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## **Methodical features of functions of innovative management**

The goals of the innovative activity of the enterprise are determined. Priority objectives of innovation management are the use of opportunities for further development and diversification of production to develop the organization on the basis of activation of innovative activity, the development of the organization, active promotion of new products and new technologies in the market, development of the organization, economic prosperity and access to new markets. Content of planning as a special function of innovative management will be disclosed. The main objective of the organization as a function of management is to provide all kinds of resources for the implementation of innovations, the formation of organizational structures, the implementation of the strategy of the enterprise development and the action plan. It is necessary to develop a plan for various aspects of the innovation process. Particular attention is paid to such functions as organization, control and motivation of innovative management. Controlling coordinates the actions of management and staff of the company. A structural scheme that reflects the role of controlling in the management process is considered. The science (rational) approach, which is a fundamental foundation of management, considers the adoption of managerial decisions as a whole, its content is comprehensively assessed and analyzed possible versions of the problem and allows them to choose the most effective ones.

*Keywords:* innovative management, organization, innovative control, controlling, decision-making, purposes, planning, business plan.

On today's in the conditions of globalization of fierce competition of competitive economy, standing before any the countries forms, innovative development at line a big task, on fight with to resist. As to them the most important factor of increase in competitiveness of national economy and innovative development. And the purpose - achievements of high-quality economic growth and innovative development on the basis of increase in competitiveness of national economy.

Now in a line of innovative development of the country in world it Kazakhstan turn of the page in economic, social, political, ecological, in general on branch for any national economy strictly competitive in fight about strong stay arise. As one of key indicators, the countries reflecting an economic situation and the prospects of development - National competitiveness.

According to requirements reasonable and increases in competitiveness of the country in industrially developed countries it is firmer in the world market, to the main sources of technologies of time to provide competitive on fight, biotechnologies, nanotechnologies, nuclear and space technologies, that is considerable to allocate finance, pay attention to dynamic development of branches in inquiry. As providing, or higher compensation innovative economic development not to find the solution of environmental problems, thinking about future generations of satisfaction of needs of world's population, the solution of questions of these branches as in achievement went, in day by day and in very important. And for Kazakhstan and also other priority directions in industrially developed countries one of the most relevant questions, an exit in called branches of economy through development. Therefore in process of globalization branches of economy is necessary to create conditions for qualitative to competitive production for export of raw materials in the world market the offer to pass servist\_k-technological to economy, aimed at the development, to identify to reduce and dependences.

It is known that these results from results of scientific and technical activity in new goods, services and technologies of receiving and for receiving profit, - innovative management, directed on to turn management process [1–5].

Includes the mass of the questions considered in branches of various innovations of management science. First of all, it is to mathematics and statistics. During processing of models of separate operations rather difficult mathematical calculations are applied.

Internal requirements of the enterprise increase in production efficiency due to updating, scientific and technical, intellectual and an economic potentiality of its innovative activity of all productive systems. From the point of view of the purposes on the basis of effective use of the enterprise increase isin competitive advantages.

Increase in compensation of workers, improves conditions of their work, increase in level of social security of the social purposes.

Work, connected with licensing, a know-how, new industrial samples, commodity signs and others are the innovative purposes of patenting connected with receiving and processing, innovation.

Commercialization of innovation in the field of deep the place in the market of marketing measures includes implementation of the purposes of the firm, on the new markets, with own actively to expand intervention with creation of segments.

On the market of new goods and new technologies of development of the organization, on the basis to activate innovative activity of the priority purposes of innovative management economic prosperity and for entry into the new markets and diversifications of production actively of release, development of the organization, depending on the use of functions and specialization.

It is possible in work innovations [6; 137] of the main functions of management, it includes:

- innovative planning;
- the organizations of innovative action;
- control;
- controlling;
- motivation;
- decision-making.

Planning is internal and the analysis of factors of the external environment, achievement of goals of innovative management of the organization of planning the strategy of actions, and firm, is carried out from management special function, the system of measures for planning.

For implementation of plans for the different directions innovative process needs to be changed. In the table of classification of innovative plans with the image 1.

