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TÍTULO: Innovaciones administrativas como condición necesaria de competitividad de las empresas modernas.

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RESUMEN: La innovación empresarial es hoy el "cuello de botella" de la teoría y la práctica de la administración. No existen modelos teóricos que estén directamente relacionados con la innovación empresarial; en la práctica de la gestión, las innovaciones de productos y tecnológicas tienen prioridad. La interpretación incorrecta de las innovaciones reduce la efectividad de su implementación. La ventaja competitiva de una empresa hoy en día no está determinada principalmente por la acumulación de capital, sino por la capacidad de la gerencia para iniciar, percibir y utilizar los cambios, para aprender más rápido que otros sobre la experiencia del cambio. Las nuevas teorías del crecimiento económico enfatizan que el desarrollo de innovaciones es la fuerza motriz del crecimiento económico sostenible.

PALABRAS CLAVES: Cambios, equilibrio de flexibilidad y estabilidad, innovaciones de gestión, adaptación, entorno empresarial.

TITLE: Administrative innovations as necessary condition of competitiveness of the modern companies.

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ABSTRACT: Business innovation is today the "bottleneck" of management theory and practice. There are no theoretical models that are directly related to business innovation; in the practice of management, product and technological innovations take precedence. Incorrect interpretation of innovations reduces the effectiveness of their implementation. The competitive advantage of a company today is not determined primarily by the accumulation of capital, but by the ability of management to initiate, perceive and use changes, to learn faster than others about the experience of change. New theories of economic growth emphasize that the development of innovations is the driving force of sustainable economic growth.

KEY WORDS: changes, balance of flexibility and stability, managerial innovations, adaptation, business environment.

INTRODUCTION.

Characteristics of the environment of modern business, which can be represented as generalized groups, are complexity (multifactor), dynamism (variability) and, as a result of the previous two groups, the uncertainty of the results of the implementation of management decisions, projects and financial and economic activities in general (Mullakhmetov, 2013).

To ensure competitiveness, modern companies must constantly change in compliance with the requirements of the business environment. Changes are the essence of modern reality and the ability of management to ensure the effectiveness of management objects in an unstable business environment, which determines the quality of the economy and the competitiveness of all economic entities (Sadriev et al, 2016).

In modern business, where the role of tangible assets in ensuring competitive advantage is constantly decreasing, the management's willingness to use innovative forms of management becomes a strategic resource that determines the socio-economic position of companies. New economic theories emphasize that it is the development of innovation, rather than the accumulation of capital, that is the driving force of sustainable economic growth. The formation and development of the post-industrial formation focused more on the phenomenon of innovation. Its most important concept was the transition from the production of goods and services to the production of innovations in all spheres of human activity (Safiullin & Maratkanova, 2011).

The main problem of modern management is the ability to adapt to the constant changes in the business environment, while ensuring an effective balance of flexibility and stability; today, competitive advantage sides with those companies where management learns more quickly than others from the experience of change. In the context of constant changes in the external environment and increased competition, managerial innovations become a key factor for effective management and determine the management potential of companies (Mullakhmetov et al, 2017; Nikolaeva, & Savvinov, 2016).

Paper Krotkova, deals with the study of the relationship of innovation and crises (Krotkova et al, 2016). In the economy, the crisis destroys many of the weakest and least expediently organized enterprises, eliminating obsolete methods of production, forms of organizing enterprises in favor of modern ways and forms. J. Schumpeter spoke of "creative destruction", understanding it as "the

process of industrial mutation, which continuously reconstructs the economic structure from within, destroying the old and creating new one" (Cunningham, 2010). According to the results of the research conducted by Cornell University (USA), INSEAD Business School (France) and the World Intellectual Property Organization in 2016, Russia ranks 43rd among 128 countries, having improved its position by five points as compared to the previous year (Department of Science and Technology, 2007). At the same time, researchers at the Higher School of Economics, Gokhberg, Rud, point out that the effectiveness of innovation activity of the country is significantly weaker, which reflects a lack of effective implementation of the available innovative potential (Gokhberg & Roud, 2016).

