

UDC 005.8

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METHODOLOGICAL BASIS OF INNOVATIVE PROJECT-ORIENTED ORGANIZATIONS' MANAGEMENT

Abstract. *One of the important factors of the spread of any innovation is its interaction with relevant socio-economic environment, which is an essential element of competing technologies. As for the innovative project is a project that includes technical, economic, legal and organizational ultimate justification of innovative activity. The result of an innovative project is the development of document includes a detailed description of product innovation, justify its viability, necessity, opportunity and attract investment forms, information on deadlines, executors and takes into account the organizational and legal aspects of its promotion. It should be noted that the success of innovative projects depends on a clear definition of goal setting of motivational activities of the project team, providing control functions on the results of the project, development of the concept of interaction of stakeholders within the project-oriented knowledge-based organization.*

Keywords: *innovation; project-oriented organization; methodological; project management*

Introduction

Successful development of organizations, regions and entire countries is possible by using modern concepts of innovation management. In modern conditions highly competitive and unstable economic systems of production and research sectors, above all, we should pay special attention to the processes of promotion, the emergence and spread of new technologies. In the world literature innovation is interpreted as a potential transformation of scientific and technological progress in the real progress, that is embodied in new products and technologies [1].

On the number of management functions, including project-oriented innovative organization there is a disagree among scientists. A. Fayolle singled out five key management functions (foresight, planning, organization, regulation, control (coordination)), S. O'Donnell – six (planning, organization, management, leadership, work with staff and control), C. Crane – ten (definition of objectives, organization, coordination, management decision, planning, management, control, work with personnel, leadership and administration), M. Meskon – four (planning, organization, motivation and control) and the decision – both continuous and connective function. The latter opinion seems to be the most optimal. The concept of a fairly broad and comprehensive, and therefore includes the features that distinguish some authors.

In the universal theory the using of all three meanings of the term "organization" is carrying out because it is about the organization as managed objects, and the organizational activities associated with the team management, and the project of organizations developing of their organizational structures. The term "organization" exists in many sciences: sociology, cybernetics and others. The term "organization" can be viewed in three different ways: as an object (phenomenon) as process control, as the impact or effect (accumulation of something). Organization of the object – a stable group of people who interact with each other through physical, economic, legal and other conditions for solving existing problems or achieve their goals. The organization as a process – a set of measures to ensure the relationship between the elements of the system during its existence. Organization as an influence – a regulation setting up or operation of any object. Organizing (organizing of the process) – a type of management which reflects the formation of the management structure of the organization. The essence of this form of management functions makes such structural and functional aspects:

- division of units in accordance with the goals and strategy (departmentization);
- setting of relations office of higher and lower levels of organization and sharing and coordination of tasks.

Planning – the process of identifying of goals and objectives on a prospect and choose the best way to goal

achieve and resources providing. The result of the planning process is a plan that by using of certain resources and certain actions should achieve the desired goal.

It is important to pay attention to innovative startup projects – both goals of the enterprise must have novelty, uniqueness, clear sense, the results obtained in achieving of the goal must be measurable, and set limits (on time, on budget, allocated resources and the quality of the results) implementation. Communication strategy and product quality control has chosen to integrate into the project startup model of software development. Strategy startup project is making a profit and create jobs for the production of innovative products.

Product for innovation project is a set of tools, activities and educational materials necessary for a successful, cost-effective integration of test automation processes in project at any stage of its life cycle. Importantly, a detailed product description of the project is very necessary, cost and investment decisions related to the project directly dependent on the components and properties of a particular product [2, 3].

There are three forms of the innovation process: simple, interorganizational (trade) advanced [4].

Simple innovation process involves the creation and use of innovations within the same organization. Innovation in this case does not accept direct commodity form.

Advanced innovation process manifested in the creation of a large number of innovations violation monopoly manufacturer that promotes the mutual competition through improving of consumer properties of goods produced.

