conditions for the comprehensiveness and harmony of the human personality.

The economic policy that determines the image and purpose of planning may be different, but all this political and economic diversity ultimately decomposes into two series of actions. The first row is formed by those programs that express private interests and are focused on the social benefits of representatives of these groups. Typical cases of such economic plans are the political programs of Trump in the United States and Macron in France. These programs are real, but not historical. They concentratedly reflect one side of production - stimulating its growth, but the other is not defined - the final goal of the systemic status of production. The systemic place of production in social progress is camouflaged. We repeat: production is a way of personal development.

Expressed in terms of the genius of Hegel, economic planning is divided into "real" and "reasonable", aimed at creating conditions for personal satisfaction with their development, and "situational", that is, beneficial to those social groups that create this situation in their private, and not historical interests. Such a reality is possible, but it lacks "reasonableness" that reveals the logic of social progress. Here you can get temporary and private satisfaction, for which all other generations will have to pay handsomely.

Actual history will certainly carve out its proper path of movement through this kind of economic "obstructions". But the "tax" of historical logic on the illogicality of human economic activity is very high. When they say: "measure seven times, only then cut off," then, in comparison with the "tax" on the unreasonableness of economic policy, this ratio seems modest. There are calculations showing that for every year of the "bazaar" - criminal-arbitrary planning practice - a country can pay with an eighteen-year restoration.

The "loafers" of the 1990s did not defeat the planned economic development on a national scale. They turned out to be more active than the "masters" of the 1980s, confirming the old truth: history requires an active attitude towards itself. Naturally, the difficult history of the Russian Empire and the USSR did not deserve the continuation described above. It was necessary to activate the economic status of Russia in a different way. Russia will have to spend a lot of effort and money to restore its international prestige. Politicians love to write about how bad Americans and NATO members deceived the first Presidents of the USSR and the Russian Federation. Analytical materials showing how Gorbachev and his company and Yeltsin and like-minded people

deceived those in the world who looked with hope at the fate of socialism in the USSR and, not without reason, counted on an alliance with the new Russia, are much less common.

It would be interesting to go step by step mentally along the route of the "road map" of the reformers of the 1990s, if only in order to reason with their heirs, the current political liberals, who do not calm down after two decades. To follow how they were looking for a replacement for the previous practice of economic planning, completely ignoring not only national identity, which could somehow be explained, but also the specificity of the historical process. In search of a possible model, domestic engineers - economists went through states from all continents. And, nevertheless, it is still not clear what should happen after the "transition period" ends. What kind of economic order will we have to prepare for. The arrow is capable of taking us both to capitalism, however, here we are a century and a half late, and to socialism, which we seem to have renounced.

Despite the differences in particulars, economic reformers remain within the limits of a common goal - to clear the planning of economic construction from social aspects. If on the banners of the revolutionary bourgeoisie was written *liberte*, which gave the name to the liberals and demanded that the state provide civil liberties in full, then the liberals of the new generation want to gain freedom by eliminating the state from active complicity in the development of production through planning and control. They are trying to decentralize economic management, remove social responsibility from economic activity, forcing only the state to be socially responsible, while in every possible way preventing those actions of the state that lead to an increase in the social burden on economic profit. As a matter of fact, economists - reformers of the liberal persuasion strive for a special freedom and privilege of their status within the state. Any objectively reflective analyst will see a clear historical illogicality: the founding liberals, who laid the foundation of liberal ideology, clearly identified the main value of liberalism - equal freedom for all, as a necessary condition for social responsibility, and their successors in the 21st century are burning with the desire to be free enough not to bear responsibility for social progress. By and large, this is nothing more than a 180-degree turn to the model of social inequality. Social equality is built not only by the state as political subjects, but also by all other subjects of society. They are even more than the state, obliged by their social status to be responsible for the exercise of constitutional freedoms. It is easy to forgive redundancy in the liberal interpretation of the foundations of social relations for A. Smith, who is convinced of the system-forming status of morality, but after it became clear that morality has a historical form and is formed under the active influence of the economic basis, it is not a unitary entity - several

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varieties of morality, it is immoral to separate the economy from direct participation in socio-cultural improvement, positioning its progress as a self-promotion, to plan its cleansing from the socio-cultural burden. The idea of "infrastructure" is possible and expedient acquisition of science, but not in the case of economic movement. Human intelligence has its own special history, however, it is absurd to understand it apart from biological evolution and the sociobiological continuation of natural history. Before human rationality appeared as the special ingenuity of learned liberal economists infected with the idea of reformism, it was itself a derivative product of labor activity, that is, the formation of economic reality.

