

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

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

International Scientific Journal Theoretical & Applied Science

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

Year: 2022 Issue: 04 Volume: 108

Published: 23.04.2022 <http://T-Science.org>

Issue

Article



Daniil Sergeevich Shcherbakov

Institute of Service and Entrepreneurship (branch) DSTU
bachelor

Artyom Alexandrovich Tikhonov

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 IMPORTANCE OF HIGH-QUALITY PROFESSIONAL LABOR FOR THE PRODUCTION OF PRODUCTS THAT ARE A PRIORITY FOR CONSUMERS IN THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

Abstract: *In the article, the authors, using the developed software, assessed the possibility of a new term for assessing the quality of products, namely, "lean products" to help the consumer of this very light industry product have more effective criteria for preference when choosing an assortment for their needs. For the first time, we investigated the possibilities of motivating a person for his effective management of the collective of a light industry enterprise for the manufacture of demanded and import-substituting products in the demand market, taking into account its attractiveness and guaranteeing the enterprise sustainable TPE from their activities, considering the possibilities of a union of culture and effective management to ensure the production of demanded and competitive products consumers of the regions of the Southern Federal District and the North Caucasus Federal District. In addition, the authors believe that control within the framework of the QMS carries a psychological load and forms in the team a sense of responsibility for the implementation of the tasks formulated before it. But this is provided that a competent selection and recruitment of personnel is implemented, who have communication skills, professionalism and stress resistance.*

Key words: *respondents, experts, randomization, demand, competitiveness, import substitution, concordance coefficient, competence, survey, questionnaire, demand, product sales, convergence, divergence, quantity, measure, market, consistency, consumer, manufacturer, consumer culture, quality activity, quality of life, purchasing qualifications, economic policy.*

Language: *English*

Citation: *Shcherbakov, D. S., Tikhonov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2022). On the importance of high-quality professional labor for the production of products that are a priority for consumers in the regions of the Southern Federal District and the North Caucasus Federal District. ISJ Theoretical & Applied Science, 04 (108), 573-592.*

Soi: <http://s-o-i.org/1.1/TAS-04-108-68>

Doi:  <https://dx.doi.org/10.15863/TAS.2022.04.108.68>

Scopus ASCC: 2000.

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Introduction

UDC 685.44: 519.44

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

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

The economy of commodity production was created by the production of a product and the need for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienating consumption. In natural production, product quality was hardly a pressing issue. The quality was "dissolved" in the conservatism of technique and technology, in the tradition of the assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the manufacturer and the consumer. Levers of management - financial policy, directions - the main - two: the impact on the quantity and quality.

Product quality has gained relevance in commercial production. It became clear that in the understanding of quality there are sensory and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not able to directly influence the objective properties of a product (with the help of its own mechanisms), but it can very well even objectify subjective ideas. Thus, the manipulation of quality was first included in the functions of the market, then it became an element of economic policy.

A sound and healthy economic policy is designed to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to provide comprehensive support for the formation of conditions for subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation. on the importance of quality to the customer. The availability of choice and ability to pay does not serve as the basis for the indisputability of a high-quality acquisition.

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

"Purchasing qualifications" include, along with certain knowledge that helps to determine the location of the store, the range of prices for the goods, requires basic information about the manufacturer, the quality characteristics of the goods, the market reputation of the manufacturer, the tradition of the company, the scale of activity. Today, in the consumer market, the naive buyer runs the risk, beyond all reasonable measures, of becoming a victim not only of deception, but also of his own carelessness, therefore, without any rights to compensation.

A buyer in Russia is formally protected. In real life we have to be guided by the famous rule "the rescue of drowning people ("buyers") is the work of the drowning people themselves, read "buyers".

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

Imported consumer goods - not Chinese - in the 1980s and 90s. was with us onHooray! The assortment, packaging, external features of the product were impressive. And what is the bottom line? After 10 years, the manufacturer is returning Soviet brands, naturally in the absence of effective control, not Soviet quality.

We know how to make quality products and are quite capable of regaining "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only consumer, judging by

Impact Factor:

SISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

the malfunctions in rocketry, the operation of aircraft, etc.) market. They explain to us: we need economic measures. Correct, however, this is half-truth. If necessary, then accept. The authorities should have power that is not nominal. It's time to understand that economics has always been politics, economic theory has always been political economy.

Main part

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

An amazing thing. When it comes to the future of technical progress, futurologists of all stripes groan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere with the development of the economy. For whom is it better? One conclusion suggests itself: not to disrupt the self-movement of the economy in the interests of those who have privatized the economy and whose service is the "border guards" who prohibit the control of economic processes through politics.

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

The time for political action - not decisions - is the most favorable. The intoxication of the nineties and zero seemed to be on the decline. Awareness of the qualitative advantages of many Soviet products of the light and food industries is returning. There is a revival in consumer cooperation, which can stimulate the production of agricultural products in the countryside. Mistrust in consumer imports is growing, including due to its massive Chinese production. Migration flows are stabilizing.

A harsh assessment of the socio-economic situation and a direct indication of the government's responsibility for the failure to fulfill the presidential instructions of 2017 in the Address of V.V. Putin, are

associated with the determination to "tighten the screws" so that the movement goes on the intended course. A clear activation in interethnic economic relations within the Customs Union, a reboot of strategic relations with an emphasis on China, India, Iran, Latin America. The real possibility of full-scale cooperation with Egypt, Syria and the same Iran - the key states of the Middle East and the African North - all this is a unique international sphere for restoring the balance in the domestic consumer goods market.

Domestic producers need a "coherent" economic policy. By "intelligibility" they mean: clarity, consistency, guarantee support, allowing to cut off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. Both those who produce and those who are called to ensure the rights of producers. The Customs Union lit the green light on the path of national goods in the markets of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate the natural rather than advertising quality. By the way, a wonderful research topic is "real and" advertising quality ", that is. generated by advertising. It is no less important to analyze the problem of quality in the coordinate system of national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both tendencies are objective and characteristic of modern history.

Integration - interethnic interpenetration of various activities of a socio - economic, cultural and humanitarian scale. It can have an interethnic size, for example - "Union State (RF and RB); local - the Customs Union; regional (Shanghai Organization, EEC). Globalization indicates a worldwide scale of the phenomenon. Among the global problems are those that have arisen as a result of general, but not necessarily integration, processes, and require a consolidated solution. Global problems, in contrast to the problems associated with integration, are potentially relevant and have a strategic meaning. For example, how to protect life on Earth from large meteorites. When the time of the onset of the event is postponed, but it itself is extremely relevant in importance, then speculators, including financial oligarchs, actively rush into the gap, trying to profit from uncertainty.

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

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

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, the being of the common is not self-sufficient. General requirements are realized through special development, due to the specificity of the circumstances of the action. In other words, no matter how standardized the production of a product is, the originality of production conditions will still manifest in it.

The specificity of conditions - regional, national, is immanently present in raw materials, climate, traditions, culture of performers' consciousness. And in all this is the power of production, which determines the nuances of the quality of the goods, which create a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea, ensured the leading position in the quality of the Ceylon product. The same can be said for Kenyan coffee, bell and chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scotch whiskey, Russian flax, Egyptian cotton, Chinese silk, Argentinean leather, Greek olive oil and much more. The specificity of the environment should be cherished and preferences for its reproduction should be ensured. In fundamental treaties,

The Customs Union consolidates the interethnic division of labor, built in the XX century, contributes to the expression of the objective and subjective aspects of the development of production, mutually enriches the market, making it easier for producers to access it. But this is all theory. Theory develops into a rational practice, not only because it is correct. Activity makes theory a practice; moreover, in order to obtain the desired result, activity must be systemic and consistent.

