



METHODS OF ORGANIZING INNOVATIVE MANAGEMENT IN INDUSTRIAL ENTERPRISES.

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Abstract: *The methods of organizing innovative management in industrial enterprises are revealed in the article. The indicators innovative management in industrial enterprises were analyzed. Forecasting of innovative management in corporations is justified.*

Key words: *corporative entity, industrial sector, management system, communication exchange, economic, financial, social, profitability, minimal cost, quality, employees.*

Establishing innovative management in industrial enterprises is a process that brings the corporation to the forefront of success. Setting up this process requires knowledge and skills. The theoretical foundation for organizing innovative management and managing innovations is essential for achieving the goal of establishing innovative management in industrial enterprises. Innovative management is a key direction of strategic management implemented by the leadership of the enterprise. This process involves shaping and achieving innovative goals through the judicious use of financial, material, and human resources, leveraging all opportunities to ensure effective activities. The purpose of innovative management is to progressively organize the process of producing and manufacturing new products, modernizing, and improving the production process, as well as accomplishing tasks such as transitioning from outdated production methods. It involves implementing step-by-step measures, setting clear directions for production and scientific-technical activities within the enterprise. In this context, managing innovation functions are considered essential in organizing the process. The functions of managing innovations highlight specific capabilities of the management activity aimed at implementing innovative processes within the framework of the corporate management function, ensuring the effective execution of innovative initiatives. The primary functions of a corporate entity with management as its subject include organizing, planning, monitoring, coordinating, regulating, and motivating, particularly in the context of establishing, planning, and enhancing the innovation management process. For corporate entities with financial management as the focus, functions involve managing funds, attracting investments based on trust, organizing innovative processes, and promoting innovations. The main interconnected functions for managing innovations in corporations are present, and through utilizing them, **it is possible to establish innovative management in corporations.**

The primary interconnected functions for managing innovations in industrial enterprises include:

- Establishing innovative processes within the corporation;
- Shaping and regulating motivational aspects for innovation;
- Coordinating Innovative Activities;
- Strategic Marketing;
- Financial accounting and control of innovative processes.



The functions mentioned above are interrelated and play a crucial role in managing and organizing innovations, as well as establishing innovative management in industrial enterprises. These functions and methods collectively hold a central place in the management and administration of innovation in the industrial sector.

- encouraging shaped innovation;
- induction;
- incentive method;
- networking and management;
- forecasting and analysis;

Managing innovations such as coercion are methods integrated into handling innovations. In this case, the coercion method is a method that influences the lower system managed in management. This method relies on the procedural and informational-directive documents, regulations, projects, programs, and management tasks of the enterprise and the higher organization.

- the incentivization method involves the efficient utilization of resources according to the development concept and policy of the management system. It aims to improve the quality of services and products, enhance competitiveness, and elevate the standard of living for the population. This method is based on maximizing the optimization of management decisions and, furthermore, focuses on motivating employees to implement these decisions. This, in turn, keeps economic incentives in mind to achieve the ultimate results of the management system.

- **Encouraging shaped innovation method:** In industrial enterprises, the management entity needs to understand the psychological attitude of its employees to effectively assign tasks with the highest quality, minimal cost, and timely execution according to the necessity.

- **Networking and management method:** The graphic-analytical method of managing any system's project processes. The essence of this method is a network diagram, which is a graphical model of all types of work planned to achieve a task. Such a model should reflect the logical sequence of tasks, the continuity of work, and the relationships between them.

- **Forecasting and analysis:** Forecasting involves evaluating an object's future development based on analyzing information about the object. The methods and techniques of forecasting rely on the interdependence of reasoning methods and ways of thinking that provide reliable assessments of the object's future development. The method of analysis, on the other hand, encompasses the following trends: studying the characteristics of the events and objects being analyzed, dividing them into integral parts for a more in-depth understanding from the perspective of their interdependence and mutual influence, synthesizing and analyzing components while establishing clear goals, defining the objectives of achieving analytical results, determining the ways of analysis, comparing analysis options based on time, volume, quality, and conditions for using analysis objects, and obtaining information. It ensures timely and efficient accuracy, including quantitative precision.

It is necessary to shape innovative management first in corporations. Various forms of innovative management exist in industrial enterprises, and they can be viewed as specialized departments incorporating committees, councils, and working groups. The task of such departments is to propose clear recommendations aimed at identifying the main directions of the innovative process and making decisions.

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- Independent divisions with dedicated sections for new product development play a crucial role. They organize the entire company's innovative activities, develop programs and regulations for innovative activities, and scrutinize projects related to creating new products.

