

PROBLEMS IN THE MANAGEMENT OF INNOVATIVE PROJECTS IN EDUCATIONAL INSTITUTIONS

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Аннотация: Мақолада инновацион лойиҳаларни бошқариш, уларга бўлган талаблар инобатга олиниши керак бўлган босқичлари ва турлари, инновацион маркетинг вазифалари кўриб чиқилган.

Калит сўзлар: халқ таълими, инновация, инновацион жараён, инновацион лойиҳа, инновацион маркетинг, инновацион лойиҳага ташқи таъсир.

Аннотация: В статье рассматривается управление инновационными проектами, этапы и виды требований, которые необходимо учитывать, а также задачи инновационного маркетинга.

Ключевые слова: народное образование, инновации, инновационный процесс, инновационный проект, инновационный маркетинг, внешнее воздействие на инновационный проект.

Abstract: The article deals with the management of innovative projects, the stages and types of requirements that should be taken into account, and the tasks of innovative marketing.

Key words: public education, innovation, innovation process, innovation project, innovation marketing, external influence on innovation project.

An innovation project is a formal document view of strategic and tactical issues for the commercialization of a specific innovative idea, and its management is carried out by the main functions of marketing:

- planning based on analysis;
- organization and coordination;
- motivation and encouragement;
- control and evaluation of results.

Any innovative project is unique in its own way and has specific goals. Nevertheless, there are similarities in the stages of development and implementation of innovative projects. It is these similarities that can be the basis for asserting that there are commonalities in the management of innovative projects.

The following can be indicated as the principles of management of innovative projects:

- selection of an alternative design object in the process of organizing and

financing the innovative activities of the educational institution;

- innovative project planning;
- comparing the goal of the innovative project with the possible result of the innovation;
- assessment of the proportionality of the expected effect from the innovation with the costs and risks;
- achieving the completeness of the project management cycle within the limits of the set goal and selected development strategy;
- organizing the step-by-step implementation and control of the innovative project, giving additional effective attention;
- studying the dynamics of financing and risk distribution of an innovative project by stages;
- soft, gentle restructuring of the innovative team during the work on the innovative project.

The uniqueness of the innovative project is the work of the group on its implementation.

The innovative project group is a temporary team formed on the basis of teaching staff from various disciplines within the educational institution.

The functional head of the group is the manager. Such a team structure has a positive effect on the general innovative culture of the educational institution. This effect also has a positive effect on overcoming the conservative resistance to innovation, which is why employees who recognize innovative ideas are attracted to the innovation project team from functional divisions. Firstly, the involved employees will be far from disinterested in the work on the innovative project because they consider themselves worthy to work on this idea, and secondly, because the risks of the innovative project do not belong to them.

Usually, the reasons for external organizational resistance to an innovative project can be explained as follows:

- inability of all employees interested in the project to join the innovative project group;
- the idea of the project does not correspond to the interest of the employees;
- when the project idea is assessed as safe;
- there is a possibility that the project idea will cause internal feelings among employees;
- full employment of employees, lack of need for new ideas, etc.

As we mentioned above, in terms of mitigating these negative consequences, organizing the work in the form of a group is more convenient than organizing it in the form of a linear or functional structure and leads to the development of the organizational structure of the educational institution's innovative resources.

It is correct to plan an innovative project based on a three-level (optimistic, probable, pessimistic) scenario, taking into account the main characteristics - quality, time and costs.

Currently, it is possible to use a number of information technologies in the management of innovative projects:

- methods of determining the purpose of innovative projects;
- methods of analysis of ways to achieve goals (tree of goals, expert analysis, sociological analysis, etc.);
- methods of conceptual design of project goal assessment criteria;
- "data mining", methods of obtaining new knowledge based on the analysis of the database, which are widely developing recently.

The methods of evaluation of innovative projects are different and they are constantly being improved and optimized.

In order to determine the possibility and attractiveness of the innovative project, the examination is carried out in several stages.

First stage:

- analysis of alternative projects;
- selection and justification of projects that will go to the second stage;
- to make reasonable conclusions on returned projects;
- selection of 2-3 independent experts for projects that have passed to the second stage.