In terms of commodity innovation process has at least two business entities: producer and consumer innovation. If innovation is a process, its producer and consumer can be combined in a single economic entity.

Analysis of the main achievements and literature

With the transformation in product innovation process has the following phase [5].

Creating of innovation – the successive stages of research, development work, organization of pilot production and sales, organization of commercial production (not yet implemented the useful effect of innovation, but such implementation are prerequisites).

Distribution of innovation – a redistribution of socially beneficial effects of innovation between producers and between producers and consumers. This information process, the shape and speed of which depends on the power of communication channels, peculiarities of perception by business entities, their abilities to practical use of this information.

Diffusion of innovation – the process by which innovations transferred on communication channels

between members of social systems in time (the spread has once mastered and used innovation in the new environment or field application).

Several sources of innovation is seen as a process – an innovation developed over time and has distinct stages [6]. Innovative process associated with the creation, development and dissemination of innovations.

Research aim and task

The development of project-based approach to modeling of innovation organization is the aim of this research.

Examination of the basic principles of innovative project and development on the basis of innovative methodological foundations of project-oriented organizations is the task of the article.

Materials of research

One of the important factors of the spread of any innovation is its interaction with relevant socio-economic environment, which is an essential element of competing technologies.

According to modern concepts for innovation there are equally important three properties: scientific and technical novelty, industrial applicability, commercial feasibility (ability to satisfy the demand and be profitable for creator). The absence of any of this property affects on the innovation process.

Thus, we can conclude that innovation is the result of innovative activity – set of principles, methods and forms of innovative processes, innovative projects, engaged in the implementation of these projects organizational structures and their staff.

It is important to note the features of the concepts of innovative activity and innovative project.

Innovative activity – a set of scientific, technological, organizational, financial and commercial measures aimed at the commercialization of knowledge, technologies and equipment. The result innovation is a new or additional products and services with new qualities. [4] Also, innovative activity can be defined as an activity for the creation, development, distribution and use of innovation [2].

This is a factor of commercialization, that profit from the introduction of an innovative product or service plays a major role in carrying out of innovative activity.

As for the innovative project is a project that includes technical, economic, legal and organizational ultimate justification of innovative activity [7].

The result of an innovative project is the development of document includes a detailed description of product innovation, justify its viability, necessity, opportunity and attract investment forms, information on deadlines, executors and takes into account the organizational and legal aspects of its promotion [8].

That is the hallmark of the innovative project is due to development of a feasibility study, it can be implemented in the specific field and it is the first to use it will point to its uniqueness and innovation. But do not exclude cases where the implementation of innovative project developed did not bring the expected profit, although payments may give the opposite effect. But no one is safe from unforeseen situations on the market, so-called risk situations – for example, demand change or that developers will implement a unique innovative project that will attract the attention of consumers, which were sent the results of our innovation. Then there is the adjustment of certain characteristics of the innovation project, it could be radically changed that will cause the execution of other documents relating to the justification and other indicators of possible future implementation. And such innovative projects and their adjustment can be set, taking into account, of course, funding. All these actions will be continued within the framework of innovation.

That is, the specific content innovations make changes, the main function of innovative activity is a function of the change.

Implementing of innovative project – the process for creating and bringing to market an innovative product.

The purpose of the innovation project – creating new or modifying existing systems – technical, technological, informational, social, economic, organizational and achievement by reducing resource costs (production, financial, human) radical improvement of the quality of products, services and high commercial effect [9]. Phases of development of an innovative project presented on Fig. 1.

While innovative activity is an activity aimed at using and commercializing of the results of research and development to expand and upgrade the range and improve the quality of products (goods and services), improve their production technology from

implementation and the effective implementation of the domestic and overseas markets, which provides a range of scientific, technical, technological, organizational, financial and commercial measures which, taken together, lead to innovation.

