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## ПРОБЛЕМЫ УПРАВЛЕНИЯ В СОЦИАЛЬНО ОРИЕНТИРОВАННЫХ ИННОВАЦИОННЫХ ПРЕДПРИЯТИЯХ

*В статье освещаются области возникновения проблем в социально ориентированных организациях, дается оценка проблем управления в инновационных предприятиях Северо-Кавказского федерального округа (СКФО), методы их решения, а также в рамках данного исследования предложены характеристики инновационных предприятий в качестве новых институтов рынка.*

**Ключевые слова:** инновационное предприятие, социальная ориентация, проблемы развития социального типа инноваций, социальные программы, принцип экологической совместимости.

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**SPECIFIC PROBLEMS OF MANAGEMENT OF SOCIALLY ORIENTED INNOVATIVE ENTERPRISES**

*The article highlights specific areas of the occurrence of problems in socially focused organizations, gives estimation of these problems of management by the innovative enterprises in North Caucasus Federal District (NCFD) and methods of their solution, characterizes the innovative enterprises under investigation as new market institutes.*

**Keywords:** the innovative enterprise, social orientation, development problems of social type innovations, social programs, a principle of ecological compatibility.

In connection with features of socially focused innovative enterprises (SFIE) there are plenty of questions at issue regarding their management. We identified that the key factors of functioning SFIE are development of innovations by means of social programs and realizations of social programs in terms of innovative decisions, on the basis of which the following specific areas of the occurrence of problems in such organizations are distinguished:

- 1) Management of social programs:
  - Management of personnel development;
  - Management of health protection and safe working conditions;
  - Management of socially responsible structurization;
  - Management of nature protection activity and resource conservation;
  - Management of local community development;
- 2) Management of innovative development:
  - Personnel management within the development of innovations;
  - Management of finance;
  - Management of innovative manufacture;
  - Management of government support.

Social programs of a company are voluntary activities undertaken by a company in the social, organizational and economic and ecological spheres, having the system character, connected with the mission and development strategy of the enterprise, aimed at meeting the needs of different stakeholders — the parties interested in activity of the company [1].

Social programs of a socially focused innovative organization is a set of the innovative actions coordinated on terms, resources and executors which provide the effective solution of the priority social problems of an organization or social problems of the area where a corporation works.

Social programs are aimed at the solution of problems in socially significant areas — a set of branches and the directions of activity describing a standard of living in society and its social infrastructure [1].

Innovative development SFIE entirely depends on the desire and motivation of the organization employees, a level of their competence and susceptibility. This potential is often underestimated and underused. Thus in management of social and especially innovative activity, a significant shortage of the qualified experts and managers takes place.

Unlike market financial projects which are considerably influenced by casual external factors, socially focused innovative projects, that SFIE is often engaged with, are determined by a greater number of well-controlled parameters which can make the project much more attractive. It should be noted that managers in these conditions have to expend considerable effort to overcome employees resistance to change instead of solving questions of the organization innovative development (frequently in the central direction of activity).

Currently, social responsibility is increasingly becoming one of the most important factors influencing the companies under investigation. This, to a certain extent, reflects the growing concern about deterioration of environment, growth of social inequality, imperfections in corporate management and other problems [2].

It should be noted that in the modern world more and more innovations are connected with waste processing. It is rightly considered that only advanced and successful organizations implement nature protection and resource-saving activities. In this connection any socially focused innovative enterprise should try to use the principles of «ecological compatibility» which are as follows [3]:

- Application of a preventive approach;

- Realization of activities according to progressive national state or local laws; if laws protect environment in an insufficient degree, or do it inefficiently, it is expedient to operate according to generally accepted international standards;
- Introduction of ecological norms and standards in management of a supply chain;
- Assistance to active development of ecologically pure technologies and their distribution;
- Informing the public and maintenance of constant dialogue with local self-management on ecological questions;
- Relatively fair distribution of benefits and losses.