The real history of the mind is built into the history of the development of what was eventually called the economy by a natural-historical process, therefore, sociocultural progress, revealing the potential of human intelligence, must immanently belong to the economic movement. The concept of "superstructure" characterizes not some artificial constructive addition to the main structure, it helps to understand the architecture of a monolithic structure. No matter how you depict the first floor and do not call the second the first, you will not be able to get rid of their structural unity - the second will be considered above the first and the second will be, thanks to the first: there will be no first, there will be no second. But the first without the second is quite independently real. Labor history has a natural beginning in the life of animals. It was in the animal world that nature "worked out" the model of human reality and "understood" that without achieving a sociocultural effect in such practice - psychological progress; transformation of quick-witted thinking into a conceptual one by developing an abstract ability; the formation of the significance of a holistic perception of the world based on imagination and the strengthening of the social value of responsible behavior, that is, the formation of rationality, labor will not be able to realize its potential. The history of labor, which has developed into the history of production, which has become the object of a special scientific analysis, which has given the subject of economic science, is the history of a single interdependent process consisting of labor activity and its sociocultural support. The problem can only be the extent to which the socio-cultural factor is economic? that without achieving a socio-cultural effect in such practice - psychological progress; transformation of quick-witted thinking into a conceptual one by developing an abstract ability; the formation of the significance of a holistic perception of the world based on imagination and the strengthening of the social value of responsible behavior, that is, the formation of rationality, labor will not be able to realize its potential. The history of labor, which has developed into the history of production, which has become the

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Trying to be smarter than everyone, liberal economists turned out to be both above science and above the achievements of philosophical understanding of the reality of human existence. In the interests of business, they decided to reconstruct the logical construction of the system of social life that has developed historically. To simplify the basic part of the social structure - to separate economic activity from socio-cultural activity, regardless of either the objectivity of relations or the pattern of development. To this end, the reformers came up with a new scheme - to close the socio-cultural sphere to the state.

The state does indeed have such a function, but it is not the only responsible social entity. Rationality and sociality are immanent signs of everything that constitutes social life. An attempt to get rid of "supereconomic" burdens, referring to the need to rationalize and optimize the structure of relations - to change the immediacy of relations to mediation; economic policy - we are taxes to the state, it fulfills the socio-cultural responsibility for us - a typically selfish move. The goal here is obvious, and, unfortunately, it is not to make production more perfect, but to pay less for the right to produce, leaving yourself a larger margin. One example to illustrate: the first libraries, cultural institutions, in many places, schools in Siberia appeared only with the construction of the railway and with the help of the railway. Railway builders and railway managers considered such activities not an infrastructure burden, on the contrary, for them it was the messiah of a new mode of transport. Compare what Russia gained in the reform of railway management in the 1990s-2000s: in the 1990s alone, the length of railways in the Russian Federation decreased from 87,200 km to 86,000 km. The reformers did not build anything, they closed the traffic along the roadways, the sections connecting the settlements formed on the sites of large developments of forests, peat, with the main passage; stopped the maintenance of the socio-cultural arrangement of residents, including railway workers. Thousands of settlements millions of people have lost a sustainable way out of their places to the district and regional socio-cultural benefits. Planning unfolded exclusively in the direction of the transition to full self-support, which meant one thing - "optimization of the economy" by reducing costs, first of all, "non-production", which included the socio-cultural complex. In words - in speeches and publications - the leaders called for the mobilization of reserves to create sufficient conditions for the development of "human