Innovative activities (research and development work – R & D – the introduction of their results in production) is one of the main areas of any organization. The objective is the research and development of new products (or services) that will be the basis of production activities in the future [2, 3]. In conducting R & D should be considered industrial culture, traditions, organization, infrastructure, technological level, human resources. But perhaps the most important fact is that as R & D activities addressed in the future, are closely related and mutually determine the strategic management of the company.

The strategy becomes a reality only through the development of a specific product or process. Spending on research and development – an investment in the future of the organization, but at the same time they are associated with high uncertainty and risk. In most cases, management of R & D (forecasting, planning, assessment of innovative projects, organization and integrated management, monitoring of the implementation) – strategically more important task than the actual R & D (important to determine the correct direction, why focus on concrete steps in this direction).

Gaining of experience with the management of research projects to standardize terminology and allowed to identify a number of project management processes that are considered of successful practice.

It should be noted that the success of innovative projects depends on a clear definition of goal setting of motivational activities of the project team, providing control functions on the results of the project, development of the concept of interaction of stakeholders within the project-oriented knowledge-based organization.

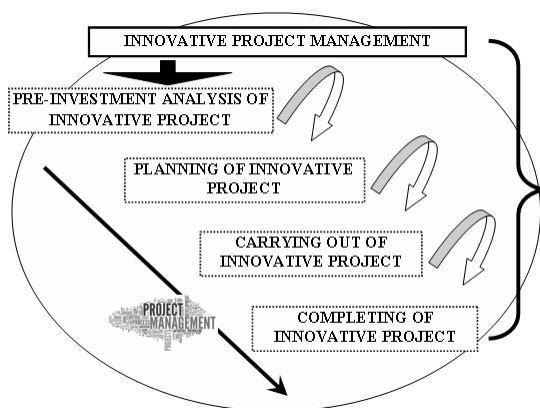


Figure 1 – Phases of development of an innovative project

Successful practice assumes that there is a general idea of what the application of project management processes in the relevant scientific environmental conditions increases the chances of success. Also for these processes is determined by the sequence of their execution, the required input data and tools by which each process is implemented, methods of implementation and the results of each process. These processes include the management of the following components (Fig. 2).

Thus, research and development and management of innovation projects closely related to the theory and practice of project management, applications, marketing, production management, logistics, strategic management, financial management of the company.

The motivation means the forces that are inside or outside of a man that excites in his enthusiasm and dedication in carrying out of certain actions. Motivating of employees affect their performance and part of the manager and it is to address the motivation to achieve organizational goals. The research helps to understand the motivation that makes people work, influencing the choice of their mode of action and why they hold it for some time. Great value for the purposes has a use of the tool of motivation. That motivation – a process stimulation of himself and others in activities aimed at achieving individual and common goals of the organization. Controlling for manager is what allows workers to keep certain limits. But this is not the case. Control is a process to ensure that the organization achieves its goal. Process control consists of setting of standards, measuring actual progress and adjustment in the case where the results achieved differ significantly from established standards. Control function is the ability to identify of management problems and accordingly adjust the organization to how these problems develop into a crisis.

Any organization is definitely capable of time to fix their mistakes and correct them before they hurt achievement of the objectives of the organization.

The concept of a process related functions synthesized school principles of scientific management, administrative areas and behaviorist schools into a single model. The modified and refined using systems theory and situational approach imagination of governance as a process is the most appropriate governance model today.

Therefore need a deep understanding of management functions. The higher the level of management, the decision taken by the leaders affects on the most of people. Therefore, the decision of higher management echelons are often crucial for deciding the fate of hundreds of thousands of people (decision on military action, the decision on global economic reform, etc.).

Therefore, the responsibility for the decision should be proportionate to the level of decision making. Most management decisions have an impact on property relationships (employee – property of, and vice versa), so the responsibility for wrong decisions can be not only moral but also material until the criminal. Stakeholders are individuals, groups or organizations that may influence, which affect or may perceive themselves affected by the decision, transaction or project.

These are persons and organizations such as customers, sponsors, performing organization and the public who are actively involved in the project, or whose interests may be affected both positively and negatively in the course of or as a result of the project.

