

ANTREPRENORIATUL ȘI CULTURA DE AFACERI: MANAGEMENTUL SCHIMBĂRII

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THE ROLE OF LEARNING IN AN INNOVATIVE ORGANIZATION: UKRAINIAN APPROUCH

HR Management in innovative enterprises mostly depend on peculiar traits and contents of innovative work. These traits are uniqueness and singularity of executable labor, high professional skills and learning of employees, insufficiency of innovative process infoware (especially at first stages), the risk of functioning of many organizations, the variety of social groups consisting of experts performing innovative work.

Understanding the features of R&D employees will create favorable conditions for permanent and effective renewals of HR Management systems that will be capable to consider complexity of external competitive environment, forecast and implement appearing possibilities of effective use of innovative potential of company personnel, and also improve the work with employees on each stage of enterprise life cycle.

The most important feature personnel of innovative enterprises is their qualifying composition. Qualifying features fulfill three functions. They are serve as the ground for compilation of operating instructions according to posts, are criteria while rating of employees for posts replacement and is the basis for fixing of a salary [1].

Work in the innovative organization has a highly skilled labor orientation, which is based on innovator-specialist personality and innovator-manager one which in its turn affects the performance of HR management department. The main figure of innovative activity is an intellectual inclined to creativity and innovating. Consequently, HR managers should pay greater attention to the content and inner motivation, the problem of choice of optimal mode of operation.

Innovative companies develop creative potential: the rotation of staff between diverse functions business units or territorial subdivisions; detailed, intelligent management of personnel advancement; the introduction of common practice, which would make available defined key practical skills and key opportunities of all personnel; the administrating of personnel turnover before accepting for employment [2].

Resources provision indicators system of innovative enterprise activity is used to estimate personnel innovative activity as the component of innovative enterprise activity:

- intellectual component (indicator of inventive and labor-saving activity);
- quantity and part of workers who have patented inventions, author's certificates and other supported rights on intellectual property;

- educational level indicator;
- personnel component (the quantity and the part of enterprise workers with higher education, with an academic degree);
- the quantity of specialists in the field of innovative management who work at an enterprise at the moment and their part in the total number of personnel;
- the personnel number with profile education and their part in the total number of personnel;
- indicator of employee turnover with higher education;
- research component (the part of costs on R&D in total volume of goods production);
- the ratio of costs on R&D (research and development) and costs on introduction new technics and so on;

In innovative organizations, the daunting problem of continuous professional development necessity of innovators and the development of their imagination is on the forefront. Innovative activity requires from employee deep and state-of-the-art-knowledge as well as creative strategy. Lately trainings which reveal creative inner potential of specialist-innovator, his/her initiative, leadership, responsibility, managerial abilities, skills to make timely and exact solutions [3].

Consider the example of a needs assessment and training purposes of R&D specialists' high-tech enterprises of Ukraine.

Most of the respondents felt that the necessary permanent courses to improve the skills of staff, fewer respondents chose the need for training in specific disciplines, the two respondents was hard to specify (Fig. 1).