Interest in the quality of a product, in theory, should not start in production. Its initial position in the normalized market, more precisely at the meeting of the manufacturer and the buyer. A normal market is an indicator of the quality of a product. Demand pulls along the production chain. But not the spontaneous demand of abandoned buyers. Demand is a state of consciousness conditioned by purchasing power, however, it cannot be reduced only to the amount of money, especially when lending is stimulated in every possible way by banks. The demand, left at the mercy of intermediaries, lobbyists, speculators, is a deadly disease for the national producer of Russia. Demand should be taken under control and generated, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the "producer - seller - buyer" system. The seller is assigned the role

of an active intermediary, but nothing more. It culturally provides a meeting point for producer and consumer. The system, however, must be functionally active, which presupposes not the presence of its constituent components, but their complicity. The perfection of a system is not determined by aesthetics, but by a design feature. It manifests itself in the maximum activation of the possibilities of the system of relations of which it acts. The perfection of the system design lies in the maximum realization of the potential of relations that create consistency.

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

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

Blaming the current generation for consumer attitude towards life is not entirely fair. Consumption is the ultimate goal of production. The trouble is in the absence of a consumer culture of the mass consumer; the trouble is, indeed, of a socio-cultural dimension. Another consequence of the financing of cultural progress. Why is one power replacing another, while culture is still in power last in line for political relevance? It is time to understand that not only science has turned into an immediate productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor.

There is not a single enterprise that does not have an external environment and is not in a state of constant interaction with it. Any enterprise needs regular receipt of initial products from the external environment to ensure its life. Moreover, each enterprise must give something to the external environment as compensation for its existence. As soon as connections with the external environment are broken, the enterprise dies. Recently, due to the intensification and complication of competition, as

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

well as a sharp acceleration of the processes of change in the environment, enterprises are increasingly forced to pay attention to the issues of interaction with the environment, to increasingly develop the ability to adapt to changes in the external environment.

The key role in the development and implementation of the policy of interaction between the enterprise and the environment is played by management, especially its upper level. The issues of long-term strategy of interaction of the enterprise with the environment are becoming the cornerstone of the construction of all management processes. The management no longer deals only with the internal issues of the enterprise. Equally, and perhaps to a greater extent, his gaze is directed outside the enterprise. Management tries to build effective interaction between the enterprise and the environment, not only by influencing the processes occurring in the enterprise, but also by influencing the environment.

Strategic management that solves these problems is highlighted in the complex of enterprise management processes. The external environment of the enterprise, the state of interaction with which is determined mainly by the quality of its management, can be represented in the form of two spheres.

First sphere- this is the general external environment of the enterprise. This the external environment reflects the state of society, its economy, natural environment and is not directly related to a specific, enterprise. The general external environment is more or less the same for the vast majority of enterprises.

Second sphere- it is the so-called direct business environment of the enterprise. This environment is formed by such environmental subjects that are directly connected or directly affect the activities of this particular enterprise. It is important to emphasize that the enterprise, in turn, can directly influence them.

The general external environment is formed under the influence of political, legal, socio-cultural, economic, technological, national and international processes, as well as environmental management processes.

The direct business environment of the enterprise is created by buyers, suppliers, competitors, business partners, as well as regulatory services and organizations such as administrative bodies, business associations and associations, trade unions, etc.

Managing the processes of interaction of an enterprise with the environment, management is faced with a number of serious problems generated by uncertainty in the state of the environment. In this regard, one of the most difficult tasks facing management is to reduce the uncertainty of the company's position in the environment. This is achieved by developing its adaptability to the external environment and establishing broad connections with the environment, allowing the company to organically

fit into the environment.

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

- 1) *mechanistic type of management;*
- 2) *organic type of management.*

Mechanistic type of enterprise management characterized by a set of the following characteristics:

- conservative, inflexible structure;
- clearly defined, standardized and sustainable objectives;
- resistance to change;
- power comes from hierarchical levels in the organization and from position in the organization;
- hierarchical control system;
- command type of communications going from top to bottom;
- the content of communications is mainly orders, instructions and decisions made by the management.

Organic type of enterprise management characteristic:

- flexible structure;
- dynamic, not rigidly defined tasks;
- willingness to change;
- power is based on knowledge and experience;
- self-control and control of colleagues;
- multi-directional communications (vertical, horizontal, diagonal, etc.);
- content communications are information and advice. Each of these types has certain advantages.

Accordingly, each of these types can be given a certain preference depending on the nature of the environment and the level of uncertainty. In the event that the environment is dynamic, if the level of uncertainty is high, the organic type of enterprise management is more effective. If the environment is stable and the uncertainty is at a low level, preference can be given to the mechanical type of control.

Development of views on management: "one-dimensional" and "synthetic" teachings:

When starting to analyze the development of the doctrine of management, it should be remembered that the main task of management is to coordinate the efforts of all elements of the enterprise in the implementation of the success of its functioning.

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

We must also remember about the presence of the external environment of the enterprise, clearly understanding that it is it that opens access to resources and, thereby, determines the possibility of its existence.

It is completely unacceptable to forget that "a person thinks because he does what he does." And, although thought itself is not subject to time, its

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

materialization is carried out in time and space and, most importantly, requires the expenditure of energy.

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

The practice of management is as old as the enterprise. Clay tablets dating from the third millennium BC contain information about commercial transactions and the laws of ancient Sumeria.

Let's keep in mind: A task is a goal in specific conditions. A task (task) is a prescribed work, a series of works or a part of a work that must be performed in a predetermined manner within a predetermined time frame. Tasks are assigned to the position, not to the employee.

Views on management evolved as social relations developed, production technology improved, and new means of communication and information processing appeared. However, management thought has always marked the milestones, starting from which there were broad transformations in management practice.

Managerial thought constantly turns to the sphere of the collective activity itself or the activity of management. If we single out the subjective and object plans in the first, then we get three areas of attention and searches: tasks, people and managerial activity. For the initial stage of development of the science of management, it was typical to focus on one of them (one-dimensional doctrines), subsequently the coverage of the number of studied factors increased (multidimensional, synthetic doctrines).

To date, these two groups of the most important approaches are sufficiently developed and represent a jointly systemically defined science of management.

"One-Dimensional" Management Exercises

The most notable teachings of this group include: scientific management, behavioral teachings, and organizational theories.

The founder and main originator of scientific management ideas is Frederick Taylor. Starting as a worker, he went through all levels of the hierarchy to the chief engineer in a steel company. Taylor was an engineer, so it was completely natural for him (within the paradigm of his day) to view human control as machine control. Based on a mechanistic understanding of the essence of the work of a person of labor, his place in the organization, Taylor saw the solution to the problem of the success of an enterprise in the rationalization of labor operations. Therefore, the starting point for him was the study of the problem. At the same time, he believed that workers are lazy by nature and can work well, at best, with economic incentives. Therefore, managers must think, and workers must work. The basic principles of Taylor's scientific management are as follows:

- development of optimal techniques and methods for carrying out work on the basis of a scientific study of the time spent on individual

operations;

- absolute adherence to scientifically based standards and norms;
- selection, training and placement of workers in those jobs and tasks where they, realizing their abilities, can give the greatest return;
- pay based on labor results (the greater the specific result, the higher the pay);
- the use of functional administrators who exercise regulatory control in specialized areas;
- maintaining friendly relations between workers and managers, in order to implement scientific management.

Without weakening attention to the scientific organization of labor, in the 20-30s of the last century, they drew attention to the fact that labor productivity significantly depends on the social conditions in the organization, and can be significantly increased if special relations are created in the working groups in the process of joint activities - with signs of collectivism. The shift of the center of gravity in management from tasks to a person gave rise to the development of various behavioristic theories of management.

