

Innovation Management Mode and Organizational Structure Reform

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Abstract

Only by carrying out technological innovation and implementing changes in an enterprise organization in accordance with scientific and rigorous procedures, can the cost of organizational change be reduced to the greatest extent, and a leap in the level of organizational technological innovation can be accomplished on the basis of the overall change of the organization. Organizational structure reform plays an important role in the development of modern organizations. Under the traditional concept, the organizational structure of enterprises is faced with changes in the internal and external environment that cannot meet today's rapid changes. Structural change is not only an option, but an inevitable option. The technological innovation level of the enterprise organization has become an important factor affecting the competitiveness of the enterprise organization, and how to improve the technological innovation level is an issue that the organization must face. By analyzing the characteristics of technological innovation theory and organizational theory, and summarizing the relationship between the two, it is concluded that in order to carry out technological innovation promotion of enterprise organizations, it is necessary to establish and implement a holistic concept and carry out systematic changes. The technological innovation promotion process of an enterprise organization should mainly start from the pre-analysis and evaluation of the enterprise organization before implementation, and conduct the analysis of the enterprise organization environment and technological innovation ability, and the selection and decision-making of the plan. Carry out the change implementation process of the entire enterprise organization step by step.

Keywords

Organizational Innovation; Systemic Change; Organizational Structure Change.

1. Research Background

Enterprises must break the situation that technological innovation and market innovation are separated from each other, and establish branch technology innovation and market from the perspective of comprehensive innovation management! The new collaborative warehouse innovation management is very urgent under the current environmental changes. Driven by environmental challenges, both enterprises and academia have reflected on the production and development crises faced by enterprises from many perspectives. However, the current theoretical research status and enterprise practice status show that the collaborative innovation of enterprise technology innovation and market innovation It is still an unsolved problem.

2. Decomposition of Research Objectives and Research Methods

1) Analysis of technology innovation and market innovation collaborative innovation management structure

Objective: To obtain a model of a collaborative innovation management framework for technological innovation and market innovation. First, through literature research, the influencing factors and synergy levels of technology-market innovation are summarized. Secondly, a questionnaire is designed to collect the empirical data of enterprise factors, conduct factor analysis, and obtain the empirical information of the hierarchical structure of collaborative innovation management factors. Finally, according to the results of literature research and statistical analysis, a collaborative innovation management framework for technological innovation and market innovation is constructed, and a first-evidence study is conducted through cases.

2) The analysis part of technology innovation and market innovation collaborative innovation management mechanism

Goal: To obtain the management mechanism for the collaborative innovation of technological innovation and market innovation. Firstly, according to the technology-market collaborative innovation management framework, a typical case analysis of the selected enterprises (mainly Shanghai Baosteel) is carried out, and the mechanism characteristics reflected in the technical innovation and market innovation collaborative innovation management practice are summarized. Secondly, based on the results of case studies and literature research, the collaborative innovation management of technological innovation and market innovation is constructed. Finally, a questionnaire is designed, and through statistical correlation analysis, a model of the collaborative innovation management mechanism model of technical innovation and market innovation is constructed.

3) Policy analysis and best practice summary

Objective: To analyze the current situation and problems of the technology innovation and market innovation collaborative innovation management of the surveyed enterprises, and put forward operational suggestions for the implementation of technology-market collaborative innovation management. First, summarize the current situation of collaborative innovation management through technology and market collaborative innovation performance evaluation. Secondly, analyze the problems in technology and market collaborative innovation management. Finally, summarize the technical and market collaborative innovation management implementation suggestions.

3. The Main Drawbacks of Enterprise Organizational Structure under the Traditional Idea

(1) Ignoring the establishment of rules and regulations

The enterprise does not have complete rules and regulations to follow, and the work is carried out entirely by the subjective will of the managers. The division of labor is not clear, the work has no specific process, the division of labor is unclear, and the responsibilities are unclear, which will cause the operation of the enterprise to be disorderly and employees to work enthusiasm Low efficiency, low work efficiency, and then seriously affect work efficiency, resulting in a great waste of resources.

