

## Development of Innovative Management

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**Abstract.** In this article, we will try to explore the concept of innovation management and what innovation is. Despite the fact that there is a significant number of publications on management, as an independent direction, needs serious theoretical development. Innovation management is a multifunctional activity, the object of which is economic, organizational, managerial, legal and psychological factors affecting innovation processes, as well as the most effective ways of organizing these processes.

**Key words:** innovation, innovation management, reproduces innovation, general social development, innovation sphere, innovation process, socio-economic conditions, and innovation management.

Innovation is one of the most important forms of development in the modern world. They combine science, production and the market. In recent decades, they have evolved from a purely economic factor into a factor of general social development. Most often, the development of innovations occurs spontaneously, by trial and error. Therefore, society as a whole and individual organizations face the question of how to minimize the costs inherent in this method, because there are no institutions or teachers teaching this, just as there are no laboratories developing decision-making methods in the innovation sphere. At the same time, there have been certain shifts in this direction: the so-called “innovation management” has emerged, the main task of which is to stimulate innovation by creating special infrastructural conditions that allow innovation to be reproduced on a permanent and systematic basis.

Innovation management is a multifunctional activity, the object of which is economic, organizational, managerial, legal and psychological factors that affect innovation processes, as well as the most effective ways to organize these processes.

Innovation management is a special system function, a type of activity to create organizational and socio-economic conditions for people engaged in intellectual work, capable of generating innovations in various fields, as well as ensuring the effective flow of these processes. [1]

Despite the fact that there are a significant number of publications on management in general today, innovation management, as an independent direction, needs serious theoretical development. On the agenda is the development of a new conceptual and methodological approach to the problem of innovation management as an important factor

in social development. This requires, in turn, the transformation of existing management models in order to adapt them to the characteristics of innovative processes. This will make it possible to develop the main directions and contours of the new management, which could, with a high degree of probability, guarantee the most effective development of innovations in order to ensure dynamic social development.

Innovation management is a multifunctional activity for organizing and managing people whose coordinated work, intellect and behavioral motives are used to ensure the most efficient flow of innovative processes, providing for the formation and active predominant use of innovation factors.

Based on the fact that innovations are a general form of managed development, innovation management can be assessed as the main integrating force that allows, by creating an appropriate environment that is favorable both for creating innovations and for their perception by society, to create and use innovations as a factor in social development.[2]

Already in the 70s, a new branch appeared in American management - innovation management (Innovation Management), which was, according to the terminology of national specialists, a theory of the so-called “middle rank”, combining studies of an intermediate level of generalizations, and did not claim to be at a higher level. From the point of view of American scientists, most of whom are known to be positivist and pragmatist oriented, it is precisely this kind of theory that is the most useful and productive. This, in many ways, predetermined the rapid spread and popularity of innovation management in the United States. There were, of course, objective reasons for this, namely, the presence of a specific consumer - a manufacturer of products, who, in the context of the constant increase in the role of innovation in society, naturally needed to develop this section of management science. Innovation management can be viewed as a special integrating force that actively uses the innovation factor for the purpose of long-term dynamic development. In this sense, the expression “revolution of managers” (Bernheim), which has become established in the West, acquires special significance. We can safely talk about the revolution of management itself. It is no coincidence that in recent years the most common expressions in German economic literature have become “harmonious production” and “harmonious management”. The latter refers to the movement of management towards complexity, changes in the forms and methods of management, an emphasis on innovation, that is, towards everything that is characteristic of an innovative management model. This trend is objectively determined in conditions of hypercompetition both nationally and internationally. on a global scale. The reality of today is the general race for scientific, economic and technological superiority. Under these conditions, one of the most significant factors influencing competitiveness is the willingness of management to perceive innovations and contribute to their emergence. Innovative activity, due to the rise of the role of science in the system of productive forces, ceases to be the lot of lone inventors and becomes an object of social management, a socially controlled process. [3]

Innovations today are most often done in large organizations that own significant material and human resources. This is no coincidence, since you need to spend a lot of money on the way from an innovative idea to a new enterprise, a new product, a new service.

It is no coincidence that initially innovation management had as its object the forms of organization of innovative processes in engineering and technology, which, in turn, are used

in economic practice. It was in this area that the factors that determine innovation processes were first identified and analyzed. Thus, according to researchers, the use in the economic sphere of one or another variant of the forms of organization of the innovation process is determined by three factors: the state of the external environment, the state of the internal environment, and the very nature of the innovation process. Gradually, other types of innovations began to be included in the orbit of innovation management, in addition to technical and technological ones, and its object expanded. Innovation management is beginning to separate from the concept of “management”. It should be noted that for some time these concepts were identified. There were objective reasons for this, because the management function is the leading one in the totality of management functions. In addition to it, as you know, in management there are such functions: organizational, informational, analytical, control and, finally, motivational. Innovation management, as a separate area of management, has its own specifics, differences in character and style, forms and methods used. This is due to the fact that it addresses such factors of the functioning and development of a particular system that are potentially fraught with innovation. Therefore, in the set of innovation management functions, one of the first places is the analytical (research) function. Transformative and social-consumer functions are also important. Innovation management is a special organizational and managerial activity aimed at obtaining economic, social and environmental results of the functioning of the economic system by creating and using innovations in production and commercial activities as the main products, as well as factors of effective labor.

Innovation is oriented not inward, but outward. If we are dealing with a specific innovative organization, then it is focused on a new product, on the market. Hence, a strategy different from that in a stationary business is innovative. The current business in its main trend is focused on optimizing what is. Its motto may be the words: "More and better." The innovation strategy is directed forward, it proceeds from the methodological premise of the inevitable obsolescence of everything that exists, its motto is “new and different”. Hence, the maximum of free resources, and especially the main thing - capable people - should be directed to the new. This does not mean that a powerful concentration of resources is a guarantee of success, as is the case in stable production. The innovation process, as has been shown, has a non-linear character - it may not give a return at all or give it after a long time. However, if successful, the organization or society as a whole gets the opportunity to make a rapid breakthrough - into a new large industry, into a new market, or a new, higher level of technological and social development.[4]

Therefore, in innovative management there are different approaches than in traditional management. Innovation management needs other levers and means of control, a different budget (separate from the main one), and most importantly, different methodological approaches. The analytical function of innovation management is the need to give an adequate assessment of the three factors that determine the innovation strategy: the ultimate probability of success, the risk of failure and the necessary conditions, efforts and costs. An innovation strategy requires strict self-discipline; otherwise it is impossible to operate in a constant lack of feedback. Innovation management operates in conditions of high uncertainty. You need to be able to give a correct assessment of intermediate, approximate results, make a decision to continue or stop work, choose the most promising path from the opportunities that have opened up at one stage or another, overcome resistance to changes

within the organization's team itself, which has always been considered one of the central problems of management. It should be taken into account that even in innovative organizations, as a rule, the previous organizational scheme and traditional structure are preserved. Often, according to these indicators, an innovative organization cannot be distinguished from a non-innovative one. First of all, the purpose of the organization, its atmosphere, is changing. Hence the different logic of actions, different priorities. That is, innovation management should be built taking into account the development of heuristics, the psychology of innovation, and prognostics. It should be based on motivation, professionalism and organization of effective collective interaction.

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