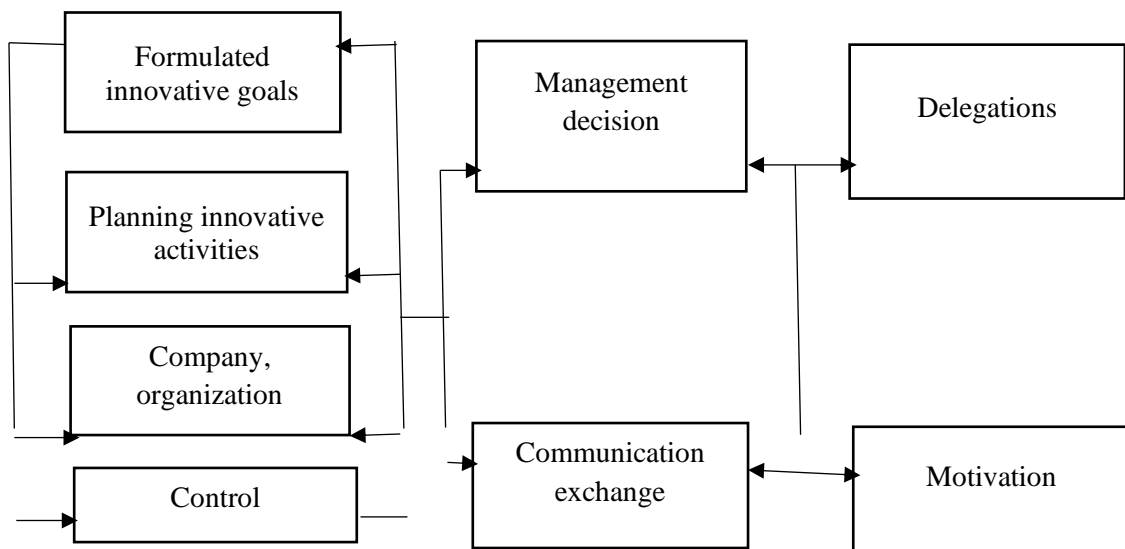
- Projects and purposeful groups engaged in scientific research, implementation, and the production of new products;

- Establishing innovation centers is a relatively new form of organizing the innovation process. The activity of development centers is closely related to introducing new products, expanding sales volumes, and capturing market positions;

- Scientific research departments engaged in development work and those quickly advancing to the development stage, followed by production and sales, play a key role in the innovation process;

- Specialized funds focused on promoting innovation play a crucial role in streamlining the activity of producing developed products for public consumption.;

- Analytical groups predicting the development of demand for new products are crucial. To establish an extensive and efficient system for managing innovative processes, initiatives have been taken to initially restructure the functions of innovation management, as well as the organizational forms and management methods. Such a mechanism ensures the allocation of responsibilities for all levels of the management structure of departments and services dealing with innovations, facilitating active coordination and collaboration among them.



1-diagram. The formation and operation of innovation management methods.

Analysis methods encompass the following approaches:

1. Conducting research on the characteristics of ongoing events and objects, emphasizing the division of their integral parts for subsequent synthesis and analysis from the perspective of interdependence and interrelation.

2. Systematically organizing factors and identifying key goals, including outlining ways to achieve them.

3. Providing options for comparing analysis variants based on time, scope, quality, and methods of obtaining information from analysis objects.

4. Timeliness and efficiency.



5. Quantitative precision.

The management of innovations includes specialized departments comprising committees, councils, and working groups. The purpose of these departments is to propose specific recommendations for identifying the main directions of the innovation process and making decisions.

- Divisions with independent units are the new product departments. They organize the entire company's innovative activities, develop programs and regulations for innovation activities, and review projects for creating new products;

- A project and purpose-oriented group engaged in scientific research, development, and the production of new products;

- The establishment of innovation centers is a relatively new form of organizing the innovative process. The activities of development centers are closely related to introducing new products, expanding sales volumes, and gaining market share;

- Departments engaged in development work and those quickly advancing to the development stage, followed by production and sales, are research units closely associated with growth;

- Specialized centers, funded for the promotion of innovation activities, are structured to streamline their efforts towards enhancing the mass production of manufactured goods;

- Analytical groups that forecast the development of demand for new products.

The establishment of a comprehensive and adaptable system to manage innovative processes involves initially restructuring the production of sustainable products and redefining the functions of innovation management, as well as the organizational structure and management methods. Such a mechanism ensures the distribution of management for departments and services involved in innovation across all levels, fostering effective coordination and establishing a collaborative system among them.