They can also influence the project or its results. Interested parties may be at different levels within the organization and have different levels of authority or may be external to the organization performing the project.

Section 13.1.2.1 (PMBOK 5th ed.) examined different types of project stakeholders [10]. In brief the definition – the party concerned, interested party (stakeholder) – individual or legal person that can positively or negatively affect on the progress of the project.

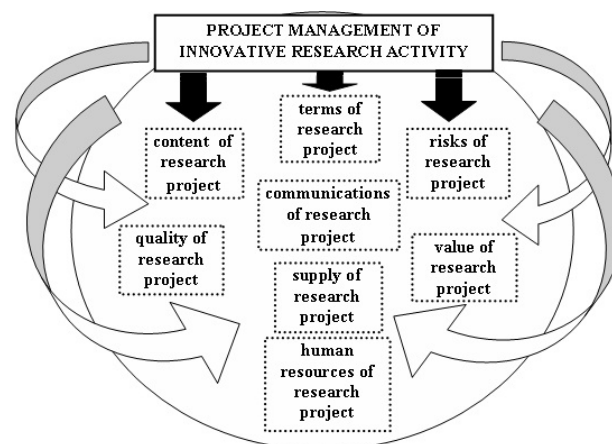


Figure 2 – Structural controls of innovative research projects

Engagement strategy is a plan of conduct or actions deliberately compiled set of operations to solve some problem or achieve a certain goal. Analysis of the project environment is environment structuring process of the project, identifying the structural elements (factors influence people) evaluation elements surrounding the selected set of criteria, the establishment of the register – structured and prioritized list of investigated elements. Project objectives – a document defining the purpose of the product of the project, the main characteristics of the product, the basic features of the life cycle of a product. Limitations of the project – the major constraints for project fulfillment based timing (time), the cost of product creation (money) requirements for quality.

The project team means project participants who are directly involved in decision-making on the project. The project team reports directly to the manager (manager) of the project. Project staff means project participants that are subject to the members of the project team and fulfill production targets of the project. In small-scale projects, the concept of the project team and project staff are not distinguished. Register prioritized by the previously defined features list that contains additional information about components list.

Qualitative analysis means identifying dependencies between the studied parameters and selected independent parameters based on ratings research parameters that are defined through verbal definitions, such as "big," "small," "medium". Recently in modern theory and practice of project management interaction project team (project manager) with stakeholders given increased attention. Even the first time the existence of the most common international standard on issues of project management PMBOK (Guide for management of projects from Project Management Institute) in 1986, the PMBOK 5-th ed. changed the structure raids rectification knowledge (component) project management [10]. Existing components added nine tenth – Project Stakeholder Management (Management of stakeholders / parties project). This component of the project management is divided into four processes:

- definition of stakeholders;
- stakeholders' planning management
- stakeholders' expectations management;
- stakeholders' expectations monitoring.

These processes belong to different groups of project management processes: the processes of initiation, planning, execution and control, respectively.

Mission of stakeholders is to determine the real impact of threats to "stakeholders" and how their interests are consistent with the support of the project and its risks. It is necessary to clarify the following:

- the reasons and conditions for participation of stakeholders in solving of problems;

- prospects and conditions of development of relations between stakeholders to successfully solve the problems;

- the amount of participation in solving of problems of certain stakeholders, appropriate to their benefits in the future [2, 3, 11].

That is, the work with stakeholders is one of the permanent areas of project leader at all stages of the project (except for the final stage). This fact reflects the importance of this activity for any manager. This is even more important for the project manager, for whom every delay in the project is vital. The cause delays in the project can be selected strategy of interaction with stakeholders.

