



THEORETICAL AND PRACTICAL PRINCIPLES OF FORMATION OF MANAGEMENT OF INNOVATIVE ACTIVITIES OF ENTERPRISES

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Abstract: In this article, the theoretical and practical principles of the formation of the management of the innovative activities of enterprises and the theoretical foundations of the management of the innovative activities of enterprises and the research issue of the management of the innovative activities of enterprises are of particular importance. there is no doubt that the management of innovative activity is a complex process, mastering this process is a necessary condition for the development of reasonable radical solutions, which in turn leads to an increase in the activity of the enterprise in the implementation of social, economic and technological innovations. Understanding the nature and means of innovative activity by managers at all levels helps to increase the effectiveness of innovation, which, accordingly, leads to an increase in business activity of enterprises due to the introduction of various types of innovation.

Key words: innovative activity, management functions, economic activity, innovative development.

The analysis of the development of the world's leading economies provides grounds for ensuring the decisive role of the use of innovations as the basis of qualitative changes in socio-economic life. In the modern conditions of industrial and economic activity, there is a need for innovative development of the enterprise as a driving force of the technological, economic and social growth of society's potential. The basis of the formation of a successful innovation-type economy is the effective introduction and use of innovations in the activities of enterprises.

Therefore, the issue of research on the management of innovative activities of enterprises is of particular importance. There is no doubt that the management of innovative activities is a complex process. Mastering this process is a prerequisite for the development of reasonable radical solutions, which in turn leads to an increase in the enterprise's activity in the implementation of social, economic and technological innovations. Understanding the nature and means of innovative activity by managers at all levels helps to increase the effectiveness of innovation, which, accordingly, leads to an increase in business activity of enterprises due to the introduction of various types of innovation.

In the management of innovative activities, a complex of management problems occupies a central place. Management itself is a type of activity embedded in the entire management system. Effective use of management functions and methods, as well as implementation of optimal management solutions, are impossible without effective leadership. Modern managers have to do a lot to motivate the activities of their subordinates and direct them to achieve the organization's goals.

Management as the most important component of management always requires special attention. According to the classical law of planning, M. Volabuev states that a manager should devote 60% of his time to the performance of established tasks, 20% to the implementation of unplanned tasks, and 20% to the development of innovative solutions.

Regarding the management of innovative activities, the essence and importance of scientific research in the management of innovative activities; conceptual and typological analysis of managers

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working in the field of innovative activity, phenomenology and systematization of traditional and modern types of influence, types of authority and leadership styles; The main requirements for an effective leader of innovative activities, specific features of determining the qualities and characteristics, directions for evaluating the leader's performance are under the constant attention of scientists.

However, until now, not enough attention has been paid to the study of leadership in innovative activities, focusing on the role of innovative entrepreneurial characteristics in the manager's behavior, and without these studies, it is impossible to ensure the development of the organization. This has a negative impact on the efficiency of innovation implementation and determines the need for a more in-depth study of the specific features of innovation activity management. The study of the process and phenomenon of management of innovative activities involves determining the scientific status and interdependence of the concepts of "innovation", "management of innovative activities" and "innovative management". they are partly closely related to each other in different fields and industries, and are interpreted differently in economic, psychological, sociological and other sciences. The ratio of these categories can be graphically depicted using a logical division of concepts by volume (Figure 1).

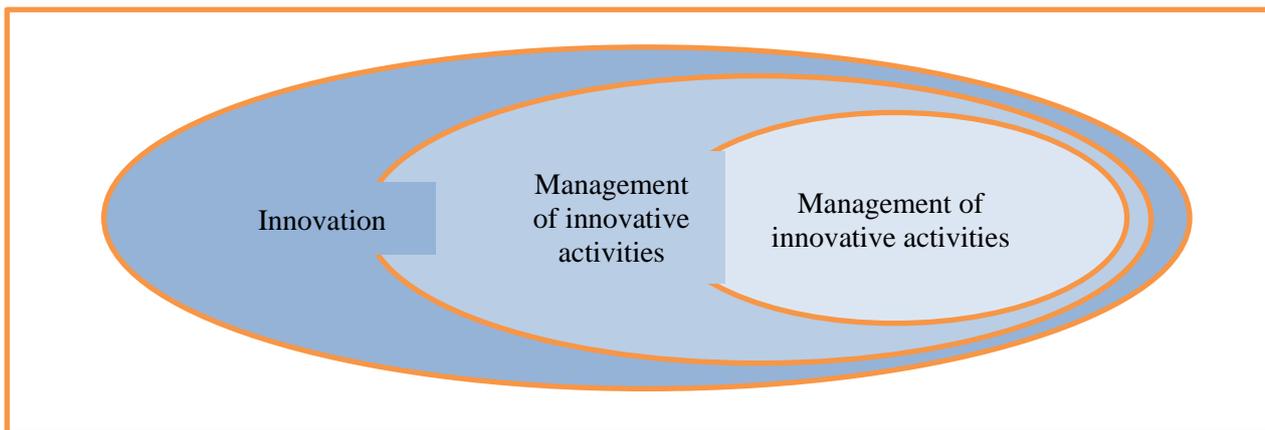


Figure 1. The relationship between the categories "innovation", "management of innovative activities" and "management of innovative activities"