T a b l e

**Classifications of innovative plans**

Signofclassification	Plantypes
Targetorientation	Operational planning strategic, current and innovations
Subjectsign	Introduction of innovations in production, logistics, information support, finance, personnel of planning of planning, research and development
Pithinessaspect	Business planning, technical and economic and volume scheduling
Planningstagesdependence	Years, focused on medium-term and up to one year to five and above long-term, a five-years period of short-term

*Note.* Source [7; 137].

It even elasticity and difficulties in connection with height, planning innovative actions have a number of features. Innovative planning includes the entire periods of the innovative project. Result of such planning is the business plan. Concerning of business plans of processing and their contents are not present to strict requirements. Nevertheless, in some cases business plans procedure is partially carried out. Thus, rules of execution of processed business plan for participant organizations to take part in innovative scientific and technical program. Innovative business plan according to the rules established have to be prepared as the following (Fig. 1).

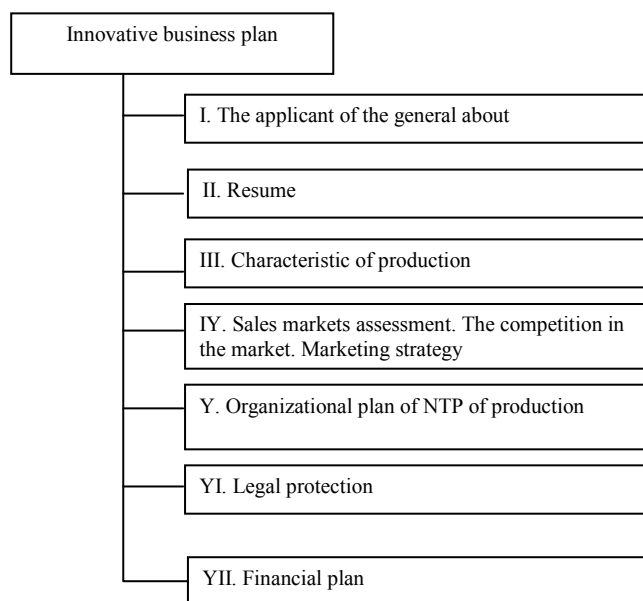


Figure 1. The list of chapters of the innovative business plan [7; 140]

In the course of planning a number of the termination carries out works of creation of the business plan. Such works includes the following:

- formations of plan assignments;
- accumulation of information;
- determination of risks;
- identification of problems and analysis;
- search of alternatives;
- creation of forecasts;
- carrying out tests.

Being the main function of innovative management, it is available in planning process consists from priorities of developmen. It is represented in Figure 2.

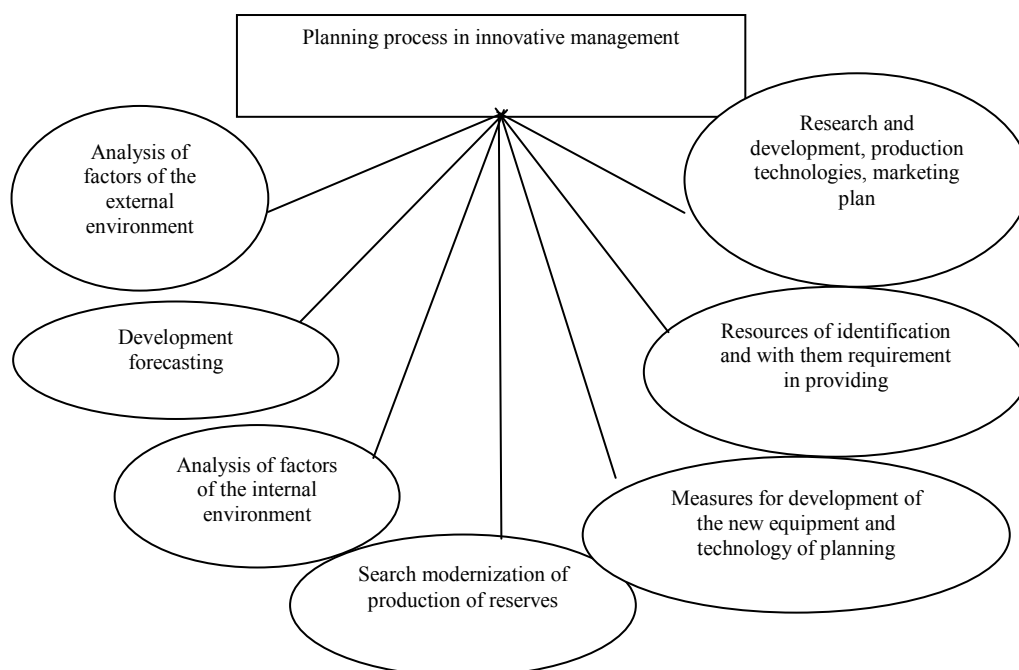


Figure 2. The process of planning in innovative management [8; 59]