Therefore, there is a need to move to a fundamentally new level of corporate project management, which implies the inextricable link of all projects being conducted in the company. Portfolio management is one of the tools of corporate project management, which allows you to balance possible contradictions between the directions of the company's activities, resources and priorities. It can be said that the management of project portfolios in poorly structured social and organizational and technical systems, namely such systems are corporations or large companies, is associated with the need to take into account a multitude of factors that form a complex "web" of connections and states that change over time. Development of project portfolios in such multifactor systems is often possible to present, as a rule, only in the form of qualitative models. The process of project portfolio management in accordance with GOST 54870-2011 establishes requirements for portfolio management at the stages of its formation and implementation, with the subject of standardization being the outputs of portfolio management processes [11]. The standard does not contain requirements for methods for implementing project portfolio management processes, as well as requirements that can be considered mandatory only for a certain type of project portfolios. Project portfolio management involves activities aimed at achieving the strategic objectives of the organization by forming, optimizing, monitoring and controlling, managing of changes in the portfolio of projects under certain constraints. Project portfolio management provides a link between the level of strategic management in the organization and the level of management of projects and programs.

Projects can be aggregated into a portfolio of projects by different criteria. So, for example, one of the types of portfolio of projects involves projects that are linked together by common goals and purpose. In other words, all together, these projects represent a more significant initiative aimed at some common purpose. A good example of a large portfolio is the space program. Thousands of projects constitute a space program.

Together, these projects represent one focus and a common purpose. Another example of a portfolio of projects is projects organized within a single functional unit of the enterprise and financed from a single budget, such as IT projects [9].

The obvious advantage of managing of project portfolios is to give the heads of the organization the opportunity, figuratively speaking, "from the height" to see the whole set of projects being implemented, to properly allocate resources and the degree of compliance of investments in projects with the company's strategic goals, to track the progress of various projects, their strengths and weaknesses, duplication Interests and resources [12-14]. Applying the methods of portfolio management, it is possible to more qualitatively evaluate the risks of projects, the benefits obtained from their implementation, monitor the implementation of projects and predict the development of the company. The application of project portfolio management techniques provides an opportunity to get answers to these and other equally important questions, which ensure that the organization has all the necessary resources to carry out all strategically necessary projects. The right choice and successful implementation of project portfolios is the link between strategic planning and project management, the link between strategic planning and project management.

It is important to note several factors that affect the viability of innovative projects. The viability of the idea depends on many factors: the cost for the project and a commercial effect; of initial capital or the possibility of acquiring a loan, the loan; the scale of the project and return deadlines, the need for additional investments; marketing strategy, product positioning options; level of professionalism and personal interest project implementers. Legal protection project is compliance with legislation, the need to obtain certificates, licenses, availability of patent, copyright, the possibility of state support (subsidies, incentives); the uniqueness of the project, the presence of competitors and similar projects; availability of scientific research and development for this project; the presence of obvious benefit (benefits) for the consumer, rooted in innovative product; there is a requirement in the product, portrait of the consumer, the market volume.

An analysis of all these factors made a preliminary decision to invest. After this the development of the documentation are research and feasibility, their approval and adoption. The logical conclusion of the first phase is deciding on the feasibility and implementation of innovative project investment.

Each innovative project has to go through a series of "science-production-consumption." The idea of the innovative project must have a basis in the form of scientific and market research, as production has to adapt to the user and based on scientific development. The difficulty of forecasting results and as a result produce the increased risks. The emergence of the new is always associated with a high risk of rejection by society. The

conservatism inherent in this plan not only most of society, but most production facilities, innovation unable to accept even technically. The probability of obtaining positive results depending on the type and nature of innovative research ranges from 5% to 95%. Development and implementation of innovative project is creative and unique challenges. So much depends on personal interest and enthusiasm of the performers. Analysis of the causes of failures of innovative projects shows that a common cause of failure is conventional project management hired managers who had a single motivation in the form of money. Organization of the project participants is the existence of free will and high motivation of project participants doing the usual work organization and creating labor discipline inappropriate. Therefore, a adequate approach to the selection of leaders management style.

The absence of the usual standards of the innovative project – even the clear concept of the project may undergo major changes during development.

