

ISSN 2524-0986

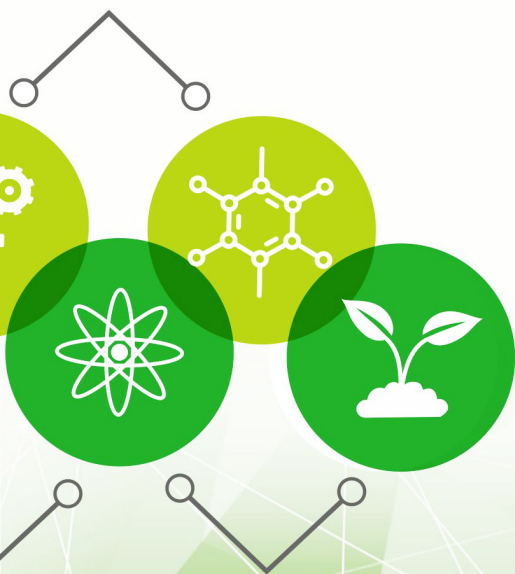
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АКТУАЛЬНЫЕ НАУЧНЫЕ ИССЛЕДОВАНИЯ В СОВРЕМЕННОМ МИРЕ

ЖУРНАЛ

Выпуск 11(67)
Часть 10

Переяслав
2020



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**ВЫПУСК 11(67)
Часть 10**

Ноябрь 2020 г.

ЖУРНАЛ

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Переяслав

УДК 001.891(100) «20»

ББК 72.4

A43

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Актуальные научные исследования в современном мире // Журнал - Переяслав, 2020. - Вып. 11(67), ч. 10 – 142 с.

Языки издания: українська, русский, english, polski, беларуская, казакша, o'zbek, limba română, кыргыз тили, ჯჷჷრტუ

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ББК 72.4

A43

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СЕКЦИЯ: ЭКОНОМИЧЕСКИЕ НАУКИ

УДК 330

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THEORETICAL ASPECTS OF INNOVATIVE MANAGEMENT IN THE ERA OF DIGITALIZATION OF ECONOMY

Abstract. *In the paper have been discussed theoretical aspects of innovative management in the era of digitalization of economy. By the author were proposed ways for successful implementation of inter-firm innovation processes, managers need to organize closer interaction and cooperation with investors.*

Keywords: *innovative management, innovative activity, management, information system, innovations, crowdsourcing, coworking.*

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ТЕОРЕТИЧЕСКИЕ АСПЕКТЫ ИННОВАЦИОННОГО МЕНЕДЖМЕНТА В ЭПОХУ ЦИФРОВИЗАЦИИ ЭКОНОМИКИ

Аннотация. *В статье рассмотрены теоретические аспекты инновационного менеджмента в эпоху цифровизации экономики. Автором предложены пути успешной реализации межфирменных инновационных процессов, менеджеры должны организовать более тесное взаимодействие и сотрудничество с инвесторами.*

Ключевые слова: *инновационный менеджмент, инновационная деятельность, менеджмент, информационная система, инновации, краудсорсинг, коворкинг.*

In modern conditions, successful innovations are becoming a key determinant of survival, successful functioning and accelerated development for many organizations (firms, companies, enterprises, business groups) of various types of economic activity.

The Republic of Uzbekistan in 2017-2021 identified priority tasks for “further modernization and diversification of the industry by transferring it to a qualitatively new level, aimed at the advanced development of high-tech processing industries, primarily for the production of finished products with high added value based on deep processing of local raw materials” [1]. The effective implementation of these tasks also requires the development of proposals and recommendations for the development of innovative management at the country's enterprises.

For the continuous creation of innovations, their implementation, market launch and wide distribution, systematic innovation is required. In turn, the dynamism,

efficiency and effectiveness of the implementation of this activity presuppose the presence of a professionally built innovative management. State support and favorable conditions of the institutional environment are also important positive factors for innovative business, but it is competent and adequate management that should be recognized as the main driver of success for many organizations in the modern world. In this regard, the conceptual study of the foundations of innovative management for situational use in organizations, regardless of the type, size, scale and scope of their activities, becomes relevant.