Innovation is a multidisciplinary science (its components include economics, law, management, sociology, psychology, cybernetics, philosophy, etc.), integrating various scientific disciplines, covering theoretical issues united around innovation problems and innovative activity research methods. aimed at increasing the practical efficiency of knowledge while preserving its independence and originality. In this regard, J. Schumpeter defines that "the subject of innovation is the distribution, creation and development of various innovations." Based on his work, J. Schumpeter convincingly proved that innovation is the cause of cyclical development and laid the foundation for innovation.

The foundations of "innovation" as a science can be found in the researches of a number of expert scientists, who analyzed the periodicity of the economic development of the society by periodically changing its foundations based on various innovations. The term "innovation" was first

used in scientific practice at the end of the 20th century. In the 1980s, Professor V. Kolosov of the St. Petersburg University of Technology conducted research on the development of innovation forecasting methods and the scientific methodology of innovation creation, as well as methods of innovation planning, organization and implementation (Table 1).

Table 1

Definition of the terms "innovation", "management" and "management".

Source	Definition of the term
S.D. Ilenkova, Gokhberg, S. Yagudin	L.M. Innovation is a field of knowledge that studies the laws of development processes, innovations, innovation formation, change management mechanisms, overcoming resistance to innovations, human adaptation to them, the use and spread of innovative flows, innovative activities, and their impact.
I.V. Rodionova	Innovation is a field of knowledge covering issues of methodology and organization of innovative activity; a field of science that studies the formation and diffusion of innovations, as well as methods of producing innovative solutions; a field of knowledge covering the problems of managing innovative activities
Peter F., Drucker	Management is a specific type of activity that transforms a disorderly crowd into an effective, purposeful, effective group.
G. Bannok, The Encyclopedia of Economic History	R. Bakster To manage - to manage the activity, work of someone, something; to be at the head of someone, something; management; using a steering wheel and other adjustable devices, controlling the operation of the movement of something; to direct the course of a process, to influence the development and state of something.
Reddin, W. J.	Management is the process of planning, organizing, motivating and controlling the employees of the organization to ensure the achievement of their goals.
Michael, H. Mescon, Michael, Albert Franklin, Khedouri	Management is a collection of principles, methods, tools and forms of production management in order to increase its efficiency and increase profits.

In turn, the concept of "Management" is a comprehensive concept borrowed from the English language ("to manage"), which in turn comes from the Latin word "manus" (translated from Latin - hand). Research shows that most scholars consider "management" and "management" to be similar terms (Table 1). At the same time, we emphasize that it is necessary to distinguish between these concepts, because management is a much broader concept that covers the general system of relations and events in nature and society (managing people, driving a car, managing the state), and management is based on the general principles of social management (managing people, organization management, production management) is a related narrower concept. The concept of "management" was introduced into the scientific vocabulary for the first time by the American engineer F. Taylor.

He published the book "Principles of scientific management" in 1911, and economical use of labor and production means of management; defined its main tasks, such as regulating the use of resources, standardizing work operations, and establishing an accurate calculation of working hours. A somewhat similar interpretation of management was proposed by the French manager A. Fayol:



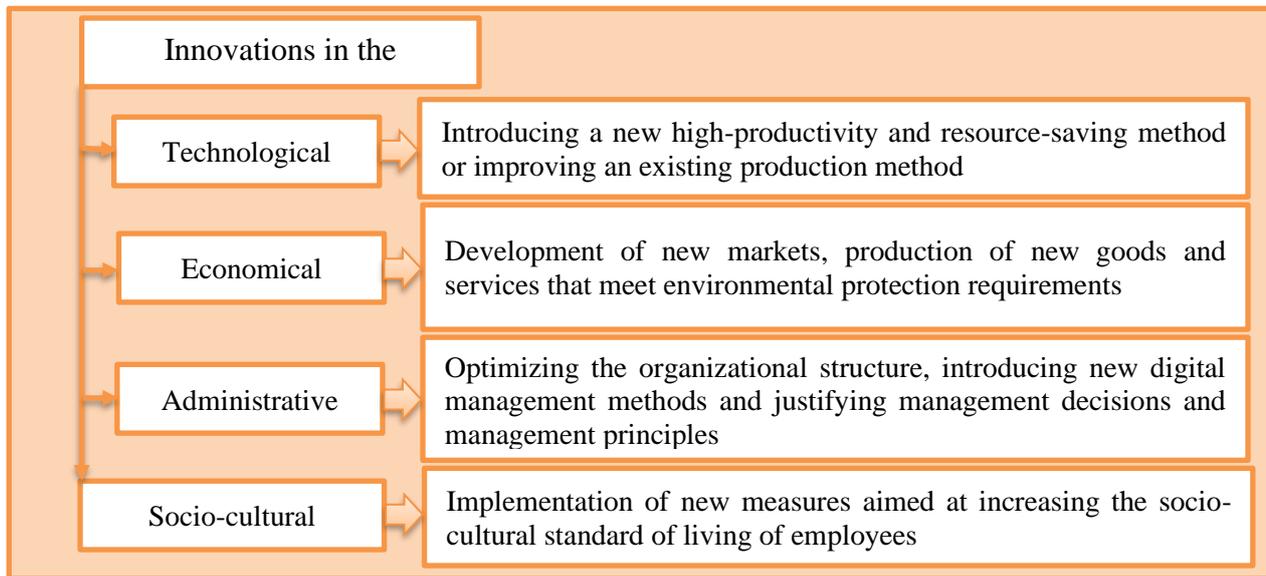
"Management is the process of forecasting, organization, regulation, coordination and control." R. Stogdil says that "There are approximately as many definitions of the concept of management as the number of people who tried to formulate it" and emphasizes that there are no different definitions of management in other fields of science. Regarding the term "management" concept, it is appropriate to pay attention to the definition proposed by O.K. Kuzmin and O.G. Melnik, based on which all possible and popular interpretations of many scientists are combined, "Management - employees to perform specified tasks and achieve specified goals or a targeted effect in a group of individual performers. The analysis of the interpretation of the concepts of "innovation", "management" and "management" by different scientists leads to the conclusion that most of the terminological definitions of the concept of "innovation" are based on the model of the cyclical nature of innovations.

Studying the management of innovative activities requires clarifying the essence and differences between the concepts of "innovation" and "novation". At the same time, they should be distinguished because "innovation is a product of intellectual activity" and "innovation is the final result of innovative activity." The founder of the term "innovation" included in economics is the Austrian scientist Y. Being Schumpeter, he states in his 1912 "Theory of Economic Development" that "A new combination means an increase in the volume of production, not by the slight improvement of obsolete products, but by the appropriation of the quality of production equipment, but by the appropriation of an entirely new capital."

In the next work "Business Cycles" J. Schumpeter replaces the phrase "new combination" with the term "innovation" and defines it as "Innovation is the introduction and use of new types of consumer goods, new production and means of transport, changes in the forms of markets and organizations." In this regard, the term "Innovation" When studying the essence and meaning, one should pay attention to the definition given by P. Drucker (1994), the most influential management theorist of the 20th century.

Since the term "innovation" originates from abroad, in order to reveal its essence and meaning, we have given it in the Law of the Republic of Uzbekistan "On Innovative Activity": "innovation is introduced into civil circulation or used for personal needs, the use of which in practice ensures the achievement of great socio-economic results we can focus on the definition of "new development". By analyzing the works of local and foreign authors, it is possible to systematize the main types of innovations in the enterprise based on the specified problem (Fig. 2).

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2-расм. Корхонада инновациялар турлари

K. Shodimetov, one of our local scientists, defined in the manual "Using alternative energy sources and its economic prospects" that Innovation is not material production or investment concentration. In the management of innovative activities, there is every reason to consider an important interpretation of innovation, to consider it both as a process and as an outcome. Innovation as a process refers to the practical use of ideas that lead to change. As a result, innovation involves creative activity to obtain a new or improved product. Gaibnazarova Z.T. Innovation is the creation of radically regulated, new results of professional activity and raising it to a radically new level of quality. Ideally, any innovation goes beyond the usual activities and always strives for achievements in this field - he emphasizes. According to this definition, it is important to start innovative processes correctly and on time in the development of human capital.

According to I. Abdurakhmanov, he describes it as "If science turns into money, this is innovation." Emphasizing that the transfer of innovations from the field of knowledge acquisition to the production field is of particular importance in the course of the national innovation system, A.M. Kadirov shows that this can be achieved by creating markets for intellectual property and innovative infrastructure objects. In his opinion, infrastructure facilities mean business innovations, telecommunications and trade networks, technology parks, business incubators, innovation-technological centers, consulting firms, financial and other structures.