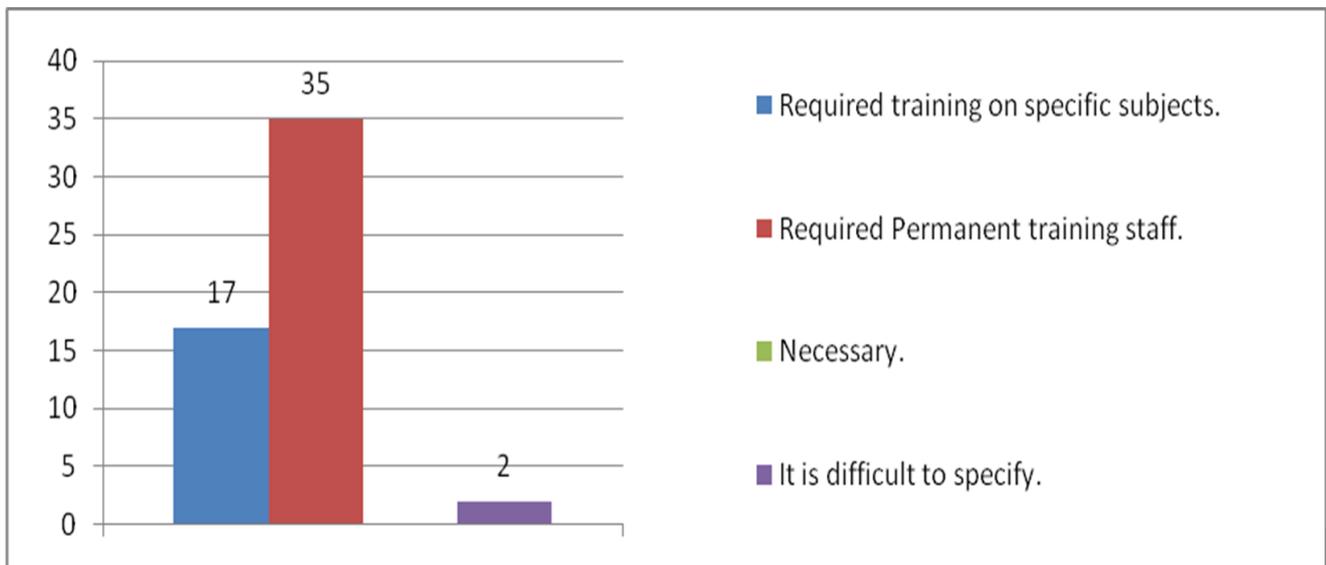


Fig. 1. Training priorities of employees

People in organizations learn from the consequences of their actions. Therefore, managers must exercise care in applying positive and negative consequences to ensure that they are connected to the behaviors the managers intend to reward or punish.

The majority of the company have a system of training and staff development, but additional courses have a little less of such a system is not present, the third answer claiming the presence of such a system, 6 people cannot answer exactly (Fig. 2).

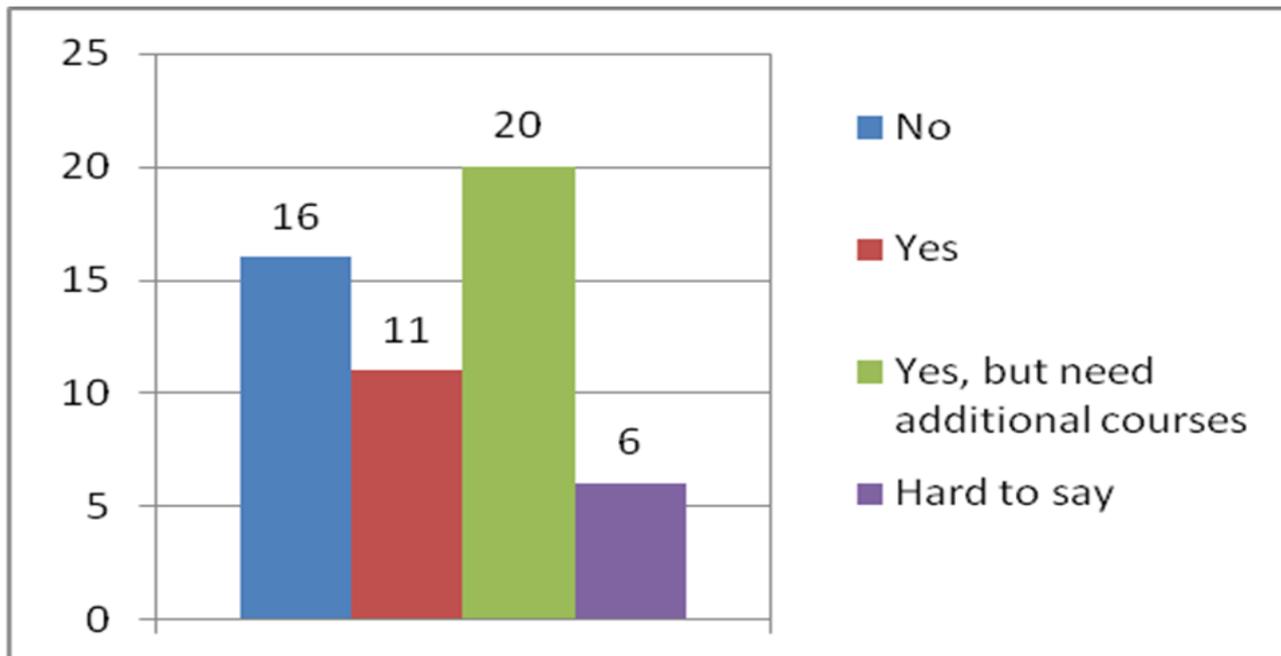


Fig. 2. Analysis of training and staff development system

Most respondents indicate that companies are interested in developing their subordinates, have fewer respondents companies are interested, but the knowledge needed in the future, 2 people do not have such a system in the enterprise, and 12 people were undecided (Fig. 3).