capital", as the main resource for the progress of production, in reality it turned out to be completely different. The bureaucracy did not deprive itself of the advantages of socio-cultural support. Full cost accounting in the Russian Federation during the period of complete transition to the new economy was presented in a planned context as simply as possible: not so much to increase labor productivity by scientifically and technically equipping production and creating sociocultural conditions for the growth of human capital, but rather to "optimize" costs. Before the reforms of the 1990s, there was a long queue "for the driver", the reform reduced it and led to a shortage. There are many places, especially in Siberia, Transbaikalia and the Far East, where the railway service would be completely depopulated if people had other work. Railways are our main national mode of transport. Russia, the USSR grew with railways, built them actively socio-culturally equipped, thinking about people. A socially and culturally equipped people is the No. 1 value in the state, even Catherine the Great complained: I would be glad to build an enlightened society, but we do not yet have an enlightened people. Railroad construction was planned from the 1840s; Nicholas I personally presented himself as a domestic Hamlet - he solved the problem: "to be or not to be" for railways. The court dissuaded the emperor, convincing him that revolutionary evil spirits would roll along the railways from Europe, and in general our climate makes railway construction unprofitable. Scientists and entrepreneurs, cultural figures actively advocated for the country's railway future. The destinies of economics and culture were combined in economic policy back then, revealing the dialectic of interdependence in planning economic and socio-cultural interests. cultural figures actively advocated for the railway future of the country. The destinies of economics and culture were combined in economic policy back then, revealing the dialectic of interdependence in planning economic and socio-cultural interests. cultural figures actively advocated for the railway future of the country. The destinies of economics and culture were combined in economic policy back then, revealing the dialectic of interdependence in planning economic and socio-cultural interests.

The reforms in Russia in the 1990s were economic in motivation and purpose, but in essence they were political reforms. It was possible to redistribute state property among enterprising businessmen within 10 years only, relying on the full support and patronage of the state.

The result of the reforms turned out to be proportional to the new approaches to planning and management: the economy cannot recover in thirty years. The exception is the extractive industries, which have increased production, developing mainly deposits that have already been discovered earlier. In

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agriculture, they began to produce more grain, grain is an exported product. Construction was launched, but none of the chronic problems of the population has been resolved. The picture is consistent with the above analysis. Only export-oriented production is moving systematically. It is either owned by the oligarchs or under their real control. They are ready to provide the whole world with gas, but their population can not wait, especially away from the main pumping. The prices of gas and gasoline hurt those whom advertising ranks as the owners of energy resources. Statement:

Optimization in planning destroyed the system of organization of health care, education; forest fires became regular disasters, floods were added to them, significantly different from the usual and known for a long time. The authorities are trying to blame them on the "natural disorder" provoked by climate change, but few people already believe in such an explanation. The population migrates from the Far East, Eastern Siberia, Western Siberia is next, and some 50 years ago people actively went to these places to build, raise science and culture. BAM was built by the whole world, finances were limited, but they found money for social and cultural life, albeit on a modest scale.

Those who developed plans understood from real experience the impossibility of implementing projects without something that serves the development of the personality, satisfies its cultural needs, and warms the soul. After all, people went to large construction sites from places inhabited and equipped. To the question: what's the matter? The answer is simple. At the described time of rise, with all the punctures and costs, the goal was universal - the well-being of the Fatherland. Of course, even at that time the benefits were not shared equally - there were both rich and poor, the main thing - the goal seemed to be the same and the opportunity to make a career was equal. They built and produced not for the pleasure of "golden paratroopers", they promoted the country and themselves along with it.

The liberal ideology of planning, which clearly dominates modern economic policy, reflects the objective state of a society that finds itself in a difficult situation of development, when the previous understanding of the political and socio-economic perspective, either could not overcome the emerging crisis, or, having realized its creative potential, required a change. In both cases, it was not without the participation of opposition forces claiming the right to resolve social contradictions.

The growth of globalization also affected the implementation of political and economic changes in domestic reality. Their foreign comrades-in-arms helped our "missionaries" to direct public consciousness on the path of liberal ideology, but the essence of what happened in the 1990s was not conditioned from outside. A foreign policy conspiracy undeniably took place. It is evidenced by the collapse

in energy prices of obviously artificial origin, and numerous promises of assistance that turned out to be false, and a demonstration of sympathy for changes and a willingness to share the accumulated ideological experience. In the late 1980s and the beginning of the new decade, the world was still bipolar. In general, we never considered our competitors to be enemies. For us, they were adversaries. And suddenly the enemy appeared as a friend, ready to help in every possible way.