Modern business is involved in a variety of connections and relationships: with consumers and experts, partners and competitors, creditors and investors, authorities and advisers, journalists and public organizations. One of the most important aspects in this system of communications and attitudes is charity that exists owing to organizational, economic and, especially, financial support of projects and programs in social sphere, science, education, culture, art, activity of corresponding establishments and organizations, collectives, initiative groups, individuals. These projects and programs are often far beyond the sphere of direct activity of commercial, industrial and trading firms [4].

Business even more often sees its task in transition from lump sum donations and non-monitored distribution of funds to the development of a certain strategy, planning socially significant projects and programs, an assessment of their implementation, i.e. the modern enterprise gradually passes to understanding of its reorganization into socially focused innovative business.

Its role in solving social problems business sees as follows. In the first place there is a creation of workplaces (95 %). It is followed by the environmental care (48 %), observance of law (27 %). Charity and sponsorship are given 3 % respectively. Such picture quite corresponds to the situation abroad [4].

The basic problems of innovative activity in Russia are:

- 1) Increase of rates of backlog from a global scientific and technical progress;
- 2) Reduction of expenses for the innovations, caused by practically full elimination of investments into scientific sphere, modernization and updating of manufacture and production;
- 3) Dramatic reduction of research groups and collectives;
- 4) Excessive duration of innovative processes;
- 5) Limitations in innovation distribution (introduction at one or two enterprises);
- 6) Extremely low relative density of radical innovations in total amount;
- 7) Absence of flexibility in the work of the existing material, productive and economic and social and organizational structures;
- 8) Absence of interest in innovations (due to a high level of monopoly power of the enterprises in separate branches).

To increase the efficiency of the innovative activity of a socially focused innovative enterprise it is necessary to generate an integrated management system for development processes, manufacture and realization of the innovations, focused on acceleration of process of their introduction and optimization of technical, financial and economic (commercial) and social results of innovative development of an enterprise.

Table 1. Estimation of problems in socially focused innovative enterprise management in the NCFD and solution methods

Area of emergence	Problem	Impact on SFIE (A)	Estimation of the importance for society (B)	Degree of importance (C)	A possible method of problem solving
1	2	3	4	5	6
<b>Management of social programs</b>					
Management personnel development	Resistance to innovation	3	1	3	Employee participation in decision-making
					Creating the conditions for leisure and recreation
					Maintaining internal communication in an organization
	A shortage of qualified management personnel in this field	3	1	3	Training and professional development
Lack of mechanisms for staff motivation	2	0	0	Application of motivational payment schemes	
				Providing employees with benefits package	
<b>Total Personnel Management:</b>				6	
Environmental management and resource-saving	Long payback of business restructuring with a focus on environment	1	1	1	Measures for economic use of natural resources
					Using environmental audit procedure
Environmental Management (continued)	Emissions into air and water	1	3	3	Steps to re-use and recycling; Measures to prevent environmental pollution; Application of environmentally friendly production process; Application of environmentally friendly transport;
	Waste	1	2	2	
	Toxic and hazardous substances	2	3	6	
<b>Total Environmental Management and Resource-saving:</b>				12	
Managing the development of the local community (charity)	Low profitability of most SOIE	3	1	3	Attraction of investors
	The absence of specific tax policy that encourages charity	2	0	0	Elimination of absurdities in the law
	Low level of training in this area	2	1	2	Establishing positive work and building trust or partnership with the state
					Vocational training of profit sector managers