Thus, Walter Dill Scott advocated that managers should look not only through the prism of their economic interests, but also social ones, recognizing their merits. Marie Parker Follett believed that a manager should abandon formal interactions with workers, be a leader, recognized by workers, and not relying on official authority. Her interpretation of management as "the art of achieving results through the actions of others" prioritized flexibility and harmony in the relationship between managers and workers, based on the situation, rather than relying on functional prescriptions.

Abraham Maslow made a huge contribution to the development of the behavioral direction in management. According to Maslow's teachings, a person has a complex structure of hierarchically arranged needs, and management in accordance with this should be carried out on the basis of identifying the needs of the worker and using appropriate methods of motivation.

The specific opposition of the scientific direction and behaviorist concepts in the form of their theoretical generalization was reflected in the theories "X" and "Y" by Douglas McGregor. There are two types of management, reflecting basically two diametrically opposed views of workers.

For enterprises of type "X" the following conceptual prerequisites are characteristic:

- the common person has an inherited dislike for work and strives for work;
- due to the reluctance to work a person only by coercion, with the help of orders, control and threats of punishment, it is possible to induce him to carry out the necessary actions and expend the necessary efforts to achieve its goals by the enterprise;

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

• the average person prefers to be ruled, tries not to take responsibility, has relatively low ambitions, and wants to be in a safe situation.

The following prerequisites are typical for enterprises of type "Y":

• the expression of physical and emotional efforts at work is as natural for a person as when playing or relaxing. External control and the threat of punishment are not the only means of motivating a person to work. A person in his activities is guided by a certain set of values, learned in the process of education, exercising self-control and self-motivation;

• responsibility and obligations in relation to the goals of the organization depend on the remuneration received for the results of work. The most important reward is that associated with satisfying the needs for self-expression and self-actualization;

• an ordinary person, brought up in a certain way, is not only ready to take responsibility, but even strives for it.

At the same time, McGrigor emphasized that many people have a willingness to use their experience, knowledge and imagination in solving the problems of the enterprise. However, the modern industrial society makes little use of the intellectual potential of an ordinary person.

If, caring about the success of the enterprise, Taylor focused on how to better perform tasks, exploring operations and functions, Mayo and behaviorists looked for answers to the same questions, referring to the nature of relationships in a team, to the motives of human activity, then Fayol tried to approach to solve the problem from the position of improving the management activity itself.

Henri Fayol has spent almost his entire adult life in a French company for the processing of coal and iron ore. He believed, based on personal experience, that with the right organization of his work, every manager can achieve success.

Considering the enterprise as a single organism, Fayol believed that any business organization is characterized by the presence of six specific types of activities, or functions:

- technical activities (manufacturing);
- commercial activity (purchase. Sales and exchange);
- financial activity (search and optimal use of capital);
- security activities (protection of corporate property);
- accounting (analysis, accounting, statistics);
- management (planning, organizational function, management, coordination and control).

Having separated management into an independent type of activity and endowing it with five specific functions (planning, organization, management, coordination and control), Fayolle

developed fourteen principles of management, which he himself followed in his practice and on which, he believed, the success of management depends:

• *Division of labor* (improves qualifications and the level of work performance).

• *Power* (the right to give commands and be responsible for the results).

• *Discipline* (a clear and clear understanding between workers and managers, based on respect for the rules and agreements existing in the enterprise, is mainly the result of leadership capabilities).

• *Unity of management* (orders from only one manager and accountability to only one manager).

• *Unity of leadership* (one leader and one plan for each set of actions to achieve some common goals).

• *Subordination of individual interests to common interests* (the manager must achieve through personal example and tough but fair management so that the interests of individuals, groups and divisions do not prevail over the interests of the enterprise as a whole).

• *Staff remuneration* (payment should reflect the state of the enterprise and encourage people to work with efficiency).

• *Centralization* (the level of centralization and decentralization should depend on the situation and be chosen in such a way as to give the best results).

• *Interaction chains* (clear construction of command chains from management to subordinates).

• *Order* (everyone should know their place in the enterprise).

• *Equality* (workers should be treated fairly and kindly).

• *Staff stability* (cadres must be in a stable situation).

• *Initiative* (managers should encourage subordinates to nominate ideas).

• *Corporate spirit* (a spirit of unity and joint actions, develop a brigade form of work).

While affirming the universality of the formulated principles, Fayol nevertheless emphasized the need for their flexible application, taking into account the situation in which the management is carried out.

Undoubtedly, a huge contribution to the development of management thought was made by the German lawyer and sociologist Max Weber, who developed the theory of the bureaucratic organization of an enterprise and the management system in particular.

Weber believed that a bureaucratic system should ensure the operation of the enterprise as a machine, guaranteeing speed, accuracy, order, certainty, continuity and predictability.

According to Weber, the basic principles of building an enterprise that ensure these qualities

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

should be as follows:

- division of labor based on functional specialization;
- a well-defined hierarchical system of power distribution;
- a system of rules and regulations defining the rights and obligations of employees;
- a system of rules and procedures for behavior in specific situations;
- lack of personality in interpersonal relationships;
- admission to the company based on the competence and needs of the company;
- career development based on the competence and broad knowledge of enterprises that come with seniority;
- strategy to life-long employment;
- a clear career system that provides upward advancement for qualified workers;
- management of administrative activities consists in the development and establishment of detailed written instructions in enterprises.

For "synthetic" doctrines, a view of management as a multidimensional, complex and changing phenomenon associated with many connections with the internal and external environment of the enterprise is characteristic. The first successes of this understanding of management took shape as a systematic approach to the enterprise. The opportunity has opened up for deep penetration into the system of internal and external relations and multifactorial analysis of both the object and the subject of management activity.

Undoubtedly, Peter Drucker should be considered one of the most prominent theorists of our time in the field of systems view of management. The center of Drucker's ideas about management is the systematic teaching of management as a professional activity and manager as a profession. This made it possible to organize the study of management in educational institutions and open the training of managers.

One of the most famous theoretical positions put forward by Drucker is his concept of management by goals. Drucker's idea that management should begin with setting goals and then move on to the formation of functions, a system of interaction and a process, radically turned the logic of management.

Situational theories occupy a prominent place among the "synthetic" doctrines of management. Situational theories provide guidance on how to handle specific situations. In this case, a step-by-step algorithm for solving problems is recommended. First, it is necessary to carefully analyze a specific situation, highlighting what requirements the situation presents to the enterprise and what is typical for the situation. Second, an appropriate management approach must be chosen. Thirdly, management must create capacity in the enterprise and the necessary

flexibility in order to be able to move to a new management style appropriate to the situation. Fourth, management must make appropriate changes to accommodate the situation.

One of the most popular systemic management concepts is the 7-S theory, developed in the 80s. (USA) It was noticed that an effective organization, as a rule, is formed on a meringue of seven interrelated components, changing each of which necessarily requires a corresponding change in the other six. These key ingredients are as follows:

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

systems- procedures and routine processes in the enterprise;

state- key groups of personnel existing at the enterprise and characterized by age, gender, education, etc. ;

• *qualification* - the distinctive capabilities of key people in the enterprise;

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

In 1981, the American Ulyam Ouchi, based on the Japanese management experience, put forward the theory "Z", as if supplementing and developing the ideas of McGrigor and leveling the provisions of situational theories. The starting point of Ouchi's concept is the position that a person is the basis of any enterprise and the success of the enterprise depends on him first of all. Proceeding from this, W. Ouchi formulated the main provisions and rules of effective people management. The ideas of the theory "Z" in a condensed form are as follows:

- long-term recruitment of personnel;
- group decision making;
- individual responsibility;
- slow differentiated appraisal of personnel and their moderate step-by-step promotion;
- indirect, informal control by clear and formalized methods;
- non-specialized career;
- comprehensive care of employees.

