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Research article[1]

Theoretical Foundations of Managing Innovative Activities

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Abstract

The purpose of this article is to identify prospects for studying innovations in the field of management, as observed in contemporary literature. The article reviews recent publications from management journals and identifies three main research directions: theoretical models of innovation, studies of the innovation process, and studies of innovation within organizations. Key topics for stimulating innovation in organizations include creativity, knowledge generation and absorption, collaborative networks, and strategic orientation.

Keywords: management, innovation, innovation potential, entrepreneurial environment

Introduction

Innovation encompasses a broad range of approaches to study (Sumina, 2021). Early perspectives focused primarily on economic processes and market functioning, but innovation research has since expanded to include product and process invention, technologies, leadership, and industry-specific factors. Current research examines organizational capabilities, creativity and implementation processes, and the improvement of organizational performance.

According to contemporary literature, innovation can be conceptualized as a process that includes both the production of creative ideas (idea generation stage) and the implementation of these ideas to improve procedures, practices, or products (implementation stage) (Yaroshenko, 2018). Innovations encompass processes, outcomes, and products arising from efforts to develop and implement better ways of conducting business. This process can occur at individual, team, organizational, or combined levels.

Internationally, studies on organizational innovation tend to focus on theory-driven research from Anglo-Saxon and European countries. Although some studies exist in Russia, this research area remains underdeveloped (Menazhiyeva, 2016). This article aims to explore innovation prospects from a management perspective, emphasizing the importance of innovation for organizational activity and future research support.

Despite cultural differences across global regions, common elements related to successful innovation processes can be identified and knowledge transferred to other contexts, such as Russia, to reduce challenges in fostering innovation (Sumina, 2021).

Methodology

This article reviewed open literature sources on innovation. Selected articles pertain to management of innovation, based on publication impact in the management field and relevance to innovation topics. Journals were chosen considering both impact factor and content relevance. While the search process aimed to be systematic, it does not claim to cover all innovative ideas in the literature, as some sources may not have been included.

Historical Background: Innovation Research

Innovation research dates back to the early 1930s, with studies by Schumpeter, Wiener, Ward, and others (Zakharov, 2015). Early studies focused on discovering new markets through "creative destruction," considered a key driver of capitalism. Invention results from systematic knowledge exploration by skilled scientists. Invention involves activities directly aimed at discovering new and useful knowledge about products and processes. In today's high-tech economy with complex industrial processes, innovative leadership is critical. Innovation is complex, and each attempt has unique factors. Innovative activity drives productivity growth, international trade volume, product competitiveness, differential economic growth, and social system dynamics (Gaponenko et al., 2015).

Modern views define innovation as technical knowledge that enables improvement beyond the existing state of the art. Innovation is critical for maintaining firm competitiveness and impacts the value creation chain.

Theoretical Models of Innovation

Contemporary approaches to innovation offer holistic design theories within technological production contexts (Andreeva et al., 2014). Visible attributes allow producers to explain product functionality, encourage user adoption, and highlight symbolic meaning. Open collaboration establishes principles and factors affecting performance, providing a reliable engine for innovation and production (Shaytura & Kozhaev, 2023).

Flexible and inflexible innovations can lead to organizational success or failure, depending on implementation scenarios. Radical innovations may arise from peripheral actors despite limited advancement opportunities. Innovation triggers include internal efficiency, customer satisfaction, and financial performance. Selective knowledge disclosure provides a strategic alternative for collaboration in innovation ecosystems. Hybrid organizations' innovative capabilities partly depend on internal and external conflicts regarding interpretation of change success. Organizational experience fosters sustainable innovation models, while organizational age can act as an inhibitor.

Creativity and implementation are integral to the same process. Selecting and acquiring novel information can enhance innovation levels in new product development. Radical innovation faces high uncertainty and risks, requiring coordinated team effort.

Value Creation Processes

Organizations capture the value of inventions through primary (effectiveness of use) and secondary (effectiveness in generating future inventions) appropriability. Commercialization of interdisciplinary research differs from specialized scientific areas.

Organizational Learning

A positive relationship exists between organizational learning and both efficiency and innovation. Learning positively impacts business performance. Innovation is embedded in collaborative knowledge networks, represented by structural gaps and centrality within networks. Geographic proximity may enhance productivity but is moderated by internal network structures.

Leadership and Organizational Culture

Transformational leadership impacts organizational performance through knowledge generation, learning, and innovation. Leadership effects are analyzed empirically using structural equation modeling. Organizational culture influences innovation both directly and indirectly through new business ventures. Informal R&D allows exploration of uncharted areas.

Institutional Innovation Support

Innovation in teams involves creativity and implementation stages. Team composition affects creativity and innovation implementation, particularly in supportive climates. Strategic market-driven innovations involve resource integration from acquired or developed technologies. External factors—technology, market competition, and economic expectations—define institutional conditions for innovation benefits. Technological and market turbulence affects firm performance. Governments recognize the importance of international collaboration in science and invest accordingly.

Knowledge and Innovation

Interpersonal relationships within knowledge networks facilitate knowledge creation. Networked interactions help managers acquire relevant skills. Innovation value rises with knowledge maturity but decreases after a certain point. Multi-stakeholder collaboration in complex technological systems underpins organizational transformation. Individual curiosity drives innovative behavior, especially under low autonomy and time constraints. Entrepreneurial characteristics and intellectual capital contribute to innovation success.

Entrepreneurship and Innovation

New-technology firms adopt flexible business models, linking human, social, and financial capital to innovation and firm growth (Shaytura, Shaytura, & Ordov, 2022). SMEs face greater resource uncertainty than large firms and require collaborative mechanisms to enhance regional innovation potential. Entrepreneurially oriented firms create new markets or adapt existing ones, influencing consumer behavior. Long-term global crisis impact depends on business innovation capability.

Conclusion

Literature analysis identifies general perspectives and specific innovation research topics. Open collaboration fosters product and service value, requiring strategies emphasizing creativity, knowledge generation, and disclosure. High-value product implementation occurs in ecosystems

promoting organizational learning, knowledge absorption, and collaborative networks. Entrepreneurial organizational culture, leadership openness, and experimentation enhance learning and innovation skills, enabling competitiveness and market growth.

Research approaches range from theoretical to empirical. Innovation is studied quantitatively and qualitatively, combining economic, engineering, and psychological analyses, including leadership and organizational culture. Key research focuses include knowledge, organizational learning, and innovation triggers. Future research may examine organizational capability to generate creativity, transform ideas into market-ready products, and validate early-stage innovations. The impact of innovation on organizational efficiency and success is also expected.

Recent literature reflects both theoretical and empirical studies. Identified research prospects include theoretical models, innovation process studies, and organizational innovation studies. Specific topics for development include creativity, knowledge generation and absorption, collaborative networks, and strategic orientation to stimulate organizational innovation.

Innovation positively affects organizational performance; future research may focus on organizational learning, climate, culture, knowledge generation, and creativity. These factors support the development of innovative ecosystems influencing organizations and participants. Business models promoting innovation and new ventures warrant further study to identify drivers of innovative behavior and inform SME innovation policies.

The innovation domain is dynamic; openness to diverse academic research is recommended. This study represents an initial attempt to identify opportunities for developing research on management aspects that drive organizational change and innovation. Results may guide empirical studies within organizations, particularly in supporting Russian innovation research. The findings may help entrepreneurs and SME owners understand key elements for integrating innovation into their operations.

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