The main task of the functions of management organizational structures, introduction of innovations, of management organizational structures, introduction of innovations, and measures providing resources with all types.

Complexity of development of innovation, you will feel contractors and creative the nature of innovative management of the organization and coordination, is defined as the main functions. Formation process which performers, power, information and innovative streams are included by formation of structures between management of the organization of material. In responsibility, risks and important accessories distribution of powers is a part administrative process.

Functions of the organization of management process design, procedures, methods and ways of processing, management on standardization, a measure unifikatsiyalaa information among distribution of management processes of internal systems enters. Increase in level scientific and technical, technological and organizational is to organize productions.

It is system processing of information and planned targets for check of the compliance of the project indicators obtained as a result of implementation innovative control of various stages.

During a deviation the actual sizes of planned values, the analysis for definition of reasons for rejection is carried out. And then, later it is analysed administrative impacts on model of decision-making is defined from an object.

In many cases as a result accepted, the decision about points of the plan are changed control of the plan to others will replaced. First of all, it is bad, because cultivated such changes, in connection with internal on the center depends on the plan.

Inflations as the reason of external changes, policy and taxes, changes in the legislation can be considered instability. And the applied important causes it can also be referred the new equipment and technology new results, changes.

Now in all developed countries of income of group of the experts who are engaged in its implementation of the draft of the requirement in connection with changes in work, only on the basis of active and creative actions harmonized the faces which are carried out strategic in management of successful realization. In the interests and boards of each of them and also interests and the general welfare of society have to arrive will develop corresponds to profitability of interests of the experts. The main task is to convince that in general depends on welfare of employees of board from results of the general working staff of the enterprise. Good work for the purposes, and convenient jobs and only for results of work, in conditions, only working is paid. Everything depends on results of work and work have to arrive each of them in collective. Interests and workers of board kindly considers inquiries. Creative and office conditions for education, growth are created. Also concerning HR departments and to satisfy inquiries and definition of requirements of employment and release from work of personnel carries out daily work.

On literature [6; 142] coordination of the general control system on providing target managements controlling the term «is considered in quality».

According to opinion of many experts controlling resolves the following issues [8–11]:

- 1) planning, motivation, control the works of workers formation of systems;
- 2) planning, motivation and control for coordination between them;
- 3) planning, motivation and control the coordination the organizational personnel between administrative enterprises of of work structure;
- 4) consultation to supreme managers of the enterprise.

Controlling of management coordination will execute with no function. Therefore the Coordination function in on a basis Controlling. Planning, monitoring and motivation is formed and coordinated with controlling. Where they should not become components of controlling.

At Figure 3 presented the structural drawing of reflecting controlling role in management process.

Controlling coordinates actions of the management of the enterprise and personnel. From this point of view, main objective of Controlling distribution of duties between divisions and serving in collective, correct formation of a favorable situation.

At the enterprise value of innovative management in many respects formations favorable innovative climateor to carry out concrete administrative decisions of specific innovative projects will find reflection.

Communications as decisions of all its functions will find reflection binding a component to innovative management. More general of management and the important decisions made within separate the functions are presented in the Table 2.