Before considering the essence of innovation management at an enterprise, one should decide on the content of innovation. In accordance with the international approach, innovation includes all scientific, technological, organizational, financial and commercial actions that, in fact or by design, lead to the implementation of innovations. It is recognized that some types of innovation are innovative in themselves, while others do not have this property, but are also necessary for innovation. [3]

All types of research and development (including those not directly related to the preparation of any particular innovation), funded or carried out by the organization, are counted as innovative activities. Other types of actions can also be referred to innovation activities, but only on condition that they are necessary to create specific innovations, such as:

- acquisition of external knowledge;
- purchase of machinery, equipment and other capital goods;
- other types of preparation of product and process innovations (design, production planning and testing of new products, production processes and delivery methods);
- marketing preparation of product innovations;
- training of personnel related to the development of innovations and their implementation;
- preparation of marketing and organizational innovations.

The modern domestic approach to the content of the concept of "innovative activity" largely corresponds to the international one. In this regard, let us assume that innovation includes all actions aimed at creating specific innovations. [4]

At its core, innovation management is focused on the timely and effective achievement of goals that involve obtaining a result that is novel and practical. Such goals can be associated with the creation of fundamentally new or qualitatively improved products (goods, services), technological processes, management methods; commercialization of new ideas, R&D results, intellectual property; introduction of new types of machinery and equipment.

Innovation management at the enterprise should be implemented by the appropriate management entities - specific officials or special structural units. Moreover, these managers and departments may have linear or administrative powers, depending on whether this activity in the organization is main or auxiliary.

As you know, management in socio-economic systems is implemented through the performance of certain functions. In the classic scientific work on management, the authors consider such primary (general, basic) management functions as planning, organization, work with personnel, leadership and leadership, control. Another popular publication highlights slightly different management functions: planning, organizing, motivating, and controlling. This approach is the most

widespread and accepted among managers. Some of the researchers are transferring these functions to the field of innovation management.

At the same time, other approaches are also known. For example, O.M. Khotosheva [3] calls planning, marketing, organization, control and analysis of the effectiveness of innovation activities as functions of innovation management. In the textbook, along with highlighting the main functions of innovation management (goal formation, planning, organization and control), the supporting functions are indicated (socio-psychological - delegation and motivation; procedural - decisions and communications) [5]. In turn, V.I. Kudashov considers such functions of innovation management as forecasting, planning, organization, coordination, motivation (stimulation), communication, regulation, control and accounting, marketing [2]. The author, based on his own experience, is inclined to single out the following main functions of managing innovative activities at an enterprise: planning, organization, activation, control and optimization. These functions can be fully considered universal, since they are applicable to any innovation process (project, type of activity), despite all their diversity and situational differences. And at the heart of each of these functions are coordination actions.

All of these functions are closely intertwined and interrelated, even in some sense they tend to cross-merge. The use of these functions by innovative managers should be of a system-network nature. At the same time, they should be performed situationally, according to the circumstances. That is, managers should always perform those functions that they deem to be the most priority and necessary in these specific conditions (as a rule, based on a systematic analysis of the situation).

Management processes are carried out on the basis of performing special management functions obtained by imposing general functions (planning, organization, activation, control, optimization) on various types of innovation activities, innovation processes and their structural components. In this case, available (known) methods, technologies, mechanisms, management tools are used.

The process of implementing each of the listed management functions is generally in the sequential implementation of the following stages: collection of relevant information and development of management decisions; decision-making; bringing the decision to the attention of the parties concerned. That is, the implementation of each of the control functions is a complex intellectual and communication process. [6]

In connection with the widespread dissemination of information technology, computer and telecommunication equipment, network cooperation has gained particular importance and intensive development between individuals - company employees, entrepreneurs, freelancers, business angels, government officials, scientists, teachers, students, graduate students. New opportunities have emerged to attract people who are often even unfamiliar with each other to joint participation (including remote) in innovative projects. New models and schemes of collective work execution (crowdsourcing, coworking) and collective fundraising (crowdfunding) are gaining more and more popularity.

For the successful implementation of inter-firm innovation processes, managers need to organize closer interaction and cooperation with investors, partners (universities, research organizations), customers, suppliers, the public, authorities, professional and local communities, and even with competitors.

All the considered functional areas are organically intertwined and to a certain extent overlap each other in content, but it is their joint consideration that allows us to form a more holistic understanding of innovation management.

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