Specificity innovation as facility management provides the special nature of the innovation project manager. In addition to the general requirements (creativity, analytical skills), it must be a true professional know-process innovation area; the market an innovative product, market investment; organization of innovation in project and development of new products and the provision of new services; financial and economic analysis of innovative production and investment activities; basics of labor relations and motivation of staff; regulation and types of state support of innovation.

Particular attention should be paid to the preparation and decision-making and control at every stage of its passage. The ultimate goal of management of innovation projects is to increase resource efficiency and ensure efficient functioning of innovation. For the organization of innovation characterized by the fact that as a key source of constant growth and development in favor creativity, creation and dissemination of innovations.

Model of innovation organization based on such an approach to the management of the organization, which differs from the approach characteristic of the concept of reengineering, total quality, continuous change and so on.

While making a model of innovation organization must be based on a broad concept of innovation, where innovation process includes everything – from start to finish creating new products, services and processes. A narrow view of R & D is one of the biggest obstacles efficiency innovation. Unlike traditional approaches to managing of functional organization model of innovation organization based on two fundamental principles. First, managers of organizations to improve innovation need to manage the creation and dissemination of innovation across the extended organization, creating a networked organizational structures that allow to develop the

necessary knowledge, competence, maintain a constant learning process in the organization.

Secondly, for the effective management of the organization should create a platform of development based on integration technologies and competencies to support the development of certain portfolios and innovation. These platform technologies and competencies are focused on fostering innovation, a key factor in the development of the organization [13-15].

Model of innovation organization provides a systematic approach to strategy development and organizational structure, their implementation in order to enhance its development based on the activation of creative intellectual activity, process creation and dissemination of innovations. In fact, in this model strategic and structural controls an organization regarded as management tools to improve innovation. These strategic and structural means are the methods and techniques of strategic management of an organization that managers can use as subjects, they can be manipulated to increase the effectiveness of innovation. Model of innovation organization (Fig. 3) is based on the notion that the innovation process can be very complicated. The nomination of the idea and its implementation in innovative products is achieved in stages, involves many different steps, number of stages, phases. The innovative system, unlike production focused not on repeat, playing the same products, and to seek approval and new. The innovative process that begins with the usual conceptualization, like usual funnel where there are many different ideas (which are identified through selection filters and checks) and far-reaching down stream, which at high speed "makes" a lot of products and services to consumers.

Since the beginning of the process is driven by the search for ideas among greater variety of sources, to the extent it increases the likelihood of effective ideas, methods, new products and services. The final stage promotes the commercialization process by signing and receipt of licensing agreements, patents, methodology of various processes. The organization is using innovation to expand their vision of creating technology and product project, increasing the potential value and cost on top of that is captured in the base, increasing the speed of the process. In the first stage of the innovation process appears "raw material" from which new ideas are modeled on a course of how teams use their senses to decipher vague future problem – which is brewing a new technology that the new government orders, decrees, laws in the work that unhappy requests is evident in the market and will determine the future value to consumers? The purpose is to maintain the basket to the brim full of ideas rich thoughts, ideas that meet both expected and unexpected requests. These ideas have come from all corners of the extended organization – suppliers, customers, distributors, alliance partners, industry groups, university research centers and so on. Obviously, some ideas that even the best predicted future never

become products, for whatever reason. Complete inventory of ideas for new products and services in an organization means that the winners can be quickly "taken off the shelf" to gain or maintain leadership positions and expand the presence of the market. For example, if a competitor is planning to come out with a new product, the organization can apply pre-emptive strike by issuing its own version, the initiative to neutralize a competitor.

Model of innovation organization uses an expansive interpretation of resources actually determined the term "resources" and considering the organization as extended. Resources of innovation are not just its costs under reporting or plan next year's budget and not a power (laboratories, office space, equipment). Resources also include financial support, and of course employees, suppliers, partners, customers and even competitors. There is still a need to add knowledge, competencies, technologies in the organization. According to the model of innovation organization of resources – are assets that need to systematically manage to improve the efficiency of their use. Model of innovation organization in developing its organizational structure based on the following key provisions. First, the structure of the innovation is moving. Ideas, knowledge and information move freely from one part to another organization – between the main leaders, managers, employees, customers, partners and suppliers – without having to go through a complex system of checks and comparisons. Even if the organization extends over a large area and covers different cultures, languages, information systems, innovative ideas spread quickly and freely through all borders, and reach those they are necessary for the practical implementation and use.