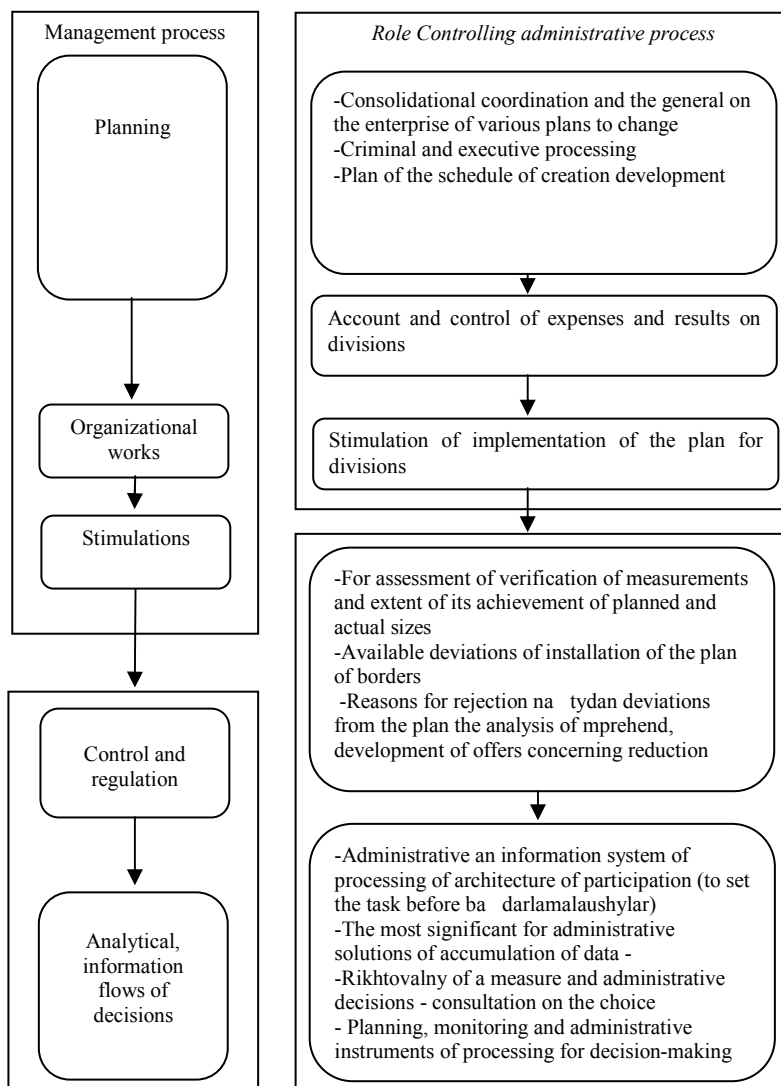


Figure 3. In process of Controlling role [11; 10, 11]

Table 2

**Main decisions on functions of innovative management structure**

Management functions	Administrative decisions
Formation purposes	Innovative IK missions reception (innovative enterprises, project) IK of target parameters of actions of formation IK of acceptance strategic concepts Target parameters of the innovative project statement
Planning	Formations of thematic plans of research and development Calendar the schedule of works on the project a statement The estimate of expenses on the project a statement IK of formation of the production program Statement regular the calendar on divisions Inquiry in means of an innovation credit
	Acceptance IK financial plan Approval of the plan of implementation of production Formation IK IK choice organizational and legal form IK of acceptance organizational form IK adoption of the provision on services and official instructions
Organizations	Works on the project to state assessment IK to assessment of a financial state Analysis of IK of works of services and divisions Change of terms of works on the project the order about Strategic concepts of IK to execution assessment

Note. Source [12; 32].

Administrative decisions can be accepted on the basis of innovations intuitiv in the way or scientific approach. Reception of emotionaland intuitive situation, based on existence assessment considerably of experience of professional education and the manager demands. In general process adoption of administrative solutions of management, its maintenance and fundamental, being a basis scientific (rational) approach, are considered as also the question and emergence of its permission allows to choose possible options of an outcome from the most effective analysis. Scientific approach of optimal solutionsprovides acceptance. Decisions, based on production of optimal solution of requirements formally logical intuitiv objective analytical process is known as the optimal solution.

As a rule, created on the basis of model of optimal solution are accepted after introduction to model and information processing. Such information from results are taken fromworks on planning, monitoring, motivation and controlling later.

Summing up the results, any new production or activity, new technologies and the equipment, interpretational economic concept of innovations value as for high-quality economic development, and not just their market to consider aspect as innovations, social and economic, ensuring ecological safety should be meant whenever possible. As not having analogs in the world new goods or service in damage exclusively high the purposes of receiving arrived, and lives of society, irrespective of collecting, its high-quality economic growth and to the world of the nature, providing contradicts rules to them absolutely clearly. In that case, innovations is an improvement social and economic, the solution of the environmental problems, the welfare of society allowing qualitatively, that is the high profit of the businessman of innovative activity stimulating receiving result.