This review of management doctrines shows that practice constantly highlights more and more problematic facets of managing joint activities that arise during its progressive development. Science, in turn, responds in a timely and effective manner to the requests of practice, while putting forward a kind of guidelines that are very useful for practitioners, so guided by a four-step model of achieving success, namely:

1. Decide what you want (formulate and set a goal for yourself).
2. 3. See what happens.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

4. If necessary, change the approach until you achieve what you want.

Setting the right goals means being able to "correctly formulate the result."

The basic principles of the formation and selection of their goals:

1. Choose goals that deserve to be achieved.
2. Choose a goal that you can achieve on your own.
3. State your goal in affirmative terms.
4. Express your goal accurately in sensory categories.
5. Match your goal with the context (situation).
6. Soberly assess the consequences of achieving your goal.

The subconscious mind plays an important role in everything we do. Business and organizational methods of achieving goals (formalized) usually omit this factor. The same applies to individual goals, chosen in a logical, systematic way, "left hemisphere".

Thinking in the affirmative is the principle of correctly formulating the result.

Unfortunately, they usually focus on trying to avoid the unwanted instead of thinking about the desired and achieving the desired. They develop an "aggressive-defensive", "denying" character instead of a "affirming" one. In the end, the "denying person" experiences the scenario that he would like to avoid, because it is he who is strategically fixed and implemented. You might call this "avoidance" system prudence, realism, prudence, and so on. It manifests itself most effectively when achieving internal goals, but when it comes to the perceived goals "...? ..", it often leads to incomprehensible at first glance blunders. Therefore, the first principle of a correctly formulated result reads: "I express my goal in affirmative terms."

Balanced Self-Renewal Principles

Perhaps we began to understand that if we want to change something, then we must start the change with ourselves. And in order to change ourselves effectively, we must first of all change our perception.

The principles of NLP (neuro-linguistic programming) involve taking into account all four dimensions. This means that we must develop them regularly and consistently in the most sensible and balanced way. Spending time on self-renewal requires initiative on our part.

Effective skills are well-learned principles and behaviors. To turn something in your life into a skill, you need three components: Knowledge, Skill, Desire.

Knowledge is a theoretical paradigm that determines what to do and why. Skill determines

how to do... And desire is motivation - I want to do it.

If one day we believe that from now on our behavior depends on our decisions, and not on the surrounding conditions, then the very first skill

necessary for the beginning of personal self-development is about activity. By about activity we must understand it, comprehending it as a fact that, initiating what is happening, subordinating our feelings to our values, we are responsible for our actions (and, above all, in front of ourselves). The behavior of a proactive person is a product of his own choice; he does not look for the "guilty" for his actions and for their results. In this case, he asks himself, and looks for the answer in himself. Stephen R. Covey believes that in order to achieve personal victory (victory over oneself), a person needs at least two more skills (Figure 1) (except for "Be active" (1): this is "Start by imagining the ultimate goal" (2), and "First, do what must be done first" (3). If we have already quite clearly defined the meaning of the goal in our activity, then we still need to figure it out with the third skill. In this case, we mean the need to manage your time, clearly understanding the degree of importance and urgency of those things that we are planning to do.

Despite the fundamental differences between these concepts discussed above, they nevertheless have something in common at their core, which reflects a certain commonality in motivating a person to action. The named concepts of Maslow, Alderfer, McClelland, Herzberg allow us to conclude that there is no canonized one that explains what lies at the heart of a person's motivation and how motivation is determined. Each of the theories outlined has a certain fundamental difference.

Thus, each of the theories has something special, distinctive, which gave it the opportunity to gain wide recognition from theorists and practitioners and make a significant contribution to the development of knowledge about motivation. However, despite the fundamental differences, all four of the above theories have something in common, which makes it possible to establish certain parallels between them. A characteristic feature of all four theories is that they study needs and provide a classification of needs that allows one to draw some conclusions about the mechanism of human motivation. Comparing the classifications of all four theories, it can be noted that the groups of needs identified in various theories quite definitely correspond to each other.

Much depends on organizational culture and team management light industry enterprises.

An enterprise is a complex organism, the basis of the life potential of which is organizational culture: that for the sake of which people became members of the enterprise; how relationships are built between them; what stable norms and principles of life and activity of the enterprise they share; what, in their opinion, is good and what is bad, and much more that relates to values and norms. All this not only distinguishes one organization from another, but also significantly predetermines the success of the operation and survival of the enterprise in the long

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

term. Organizational culture is not so obvious on the surface, it is difficult to “feel” it. If we can say that an enterprise has a “soul”, then this soul is organizational culture.

Organizational culture is carried by people. However, in enterprises with an established organizational culture, they seem to be separated from people and become an attribute of the enterprise, its part, which has an active influence on the members of the enterprise, modifying their behavior in accordance with the norms and values that form its basis.

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

In modern literature, there are both very narrow and very broad interpretations of what constitutes an enterprise culture.

Most often, organizational culture is interpreted as the philosophy and ideology of management accepted by the majority of the enterprise, assumptions, value orientations, beliefs, expectations, dispositions and norms that underlie relations and interactions both within the enterprise and outside it.

Using what is common to many definitions, you can understand organizational culture as follows. Organizational culture is a set of the most important assumptions that are accepted by the enterprise's team and expressed in the values declared by the enterprise, which set the guidelines for their behavior and actions. These value orientations are transmitted to individuals through the "symbolic" means of the spiritual and material within the organizational environment.

Basic assumptions are what the collective of the enterprise adheres to in its behavior and actions. These assumptions are often associated with the vision of the environment surrounding the individual (groups, enterprises of society, the world) and its regulating variables (nature, space, time, work, relationships, etc.). It is often difficult to articulate this vision for an enterprise.

Values (or value orientations) guide the individual in what behavior should be considered acceptable or unacceptable. For example, in some enterprises, it is believed that “the client is always right,” therefore, it is inadmissible in them to blame the client for the failure in the work of the enterprise team. In others, it may be the other way around. However, in both cases, the accepted value helps the individual understand how he should act in a particular situation.

"Symbolism" it is the means by which value orientations are "transferred" to the collective of the enterprise. Many enterprises have special documents

intended for all, in which they describe in detail their value orientations. However, the content and meaning of the latter are most fully revealed to workers through the "walking" stories, legends and myths. They are told, retelling, interpreted. As a result, they sometimes have more influence on individuals than the values that are written in the company's advertising brochure.

Organizational culture has a specific structure. The latter can be viewed as a three-tier one.

The first, "superficial" or "symbolic" level. Includes such visible external facts as - applied technology and architecture, use of space and time, observed behavior, language, slogans, etc., or everything that can be felt and perceived through the known five human senses (see, hear, taste and smell, touch). At this level, things and phenomena are easy to detect, but not always they can be deciphered and interpreted in terms of organizational culture.

Second, "subsurface" level... At this level are found values and beliefs shared by the enterprise team, in accordance with how these values are reflected in symbols and language. The perception of values and beliefs is conscious and dependent on the will of the people.

The third, "deep" level... Includes basic assumptions that are difficult to grasp, even by the enterprise team itself, without special focus on this issue. These hidden and accepted assumptions guide people's behavior by helping them perceive the attributes that characterize organizational culture.

According to which of these levels are being studied, there is a division of organizational cultures into subjective and objective.