One of the ways of increasing innovation activity can be considered the development of small and medium-sized businesses (Krotkova & Mullamekhametovna, 2018). In economically developed countries, the speed of development of innovations in small enterprises is on average one-third higher than in large ones. Therefore, an important task at the present stage is the creation of prerequisites for the development of small innovative entrepreneurship.

Effective management today determines the competitiveness of companies. Scientists of Kazan (Volga Region) Federal University Gafurov I.R., Safiullin M.R., Safiullin A.R. believe that a strategic competitive advantage today is formed at the level of business processes, the effective functioning of which depends on the quality of management. According to scientists, modern conditions constantly require the product, technological and organizational innovations (Gafurov et al, 2012). Today, effective management in strategic terms is impossible without managerial innovations.

DEVELOPMENT.

Methods.

There are many studies related to the definition of the concept of "managerial innovation", their classification, causes, characteristics, and beneficial effect for the organization. This explains the various approaches to the issues of their essence and importance for the development of the enterprise.

However, the practical side of the process of their implementation remains unaddressed, and managerial innovations are only beginning to be introduced at Russian enterprises (Omelchenko, 2017).

The semantic problem of management is also reflected in our research - at present there is no single, generally accepted interpretation of the category “managerial innovation”. At the same time, many papers emphasize that managerial innovations, compared with technological or product ones, require less financial resources, but their implementation poses a higher level of risk.

Management innovation is a special form of changes to the existing principles, structure, procedures, methods, techniques, and/or any elements of the organization’s management system to be fundamentally new, which are the results of creative activity. The introduction of managerial innovations is an effective way to ensure the uniqueness and efficiency of the enterprise management system. This is due to the fact that managerial innovations are individual for each organization (Omelchenko, 2017).

According to Kolesnikova O.N. and Loktionova Iu.N., managerial innovations are the new knowledge that is embodied in new managerial technologies, in new administrative processes and organizational structures (for example, introducing new methods of organizing work, structuring tasks, allocating resources, determining remuneration, etc.) (Kolesnikova & Loktionova, 2009).

Safiullin L.N. and Maratkanova E.M. understand management innovations as changes in the company's management system, which ensure the effective adjustment of the internal environment of the company in accordance with the dynamic changes of the external environment.

The application of management innovation at the enterprise will allow:

- Adapting the existing organizational structure to high market volatility.
- Accelerating the decision-making process in the field of innovative development.
- Intensifying the generation of ideas and reducing the time for their implementation.

- Increasing the overall effectiveness of the innovation project.

Thus, the successful implementation of innovation activity requires the adjustment of the organizational structure to form the necessary flexibility with changes in the external environment and ensure the timely development, implementation and diffusion of innovations (Safiullin & Maratkanova, 2011).

The theory and practice of management has developed a system of techniques of development and making of management decisions that give a positive result when applied by qualified managers in accordance with the problems to be solved (Mullakhmetov, 2016). The economic literature presents the following stages of the introduction of managerial innovations: invention - the emergence of the idea of innovation; initiation - search for options for introducing ideas through the use of information technology; diffusion – the embodiment of an idea that is capable of increasing the effectiveness of the activities of specific departments or the enterprise in general (Prokopishin, 2015).

During the introduction of managerial innovations, it is necessary to take into account their specificity, which determines the group of factors hindering the implementation: organizational shortcomings; leadership flaws; personal problems; resistance to change (Freilinger & Fisher, 2012). The successful implementation of solutions for the introduction of innovations, according to their essence, requires the entire toolbox of change management.

Results and Discussion.

Peter Drucker outlined in his prophetic book “The Age of Discontinuity” (1969) four main areas of discontinuity that determine the social and cultural reality of the time when the book was written:

- The rapid emergence of new technologies.
- The emergence of a global economy.
- The emergence of new social and political pluralistic institutions.
- The transformation of knowledge into new capital and a central economic resource (Drucker,

1969).