A metamorphosis in relation should have made one think: why such grace? The answer lay on the surface. New relations were offered for a change in the political and economic course, the beginning of which was supposed to be a radical methodological break. Gorbachev's "new political thinking" found objectification in "perestroika", which blurred the contours of the social guidelines for development. We went out of our way, instead of once again repairing it, as it was in much more difficult conditions. Suffice it to recall the NEP: socialist industrialization; higher education reforms that made it one of the best in the world; creation of optimal conditions for the development of science, mobilization of scientific and technical resources, which made it possible to prevent the third world war; the initiative to use atomic energy for peaceful purposes; space exploration program and much more. It was necessary not to "patch holes" in what had outlived its time, but on the previous methodological and socially oriented platform, to develop new options for socialist construction.

Capitalism, we repeat, by the 20th century completed its "classical" history and was forced to rebuild, refusing under compulsion what had once helped it quickly increase its advantages: the colonial system collapsed as a result of a long struggle for independence; wars with the aim of redistributing property became a dangerous business - they could return like a boomerang; had to accept the idea of peaceful coexistence; it was necessary to strengthen the social direction in economic policy; the question of the maximum load on the natural habitat arose sharply. There have already been different stages in the history of capitalism: the primary accumulation of capital; revolutionary activity; monopolization of capital; concentration and dominance of finance capital.

In nature, a biogenetic law operates, according to which representatives of a more perfect species in the process of their uterine development in an accelerated mode repeat the main stages of biological evolution. Thus, nature links the course of evolution, ensuring continuity and strengthening the strength of evolution. Something similar can be conditionally singled out in social history. At the turn of the 20th and 21st centuries, trying to become a capitalist is quite realistic, but it is very doubtful to become capitalism, to fit into the system of capitalism that has been formed for centuries as a socio-economic entity. The

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composition was formed, and the locomotives, designed to be the driving force, were at the limit of their capabilities. New "cars" threatened to slow down the movement,

The capitalist perspective of the Russian Federation was enjoyed exclusively by domestic liberals, who were blinded and stupefied by hatred for communist ideals. To them, even twenty years later, it seems that capitalism, and not communism, is the bright future of mankind. The metaphysical nature of liberal thinking is manifested in the desire to strengthen the positions of linear thinking in ideology, stop historical development at the level of the bourgeois organization of social relations, pull the capitalist turn out of the spiral of social progress and declare that at this stage the nature of the development of society has changed radically - the historical spiral straightened and became forever rectilinear movement. One could agree and accept their understanding as an option, if liberal reflection had an internal systemic form,

The liberal approach to the planning of economic activity, tearing out the solution of economic problems from the systemic nature of social relations, opposing the economy to socio-cultural improvement, leaves no grounds for compromise with the adherents of the liberal course.

A critical analysis of the liberal planning methodology provides sufficient material for a number of fundamental conclusions.

First of all, it should be noted the desire of liberals of the 21st century to methodologically simplify knowledge and social construction, including planning, and economic development. Actively involving the mathematical apparatus in economic science, turning to IT technologies everywhere, academic economists do not activate their own methodological resources of economic science.

In comparison with what A. Smith, D. Ricardo, K. Marx, J. Mil, G. Spencer introduced into the methodology of economic cognition and transformation, the methodological acquisitions of the 20th century look more like a deep depression of philosophical and scientific reflection. A small part of modern researchers continues to look for ways to advance in the direction of dialectical and systemic approaches, being aware of the limited possibilities of the mathematical apparatus. Mathematics for economic research is an auxiliary part of the methodological equipment of the search for solutions to the problems of development identified by research experience. It is not even able to formulate the problem, its capabilities help to quantify the state of the movement of economic processes.

We must heed the warning of K. Jaskers about the fundamental difference between the desire for simplicity of scientific thinking and simplification as a search for a way out of a complex scientific situation, sequestering its content. Simplicity is the

path to true understanding, and simplification is a movement away from it under the guise of scientific similarity. A direct confirmation of this conclusion is the recognition in economic studies and projects of the "admissibility of speculation." Speculative thinking is a well-known phenomenon that arises in philosophical reflection or in the course of scientific discourse. Its epistemological nature is well studied - the non-systemic assessment of individual aspects of the subject of thought and, as a result, the absolutization of the meaning of these aspects. Mental speculation falsely reflects objective reality, so it can be qualified as a cost in the production of the required knowledge. Very rarely has speculation been the product of artificially inducing the process of cognition in the wrong direction. The "scientific permissibility of speculation" (by liberal economists) has a completely different epistemological mechanism of education, indicating that there is nothing related to postulates, delimiting the scientific way of cognition from non-scientific ones, in their thinking. We must always clearly differentiate philosophical reflection, scientific thinking and non-scientific ways of knowing the world.