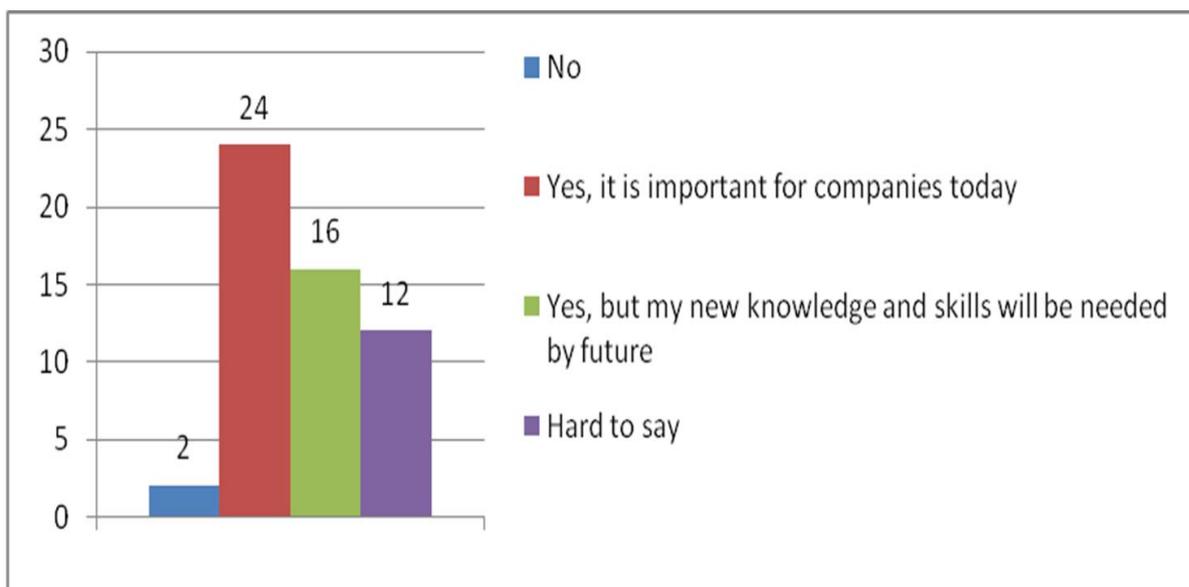


Fig. 3. Identification of requirements for staff development

The one of the priority directions of HR Management innovative infrastructure forming have to become innovative centers forming, off-budget and budget organizations preparing specialists occupying with HR Management questions that will be the foundation, «intelligent heart», of knowledge-intensive innovative enterprises and contribute to the transmission of more qualitative and competitive scientific-technical production to a market. At the same time present-day personnel management have to create preconditions for solving actual personnel problems. There is workers professional training enhancement, activation of interaction between

company subdivisions, the increase of different company links significance in industrial tasks solving among its opportunities.

Innovative transformation of personnel management, first of all, is directed to the motivation policy realization oriented to the expansion of effective interaction of personnel and leaders. It stimulates workers to the development of their potential and to the active, productive and creative work.

The reasonable and declared system of innovation-active personnel indicators is not only the important information source for intellectual and creative HR Management, because allows determining innovative potential and its utilization level, but the company competitiveness providing mechanism, as it is management decision acceptance basis regarding personnel stimulation and development.

Thus, learning is a change in behavior acquired through experience. Learning may begin with the cognitive activity of developing knowledge about a subject, which then leads to a change in behavior. Alternatively, the behaviorist approach to learning assumes that observable behavior is a function of its consequences. The strategic use of training and educational opportunities, stock options, and recognition awards is instrumental to successful organizational reward systems. Managers can serve as positive role models for employees' vicarious learning about ethical behavior and high-quality performance.

According to the behaviorists, learning has its basis in classical and operant conditioning. Learning helps to lead and guide the motivated behavior on the innovative enterprise.

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ПРЕДПРИНИМАТЕЛЬСКАЯ СЕТЬ КАК ЭФФЕКТИВНЫЙ МЕТОД ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ БИЗНЕСА

В современных условиях конкурентной рыночной среды в поведении и сознании граждан Украины произошли существенные изменения. Переход к новой системе развития общества и активизация предпринимательской деятельности способствовали объединению усилий предпринимателей и субъектов инвестиционной и инновационной деятельности. Вследствие этого