Second stage:

- calculation of rating points for each past project;
- the accuracy of the expression of the content of the business idea;
- accuracy of expression of the purpose of the project and methods of implementation;
- technical feasibility of implementation;
- technical level of the project.

The third stage is the stage of conducting a pre-planning analysis of the project. The following techniques are used at this stage:

- methods of calendar planning (time, value, resource and costs);
- functional value analysis method (risk assessment);
- quality management methods;
- methods of risk management;
- technical analysis and design methods.

The fourth stage is the project implementation stage. Techniques that can be used at this stage include:

- operational planning methods;
- project monitoring methods;

- cost control methods;
- stock management methods;
- change management methods;
- project performance management methods;

- during the execution of the project, drawing up the analysis schedule of the planned and practical data.

Applying the above methods in an innovative, dynamically developing environment is more complicated.

Therefore, in order to effectively apply these methods in innovation projects, it is required to adapt and improve them to the environment of the innovation process. This requires clarifying the problems of a complete analysis of the innovation process.

One of the innovative characteristics (quality, time, costs) may be a priority for the educational institution, so the demand for the determination of target indicators for the priority characteristic is high, the range of other indicators can be much wider.

Therefore, it is better that the step-by-step control of the innovative project is carried out in a special form (seminar, debate). Such controls:

- defining and planning the concept of an innovative project;
- in thinking about solving problems;
- in the decision-making process;
- in eliminating conflicting processes;
- used in evaluating results.

It is appropriate to use "brainstorming" or other creative approach technologies during this discussion period.

The following can be cited as shortcomings in the management of innovative projects of educational institutions:

- lack of interest in risky innovative projects in relation to risk management system;
- lack of a risk reduction mechanism in the management system.

Such cases can be explained by the fact that the issues of risk management are not widely covered in the management system of innovative projects.

In our opinion, the formation of an innovative project management system in conditions of uncertainty should be aimed at studying the following problems and tasks:

- analysis and determination of special features of innovative project management activities;
- identification of innovative project management problems based on the analysis of the methodologies used in the modern theory and practice of innovation and risk management;
- risk management as the main component of this system when creating an

innovative project management system in enterprises

create mechanisms;

- clarification of the relationship between the concept of innovative risk risk and the concept of uncertainty;

- in the process of introducing innovative projects, creating a system of independent classification (classification) of risk risks, taking into account the risk of risk;

- creation of the concept of innovative project management system aimed at optimization of risk in an environment of insurmountable uncertainty;

- innovative projects to determine the complex functions and tasks of risk management and create methods of risk management;

- creation of risk management technologies in the conditions of innovative activity;

- to create a methodology for creating an innovative project management program depending on the types of risk.

- In short, marketing activities aimed at managing innovative projects form the basis of competitiveness strategies. Constant changes in the external environment require consideration of the innovative environment, new methods of meeting needs.

Innovative activity in marketing covers the entire "producer-buyer" cycle. The decision to introduce an innovative project is made when there is confidence that the income will cover the costs, when the risk of risk corresponds to the ratio of the expected income from it.

Marketing decisions should be made at each stage of the innovation project, based on the analysis of results.

The new product promoted in the innovative project is a product created as a result of many years of research of the educational institution, at the expense of a lot of funds and expenses, and the risk of such innovations is also high. According to marketers' analysis, four-fifths of new products coming to the market could do more harm than good to their educational institutions. Therefore, when launching a product on the market that is unfamiliar to customers, ensuring its sale is associated with a high risk of risk. Therefore, educational institutions are required to be fully aware of modern innovative marketing requirements and methods.

The advertising company should aim not only to highlight the quality and value characteristics of the innovative product, but also to influence the quality of the customer's demand. Based on the characteristics of the new product, the innovation of selling it will also be different. Based on these requirements, it is necessary to introduce additional and clarifications to the functions of the innovative project management system, to enable them not only to manage innovations, but also to analyze and calculate the risks of innovative risks, to take into account the characteristics of modern

economic development and the characteristics of innovative activities.

Scientific studies aimed at elucidating the above-mentioned problems serve to raise the problems of analysis to a new, higher level.

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