The problematic nature of philosophical knowledge is logically compatible with the subjective costs of thinking. The falsifiability of philosophically identified problems is limited, since philosophical knowledge is conditionally standardized.

Scientific knowledge must be subject either to strict verification or equally severe falsification. It does not reproduce in consciousness its attitude to the object (subject), it is, in terms of content, a 100% objectified process. Even the choice by the subject of thinking of a coordinate system, a reference point, etc. is regulated at all stages of cognition. When scientific knowledge is "enriched" by the "permissibility of speculations", then such an addition testifies to one thing - the desire to modernize the post-non-classical stage of the history of science with something that has nothing to do with the current time or with scientific history in general. Allowing speculation not as a cost, but as a scientific phenomenon in the knowledge of economic movement, innovator economists want to squeeze a subjective action in nature into the chain of objective reflection of the developing reality, sliding into solipsism in perspective. Scientific knowledge is objective, the characteristic of the scientific nature of knowledge begins with objectivity, if economic thinking strives to be scientific, it must filter knowledge on the basis of objectivity.

"The admissibility of speculation" is tantamount to its legalization in scientific knowledge. This is nonsense for legal sciences, logic, ethics, aesthetics, cultural studies, a negative phenomenon for historical science, political science, and sociology. As a fact of objective reality, speculation undoubtedly exists, therefore, the scientific - economic, political science, psychological, legal interest in it is justified, however,

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it is one thing to pay attention to the fact, and quite another - the desire to substantiate the regularity of the system belonging of speculation to economic science as a necessary condition its development.

"Speculation", by definition (omitting its philosophical interpretation as "contemplation, speculation",) is "calculation, intent, based on something, using something for selfish interests."

Speculation therefore should be dealt with by law enforcement agencies, it would be nice for them to pay attention to speculative manipulations, those who are looking for justification for speculative actions in economic and political sciences. Political liberals, for example, make little secret of their desire for terrorists to bring into action those who are called the political opposition, then terrorism would be easily put an end to. So the United States and its partners have officially recognized the Taliban as an opposition political movement, that is, legalized, next in line are Al-Qaeda and ISIS, organizations banned in the Russian Federation. Speculators in economic science are no less dangerous in the context of social progress than advocates of terrorists. It's just that the effects of their negative impact on economic and sociocultural development are not so psychologically resonant.

The promotion of economics, as follows from the above, is not accidental. It is primitive, manipulative, controlled, it is not held by the "anchors" of the requirements for objectivity and essential reflection of reality by scientific knowledge. Scientific knowledge opens up facts in order to understand the pattern of their existence, while economics describes the structure of facts in a scientific way.

The second main conclusion is no less obvious: on the platform of methodological simplification of scientific analysis, curtailment of the systemic approach and rejection of the dialectical way of thinking in favor of methodological anarchism and borrowing, liberal economic theory systematically lowers the epistemological and sociological status of the concept of "planning". The task here is as follows: it is necessary to simplify the concept to such a content that its scope of use opens up the possibility of a purely digital solution of all problems under the program for optimizing the economic component. Planning must be a technically carried out action, free from social policy. The main obstacle on the way is the growing demand of social progress for the effectiveness of economic construction.

Liberals hide the growing contradiction of economics to everyone else. The day is not far off when mathematics will present its accounts to the liberal economists. Economists, mercilessly exploiting mathematics, do not give the expected results either in the development of production management or in mathematics itself, but in fact they devalue the value of mathematical analysis with their

extremely low productivity. Another "lifeline" for economics was promised by political strategists who spoke in favor of the "digital economy", replacing the concept of "production" with the concept of "economy". Manufacturing will go digital. The economy has emerged, formed, and will continue to develop as a basic social instrument of social progress, which, in turn, has been and will remain the main factor in the development of people. The economy must have a human face. All other characteristics of her are derived from her humanitarian vector. That's just in the liberal - economic dimension, economic planning is consistently moving away from the satisfaction of personal development needs. It would not be so, it would not make sense to "teach speculation."

