

METHODOLOGICAL FOUNDATIONS OF INNOVATION MANAGEMENT

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ABSTRACT: *This article analyzes the major points of the methodological fundamentals of innovation management. On this case, research has put main features of the advantages and disadvantages from management points. In conclusion, research has emphasized major outcomes and shortcomings of the methods.*

Introduction

Innovation management is one of the areas of management. Innovation management is: A scientific discipline that studies the technical, organizational and socio-economic aspects of production management, a set of formal and informal rules, principles, norms, attitudes, and value orientations that govern various areas of innovation. In innovation management, two levels should be distinguished.

The first one is presented by theories of social management of innovative systems and focuses on the development of strategies for innovative development, socio-organizational changes, as well as other economic and socio-philosophical concepts that explain the mechanism of functioning of the economic system.

The second level of innovation management is the applied theory of organization and management of innovative activity, and therefore it has a functional applied character and provides a scientific and methodological basis for developing practical solutions for improving management, analyzing innovative activity, applying the latest techniques and methods of influencing personnel, technical and technological systems for food and financial flows.

Operational tactical innovation management focuses its functions on specific activities to manage the development, implementation, production and commercialization of innovations. In operational management, attention is focused on the short and medium term. Operational management systems have sufficient information, are characterized by a low degree of uncertainty and are focused on the middle and lower levels of management. Fundamental scientific and technological innovations that form the formation of a new model of economic growth are the object of strategic management, while socio-organizational innovations and the working environment, determining the paths of alternative

development within the framework of the already existing technological and technical-economic paradigm, make up the object of functional management. Such tactics of a business entity in a market environment are dictated by such short-term incentives as price and profit, but the innovation management strategy is associated with long-term incentives for economic development and the creation of a new model of economic growth.

The objectives of innovative management is to determine the main areas of scientific, technological, industrial and economic activity of the enterprise in the following areas: development and implementation of new products (services) of technology (innovative activity); modernization and improvement of products and technologies, further development of the production of traditional types of products; removal of obsolete products from production, creation or improvement of a management system, financial and economic mechanism, etc.

Technological progress, developing in the form of revolutionary, spasmodic changes, is combined with evolutionary socio-organizational and managerial innovations. Scientific progress, developing in the form of "breakthroughs", i.e. scientific discoveries and inventions, interfaced with the effect of training, raising the level of qualification, knowledge and skills of the workforce. The innovative type of economic development of an enterprise means, first of all, a decrease in determinism and a complication of the entire management system. The high variability of the macroeconomic, technological, and legal environment makes the survival of enterprises directly dependent on their ability to strategically orientate in unexpected situations. The logic of development of an innovative company leads to the transfer of the center of gravity from operational tactical management to a strategic level. In such circumstances, the position of the company is determined not only by internal capabilities, but also by the reaction to changes in the external environment.

Accordingly, the content, functions and methods of innovation management are changing. In the arsenal of analysis methods, probability theory, queuing theory, econometric models, the concept of driving forces and main advantages occupy an increasing place. The main advantages are closely related to the functions of operational innovation management, based on internal capabilities: improving the efficiency of production factors, developing new technologies, goods and services, introducing measures to improve the quality and competitiveness of goods.

"Innovation is the end result of innovation activity, which has been realized in the form of a new or improved product sold on the market, a new or improved technological process used in practical activities." Innovation - a formalized result of fundamental, applied research, development or experimental work in any field of activity to increase its effectiveness. Innovations can be made in the form of discoveries, inventions, patents, trademarks, rationalization proposals, documentation for a new or improved product (technology, managerial or production process, organizational, production or other structure), know-how, concepts, scientific approaches or principles, documents (standards, recommendations, methods, instructions, etc.), marketing research results, etc.

Novation (lat. Novation - change, renewal) is an innovation that has not existed before (a synonym for innovation). Research is the process of obtaining previously unknown data or observing a previously unknown phenomenon of nature or the human environment. An invention is the result of research implemented in a new device, mechanism, tool, technology, method, etc., created by man.

Innovation— replacement of an old object (phenomenon) with a new one.

Innovation m. process or result. Innovation activity - a process aimed at implementing the results of completed scientific research and development or other scientific and technical achievements in a new or improved product sold on the market, in a new or improved technological process used in practical activities, as well as related additional scientific research and development;

Innovation potential (state, industry, organization) - a set of different types of resources (including material, financial, intellectual, scientific and technical, etc.) necessary for the implementation of innovative activities; Innovation sphere - an area of activity of producers and consumers of innovative products (works, services), including the creation and dissemination of innovations;

Innovation infrastructure - organizations that contribute to the implementation of innovative activities (innovation and technology centers, technology incubators, technology parks, educational and business centers and other specialized organizations);

Innovation program - (federal, interstate, industry) - a set of innovative projects and activities, coordinated by resources, contractors and the timing of their implementation and providing an effective solution to the problems of development and distribution of fundamentally new types of products (technologies).