Subjective organizational culture comes from employee-shared patterns of assumptions, beliefs and expectations, as well as from the group perception of the organizational environment with its values, norms and roles that exist outside the individual. This includes a number of elements of "symbolism", especially its "spiritual" part: the heroes of the enterprise, myths, stories about the enterprise and its leaders, organizational taboos, ceremonies and rituals, the perception of the language of communication and slogans. Subjective organizational culture serves as the basis for the formation of a management culture, i.e. styles of leadership and decision-making by leaders of problems, their behavior in general. This creates a distinction between seemingly similar organizational cultures. For example, two businesses can claim to provide quality service to their customers. But the end result will largely depend on

Objective organizational culture is usually associated with the physical environment created in the enterprise: the building itself and its design, locations, equipment and furniture, colors and volume of space, amenities, cafeteria, reception rooms, parking lots and cars themselves. All this, to one degree or another, reflects the values that the collective of the enterprise adheres to. While both

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

aspects of organizational culture are important, the subjective aspect creates more opportunities for finding both common and differences between people and between enterprises.

A specific organizational culture can be considered based

ten characteristics:

- awareness of oneself and one's place in the enterprise (some cultures value the employee's concealment of their internal moods, others encourage their outward manifestation; in some cases, independence and creativity is manifested through cooperation, and in others - through individualism);

- communication system and language of communication (the use of oral, written, non-verbal communication, "telephone law" and openness of communication differs from group to group, from enterprise to enterprise; jargon, abbreviations, gestures vary depending on the industry, functional and territorial affiliation of enterprises);

- appearance, clothing and presentation of oneself at work (a variety of uniforms and workwear, business styles, neatness, cosmetics, hairstyle, etc. confirm the presence of many micro cultures);

- what and how people eat, habits and traditions in this area (organization of meals for employees, including the presence or absence of such places in the enterprise; people bring food with them or visit the cafeteria inside or outside the enterprise; food subsidies; frequency and duration of meals; whether employees eat different levels together or separately, etc.);

- awareness of time, attitude towards it and its use (the degree of accuracy and relativity of time among workers; adherence to a time schedule and reward for it; mono-chronic or polychronic use of time);

- relationships between people (by age and sex, status and power, wisdom and intellect, experience and knowledge, rank and protocol, religion and citizenship, etc.); the degree of formalization of relations, support received, ways of resolving conflicts);

- values (as a set of guidelines for what is good and what is bad) and norms (as a set of assumptions and expectations about a certain type of behavior) - what people value in their organizational life (their position, titles or work itself, etc.) and how these values are preserved;

- belief in something and attitude or disposition towards something (belief in leadership, success, in one's own strengths, in mutual assistance, in ethical behavior, in justice, etc.; attitude towards colleagues, clients and competitors, towards evil and violence, aggression, etc.); the influence of religion and morality);

- the process of employee development and learning (thoughtless or conscious performance of work; rely on intelligence or strength; procedures for

informing employees; recognition or rejection of the primacy of logic in reasoning and actions; abstraction and conceptualization in thinking or memorization; approaches to explaining reasons);

- work ethics and motivation (attitude to work and responsibility at work; division and substitution of work; cleanliness of the workplace; quality of work; work habits; job evaluation and reward; person-machine relationship; individual or group work; work progress) ...

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

The members of the company, sharing faith and expectations, create their own physical environment, develop a language of communication, perform actions that are adequately perceived by others and show feelings and emotions understood by all. All this, when perceived by employees, helps them to understand and interpret the culture of the enterprise, i.e. give meaning to events and actions and make meaningful in your work environment. The behavior of individuals and groups within an enterprise team is strongly bound by norms arising from these shared beliefs, expectations and actions.

The content of organizational culture influences the direction of behavior and is determined not by the simple sum of assumptions, but by how they are related to each other and how they form certain patterns of behavior. The hallmark of a culture is the relative order in which underlying assumptions form it, which indicates which policies and which principles should prevail in the event of conflict between different sets of career planning assumptions.

There are two ways in which culture influences organizational life. First, culture and behavior mutually influence each other. Second, culture influences not so much what people do, but how they do it. There are various approaches to identifying a set of variables through which the influence of culture on an enterprise is monitored.

V. Sate considers the influence of culture on organizational life through seven processes:

- cooperation between individuals and parts of the enterprise;

- control;
- communications;
- dedication to the enterprise;
- perception of the organizational environment;
- justification of their behavior.

At the same time, the first three processes correspond with the first, surface level of organizational culture or patterns of organizational behavior, and the next four - with the second, subsurface level, which has a "value" basis. The efficiency of the enterprise depends on how these processes proceed.

Cooperation as a pattern of behavior in the enterprise cannot be established only with the help of

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

formal management measures, since it is impossible to foresee all possible cases. How much people really cooperate in collectives of enterprises depends on the assumptions they share in this area. In some enterprises, the highest value is group work, in others - internal competition. In other words, it all depends on which philosophy prevails: individualist or collectivist.

The influence of culture on decision-making is carried out through shared beliefs and values that form a stable set of basic assumptions and preferences among members of the organization. Since organizational culture can help minimize disagreement, decision-making becomes more efficient.

The essence of the process control is to stimulate action towards achieving the set goals. In the nature of management, there are three control mechanisms: the market, administration, clannishness. Usually, the collectives of enterprises have all three mechanisms at once, but to varying degrees. Market control relies heavily on prices. The underlying assumption is that changing prices and payments should stimulate necessary changes in the enterprise.

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

- from above it is better to see what measures to achieve the desired result;
- employees obey without question within shared underlying assumptions.

Clan the control mechanism is entirely based on shared beliefs and values. It is from them that the members of the collective of the enterprise proceed when carrying out their actions. It is also assumed that employees are sufficiently committed to the enterprise and know how to operate within the given culture. As the enterprise grows and develops, the clan mechanism is replaced by an administrative one, and then a market one.

The influence of culture on communication occurs in two directions. The first is that there is no need to communicate in matters for which there are shared assumptions. In this case, certain actions are performed without words. Second, shared assumptions provide direction and aid in the interpretation of the messages received. So, if at the enterprise the employee is not considered an appendage of the machine, then the news of the upcoming automation or robotization will not shock him.

The content of culture also affects the content of communication. In some enterprises, the openness of communication is valued, while in others it is the other way around.

An individual feels dedicated to an undertaking when he identifies with the latter and experiences

some emotional connection with it. A strong culture makes the individual's identity and feelings about the enterprise strong. Also, workers can step up their actions in an effort to help the enterprise.

Perception organizational reality or what he sees is largely due to what his colleagues say about what he sees, who share the same experience with him. Culture influences this process by providing collective members of the enterprise with a common interpretation of their experience. In enterprises where timely customer service is highly valued, the perception of a lack of resources for work will not be interpreted as a need to change the developed disposition towards the client. Otherwise, the client could be seriously hurt.

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

The bestselling authors of *In Search of Successful Management*, T. Peters and R. Waterman, discovered the link between culture and business success. Taking as a model successful American firms and describing management practices, they "derived" a set of beliefs and values of the organizational culture that led these enterprises to success:

- belief in action;
- communication with the consumer;
- encouraging autonomy and entrepreneurship;
- considering people as the main source of productivity and efficiency;
- knowledge of what you control;
- do not do what you do not know;
- simple structure and few management staff;
- a simultaneous combination of flexibility and rigidity in the enterprise.

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

Consumer communication. For successfully operating enterprises, the consumer represents the focus in their work, since it is from him that the main information for the enterprise comes. For these businesses, customer satisfaction is at the heart of their organizational culture.

Autonomy and enterprise. Enterprises those struggling with a lack of innovation and bureaucracy are "divided" into smaller manageable parts and provide them, as well as individuals, with a certain

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

degree of independence necessary for the manifestation of creativity and risk. This cultural norm is maintained through the dissemination of legends and stories throughout the enterprise about their own Edison and Ford.