The importance of a learned person, the role of human capital, the role of management potential and management innovation as its necessary condition, the constant growth of these components in the economy were one of the first to be described in detail by the author in this book. It is necessary to emphasize that he has been writing about raising the prestige of mental labor and an employee since 1954:

- “Productive labor in the modern society and modern economy is that uses vision, knowledge and concepts; labor based on intellect, rather than on physical strength” (Drucker, 1954).
- “In a modern company, each employee with knowledge is a “manager” if, by virtue of his position or his knowledge, he is responsible for actions affecting the functioning and performance of the company” (Drucker, 2003).

Innovative activities include a number of management models. They are used to formulate research and development (R&D) policies and technologies, to align the goals set for R&D and technology with corporate strategy, and to improve the tools used in R&D. Among them is the Bass diffuse model (innovation adaptation model), which allows predicting how the market will accept the new products, innovations and technologies proposed (Bass, 1969); the innovation cycle - a model used for effective analysis of the life cycle of a new product and for successful management while pointing the managers to the individual complexity of the stages and what should be addressed first of all (Camps et al, 2011). At the same time, the models relate primarily to technological and product innovations and practically do not affect managerial innovations.

At the present stage of the development of society, the leaders speaking of innovations, as a rule, imply activities directly related to scientific and technical developments and the learning of high technologies. The leaders of Russian companies, limiting their activity to innovations in the field of R&D and production of products, new technologies, new resources and their sources, consider

innovations in the field of business organization and management as secondary. Although research remains an important driving force for innovation, it is no longer their only engine. Moreover, the innovation process is not limited to the sphere of technology; it includes institutional, organizational and managerial innovations.

As international experience shows, the condition for success is not just an invention, but the participation in the project of people who can make a working business from an invention, that is, an entrepreneurial approach is required. Therefore, the concept of “innovation activity” is interpreted much more broadly and should cover all aspects of a company's business. In the past 10-15 years, there have been much talks about business innovation. Innovation in everything that can create sustainable competitive advantages, including organizational and managerial innovations. The only thing that remains the same is always new solutions based on new knowledge and creating value for consumers.

For industrial enterprises, the process and product innovations are most characteristic, while organizational and managerial innovations are given little importance. The problem of introducing innovations was clearly manifested in Russian practice and in the implementation of lean management, which once again emphasized the priority of technological innovations over organizational and managerial ones, requiring greater attention to human capital (Mullakhmetov et al, 2017). Now more attention should be paid to managerial innovations that can be defined as any organized decision, system, procedure, or management method that is substantially different from the established practice and used for the first time in this organization. It should be borne in mind that the novelty is correlated with the practice of management in a particular company.

The need to use organizational and managerial innovations is determined by the fact that: first, innovation in management leads to a restructuring of the business organization, namely changes in business processes and the market behavior of the company; secondly, organizational and managerial

innovations imply the ability of managers and employees to consistently and continuously engage the entire company in the innovation process; thirdly, technological and organizational-managerial innovations complement each other: underestimation of the role of one of them leads to a decrease in the competitiveness of the company; fourth, organizational and managerial innovations are the most important factor in enhancing the competitiveness of a company and successfully achieving its strategic goals (Safiullin & Maratkanova, 2011).

Works Mullakhmetov and Mullahmetov, present the study of evolution and modern approaches and concepts of management. They show that the development of management (control subsystem) occurred according to the needs of production (controlled subsystem) both in an evolutionary and revolutionary way; managerial innovations were generated mainly in periods of revolutionary development (Mullakhmetov, 2011).

CONCLUSIONS.

Today, especially for Russian companies, improving the quality of management is a key reserve for enhancing the efficiency of companies. The characteristics of the business environment highlight the requirements for management such as the ability to change, to learn from the experience of change, which in practical terms are expressed in readiness for innovation. Management bottlenecks (a constraint according to E. Goldratt) are management innovations: lack of theoretical models, incorrect interpretation of the essence of innovation and the processes of their implementation, priority of technological and product innovations compared to organizational and managerial ones (Dettmer, 1997).

The need to adapt to the existing business conditions, their trends and dynamics, ensure management flexibility with maintaining simultaneously core competencies, make management innovations a field of theoretical and practical activities that are most in demand for the development of the economy in modern conditions.

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