Area of emergence	Problem	Impact on SFIE (A)	Estimation of the importance for society (B)	Degree of importance (C)	A possible method of problem solving
1	2	3	4	5	6
Managing the development of the local community (charity)	Lack of information about the recipients, who applied for support.	2	2	4	Formation of databases and information service market, creation of institutional support
	(continued)	2	2	4	Clarification of charity mechanisms and technologies
	Uncertainties that recipients understand adequately and consider interests of a «donor», fatigue from simple requests «to give money.»	3	1	3	Development of the nonprofit sector and philanthropy system
	Lack of information about potential benefactors, their interests, who you could turn to for support	1	3	3	Providing society with the general information on the key goals, objectives and motives of charity activities in SFIE, creating sustainable nonprofit organization funding
Total Community development management (charity):				16	
Total management of social programs:				34	
Management of innovative development					
HR Management	Lack of qualified personnel	3	1	3	Training on request
	Low motivation to work in the innovation sector	2	1	2	Creation of a special incentive system at the state / local level
	Lack of modern facilities for the implementation of the developments due to fatigue or lack of necessary equipment, personnel obsolescence	2	1	2	Exchange of experiences and knowledge with foreign partners, borrowing of the developments
State support	Fuzzy state policy in the field of innovation	3	1	3	Change of state policy in the field of innovation
	Lack of a clear mechanism for evaluating innovative development	1	0	0	
Financial management	Limited innovation financing, high administrative costs	3	1	3	Development of the system of concessional lending for SFIE;
	Lack of insurance mechanisms against high financial risks for innovative market subjects	2	0	0	Improving public risk insurance system
Management of innovative development	Excessive length of innovative processes	2	2	4	Use of modern developments to accelerate the innovation process
Total Management of innovative development:				17	

Thus, innovative actions of SFIE should be planned and estimated in terms of all above-stated aspects:

- Demand for the new or improved products planned to be produced,
- A level of «know-how» and the industrial equipment employed,
- Need for investments in R & D and acquisition of new equipment...
- A recoupment of the given investments, social consequences and requirements of the environment [5].

Table 1 shows the results of the analysis of problems in socially focused innovative enterprise management.

The method applied to estimate problems, presented in Table 1, is as follows. The table lists the problems in management of socially focused innovative enterprise. Each problem is given an expert estimation:

- (A) – influence on socially focused innovative enterprise (SFIE) on a scale: 3 – greater, 2 – moderated, 1 – weak;
- (B) – estimation of importance for a society on a scale: 3 – strong, 2 – moderated, 1 – weak, 0 – absence of influence;
- (C) – the degree of importance of a problem:  $C = A \cdot B$ .

Considering a question of a high risk level of innovative activity, it should be noted, that effective and efficient mechanisms on protection against high financial risks of the managing subjects working in the innovative market have not been developed yet.

Thus, the most important problems of management of socially focused innovative enterprises are those which are connected with the implementation of social programs (a degree of importance is equal to 34, whereas management of innovative development is 17).

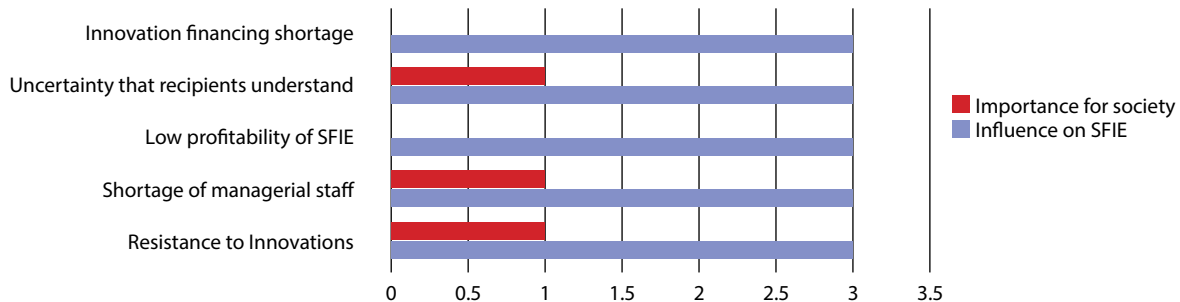
In our opinion, it is connected with the fact that innovative development of each particular enterprise was not estimated as priority for a society as a whole, therefore in the column « an estimation of importance for a society » many problems of innovative development of a socially focused innovative enterprise have received an estimation close to zero, that as a result has led to zero result of the general degree of importance of a problem.

Estimation of each particular problem occurrence area in management of a socially focused innovative enterprise has allowed drawing the following conclusions.

Firstly, for a socially focused innovative enterprise the most important problems are resistance to innovations, deficiency in the qualified administrative staff, low profitability of most SFIE, uncertainty that recipients adequately understand and consider interests of a «donor», weariness from the requests «to give money», limitation of innovative activity financing, a high level of administrative expenses. Experts have given these factors the highest point of importance for SFIE.