The categories of "system" and "management mechanism" in industrial enterprise management are often used interchangeably. The term "system" is widely employed in various contexts in different sources. In management, the concept of a system emphasizes the coordinated arrangement of interconnected elements or the adherence to rules that guide actions for the purpose of organizing a cohesive and integrated whole. In general, the management mechanism in any enterprise is directly related to its specific elements. The term "mechanism" is used in various sources with different interpretations, yet they all fundamentally share a commonality: Mechanism refers to a set of interrelated elements that collectively facilitate the transition of the managed object through various actions. When referring to the management mechanism in industrial enterprises, it encompasses the interdependence of organizational, economic, financial, legal, social, and other elements at the management level, forming the interconnected processes of the overall management system. In shaping the innovative management mechanism in industrial enterprises, there is a tendency to focus on fresh alignment with elements at the management level. The approach involves ensuring the compatibility of each element through the introduction of innovation. In this context, it is emphasized that initially, attention should be given to the state's governance mechanism to achieve success in innovative management.

The state's governance mechanism is a process designed to enhance the development of the national economy, improve the living standards of the population, and sustain economic growth. The governance mechanism is conceived as a complex system, aiming to effectively organize its activities at the state, sectoral, and enterprise levels. The effective implementation of the governance

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mechanism plays a crucial role in advancing a specific regional economy. Possible components to be integrated into the regional economic governance mechanism include:

- Utilizing mechanisms for demonstrating influence, the state must develop methods and tools of governance based on legality and order, formulating strategies for the economic development of regions. Additionally, effective governance involves considering and addressing risks, improving the ecological situation, and resolving issues related to enhancing infrastructure.

- Regulating the economy through taxes involves implementing state tax policies through the collection of taxes, selecting groups eligible for tax benefits, and determining the amount of taxes. Both the collection and regulation of tax policies are considered in this approach.

- Organizing the financial-budget system involves the acceptance of the budget, orderly expenditure management, allocation of wages and unemployment benefits, subsidies, and other considerations. These elements are crucial in both organizing the system and the overall economic governance mechanism of the region. Ensuring the effective operation and coordination of these elements is essential in regulating and optimizing governance mechanisms. This mechanism plays a fundamental role in the socio-economic development of the region. Therefore, the governance mechanisms discussed earlier not only contribute to economic development but also ensure overall socio-economic progress across all regions.

- Understanding the state's governance mechanism along with the regional economic governance mechanisms is a fundamental task in studying innovative management in industrial enterprises and establishing an innovative management system, investigating its methods. In organizing innovative management mechanisms in industrial enterprises, optimizing management mechanisms through effective elements is crucial to ensuring innovative activity. Possible influential elements in organizing innovative management mechanisms in industrial enterprises can be observed within the following aspects:

- Accepting new laws and legal documents relevant to the emerging sector initiated by the state, implementing innovative approaches in their enforcement, applying them to corporate management, and forming an effective legal management system (legal framework).

- The establishment of subsidies, loans, and preferential taxes, as well as utilizing opportunities conducive to economic development, enables the effective formation of an innovative management system in the economic context.

- Formulating an organizational management mechanism with an emphasis on adopting creative approaches in human resource selection, aligning skill levels of personnel with evolving needs, and ensuring all conditions that contribute to the core goals of the company are met, leads to the development of an innovative organizational management system.

- Establishing an innovative ecological management mechanism involves creating a sustainable and eco-friendly process in production and service delivery, minimizing expenses by utilizing renewable resources and environmentally friendly inputs. This approach contributes to the concept of a "green economy," fostering both quality improvement and scalability.

- Creating an innovative technological management mechanism in industrial enterprises involves developing competitive products through the utilization of cutting-edge technologies, ensuring market competitiveness, and fostering innovation in the production process.

In general, theoretical guidelines in management encompass a range of strategies. Ensuring the applicability of these strategies to each industrial enterprise highlights the management's adaptability,



indicating the extent of its optimization. Such strategies include innovative, investment, organizational, situational, economic, financial, ecological, technological, innovation-savvy, and other approaches. These strategies are not only theoretically developed and researched but also a systematic approach encompasses them. "A systematic approach is a complex socio-economic process that exerts its influence on the object and is directed towards organizing its activities correctly." Addressing challenges and mitigating risks within a corporation is essential. In this context, a systematic strategy not only benefits the object being managed within the corporation but also creates effective opportunities for the managing subject itself.

Understanding the nature of a complex socio-economic system leads to achieving the following:

- Formulating objectives efficiently in management
- Minimizing the impact on the object with minimal cost
- Attaining high profitability
- Taking into account the available opportunities when evaluating goals and methods.

Establishing activities based on systematic management in industrial enterprises, selecting the appropriate management system, and setting the primary goal of implementing innovative management and organizing it optimally are essential. When researching any management systems, it is crucial to consider the mutual influence and interdependence of impactful elements. As a result, a company can achieve the goals it has set for itself.