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

Know what you control. In line with this deeply ingrained cultural norm, successful businesses are expected to “be run not by the closed doors of their executive offices, but through visits by managers at the facilities they manage and through direct contact with subordinates in the field.

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

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

Simultaneous flexibility and rigidity in the enterprise. The paradox of this attribute of the organizational culture of successful enterprises is resolved as follows. High organization in them is achieved due to the fact that all employees understand and believe in the values of the enterprise. This ties them together and integrates them tightly. Flexibility is ensured by minimizing “governing” interventions and minimizing the number of regulations and procedures. This encourages innovation and the willingness to take risks. As a result, the rigid structure of shared cultural values makes possible a flexible structure of administrative control.

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

- adaptation;
- achievements of goals;
- integration;

- legitimacy.

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

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

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

This model includes the following three dimensions:

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

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

means / tools - results / indicators: measurement in the model demonstrates the difference in concentration of attention, on the one hand, on processes and procedures (planning, goal setting, etc.), and on the other, on the final results and indicators of their measurements (productivity, efficiency, etc.). These three dimensions give birth to four different approaches to organizational performance models:

quadrant 1 - the “human relations” approach, reflecting the state of maintaining the system of social relations, human obligations, decentralization and differentiation through the development of cohesion and skills among workers;

quadrant 2 - the “open system” approach, reflecting the state of decentralization and differentiation, growth and adaptation, improving the competitive position for the entire enterprise through a concentration on the development of flexibility and the ability to acquire the necessary resources;

quadrant 3 - the “rational-target” approach,

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

reflecting the strengthening of the competitive position of the enterprise as a whole, the maximization of results, centralization and integration through an emphasis on planning, efficiency and productivity; quadrant 4 - the "internal processes" approach, reflecting the state of centralization and integration, consolidation and continuity, maintenance of the system of social relations through the distribution of information and the strengthening of stability and order.

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

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

Systems approach. The entire "flavor" of the national culture of the society in which the given enterprise operates takes part in the formation of the organizational culture.

Systematization, like ordering in the relationships between parts, contributes to the direction of analysis and consideration of the level of influence of individual elements of the whole. And they are the following: the family system, the education system, the economic system, systems - political, religious, socialization, health, recreation.

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

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

An economic system is the way in which a society produces and distributes goods and services. In this case, there are group, collective and individual approaches.

The political system is what is primarily used to maintain order and existing power. These can be

attributes of a tribal and even generic approach, or they can be elements of a developed democracy.

The religious system is outside - material, spiritual means of providing meaning and motivation in the actions of people. This system determines the morality and prevailing values in society, which are guided by the enterprises operating in this society.

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

The health system is the way in which culture prevents and heals disease and cares for the victims of disasters and incidents.

The recreation system is a way of socializing people and using their free time. Some cultures pay significant attention to sports activities, and various types of outdoor activities are cultivated. In a number of cultures, there is an emphasis on folk dancing and singing, attending shows, etc., during recreation.

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

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

Distance of power - This is the degree of inequality between people, which the population of a given country considers acceptable or normal. At the same time, a low degree is characterized by relative equality in society, and a high degree is the opposite.

Individualism - it is the degree to which people in a given country choose to act as individuals rather than as members of a group. The high degree of this variable suggests that a person, being in conditions of free social ties in society, takes care of himself and his loved ones in the family, as well as bears full responsibility for all his actions. This same variable is characterized as collectivism (or a low degree of individualism). In collectivist societies, people are taught from childhood to respect the groups to which they belong, usually a family, clan, clan or organization. No distinction is made between members of the group and those outside it. Group members expect the group to protect them and be held accountable if they get in trouble. For this they are obliged to pay with loyalty to their group throughout their lives. In individualistic societies, from childhood, they are taught to think of oneself in terms of "I", and not a part of "Us". It is expected that, once standing on his feet, the individual will no longer receive protection from his group, and she will not be responsible for him. Therefore, he should not show strong loyalty to the group.

The third variable also has two poles: masculinity and femininity., reflecting how people of this culture relate to values such as "persistence" and "self-confidence", "high level of work", "success and

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

competition", which are associated almost everywhere to a greater extent with the role of men. These values differ from "tender" values such as "life comforts," "maintaining warm personal relationships," "caring for the weak and solidarity," which are associated primarily with the role of women. We are talking about the predominance in society of patterns of behavior inherent in either the male or female. The role of a woman is different from that of a man in all countries, not in "hard" societies this difference is greater than in "gentle" ones.

The fourth variable is called "the desire to avoid uncertainty" and can be defined as the degree to which people in a given country have a preference for structured situations over unstructured ones. Structured situations are situations with clear and precise rules for how to behave. These rules can be formalized, or they can be supported by traditions. In countries with a high degree of uncertainty avoidance, people tend to be very anxious and anxious, hectic at work, or "rush." Otherwise, people behave and work more calmly and systematically. In countries with a high degree of ambition to avoid uncertainty, the prevailing view is that everything "not ours and the unfamiliar" is dangerous. With a low degree of desire to avoid uncertainty, everything that is "not one's own and unusual" arouses cognitive curiosity.

The fifth variable is measured by long-term or short-term orientation. In the behavior of members of society. Long-term orientation is characterized by a look into the future and manifests itself in the desire to save and accumulate, in perseverance and perseverance in achieving goals. Short-term orientation is characterized by a look into the past and present and manifests itself through respect for traditions and heritage, through the fulfillment of social obligations.

Lane's model and Distefano on the impact of the national on organizational culture is built on six variables, defined as the problems that society faces throughout its history. Anthropologists have found that different societies deal with these problems in different ways. The model calls these different paths "variations in value orientations."

The six variables of the model under consideration include:

1. the relationship of man to nature;

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

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

So, belief about human nature is not about understanding how one individual thinks about

another, but what the individual believes, considering the possibilities of a person. For example, is it possible to change a person or not. Or whether people are inherently bad, good, or both.

In an organization, value orientations in relation to human nature can, according to the model, be measured through the following characteristics: control system; management style; organizational climate.

The most obvious, from the point of view of the influence of human nature on organizational efficiency, is the control system. An orientation toward the initially "bad" in human nature serves as the basis for a rigid control system that presupposes a suspicious attitude towards people. Other orientations ("neutral" and "good") in relation to human nature will reproduce correspondingly more flexible control systems.

The well-known organization of the "Z" type, described by W. Ouchi, is an attempt to show how the combination of the advantages of two rather different cultures (Japanese and American) "gives birth" to an effective version of the culture of American business enterprise. W. Ouchi based his research on a comparative analysis of seven variables of organizational culture:

- *the obligations of the enterprise in relation to its members;*

- *evaluation of work performance;*
- *career planning;*
- *control system;*
- *making decisions;*
- *level of responsibility;*
- *interest in a person.*

Obligations towards employees. According to W. Ouchi, all three types of businesses value low employee turnover. Dismissals apply only in stalemate. However, how this cultural value is maintained differentiates these three types of enterprises. If in Japan the system of life-long employment is more often used for this purpose, then American firms traditionally focus on short-term employment, giving the individual freedom of choice. In practice, however, most American workers and employees build their life careers by changing a small number of enterprises.

All three types of enterprises carry out this work using both quantitative and qualitative measures. However, the time lag and its impact on careers differ. Thus, in a "purely" American enterprise, rapid progress is valued, based on the assessment of work using a variety of quantitative measures.

The number of functions performed in the course of the career path significantly distinguishes Japanese and American managers. The "third" way offers to diversify the manager's career in the framework of three to five functions.

Not a single enterprise can do without control. However, each company solves this in its own way. If

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

a typical American enterprise has a clear, clear and rather formal reporting system, then for the "ideal" model, a mainly Japanese approach is proposed, when control is carried out through informal and less structured mechanisms. Organizational culture is one of the most effective mechanisms.