Figure 1 shows the importance ratio of the given directions for an organization and society.

Figure 1. Estimation of importance for a society of the most significant problems of SOIE management

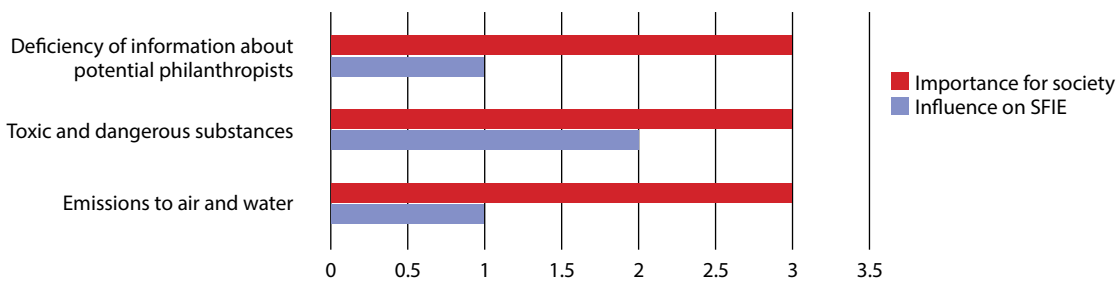


Analyzing Fig. 1, it is possible to draw a conclusion, that the most important management problems in each particular socially focused innovative enterprise are estimated as almost the least significant for the society.

The similar situation occurs in the ratio of the most important problems of society to the problems of SFIT. Emission of toxic and dangerous substances are considered by the SFIE representatives as equally significant problems in management of both socially focused innovative enterprise and society (Fig. 2).

Secondly, the most significant direction of SOIE social programs management is problems of local community (charity) – 16 points. The problems of mistrust to the economic, legal and administrative competence of applicants (4 points) and lack of the information on the recipients who have applied for support (4 points) were found the most controversial.

Figure 2. Estimation of importance for SFIE of the most Significant problems of society



In connection with the basic environmental problems of a socially focused innovative organization it is necessary:

- 1) To reduce to a minimum any influences of the goods and services on people's health;
- 2) To offer the durable goods and services which function as effectively as possible in terms of a complete life cycle;
- 3) To project products so that they could be used, repaired or utilized repeatedly;
- 4) To reduce to a minimum product noise radiation ;
- 5) To reduce waste due to the packing material reduction and to offer recycling services;
- 6) To provide the adequate recycling system for electric and electronic goods waste;
- 7) To use reusable containers, whenever possible;
- 8) To use ecological labeling and comparisons of high technologies for information interchange about ecological and social qualities of a product and service;
- 9) To inform consumers and provide them with an adequate system of waste recycling;
- 10) To give preferences to the local goods and services which do not need to be transported over a long distance [3].

The solution of the problems connected with innovative development requires concentration of efforts of innovative development participants. Structural divisions within which innovative activity is concentrated, can be considered as the center of the innovative development responsibility. The organization of the work in these centers should meet a number of requirements connected with criteria of consistency, availability, administrative decision rights.

All innovative activities planned should be reflected in the innovative policy of a firm, i.e. in the internal document containing a package of innovative projects approved by all executors (structural divisions) in terms of resources and terms.

The enterprises should choose strategy of adequate development, that is to estimate real tendencies of an environment (on the one hand, social, technological, macroeconomic and political tendencies and, on the other hand, dynamics of a consumer demand and the development of competitors) and the innovative potential (presence and sufficiency of personnel, intellectual, financial, material and other resources).

To ensure sustainable growth companies should work constantly on the creation of new directions of their business allowing them to develop in the future.

SFIE first priority is to create new models of socially significant activities aimed at the innovative socially focused economy, which overall objective is a person and human development.

Socially focused innovative organizations are represented by the new market institute optimally combining economic sustainability and social responsibility, which is extremely necessary in order to modernize the Russian economy.

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