Secondly, for the innovative structure of typical management innovation top down and bottom up. The role of managers in the management innovation is the key to the whole organization. This role goes far beyond the centralization or decentralization in the management of research and development. Development Director is responsible for managing of the innovation process from top to bottom, from generating ideas, concepts to use it in practice, the consumer, for the creation and getting value in the process as well as product-development process.

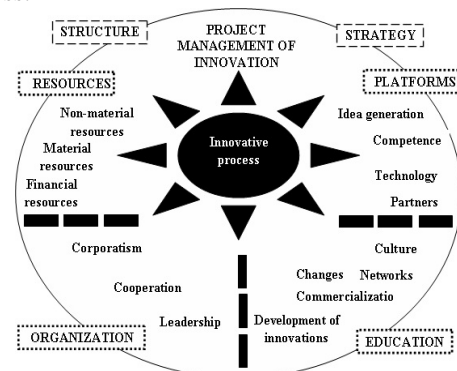


Figure 3 – Project management of innovation

Development Director shall also seek to maximize return on investment and innovation to effectively use innovative resources inside and outside the organization. Thirdly, the structure of innovative organizations are networked. Networks that are based on mutual recognition capabilities and contributions of each participant, not replace existing organizational structure and processes. They suggest a large informal communication during regular meetings, exchange messages via email, some thoughts considerations, but these networks also need a "node" – the initiator and promoter of communication, which occasionally draws conclusions and proposes new areas of discussion.

This role is carried on a friendly basis informal recognition, not the formal position and status, status. Networks bring together people from different hierarchical levels and use different communication systems. They are strictly controlled, but not programmable. They occur on the basis of general interest or topics that bring people together in a network and determine their desire to be part of the network and make them actively contribute. Leaders, managers of these networks, which usually extend across all borders, recognized as playing a role in the development of the entire organization, oriented to development goals and are certain responsibilities. Organizations can stimulate network encouraging informal communication, and support those who create such networks.

The network is usually connected participants from outside organizations, members of the large professional community, suppliers, consumers and academics and scientists. Participants networks can be highly active, participating in discussions, working creatively, can be permanent or temporary. Networks can be divided into the following types. Intelligent monitoring and network oriented to the future and paying attention to consumers, end users, markets, industries and technologies. They generate new ideas or concepts, and these networks establish relationships both within the company and throughout the extended organization. Network of excellence and the development of skills that establish and maintain relationships with key drive innovation platforms, these platforms are actively manage and support them. These networks are responsible for the quality of platforms across the extended organization, rapid deployment and transfer of appropriate technology

and innovation, active monitoring of projects and initiatives in factories, suppliers and partners, creation and management of material and intangible assets of the organization on these platforms. These networks are well supported and well coordinated investments linked project teams, as well as internal and external sources.

They are responsible for managing of the process of technologies and products for value creation based on new products and processes; to inform management about the strengths, weaknesses, opportunities and threats of different platforms for the promotion of technologies and competencies that form a platform. In addition, they can have a weighty word on the deployment of resources, and actively create new opportunities, actively coordinate and step up investment, to produce compromises between projects and programs, internal and external aspects of the problems and offer their solutions to senior management. Finally, innovative organizations are partners. Organizations depend strongly on how they develop as a partnership with external organizations, including competitors and internal environment, ie between different departments, parts of the organization. This partnership should be mutually beneficial. Innovative organizations establish contacts across internal borders and beyond.