In this regard, "Management of innovative activity" should be considered as a component of modern enterprise management. V.V. Stadnik and M.A. Yokhna state that "Innovative activity management is planning, organization and promotion of innovative activity, implementation of innovative projects aimed at achieving competitive advantage and strengthening the company's position in the market." P. Zavlina gives the definition of "formation of goals of innovative activity, planning of innovations, organization of work and control of implementation of innovations". Management of innovative activities is an important aspect of management for the development of

the economy, and it is absolutely necessary for labor teams and business leaders to engage in constant, persistent, initiative, and self-interest.

Summarizing these approaches, we believe that it is appropriate to consider the management of innovative activities, including the influence of the management system on the managed to achieve effective social, economic and technological results through the implementation of general and specific features. The analysis of scientific approaches to the development of innovative management and the specific features of the implementation of innovative activities in the enterprise made it possible to consider the role of management in the process of model formation and management of innovative activities (Fig. 3.)

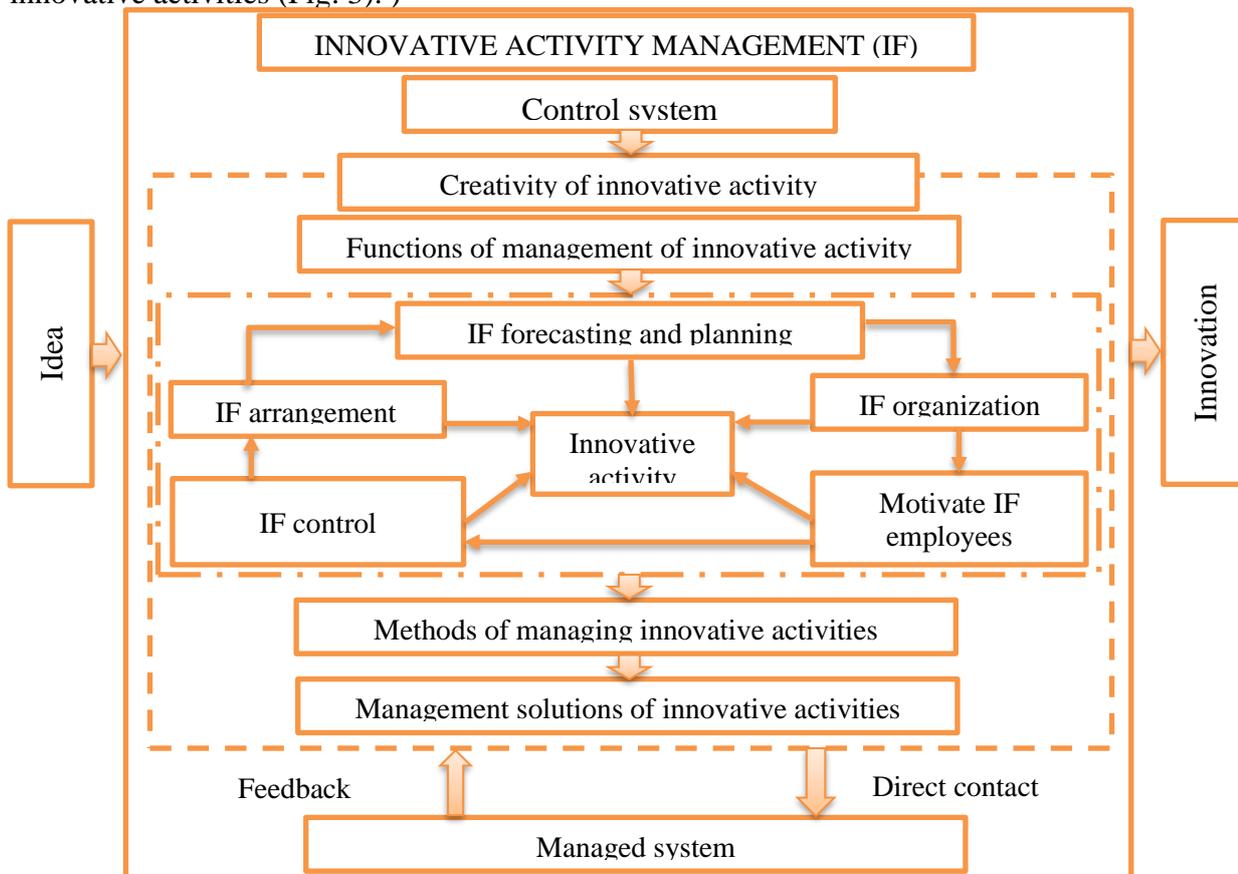


Figure 3. The model of management of innovative activities of enterprises in the system of management of innovative activities

Innovative activity should be considered as an open system. Access to the system - resources and information about external environmental factors (suppliers, consumers, competitors), indirectly influencing external environmental factors (scientific-technological, political, economic, socio-cultural factors, etc.) and internal environmental factors (mission, strategy, marketing policy, etc.) The product of the system is the result of innovative activity in its various types and forms. The process of turning information into innovation is carried out thanks to the subjects of management of innovative activity and objects of innovative activity.