Innovation process - the process of creating, implementing and disseminating innovations (innovations)

Technological innovations (J. Schumpeter). The emergence and development of the theory of innovation management. The main stages of the evolution of management science under the influence of various schools and approaches.

The Austrian scientist I. Schumpeter identified five typical changes:

1. The use of new equipment, new technological processes or new market support for production (purchase and sale).
2. Introduction of products with new properties.
3. Use of new raw materials.
4. Changes in the organization of production and its material and technical support.
5. The emergence of new markets.

I. Schumpeter formulated these provisions in 1911 (Book "Theory of Economic Development", 1913). Later in the 30s, he already introduced the concept of innovation, treating it as a change with the aim of introducing and using new types of consumer goods, new production and transportation vehicles, markets and forms of organization in industry.

"Big cycles" (N. Kondratyev). An original innovative observation was made by N.D. Kondratiev in the 1920s, who discovered the existence of the so-called "large cycles" or, as they are called abroad, "long waves". N.D. Kondratiev pointed out the existence of a relationship between long waves and the technical development of production, drawing on the analysis of data on scientific and technological discoveries, showing the wave-like nature of their dynamics. He investigated the dynamics of innovations, distinguishing them from discoveries and inventions. The dynamics of innovations is studied in the context of the phases of a large cycle. In the studies of N. D. Kondratyev, the foundations

of the so-called cluster approach are first seen. N.D. Kondratiev showed that innovations are distributed unevenly in time, appearing in groups, that is, in the modern language, in clusters. The recommendations of N.D. Kondratiev can be used in developing an innovative strategy. Modern theories of innovative development are closely related to the concepts of socio-organizational changes, while earlier technocratic trends and the course of technological determinism were based on the ideas of unconditional "technological rationality", the ability to self-development and beneficial technologies for mankind. If, from the standpoint of technological determinism, early industrial development took place under the slogan "freedom of enterprise," then the central idea of a post-industrial society is interpreted as a comprehensive "freedom of innovation." The innovative orientation of the economic processes inherent in the modern world economy has proved the inefficiency of organizational structures and traditional management methods that do not take into account the growing importance of non-material forms and non-traditional qualitative factors of economic growth. The concepts and principles of traditional classical management are being replaced by new models of innovative management — innovation management.

The leading role of socio-economic institutions, such as science, education, management, emphasizes the largest economist and sociologist Peter Drucker. The greatest theoretician of the school of "industrial sociology", P. Drucker sees the improvement of the institution of classical management in enriching his doctrine of "human relations." In an effort to combine abstract generalization and institutional principles with management recommendations as close as possible to practice, he significantly expanded his understanding of the institute of management and extended its functions to the corporate management structures. Social innovation arose from the first attempts to systematize data on the introduction of a new one and on overcoming psychological resistance to this process. P. Drucker, contributing to the understanding of innovation, wrote that it not only has economic feasibility and value, but also has social value, that social innovation is a change in the habitual type of thinking and lifestyle. Introducing dynamism into a "stable" economic order, creating: a higher level of uncertainty and risk - that, according to P. Drucker, is the essence of innovation. All types of innovations are in close and inextricable relationship. So, product innovation can affect the change in production processes, technologies, organizational conditions (especially when training workers and creating special working conditions). Through the process of innovation, you can simultaneously create the necessary technical prerequisites for product innovation. While product innovation is aimed at the result of labor, process innovation is focused on improving the efficiency of the production process, social innovation is associated with changes in the field of socio-technical system. Social innovation can be both a tool for product innovation. All innovations are ultimately aimed at improving the socio-economic efficiency of production, and stability in the present and success in the future largely depend on the results of innovation.

Innovation is such a technical and economic cycle in which the use of the results of research and development directly causes technical and economic changes that have an opposite effect on the activities of this sphere. (This is confirmed by various concepts of long waves by N. D. Kondratiev, I. E. Varga, I. Schumpeter, and others.).

Originating at the end of the 19th century, the science of management has passed a difficult path of development. The first attempts to generalize practical experience in management gave way to the creation of a school of scientific management, the founder of which was F.U. Taylor. Subsequently, theories replaced the initial theories, requiring the inclusion of a complex set of scientific, technical and socio-economic factors. Subsequent management schools were based on the evolution of managerial thought. So, at a certain stage, scientists began to consider management theory from two points of view: closed and open systems and rational and social management factors.

The largest place in both strategic and operational innovation management is occupied by systemic, marketing, life cycle and project approaches.

They identify the main patterns of development of innovation, activities and form a special type of innovation management. Socio-psychological and quantitative econometric methods are used in the analysis, forecast and development of managerial decisions.

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