Speculation is persistently tried to be presented as a necessary link in scientific thinking, and this is done in the interests of that minority that controls distribution, and does not produce a real product. Within the framework of artificially constructed relations in the superstructure of production, speculation has long been legally flourishing, but it is unnatural within the framework of the established system of production itself, where everyone, regardless of their position, is a participant and has the right to count on their legitimate share in the product produced.

The order of distribution is determined mainly by property, and only then by the share of participation in the production of goods. The gap between the two realities - labor and property, the direct creator of the real product and its real owner, formed in connection with the regularity of the development of production and the social superstructure, opens up a real opportunity to supplement the objectively regular reality, the conditionally existing, virtual or speculative reality. It is she who is considered as a way of movement to property.

Speculation is a roadmap to the capital that may be sufficient to start a real business. And in this version, speculation has a real meaning, it can be a conditional fact of scientific research. But under the dominance of financial, essentially speculative capital, speculation has become a steadily autonomous variety of activity, divorced from the production of a real product. Speculation in the market is an excessive form of intermediary activity. It has already become an obstacle to the development of production. And so it began to concentrate the costs of the social movement. By and large, speculation has matured, blossomed and outgrown the limits of law enforcement reality.

It is a typical phenomenon of that form of reality that slows down progress, having squandered the rationality of its action, and is subject to denial. However, everything will remain the same, because speculation has a reliable "roof" that protects it from

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political control, financial capital on a transnational scale.

So, historical logic requires that the planning of economic activity be carried out in a systematic form of expression, create optimal conditions for socio-cultural development and be steadily oriented towards humanitarian results. Economic planning is conditioned by the solution of socio-cultural problems, therefore, economic planning models should be complicated, not simplified. An economic analysis of the situation prior to planning should be based on special scientific research and be conceptual. Deepening the epistemological and methodological equipment of economic reflection involves the active use of the requirements of dialectical thinking - the comprehensiveness of the involvement of historical dialectics and sufficient completeness of the analysis of the relevance of the involvement of historical dialectics, as well as the advantages of a systematic approach. Domestic specialists should keep in mind that foreign researchers also criticize liberal innovations, opposing them with an objective analysis of production development trends. We have something to be interested in. Let us take, for illustration, the reasoning of the authoritative American specialist J. Galbraith. In his famous book *The New Industrial Society*, he critically traced the history of the contemporary industrial system of the 20th century, which subjugated the formation of social relations and the human personality itself. As a result, J. Galbraith came to the conclusion about the need for radical changes in it, but not those that the liberals advertise. We have something to be interested in. Let us take, for illustration, the reasoning of the authoritative American specialist J. Galbraith. In his famous book *The New Industrial Society*, he critically traced the history of the contemporary industrial system of the 20th century, which subjugated the formation of social relations and the human personality itself. As a result, J. Galbraith came to the conclusion about the need for radical changes in it, but not those that the liberals advertise. We have something to be interested in. Let us take, for illustration, the reasoning of the authoritative American specialist J. Galbraith. In his famous book *The New Industrial Society*, he critically traced the history of the contemporary industrial system of the 20th century, which subjugated the formation of social relations and the human personality itself. As a result, J. Galbraith came to the conclusion about the need for radical changes in it, but not those that the liberals advertise.

J. Galbraith compared the development of industrial systems according to two significantly different scenarios - planned, which liberal economists identify with socialist management, and market, regulated through competition. The last liberals always cite as an example, as the ideal embodiment of economic freedom. Based on the

experience of the economic history of the two-thirds of the twentieth century, which included both the rise and the "great depression", peacetime and wartime, the American scientist showed that economic progress does not contradict the planned activities of the state. Thanks to the analysis of economic processes in the format of social and personal changes. J. Galbraith convincingly demonstrated the limitations of the liberal concept of economic freedom.

