

ERASMUS+ PROGRAMME OF THE EUROPEAN UNION



*PROJECT FUTURE "Shaping the diverse common FUTURE –
Wide dialogue to create and methodologically support a
network for involving migrant youth into civic society"*

INTERNATIONAL CONFERENCE "SHAPING THE FUTURE: POLITICS & ECONOMICS"

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Proceedings of the conference highlight the results of studies on pressing issues of migration in the world; adaptation of migrants in new social and cultural environments; European values and socio-political conflicts.

For researchers, teachers, graduate students, theoreticians and practitioners, interesting issues of international migration in world politics and economics.



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FEATURES OF IMPLEMENTATION FOR FUNCTIONAL APPROACH TO INNOVATIVE ACTIVITY MANAGEMENT OF THE ENTERPRISE IN THE CONDITIONS OF INCREASED MIGRATION

During the period of adaptation of the world countries to the goals of sustainable development of the 21st century, the main protection against the existing challenges and threats is the high level of transfer of technologies and manufacturability of national production, support and development of innovative activity in the enterprises [1]. This requires highly skilled personnel who are knowledgeable in the processes of production innovation management, have the appropriate education and are ready to pursue his interests in the long term, passing on their experience from generation to generation.

However, in the near future, migration processes in Ukraine will intensify at the expense of high demand for labor, and in a few years the shortage of skilled personnel in Ukraine will threaten the economic security and sovereignty of the state.

In Ukraine, the highest level of staff turnover in Europe – every year, every fifth worker is laid off, and because of this, companies are forced to look for new people again. That is why Ukrainian companies are now calling staff shortages critical. The situation is aggravated by the active attraction and involvement of workers from Ukraine

to other countries. Thus, for the three years from 2013 to 2016, the number of economically active population aged 15 to 70 in Ukraine decreased from almost 21 million to 18 million. According to the State Statistics Committee, 71% of Ukrainian labor migrants have cited low wages in Ukraine as the main reason for migration [2].

In these circumstances, a functional approach to managing the innovation activity of enterprises should be implemented, which envisages simultaneous realization of its functions: planning, organization, motivation and control, but taking into account the above mentioned migration features.

Thus, **planning** as a function of innovative management is to substantiate the main directions and proportions of innovative activity in accordance with the accepted forecasts and development goals, resource support capabilities, organizational innovative potential and market demand. Here, it is important to focus on the availability and trends of highly qualified personnel who will innovate. Frames solve everything. Qualitatively about the conducted planning at the enterprise is the key to its successful innovative activity and realization of its innovative potential, ensuring survival in conditions of high competition and optimal response to external changes [3, c. 418].

The **organization** of innovative activity consists in the most complex influential system, using information scientific and technical innovative activity, performing coordination of regulation of development of innovative activity. The results of innovative activities are an innovative process. The innovative process can be known as a complex that is implemented in real time, and with it a new project has been created that was made perfectly to the specific product and at the time when it is practically used. The scheme of development of the innovative process is as follows: "research – development – production – marketing – sales". When using innovative activity in an organization that provided the opportunity to carry out the innovative process, open because of its possible implementation. Specific objectives that support innovation in the enterprise are: 1) suspend production decline; 2) updating of the resulting nomenclature; 3) its competitiveness in the domestic and foreign markets; 4) creation of new jobs; 5) conservation of scientific and technical potential [4, c. 418].

Motivation of innovative activity at enterprises should become a significant tool for its activation. This implies building an effective motivational mechanism for creative work, as well as implementing a policy of job creation for the Ukrainian population. The problem of acceleration of intellectualization and development of innovative activity of the personnel in modern enterprises becomes urgent, which implies a number of tasks, namely: 1) creation in the collective atmosphere of support of innovations, realization of strategy of growth of intellectual capital and innovative development through improvement of the system of stimulation and motivation – managers, specialists workers at all levels should be clearly aware that without increasing the volume of innovative activity the company cannot count on a high result activist management; 2) cardinal transformations in the minds of workers in production, management organizational structures, their updating in accordance with modern requirements. Creation or reorganization of special structural units in the enterprise for management of intellectual capital (departments, bureaus, commissions), which at the same time will carry out work in three main directions: creation of conditions for identification, promotion and stimulation of intellectual creativity in the enterprise, improvement of educational qualification level staff, continuous updating of staff knowledge and creation of conditions for identifying, promoting and stimulating consumer loyalty; 3) development of provisions, annexes to the employment contract, other regulatory documentation for implementation of the system of stimulation and motivation of highly productive creative work and professional self-development in the enterprise [5, c. 130-140].