Conclusions

The difficulty, complexity is the most characteristic of the final stage of the innovation process. In a typical product development process in most organizations revealed pressure to do to check and release the product in time. Some little time is spent thinking about something other than the obvious primary market product innovations or primary application of process innovation. There is often a temptation just as quickly as possible to pass a new project or operational manager of the grocery and move on. To improve the efficiency of the organization should be according to the model of innovation nominate an organization at the forefront of innovation as a key component of the strategy, as the main source of the organization. The model of innovation strategy of the organization is based on creating a platform for its development.

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Стаття надійшла до редколегії 20.03.2017

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**МЕТОДОЛОГІЧНІ ОСНОВИ УПРАВЛІННЯ ІННОВАЦІЙНИМИ
ПРОЕКТНО-ОРІЄНТОВАНИМИ ОРГАНІЗАЦІЯМИ**

Анотація. Відповідно до сучасних концепцій для інновації однаково важливі три властивості: науково-технічна новизна, виробнича застосовність, комерційна реалізованість (здатність задовольняти ринковий попит і приносити прибуток виробнику). Відсутність будь-якої з них негативно позначається на інноваційному процесі. Модель управління інноваційною організацією передбачає системний підхід до розробки стратегії та структури організації, їх реалізації з метою підвищення ефективності розвитку на базі активізації творчої, інтелектуальної діяльності, процесів поширення нововведень. Фактично в даній моделі стратегічні та структурні засоби управління організацією розглядаються як управлінські інструментальні засоби для підвищення ефективності інноваційної діяльності. Ці стратегічні та структурні засоби являють собою ті методи і прийоми стратегічного управління організацією, які менеджери можуть використовувати як предмети, якими вони можуть маніпулювати для того, щоб підвищити ефективність інноваційної діяльності. Модель управління інноваційною організацією будується на уявленні про те, що інноваційний процес може бути дуже складним. Висування ідей і їх реалізація в інноваційній продукції відбувається поетапно, включає в себе багато різних кроків, ряд етапів, фаз.

Ключові слова: інновація; проектно-орієнтована організація; методологія; управління проектами

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**МЕТОДОЛОГИЧЕСКИЕ ОСНОВЫ УПРАВЛЕНИЯ ИННОВАЦИОННЫМИ
ПРОЕКТНО-ОРИЕНТИРОВАННЫМИ ОРГАНИЗАЦИЯМИ**

Аннотация. Согласно современным концепциям для инновации в равной степени важны три свойства: научно-техническая новизна, производственная применимость, коммерческая реализуемость (способность удовлетворять рыночный спрос и приносить прибыль производителю). Отсутствие какой-либо из них отрицательно сказывается на инновационном процессе. Модель управления инновационной организацией предполагает системный подход к разработке стратегии и структуры организации, их реализации с целью повышения эффективности развития на базе активизации творческой, интеллектуальной деятельности, процессов распространения новостей. Фактически в данной модели стратегические и структурные средства управления организацией рассматриваются как управленческие инструментальные средства для повышения эффективности инновационной деятельности. Эти стратегические и структурные средства представляют собой те методы и приемы стратегического управления организацией, которые менеджеры могут использовать как предметы, которыми они могут манипулировать для того, чтобы повысить эффективность инновационной деятельности. Модель управления инновационной организацией строится на представлении о том, что инновационный процесс может быть очень сложным. Выдвижение идеи и ее реализация в инновационной продукции происходит поэтапно, включает в себя много различных шагов, ряд этапов и фаз.

Ключевые слова: инновация; проектно-ориентированная организация; методология; управление проектами

Link to publication

- APA *Piterska, Varvara & Kramskiy, Sergiy. (2017). Methodological basis of innovative project-oriented organizations' management. Management of Development of Complex Systems, 30, 11–20.*
- ГОСТ *Пітерська В.М. Методологічні основи управління інноваційними проектно-орієнтованими організаціями [Текст] / В.М. Пітерська, С.О. Крамський // Управління розвитком складних систем. – 2017. – № 30. – С. 11 – 20.*