



IMPROVING THE MECHANISM FOR MANAGING THE INNOVATIVE POTENTIAL OF CONSTRUCTION ENTERPRISES

Tursunkulov Inom Abdukhalilovich,
Senior Teacher Of Jizzakh Polytechnic Institute

Article history:	Abstract:
Received: 11 th September 2022 Accepted: 11 th October 2022 Published: 17 th November 2022	This article reveals the theoretical provisions for improving the level of innovative expansion of the organization based on the rationalization of the device for managing its innovative potential. The model of hierarchical organizational management of innovative development is shown. The proposed model of hierarchical organizational management makes it possible to reveal the unused intellectual potential of the personnel, avoiding the limitation of the management process and contributing to the achievement of the necessary systematization and consistency of control actions.

Keywords: Innovative activity, innovative potential, corporate organizations, levels of innovative development of the organization, management mechanism - innovative development.

The development of the innovative part of the economy of Uzbekistan is an important step towards achieving an advanced level. The central cells of the innovation system are corporate organizations that have generated large-scale financial and material resources for the implementation of large-scale innovation projects. The implementation of innovative activities is always associated with the highest level of inaccuracy and risk, which is predetermined by the problem of effective management of the innovative improvement of the organization, taking into account its complex and branched corporate structure. The tools for managing innovative potential, when considered comprehensively, are a systemic and isolated "tool", the expedient and rational use of which creates the conditions for controlled management of the organization's innovative development. At present, it is necessary to note the inferiority of studying a number of issues of innovative formation of economic elements, such as the formulation of the main definitions, means of managing innovative potential, conditions for improving the level of innovative expansion of Russian organizations, methods of correlation of the indicator of innovative potential with the degree of innovative increase in the organization as a whole. Due to the limited research on the above issues, building effective strategic management of an organization is extremely difficult. This fact determines the choice of the research topic, its value and relevance. The revealed topic is of particular importance in connection with the declaration of the state's course towards the innovative course of the Russian economy.

Innovative potential is an integrated set of potentialities, abilities and means of an economic entity, the system coordination of which, being a stimulating property, contributes to the organization's

transition to a more significant level of its innovative development. Then the level of innovative development of the organization is that extraordinary indicator of the effectiveness of managing its innovative potential, which allows us to assess the real possibility of the organization to implement its innovative development strategy of different levels of radicalism.

In this article, the term "innovative development level" is considered as a designation of changes in technologically increasing production indicators at a fixed point in time, having a qualitative nature and occurring on the basis of systemic innovation. In this set, for the implementation of effective management of the innovative potential of an organization, it is important to take into account the characteristic properties of the organizational form of management. The main ones are:

- complex organizational structure of corporate governance bodies;
- large-scale financial and social opportunities for the implementation of innovative activities;
- multidirectional interests of the subjects of organizational relations;
- increasing the role of intangible assets of the corporation.

Based on the analysis of the structure and universality of the innovative potential, five subsystems can be distinguished that participate in the process of innovative improvement of the organization: managerial, sociocultural, infrastructural, resource, target subsystems.

To assess the proportionality of the degree of implementation of individual subsystems of innovative potential to the level of innovative development, organizations allocate aggregate characteristics of the levels of innovative development, which are a set of



basic indicators of the degree of implementation of individual subsystems of innovative potential. Coordination of subsystems of innovative potential and their elements contributes to the manifestation of the ability of the organization to move to a more significant level of its innovative development. At the same time, the achievement of a certain stage of innovative development is not an independent target of the organization and is valuable in terms of the emergence of new opportunities for the implementation of an attractive innovative strategy to obtain a practical effect in the future.

There are 5 levels of innovative development of an organization in terms of the state of subsystems of innovative potential, as its ability to create innovative strategies of varying degrees of cardinality: insignificant, minimal, sufficient, significant, reference.

It is necessary to coordinate individual regulatory actions with a single management strategy and general guidelines of the organization, to update the need for the functioning of the management system, which performs the function of providing comprehensive support for the functioning of the innovation potential subsystems.

The innovation potential management mechanism plays the role of a management infrastructure that provides the growth of the organization's innovative development based on its three main functions:

1) contributing to favorable conditions for the implementation of productive work of subsystems of innovative potential.

2) managing at ease the process of implementing innovative activity, taking into account the relevance of diagnosis and correcting deviations from the expected innovative result.

3) strategic when choosing a more optimal trajectory of innovative development and searching for the most effective methods for adapting the innovation system to active changes in environmental conditions.

Based on these directions of influence on the innovative potential of the organization, a model of hierarchical organizational management of innovative development was prepared.

The proposed model of hierarchical organizational management makes it possible to reveal the unused intellectual potential of the personnel, avoiding the limitation of the management process and contributing to the achievement of the necessary systematization and consistency of control actions. A collegial management body for innovative development, shown innovative - by active groups of personnel and innovative leaders who are fully involved in innovative activities, contributes to

obtaining a strategically important competitive advantage associated with the supply of continuity and activity of innovation management.

Management of the innovative development of the organization is carried out by controlling the impact on it of three hierarchical levels:

- the supreme management body represented by the general meeting of shareholders and the board of directors;

- operated management body, represented by the heads of the executive management body and structural divisions;

- corporate management body, which includes leaders - innovators and innovative - active groups.

The collegial management body exercises segmental (consecutive regulated) control influence, agreed by the executive management body.

The conclusions and recommendations formulated in the course of the study created the conditions for achieving the goal: theoretical provisions were developed to improve the level of innovative development of the organization based on the improvement of the device for managing its innovative potential.

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