

Expert evaluation methods are widely used for determining the levels of inflation, interest rate, share, exchange, investment and other types of financial risks [1, p. 56].

Expert methods provide a fast and not time-consuming and labour-intensive way of getting the information needed to make managerial decisions.

The method of expert estimations is used in cases when:

- 1) the length of the original time series is insufficient to evaluate using economic and statistical methods;
- 2) the relationships between the studied phenomena are qualitative in nature and cannot be expressed with the help of traditional quantitative measuring instruments;
- 3) input information is incomplete and cannot predict the impact of all factors;
- 4) emergency situations require quick decision-making. The essence of expert methods is an organized collection of opinions and suggestions of experts followed by the responses received and the formation of the results.

The stages of the expert survey are the following:

- 1) statement of purpose of the expert survey;
- 2) selection of the basic composition of the working group;
- 3) development and approval of technical specification for the expert survey;
- 4) development of a detailed scenario of the collection and analysis of expert opinions, including both a particular kind of expert information, and specific methods of analysis of that information;
- 5) selection of experts in accordance with their competence;
- 6) formation of an expert committee;
- 7) collection of expert information;
- 8) analysis of expert information;
- 9) interpretation of the results and preparation of a report;
- 10) decision, i.e. choosing the alternatives.

A special survey on risk assessment at an enterprise is conducted considering a new innovative project. Among the assembled experts there can be: CEO, Executive Director, Deputy General Director for Sales, Deputy Technical Director, Chief Engineer, Production Manager, Chief Accountant and the managing staff. In such a way the result will describe the actual situation of risk probability.

But the use of information obtained from the experts is rational if transformation into a form suitable for further analysis is possible. The formalization of the information obtained from experts, should be directed to the preparation of the solution to such problems, which cannot be fully described mathematically.

In conclusion, it should be noted that the effectiveness of the method of expert assessment is the most suitable and simple for any enterprise. But the proposed ways to analyze risk will enable managers and leading specialists of industrial enterprises to successfully apply their researches of risk, because they are not full enough. It can be done more accurately by specialists in risk management.

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SUBSTANTIATION OF FACTORS AND PRINCIPLES OF INNOVATIVE ACTIVITY

Annotation. The article describes the factors and principles of innovative activity, the synthesis of which can make a significant contribution to the development of innovation strategy. The principles that underpin innovation are identified.

Анотація. Описано фактори та принципи інноваційної діяльності, узагальнення яких може зробити істотний внесок у розвиток стратегії інновацій. Виявлено принципи, на яких ґрунтується інноваційна діяльність.

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Аннотация. Описаны факторы и принципы инновационной деятельности, обобщение которых может сделать существенный вклад в развитие стратегии инноваций. Выявлены принципы, на которых основывается инновационная деятельность.

Keywords: innovative activity, principles of innovative activity, factors describing innovation.

Assessment and recognition of innovation capacity of a region are essential parts of the process of improving the effectiveness of innovation. The reliability of the assessment of the innovation economic potential depends on the validity of management decisions.

Administrative decisions, in turn, are influenced by a number of factors.

The factors of innovative activity can be divided into global, related to macroeconomy and society in general, and local, determined by microenterprises.

The global factors include the political situation in the country and at the international level, the competition in the international market, the relationship with the government tax policy.

As for the factors of the micro level, two groups of factors determine innovative activity: domestic, aiming at managing innovation at an enterprise, and external, that expand the boundaries of innovation.

The external ones are the factors that contribute to the interaction of enterprises with economic and social environment:

- the use of external sources to support all phases of the innovative process – from discovery and development to commercialization;
- communication with customers, business partners, investors, competitors, research organizations and universities;
- lobbying in the government.

Internal factors are the essential features of an enterprise that distinguish it from its competitors and determine its innovation viability:

- reasoned leadership;
- the integration of technological and managerial innovations;
- high efficiency;
- effective relationships with staff, its involvement in the innovative process;
- continuous organizational learning;
- an efficient marketing system to communicate with end users;
- quality management, infrastructure, organizational development [1].

Internal factors, in turn, can be subdivided into two groups. The first group includes the factors that shape the system of internal economic relations and the ways to interact with environmental factors. The second group consists of the factors that characterize the "internal resources" of the organization.