It should be noted that effective management of innovative activity depends on understanding the appropriateness of cooperation between "powerful stimulators" (management system) and "skilled stimulators" (controlled system). Management of innovative activities is carried out by the manager through management functions used to implement innovative activities. Management functions are types of management activities that provide methods of management influence on the managed by the management system during the implementation of innovative activities. They include a set of general management functions, the content of which depends on specific characteristics and determines the uniqueness of the unifying function.

In the conditions of the acceleration of scientific and technical development, the role of management study and research, in particular, its object - which occupies the main place in the management system, and management - management; materials - raw materials; machines - equipment; marketing - sales; money - money; methods - methods; I - people refers to the manager who is responsible for the seven "M": Questions about how to behave, which means of influence, forms of authority and leadership styles are most effective for directing the efforts of subordinates to achieve the goals of the innovative activity of the enterprise are important for the manager. Various systematization of management functions is proposed in the scientific works of foreign and domestic scientists who have studied the management activities of the manager, in particular in the field of innovation management.

R. Fathutdinov classifies functions in the form of strategic marketing → planning → process organization → accounting → control → motivation → regulation → coordination cycle (wheel). It distinguishes two groups of these functions: primary (objective functions - goal formation, planning, organization, control) and auxiliary (procedural functions - decisions, communication; socio-psychological functions, motivation). In this regard, experts divide these functions into different groups (Table 2).

Table 2

Separation of management functions into groups

No	Authors	A group of functions
1.	V. Kozlovsky	planning, organization, motivation, regulation.
2.	L. Mikhaylova and others	planning; defining terms and organization; implementation; management.
3.	M. Vinogradsky and others	initiative; informativeness; to defend one's opinion; decision making; dispute resolution; critical analysis.
4.	V. Yanchevsky and others	special functions (scientific, technical, economic, organizational, social) that reflect the content of the main stages of the process of managing innovative activity, and innovative processes that provide functions that combine innovative processes and tools of management. effective implementation of subject functions of management (planning, organization, motivation, coordination, control)
5.	P.P. Mikityuk	prediction (prediction); formation of innovative goals (planning); coordination; organization; stimulation (activation); control
6.	N. Rysev	planning; designing; prediction; personnel selection and evaluation; training and adaptation of employees; to notify; employee motivation;

management; definition and distribution of tasks; control of employees; search and decision making.

According to the opinions presented in the table, according to most scientists, the systematization of functions is related to the variety of management activities in the chain: idea → scientific research → development → design → production → implementation of innovations. In our opinion, the classification of innovation management functions consisting of three functions is developed in the form, it is appropriate to give a typology of functions.

The development of innovative activities in a manufacturing enterprise depends, first of all, on the skillful use of three groups of management functions by the manager. General functions determine the content of the process of managing innovative activities and include the main management processes and management tools that ensure the implementation of specific and unifying general functions. In our view, the general functions of management include

- forecasting and planning - development of scientific and technical development forecasts for the long-term perspective and selection of the main directions of innovative activity based on the enterprise and market demand in accordance with the received forecasts and development goals, innovative potential;

- organization - ensuring the fulfillment of planned tasks and uniting employees who jointly implement innovative plans, programs, projects based on relevant rules and procedures;

- motivation - encouraging employees to be interested in the results of their work on the creation and implementation of innovations;

- control - monitoring the organization of the innovation process, the plan for the introduction of new products and the introduction of innovations

- management of the innovation process - more effective satisfaction of existing needs, which includes a set of actions related to the initiation, development and production of products and technologies with new characteristics;

- management of innovative projects - setting the system of interrelated goals and programs of the complex of scientific, industrial, organizational, financial and commercial activities, which is organized and developed, which ultimately leads to innovations.

In conclusion, the management of innovation potential increases the potential ability of the enterprise to introduce innovations that meet market requirements, the management of innovation development promotes irreversible, targeted and natural changes in the development of innovations, which leads to an increase in the quality of innovations.

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