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

Unlike the advantages of a group consensus decision, W. Ouchi's model suggests that the American firm "Z" maintain responsibility at the individual level. In this case, it is assumed that two different cultural values (group decision and individual responsibility) should coexist with each other. This is solved in many cases through the mechanism of participation in management, which traditionally retains the last word in the decision for the manager. The American personality, however, does not suffer. Following the Japanese approach, U. Ouchi suggests, in variant "Z", to consider the personality in the enterprise collective more than just an employee, to show interest in his home life, hobbies, faith, desires, fears and inspiration.

U. Ouchi's model was applied in practice at a number of Japanese automobile factories of Toyota and Nissan in the USA. Where businesses have systematically invested in their workers and their work over an extended period of time, there have been gradual and significant improvements.

The main groups of methods of maintaining culture are as follows:

objects, and objects of attention, assessment, control by managers. This is one of the most powerful methods of maintaining culture in the collective of the enterprise, since through repeated actions the manager lets the employees know what is important and what is expected of them. In these situations, managers and their subordinates discover organizational culture to a degree that they never imagined. The depth and scope of the crisis may require the enterprise to either strengthen the existing culture, or introduce new values and norms that change it to a certain extent. For example, in the event of a sharp decrease in demand for manufactured products, the organization has two alternatives: to lay off some of the employees or to partially reduce the working time with the same number of employees. At enterprises where a person is declared as the "number one" value, apparently, they will accept the second option.

Aspects of organizational culture are internalized by subordinates through how they are supposed to fulfill their roles. Managers can specifically incorporate important "cultural" cues into training programs and the day-to-day help of subordinates at work. For example, an educational film can focus on the cleanliness of the workplace.

The manager himself can also demonstrate to subordinates, for example, a certain attitude towards clients or the ability to listen to others. By constantly focusing attention on these points, the manager helps to maintain certain aspects of the organizational culture. The culture in an organization can be learned through a system of rewards and privileges. The latter are usually tied to certain patterns of behavior and, thus, prioritize employees and indicate values that are more important for individual managers and the enterprise as a whole. The system of status positions in the collective of the enterprise works in the same direction. Thus, the distribution of privileges (good office, secretary, car, etc.) indicates roles and behavior that are more valued by the enterprise. At the same time, practice shows that this method is often not used fully and systematically.

This is one of the main ways to maintain culture in the team of the enterprise. What the company and its management come from, regulating the entire personnel process, becomes quickly known to its members by the movement of employees within the company. The criteria for personnel decisions can help, or can hinder the strengthening of the organizational culture existing in the collective of the enterprise. Thus, the turnover of personnel on assembly lines inherent in conveyor production prompted many enterprises to switch to either a group approach in work, or to a transition to a "cart" assembly within the framework of an integrated team.

Many of the beliefs and values underlying the enterprise culture are expressed not only through legends and sagas that become part of organizational folklore, but also through various rituals, ceremonies, traditions and ceremonies. Rituals include standard and repetitive team activities at set times and on special occasions to influence employee behavior and understanding of the organizational environment. Rituals are a system of rituals. Even certain management decisions can become organizational rites that employees interpret as part of the organizational culture. Such ceremonies act as organized and planned activities of great "cultural" significance. Observance of rituals, rituals and ceremonies enhances self-determination.

The culture of the enterprise collective 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 the indicated levels.

There is a position that regardless of the stage of development at which an 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 the enthusiasm of the majority of the company's team members. The leader-leader inspires and realizes the core values of the enterprise. This presupposes a clear and sincere personal commitment from the leader to the values in which he believes.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

The application of the second method starts from the other end of the enterprise, from its lower levels. In this case, much attention is paid to the details of real life in the enterprise team. Managers must track throughout the enterprise what is happening with them, while trying to manage the enterprise culture 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 team. In such a situation, they lose the opportunity to influence the culture of the enterprise. Recluse managers can grasp all the "technical" secrets of management, but they cannot influence the culture of the enterprise, remaining "invisible". It follows that the first method can be realized through public statements, speeches and personal example, testifying to a consistent interest in the values being introduced. Leaders are encouraged to speak in print, on radio, and on television as often as possible preaching the values that are being set. The latter should not be the secret of the enterprise. The second method requires an understanding of the importance of culture in the daily life of the enterprise. At the same time, the manipulation of symbols and things of the material world of the enterprise, the creation and development of patterns of behavior, the introduction of the conditions of interaction step by step can be effective means. Cultural management implies the ability to influence the subsurface level through the constant manipulation of surface-level attributes, up to and including changing basic assumptions. If the daily actions of managers in the enterprise team are in accordance with their declared values, then this, of course, contributes to the development of culture and its strengthening. Cultural management implies the ability to influence the subsurface level through the constant manipulation of surface-level attributes, up to and including changing basic assumptions. If the daily actions of managers in the enterprise team are in accordance with their declared values, then this, of course, contributes to the development of culture and its strengthening. Cultural management implies the ability to influence the subsurface level through the constant manipulation of surface-level attributes, up to and including changing basic assumptions. If the daily actions of managers in the enterprise team are in accordance with their declared values, then this, of course, contributes to the development of culture and its strengthening.

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

When managing a culture, it should be borne in mind that it can serve as a kind of "glue" that holds together parts of the enterprise. 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. Unification of Values and the daily work of managers to "implement" them in life can lead an enterprise to success.

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

Pay special attention to intangible, outwardly invisible aspects of the organizational environment. Deeply rooted assumptions and value orientations can require lengthy and difficult changes in the management system and structure. Culture is the way that helps to understand the organizational "Through the Looking Glass".

Be skeptical about proposals calling for rapid transplantation or culture transformation.

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

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

Periodically introduce organizational rituals to convey basic ideals and strengthen culture.

Implement abstract ideals directly and directly in your daily activities. The manager is required to understand what ideals he should adhere to and

what actions should be taken to convey these ideals down the levels of the enterprise.

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

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

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

Development organizational culture involves its formation, maintenance and change. The formation of

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

culture takes place in the context of solving two important problems by the enterprise: external - adaptation and internal - integration. The formation of culture in the collective of an 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, by how the activities of the company's team members are assessed and monitored, by ways of responding to critical situations - modeling roles and training personnel, motivation criteria, as well as criteria in personnel work. The observance of rituals, ceremonies and traditions also helps to maintain the organizational culture.

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

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

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

Business success requires a high degree of strategy compatibility and culture in the team of the enterprise. The following situations may arise: the culture is ignored, which strongly interferes with the effective implementation of the chosen strategy; the management system adjusts to the culture existing in the collective of the enterprise; an attempt is made to change the culture in accordance with the chosen strategy; the strategy adapts to the existing culture.

Conclusion

The influence of the national in the organizational culture is great. When studying the

national in the organizational culture, two questions are resolved: what you need to know about the 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 collective of an enterprise in order to increase its efficiency?

When answering the first question, various models are used: J. Miller - a systematic approach; G. Hofstida - the variables of national culture; Lane and Distefano are cultural variables and variation in their variation, correlated with specific variation 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 life; the way of doing the economy, economics and business; politics, history and government. Ouchi's Theory "Z" attempts to answer the second question about synergy among different cultures. The model uses a comparative analysis of seven organizational variables in refraction to national characteristics and, based on its results, a culture of the "Z" type is formed.

Thus, today, and even more so tomorrow, for the light industry there are all the prerequisites to get out of the stagnation and reassert itself as an industry that is able to successfully implement import substitution for most of the products that are in demand, endow them with competitiveness, while maintaining such a price niche. which would be available to all segments of the population of the regions of the Southern Federal District and the North Caucasus Federal District, but this is possible only in an alliance between manufacturers and all branches of government - federal, regional and municipal. It is gratifying that both the President and the head of government understand this, which inspires hope for the successful implementation of the strategy for the development of light industry until 2025, which they have approved, and we will strive to implement it.