In industrial enterprises, along with management systems, the subsystem elements also actively contribute to the operations. It is essential to maintain a consistent approach to both the system and its component elements in management. This applies to leaders who are striving for optimization, have effectively organized the management system in the company, and are inclined towards innovative management. In this context, in industrial enterprises, the aim is to distinguish and allocate management to large and small systems, according to divisions such as "Management Subject" and "Management Object." Aligning with the goal, this segmentation is considered a factor conducive to optimization in innovative terms. When this management mechanism is observed in industrial corporations, the subject of innovative management establishes an innovative management mechanism based on a novel approach.

Industrial corporations influence their management activities through small-scale systems, and in today's context, both managers and managed systems in corporations experience innovation. The organizational mechanism of innovative management ensures the comprehensiveness of the management system. In industrial enterprises, the organizational mechanism of innovative management, considering the impact of innovative processes, involves leaders, top managers, and employees as the main subjects in shaping the corporation's development strategy. Effective utilization of management methods and elements, based on the influence of innovative processes, contributes to impacting the management object, as illustrated in figure 1

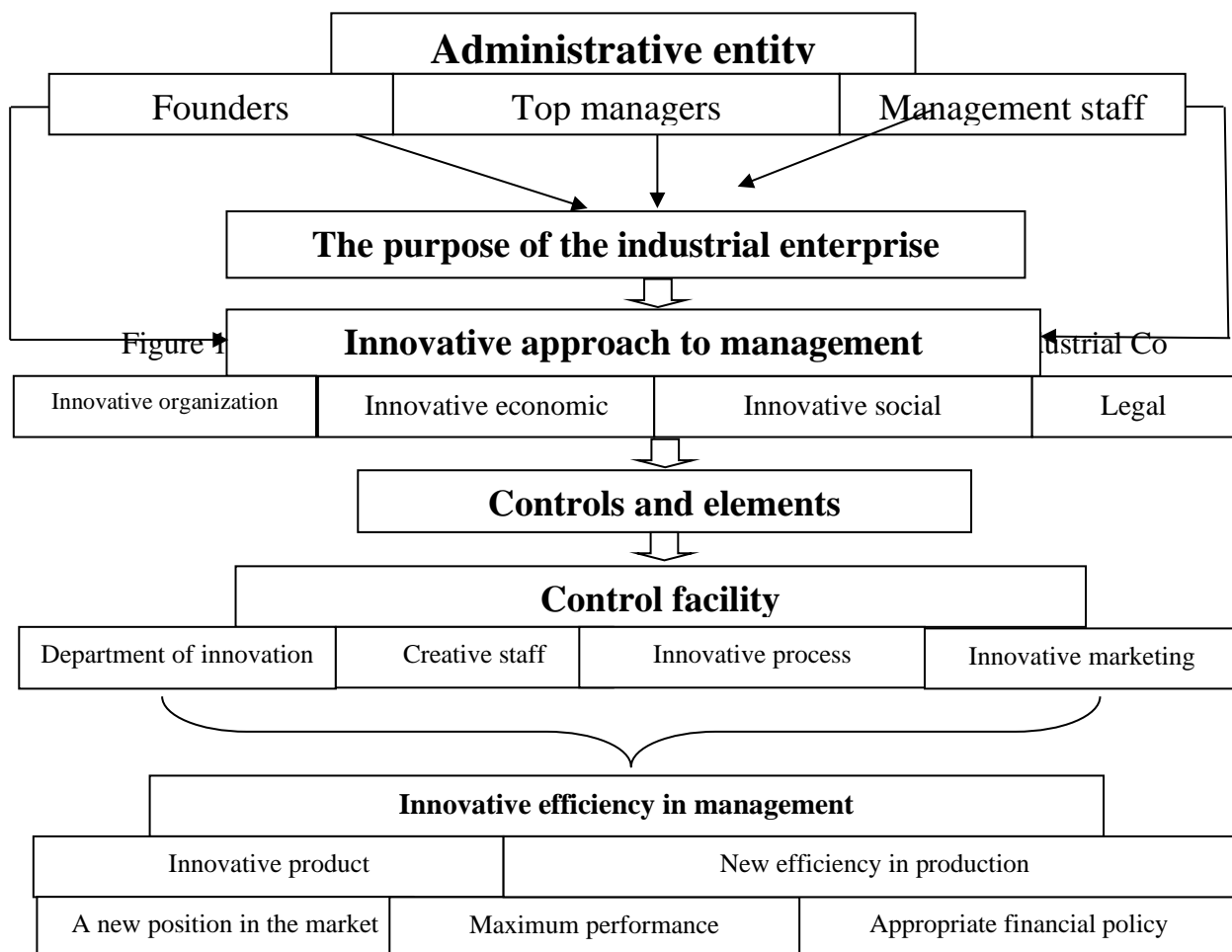


Figure 1. Effective utilization of management methods and elements metods

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