(2) To engage in formalism

There are some administrative management cadres with serious bureaucratic thinking in the enterprise, ignoring the actual needs of the enterprise and the characteristics of enterprise administrative management, engaging in formalism, making superficial essays, and making the administrative management department of the enterprise completely independent of other departments. It will greatly waste enterprise resources, reduce enterprise work efficiency, and seriously affect the long-term construction and development of enterprises. Administrative staff do not understand, care, or be familiar with the business of the enterprise itself, and

management is often divorced from the actual situation of each department, formulating and publishing some rules and regulations that cannot be implemented and implemented at all, causing other departments to resent and reject the administrative department. As a result, other departments minimize the communication with the administrative department, and the administrative department correspondingly reduces all kinds of related work to other departments. On the one hand, administrative management is divorced from reality, and correct policies cannot be formulated. On the other hand, other departments reject administrative management even more, reducing the opportunities for administrative departments to obtain information.

The above two drawbacks have formed a great obstacle to the realization of enterprise goals. The goal and essence of enterprise administration is to serve the enterprise to achieve its strategic development goals, to serve the various departments of the enterprise and its employees, and must not put the cart before the horse, otherwise it will greatly reduce the enthusiasm of employees and damage the interests of the enterprise.

4. The Development Direction of Enterprise Organizational Structure under the Concept of Innovation

(1) The organizational structure is flattened

For enterprises, expanding the range of control and reducing the intermediate level will make the organizational structure change flat, making the management decision-making layer of the organization closer to the executive operation layer. We call this changed organizational structure a "flat" organizational structure. The rapid development of modern information technology and the wide application of management information systems in enterprises have enabled managers to deal with the exponentially increasing amount of information and complex interpersonal relationships after the management range has been greatly increased. It can be said that the powerful enterprise management information system supports the entire flat network organization structure. The speed and distortion of information transmission are infinitely close to zero, making the organization and management of the entire enterprise in an efficient operation state.

The realization of the flattening of the organizational structure of the enterprise means reducing the management level and greatly increasing the management range at each level, which requires the enterprise to make corresponding changes in the management mode, and reform the traditional functional management mode into a process management mode. Paying attention to the management and control of each function is the most important feature of functional management. Each functional department usually only pays attention to the completion degree of intelligence of its own department, and implements vertical management and control over the entire department. Generally, there is a lack of complete and organic connections between departments; The goal of process management is the strategic goal of the entire enterprise, guided by customer demand and market share. The operation behavior of the entire enterprise is a general process, and the behavior of many other departments is a process set under this general process. The flattening of the organizational structure is to establish a compact horizontal organization by eliminating the top-down vertical and towering organizational structure, reducing some unnecessary intermediate management levels and links, increasing the horizontal management range, and reducing redundant personnel. The purpose of making an organization more agile, agile and resilient.

(2) The organizational structure is flexible

Flexibility means that in order to achieve a certain goal, the organization quickly concentrates resources such as talents, technologies and equipment in different fields into a task-oriented dynamic group to jointly complete a certain task. With the generation of responsibility, the team

begins to form; with the completion of the task, the team automatically disbands. Specifically, the characteristics of flexible organizational structure are mainly manifested in two aspects: one is control, which mainly realizes the overall purpose through high-level control, and realizes high-level adjustment of organizational activities and personnel; Sensitive and flexible, and responsive to customer needs.

The trend of flexibility is usually manifested in the form of temporary teams, work teams, project teams and so on. The so-called "team" is to let employees break the original departmental boundaries, bypass the original intermediate level, directly face customers and be responsible to the company's overall goals, so as to win the competitive dominance with group and collaborative advantages. Temporary, it is often a "commando" that organizes personnel from relevant departments to solve a specific problem. Usually, the team is disbanded after the problem is solved. This form is a strong attack on the kind of hierarchical, multi-layered, bureaucratic organization.