I am glad that they are supposed to be implemented in full and within the established time frame, understanding the responsibility of the named persons and their motivation to act.

References:

1. (2021). *Methodological and socio-cultural aspects of the formation of an effective economic policy for the production of high-quality and affordable products in the domestic and international markets*: monograph /O.A. Golubev [and others]; with the participation and under the general. ed. can. philosopher. Sciences, prof. Mishina Yu.D., Dr. Sciences, prof. V.T. Prokhorov; Institute of the Service Sector and Entrepreneurship (branch) of the Don

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

- State Technical University. - Novocherkassk: Lik.
2. (2020). *Features of quality management; manufacturing of import-substituting products at enterprises in the regions of the Southern Federal District and the North Caucasus Federal District using innovative technologies based on digital production*: monograph / O.A. Golubev [and others]; with the participation and under the general. ed. Dr. tech. Sciences, prof. V.T. Prokhorov; Institute of the Service Sector and Entrepreneurship (branch) of the Don State Technical University. - Novocherkassk: Lik.
 3. (2006). *Prerequisites for the creation of shoe enterprises in the Southern Federal District in the context of the uncertainty of the market environment*: monograph / V.T. Prokhorov [and others]. (p.191). Mines: YURGUES.
 4. (2008). *Quality management of competitive and demanded materials and products*: monograph / Yu.D. Mishin and others; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov. (p.654). Mines: Publishing house of GOU VPO "YURGUES".
 5. (2009). *How to ensure a steady demand for domestic products of the fashion industry*: monograph / Mishin Yu.D. [and etc.]. (p.443). Mines: Publishing house of YURGUES.
 6. (2009). *Technical regulation: basic basis for the quality of materials, products and services*: monograph / V.T. Prokhorov [and others]. (p.325). Novocherkassk: Lik.
 7. (2009). *Modern approaches to ensuring demand for the products of shoe enterprises in the Southern Federal District*: monograph [Text] / V.T. Prokhorov and others; under total. ed. prof. V.T. Prokhorov. (pp.29-137). Mines: Publishing house of GOU VPO "YURGUES".
 8. (2012). *Production management of competitive and demanded products*: monograph by V.T. Prokhorov [and others]; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov. (p.280). Novocherkassk: YRSTU (NPI).
 9. (2012). *Restructuring of enterprises - as one of the most effective forms of increasing the competitiveness of enterprises in markets with unstable demand*: monograph / N.M. Balandyuk [and others]; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; FGBOU VPO Yuzhno-Ros. state University of Economics and Service". (p.347). Mines: FGBOU VPO "YURGUES".
 10. (2012). *The influence of cash flow on the efficiency of a cluster formed on the basis of shoe enterprises in the Southern Federal District and the North Caucasus Federal District* / L.G. Gretskaya [and others]; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov. (p.354). Mines: FGBOU VPO "YURGUES".
 11. (2012). *Innovative technological processes in light industry for the production of competitive and demanded products*: monograph / V.T. Prokhorov, T.M. Osina, L.G. Gretskaya; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; ISOiP (branch) DSTU. (p.435). Mines: ISOiP (branch) DSTU.
 12. (2012). *Quality management of materials and products*: monograph / V.T. Prokhorov [and others]; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; ISOiP (branch) DSTU. (p.220). LAP Lambert Academic Publishing.
 13. (2015). *Science-intensive technologies at the service of human ecology*: monograph / I.V. Cherunova, S.A. Kolesnik, S.Sh. Tashpulatov, A.D. Chorny and others - under total. ed. Doctor of Technical Sciences, prof. I.V. Cherunova // Based on the materials of the II Intern. scientific and technical conf. "High-tech technologies at the service of human ecology, ISOiP (branch) of DSTU in Shakhty. (p.144). Novocherkassk: Lik.
 14. (2015). *Assortment and assortment policy*: monograph / V.T. Prokhorov, T.M. Osina, E.V. Kompanchenko [and others]; under total. ed. Dr. tech. Sciences, prof. V.T. Prokhorov; ISOiP (branch) DSTU. (p.246). Novocherkassk: YRSPU (NPI).
 15. (2015). *On the new opportunities of the regions of the Southern Federal District and the North Caucasus Federal District on the formation of consumer preferences for products manufactured at light industry enterprises*: monograph / V.T. Prokhorov, T.M. Osina, E.V. Kompanchenko [and others]; in general ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; Institute of the service sector and entrepreneurship (fil.) Feder. state budget. educated. institutions of higher. prof. education "Donskoy state. tech. un-t "in the city of Shakhty Rost. region (ISOiP (branch) DSTU). (p.316). Novocherkassk: YRSPU (NPI).
 16. (2014). On the influence of nano materials and technologies on the casting properties of polymeric compositions based on ethylene with vinyl acetate / V.T. Prokhorov, N.V. Tikhonova, T.M. Osina, D.V. Reva, A.A. Tartanov, P.N. Kozachenko. *Bulletin of Kazan Technological University*, Vol. 17, No. 19, pp.130-135.
 17. (2015). *On the new opportunities of the regions of the Southern Federal District and the North Caucasus Federal District on the formation of consumer preferences for products manufactured at light industry enterprises*: monograph / V.T. Prokhorov, T.M. Osina, E.V. Kompanchenko [and others]; in general ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; Institute of the service sector and entrepreneurship (fil.) Feder. state budget.

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.771	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

- educated. institutions of higher. prof. education
 "Donskoy state. tech. un-t "in the city of Shakhty Rost.obl. (ISOiP (branch) DSTU). (p.316). Novocherkassk: YRSPU (NPI).
18. (2017). *The concept of import substitution of light industry products: preconditions, tasks, innovations*: monograph / V.T. Prokhorov. [and etc.]; under total. ed. Dr. tech. Sciences, prof. V.T. Prokhorov; Institute of the service sector and entrepreneurship (branch) of the Don State Technical University. (p.334). Mines: ISOiP (branch) DSTU.
 19. (2014). *Quality revolution: through advertising quality or through real quality*: monograph / V.T. Prokhorov [and others]; under the general ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; ISOiP (branch) DSTU. (p.384). Novocherkassk: YRSPU (NPI).
 20. (2015). *Assortment and assortment policy*: monograph / V.T. Prokhorov, T.M. Osina, E.V. Kompanchenko [and others]; under the general ed. Dr. tech. Sciences, prof. V.T. Prokhorov; Institute of the service sector and entrepreneurship (fil.) Feder. state budget. educated. institutions of higher. prof. education "Donskoy state. tech. un-t "in the city of Shakhty Rost.obl. (ISOiP (branch) DSTU). (p.503). Novocherkassk: YRSPU (NPI).
 21. (2018). *Management of the real quality of products and not advertising through the motivation of the behavior of the leader of the collective of a light industry enterprise*: monograph / O.A. Surovtseva [and others]; under total. ed. Dr. tech. Sciences, prof. V.T. Prokhorov; Institute of the Service Sector and Entrepreneurship (branch) of the Don State Technical University. (p.384). Novocherkassk: YRSPU (NPI).
 22. (2018). *The competitiveness of the enterprise and the competitiveness of products are the key to successful import substitution of goods demanded by consumers in the regions of the Southern Federal District and the North Caucasus Federal District*: a collective monograph / V.T. Prokhorov [and others]; under total. ed. Dr. tech. Sciences, prof. V.T. Prokhorov; Institute of the Service Sector and Entrepreneurship (branch) of the Don State Technical University. - Mines: ISOiP (branch) DSTU.