The conclusions of J. Galbraith are relevant for a correct understanding of what happened at the end of the 20th century and the early decades of the 21st century in Russian society, on the one hand, and for an adequate assessment of the lack of prospects in the scientific and practical aspects of the ideas of domestic liberals who turned into conservatives. The industrial system is dangerous due to the high level of its organization; it is increasingly turning into a gigantic mechanism, acting according to its own order, functionally engulfing the individual, subordinating his freedom to his organization. The industrial order, so important and beneficial for the development of production, becomes a trap for the progress of the individual, leads to a one-sided development of the individual - the formation of a technical man. The "specialist" displaces the individual from the goals of social development. Economists need a specialist sharpened by the technology and organization of production, personal development to liberal economists seems to be transcendent for the purposes of production. Production requires for its development not a person, but a knowledgeable and able to work specialist. They build the functions of culture and education for the training of a specialist. You don't have to go far for arguments, there is no need to dive into the history of the United States, you just need to turn towards the modernization of domestic special education - secondary and higher, displacing from the programs everything that contributes to personal development in order to focus the process on training a specialist in the direction. The personal model of education has given way to a competency-based one. Production requires for its development not a person, but a knowledgeable and able to work specialist. They build the functions of culture and education for the training of a specialist. You don't have to go far for arguments, there is no need to dive into the history of the United States, you just need to turn towards the modernization of domestic special education - secondary and higher, displacing from the programs everything that contributes to personal development in order to focus the process on training a specialist in the direction. The personal model of education has given way to a competency-based one. Production requires for its development not a person, but a knowledgeable and able to work specialist. They build the functions of culture and education for the training of a specialist. You don't have to go far for arguments,

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The United States experienced this reform back in the 1960s and, according to J. Galbraith, became disillusioned with the idea of training education for specialty training. Both in the field of foreign and domestic economic policy, J. Galbraith wrote, everything that is considered - and not without reason - as an automatically accepted or taken on faith position of people now called the "establishment" is being questioned. These mindsets need political leadership... This process of reassessment of tasks has arisen because the idea of liberal reform is no longer quoted. In the past, liberals have acted as economic liberals; reform meant economic reform. The goal of this reform was invariably repeated in hundreds of programs, speeches and manifestos. Production must rise; income must rise; income distribution should be improved; unemployment must be reduced. For decades, the program of liberal reformism has boiled down to this. Even the ten biblical commandments are less known and, of course, to a much lesser extent are put into practice than these requirements ... The role of a liberal reformer does not require effort, it is not associated with any fierce disputes, scandalous strife, no one has to be persuaded and persuaded. It is only required to stand still and bow when the Gross National Product increases again. At the end of his book, J. Galbraith concludes: "The progress we are talking about at the present time (recall that the book was published in 1967) will be much more difficult to measure than the progress that is associated with the percentage of growth in gross national product or with unemployment rate. This is because the tasks which the industrial system sets itself are so narrow that they lend themselves to precise statistical measurement. But life is complicated. The definition of the concept of the prosperity of society should be the subject of discussion. We would like to complete the study of the methodology of planning the development of

production by listing the monographs of J. Galbraith: "American Capitalism" (1952), "The Great Crash" (1955), "Affluent Society" (1958), "The Time of Liberalism" (1960).), "New Industrial Society" (1967). It seemed that the author found a name for modern society, perhaps it was so, but when J. Galbraith revealed the essence of the "new industrial society", he realized that this society, despite its novelty, was outdated. What the future society should be, the scientist did not know, so he carefully defined the emerging society as a "prosperous society".

J. Galbraith corrected the status of economic science with the dynamics of welfare in society. As wealth grows, the role of economic research changes. When people are malnourished, poorly dressed, have no decent housing, and die of disease, those that contribute to the improvement of material living conditions turn out to be the first priority, economic ways to increase incomes must be sought - "the ways of saving the soul are most diligently sought by people with a full stomach." With a high level of income, problems other than physiological arise, and society is obliged to help its citizens solve them. The benefits of a comprehensive change analysis are significant, argued J. Galbraith. "Great as well - and growing over time - are the benefits of an analysis of change that goes beyond economics. This is explained by the fact J. Galbraith generally adhered to the "general line" of the modern interpretation of the subject and functions of economic science in the West. He delimited scientific economic research from political problems, the belief that their solution is beyond the competence of economic science, is the prerogative of the authorities themselves. How fair his position is, we will not judge. Let us only recall: there was a post-war period of clear successes in capitalist construction, economic science was not relevant to an extended interpretation of the subject of its research, to be political economy, to explain economic inconsistencies with political relations; secondly, we note that J. Galbraith felt very uncomfortable, realizing that limiting, like liberals, economic analysis by a simple study of the dynamics of the economic characteristics of production, he drives himself into a dead end. To understand the system requires a systematic approach.