Another function of the management of innovative activity is the **control**, which helps to achieve the organization of the goals of innovative development, and is to monitor the progress of the implementation of management decisions, make the necessary adjustments through redevelopment, reorganization or reorientation. Control of innovative activity involves accounting and analysis of information on the actual results of all divisions and / or participants of the innovative process, comparing them with the planned indicators, identifying deviations and analyzing their causes, developing

measures to achieve this goal. During the control, the coherence of all the functions of innovative management and the shortcomings allowed in their implementation. Therefore, the effectiveness and efficiency of innovative depends on its effectiveness of controlling [6, 7].

Rationale for the feasibility of using a functional approach to managing the innovative activity of national enterprises in conditions of increased migration of population is presented in Figure 1.

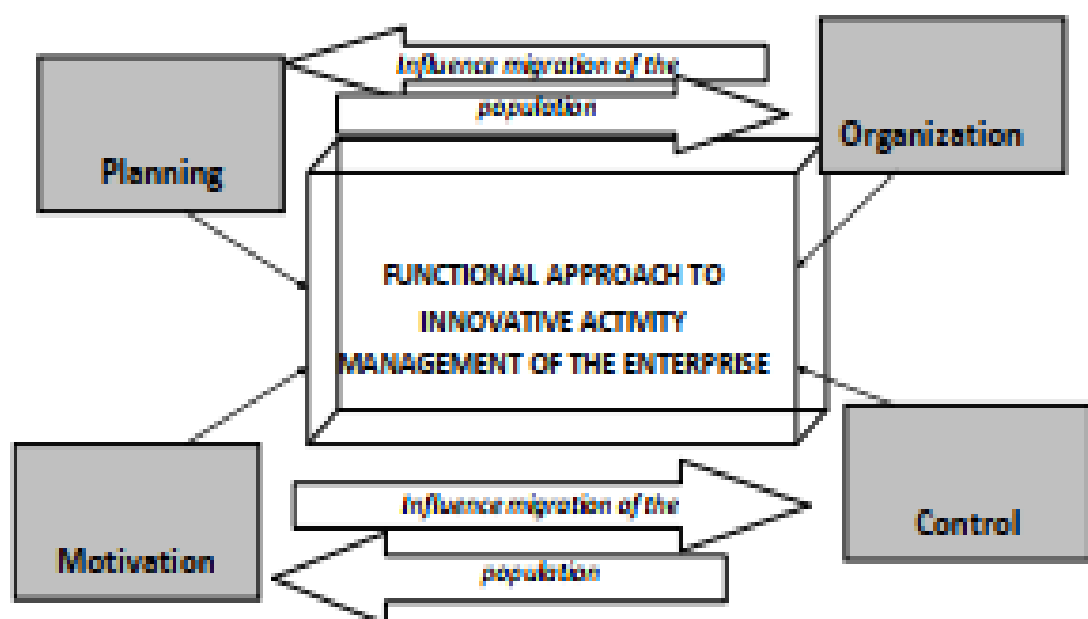


Figure 1. Substantiation of expediency of use of functional approach to management of innovative activity of national enterprises in the conditions of increased migration of the population

Source: authors' development.

Thus, in the context of intensification of migration processes at the global and national levels, the questions of the peculiarities of applying a functional approach to managing the innovation activity of the enterprise become more active. This is due to the fact that effective innovation requires creative, skilled staff, who not only has a high level of intelligence and innovative thinking, but also guarantees a long-term success if the concept of «lifetime employment» is implemented.

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