The first group of factors includes:

- ownership of the means of production, which determines the nature of economic interests of businesses in general, in-house economic relations, including management relations;
- organizational structure to warrant the mobility of an economic system in the process of decision-making and the extent to which these decisions impact the environment;
- "the size of an enterprise", which determines that it belongs to the category of "small", "medium", or "large" companies;
- branch, characterizing the specialization of a company, the main purpose of its activities, market share and competitiveness in the market.

Company size affects its ability to concentrate both financial and human resources on innovation. All else being equal, the larger the size of a company, the more options it has for diverting productive resources into the innovation sphere.

The second group of factors includes:

- the financial position of a company, which gives an idea of its financial strength, its degree of dependence on external sources of finance for innovation, and its ability to pay, thus, the ability to obtain a loan for the implementation of innovative projects;
- the scientific and technical potential, characterizing the possibility of organizing research and development;
- production capacity that characterizes the production base of a company, the ability to make products;
- human resources, determining the level of staff organization, necessary for innovation.

For the process of development and making decisions on innovative building in management environment it is necessary to develop the principles of innovative activities (the Table).

Table

Methods of innovative regulation

No.	The name of the principle	Characteristics of the principle
1	2	3
1	The priority of innovation over the traditional production	The priority of innovation over the traditional production provides for the recognition of the leading role of science in the productive forces. Only using the acquired knowledge and research findings in practice, makes it possible to ensure the competitiveness of domestic products and businesses
2	Ensuring freedom of scientific and technical creativity, intellectual property protection	In the context of innovation it provides for setting a specific application problem, the solution of which can give commercial results. The results are to be protected by law no matter what scientific methods are used by scientists
3	Promoting competition in the fields of science and technology	This is a reasonable combination of state regulation of innovation and functioning of innovative structures in a competitive environment. The state should promote the activities of small and new innovative structures, restrict the

Table (to be finishing)

1	2	3
		activities of monopoly enterprises through antitrust laws and thus create the conditions for innovative activities in the country or region. Increasing the number of innovative firms competing with each other encourages the development of SPP
4	Cost-effectiveness of innovative processes	The principle of economy of innovation processes means that the resources allocated to innovation are only justified when they lead to commercial success
5	Concentration of resources in priority areas of science and technology	The most important function of state regulation in a market is to determine the priorities of innovation and resource provision of relevant scientific developments. At the state level, these directions are determined by taking into account the priority needs of the state and its innovative capacity
6	Sufficiency and limited priority	The principle of sufficiency and limited priority is particularly relevant for countries with economies in transition. It is usually determined by one global direction in which innovative potential develops and which is taken under state control
7	Flexible innovation policy	Flexible innovation policy provides for the possibility to quickly reorient human resources and redeploy resources to other challenges of the innovative direction
8	Integration of education, science and business	Provision of this principle will establish links between the education system and research-based systems, and therefore, speed up the pace of innovation
9	The development of innovation capacity in the regions through the transfer of certain rights and obligations to the regional level	The need to ensure the development of innovation capacity in the regions through the transfer of certain rights and obligations to the regional level is based on the fact that in a market economy there is general decentralization of management regarding the scope and innovation
10	The scale	The scale of innovation capacity means that the higher the significance of innovation, the greater the incentive to use leverage to make the effect of the introduction of innovation remain in the territory where it is implemented
11	Promotion of international cooperation	Promoting international cooperation will provide the scope for international transfer of innovation technology (including information) leading to an increase in foreign investment

Implementation of the innovative potential of industrial enterprises is one of the main tasks for the current stage of development of Russian economy. The author believes that to solve this problem it is necessary to create, validate and implement cost-effective and innovative projects at industrial enterprises.

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ORGANIZATIONAL STRUCTURE OF AN ENTERPRISE AND PRINCIPLES OF ITS CONSTRUCTION

Annotation. The basic organizational structures of management are analyzed. Their adaptation and use in the modern world are substantiated. The expediency of using different types of organizational structures of management at an enterprise for effective support of the chosen policy implementation is proposed.

Аннотация. Проанализированы основные организационные структуры управления предприятием. Обоснованы их адаптация и использование в современных условиях. Предложена целесообразность использования разных типов организационных структур управления на предприятии для эффективной поддержки реализации выбранной политики.

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