Globalization of the economy is a policy that uses the objective trend of integration of national economies. This is clearly seen in the example of the WTO. The WTO, on the one hand, stimulates a planned form of managing economic movement, on the other hand, it strictly regulates the possibilities for planning the development of the economy on a national scale, subordinating national interests to global goals, the justification of which, from a scientific point of view, looks insufficient, politically biased. Meanwhile, having joined the WTO, the country is forced to accept the conditions of this, to a large extent, political game.

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National economic development projects are increasingly loaded and adjusted not in the national interest, which has to be put up with as the costs of globalization. At the same time, it should be borne in mind that there is no alternative to integration. Homo sapiens exists as a universal species. The earth is his common home, development is a common interest, synthesizing biological evolution and socio-cultural arrangement.

When planning, it is necessary to proceed from the dialectical requirement of a comprehensive objective analysis of reality, once and the need to act together in the common interest, two. States have something to share, but you can't test history for strength, humanity has no other and never will. Dialectics has opened up to us the range of confrontation, both practical and theoretical. The struggle is reasonable only within the boundaries of unity, therefore, contradictions should be filtered through the need to obtain a common result that corresponds to the laws of motion of the human reality of being.

Scientific knowledge comes with costs. The scientist's understanding of what is happening does not always occur in the form of true knowledge; delusion is a natural movement of any knowledge, it is important to have a critical attitude here. A scientist should not believe, he should doubt. J. Galbraith is an honest scientist, aware of the limitations of his scientific potential, he logically addresses the discussion, sees a way out of deadlocks and dubious judgments in scientific disputes.

K. Marx was careful about the mistakes of those who served science, believing that not politicians, but scientists are called upon to determine the paths of economic development. Politicians should create political conditions for solving economic problems, following the recommendations of scientists. J. Galbraith is absolutely right when he talks about the complication of social development and the need, in connection with this, to consider economic knowledge and planning in a new, broad socio-cultural format. An American scientist with a similar methodological attitude fell out of favor with domestic reformers - liberals at the end of the last century, when the time of economic reforms was compressed, then there was already a train of vices of their actions. The idol of our liberals turned out to be Soros, a typical financial and political speculator. Speculators with no ideas found a speculator with ideas.

The need to improve the quality management system at light industry enterprises is due to the following important reasons.

Firstly, it is an increase in the confidence of potential consumers in the products manufactured by this enterprise.

Secondly, it is an opportunity to significantly strengthen its position in existing markets, as well as significantly expand its spheres of influence by entering new domestic and foreign markets.

And thirdly, this is a significant increase in labor productivity of any industrial enterprise, which is expected to introduce a QMS using effective management.

The use of ASEZ on the basis of the mining towns of the Rostov region will allow the authors to visualize the effectiveness of the quality policy and goals developed by the authors within the framework of the QMS based on the ASEZ to ensure defect-free production of products and to attract the unemployed population of small and medium-sized mining towns to achieve the stated goals, which will provide these territories social protection and well-being of the inhabitants of these cities.

Conclusion

The wise Buddha laid down four key steps in the eightfold path: correct understanding; making the right decision; finding the right words and, finally, the right actions aimed at implementing the right decisions. The fate of the light industry now depends on what this last step will be. Its execution is the function of the Government. The political paradigm is extremely simple - we should not compete with anyone in the struggle for the global market, especially with the Chinese. The Chinese rightfully want to shoe and clothe the whole world. One fifth of the world's population lives in China. Our task is quite different. We need to make sure that the Chinese do not shoe or dress us. To transfer the purchasing demand to our own Russian production, to interest in goods produced in the country. Such a task is quite within our power, as the manufacturers say. And the Government needs to do its direct work consistently and in a timely manner, that is, to think, make a decision, bring everything to a result, work in a team and, most importantly, respect each other in this team. The results of studies on the assessment of the competitive potential of shoe enterprises in the regions of the Southern Federal District and the North Caucasus Federal District with the participation of parents, children, buyers and manufacturers turned out to be significant. Their analysis confirmed the importance of marketing services in generating sustainable demand for domestic products within the framework of their preferences and priorities. And the more often these services interact with producers and consumers, the more effective will be the results of the work of these enterprises in providing them with a stable demand for their products and obtaining stable technical and economic indicators from their activities.

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