As a matter of experience the new industrial countries the following measures for increase in competitiveness of Kazakhstan, realizes goes:

- legislative mechanisms of promotion;
- between the governments state and private business strengthening;
- projects from the state and private business financing;
- »institutes of development» of network strengthening;
- on improvement of the mechanism of formation to again created institutes, increases in reliability;
- achievements in innovative development is realization of the priority directions and supporting them.

Therefore to number 30 of the developed countries, the consecutive plan of connection, «the head of our country» which the 100th concrete step on» to define with the instruction from a track. Kazakhstan citizens not of concrete steps to areas together with, everyone in implementation of superfluous does not demand, the interests of other people the uopping could more speech activity. Existence in the place of unity always fertile.

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Ә.С. Ахметова

**Инновациялық басқару функцияларының әдіснамалық ерекшеліктері**

Мақалада кәсіпорынның инновациялық қызметінің мақсаттары айқындалды. Инновациялық менеджменттің басымды мақсаттары болып инновациялық қызметті белсендіру негізінде ұйымды дамыту, нарыққа жаңа тауарлар мен жаңа технологияларды белсенді шығару, ұйымды дамыту, экономикалық гүлдену және жаңа нарықтарға шығу үшін өндірісті әрі қарай мамандандыру және әртараптандыру мүмкіндіктері пайдаланды. Инновациялық менеджменттің арнайы функциясы ретіндегі жоспарлаудың мазмұны ашылды. Басқару функциясы ретіндегі ұйымдастырудың басты міндеті болып инновацияларды енгізу үшін ұйымдық құрылымдарды калыптастыру, кәсіпорынның даму стратегиясын жүзеге асыру және шаралар жоспарын орындау мақсатында ресурстардың барлық түрлерімен қамтамасыз етілді. Инновациялық процесті жүзеге асыру үшін түрлі бағыттар бойынша жоспар жасау қажеттілігі дәлелденді. Инновациялық менеджменттің ұйымдастыру, бақылау және мотивация сияқты функцияларына ерекше назар аударылды. Контроллинг кәсіпорын басшылығы мен персоналының іс-қимылдарын үйлестірді. Басқару процесіндегі контроллингтің ролін көрсететін құрылымдық сызба қарастырылды. Менеджменттің іргелі негізі болып табылатын ғылыми (оңтайлы) тәсілдеме басқарушылық шешімдердің қабылдануын тұтастай процесс ретінде зерттеп, оның мазмұны туындаған мәселені жан-жақты бағалап, оны шешудің мүмкін болатын нұсқаларына талдау жасап, олардың ішіндегі неғұрлым тиімділерін таңдауға мүмкіндік берді.

*Кілт сөздер:* инновациялық менеджмент, мақсаттар, жоспарлау, бизнес-жоспар, ұйымдастыру, инновациялық бақылау, контроллинг, шешім қабылдау.

А.С. Ахметова

**Методологические особенности инновационных функций управления**

В статье определены цели инновационной деятельности предприятия. Приоритетная задача управления инновациями — использование возможностей для дальнейшего развития и диверсификации производства на основе активизации инновационной деятельности, развития новых продуктов и новых технологий на рынке, экономического процветания и выхода на новые рынки. Раскрыто содержание планирования как особой функции инновационного менеджмента. Основные задачи организации как функции управления — предоставление всех видов ресурсов для внедрения инноваций, формирование организационных структур, реализация стратегии развития предприятия и плана действий. Подчеркнуто, что необходимо разработать план для различных аспектов инновационного процесса. Особое внимание уделено таким функциям, как организация, контроль и мотивация инновационного менеджмента, координация действий руководства и персонала компании. Рассмотрена структурная схема, отражающая роль контроля в процессе управления. Научный (рациональный) подход, который является фундаментальной основой управления, рассматривает принятие управленческих решений в целом, содержание всесторонне оценивается и анализируются возможные варианты решения проблемы, что позволяет выбрать среди них наиболее эффективные.

*Ключевые слова:* инновационный менеджмент, цели, планирование, бизнес-план, организация, инновационный контроль, контроллинг, принятие решения.

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