This dynamic, cross-functional team organization operation mode can not only break the boundaries between departments in traditional organizations, but also overcome the shortcomings of traditional organizations such as excessive division of labor, poor communication, slow decision-making, and poor environmental adaptability. It has the advantages of flexibility, quick response, learning from others' strengths, gathering advantages, adapting to diverse needs, and efficient management. A flexible organizational structure can not only reduce costs, but also promote a more benign development of corporate human resources

5. The Necessity and Urgency of Technological Innovation and Management Innovation

After analyzing the comprehensive technological innovation level of the enterprise organization and the internal and external environment of the enterprise in the previous stage, the enterprise organization can judge whether the enterprise organization needs to improve the necessity of technological innovation according to the internal and external environment of the enterprise and its own technological innovation level. .

(1) Analysis of the core competitiveness of the enterprise organization

The core competitiveness of an enterprise is the most important guarantee for an enterprise to conduct market competition and obtain enterprise profits. Its level directly affects the future development of the enterprise organization. In this analysis process, not only the level of the enterprise's own competitiveness, but also the It is also necessary to compare the competitiveness of its main competitors horizontally. Through the comparison of these two aspects, we can determine the current competitiveness of the enterprise organization and the problems that still exist. For some large enterprise organizations, the analysis process of competitiveness can refer to some well-known theories, but from the expression of organization theory. An enterprise organization should be analyzed from the following aspects: First, whether the enterprise's strategic orientation is close to customers, responds quickly, has clear business priorities and goals, and establishes inter-organizational links; What are the preferences for action, change and learning, the foundation of core values and knowledge management; the third is whether there is a simple structure in terms of design features, empowerment of employees, horizontal structure, financial balance of performance and the ability to use electronic technology; Does the organizational culture create an atmosphere of trust, shared information, a long-term perspective, and a focus on adaptation and learning.

(2) The pros and cons of technological innovation level of enterprise organization

Under the analysis of the comprehensive level of technological innovation of the enterprise organization, combined with the external environment such as the current core

competitiveness of the enterprise organization and the overall technological innovation level of the industry, comprehensively judge the pros and cons of the technological innovation level of the enterprise organization.

(3) Judgment of enterprise organization to implement technological innovation and improvement

Through the analysis of the pros and cons of the technological innovation level of the enterprise organization, it is judged whether there is a problem with the technological innovation level and capability of the enterprise organization, and whether the problem of the technological innovation level of the enterprise organization can be compensated by the organizational change of technological innovation. For an organization whose technological innovation capability already has a high competitive advantage in market competition, and there is no downward trend in technological innovation in the short term, then there is no need for the enterprise organization to improve its technological innovation level in the short term, then the enterprise The activities of organizing and implementing technological innovation and upgrading shall be terminated.

Through the pre-analysis of enterprise organization and the horizontal comparison of enterprise organization, the technological innovation level of enterprise organization can not meet the needs of enterprise organization activities, and can not effectively guarantee the market competition of enterprise organization, it needs to improve the technological innovation ability of enterprise organization. Then the enterprise organization needs to start the decision-making and evaluation of the technological innovation program.

6. Promote and Coordinate Technological Innovation through Management Innovation

1 . In management innovation, the spirit of innovation should be established first, and innovative thinking should be carried out to determine the form of consciousness and consciousness. Innovation must be supported by ideas. Philosophy is the pointer of behavior. Only by first establishing innovative ideas can it be possible to implement innovative behaviors . Concept innovation is the source of all innovation. It is difficult to have technological innovation, institutional innovation and management innovation without innovation of ideas .

2. In management innovation, institutional innovation is used to establish fairness, Efficient Incentive Mechanism "Stimulates the enthusiasm and initiative of employees for technological innovation. From McGregor's assumption of human nature to self- actualizing people, managers and complex people, social people incentive mechanism (regardless of Whether it is material motivation or spiritual motivation) has always been an important factor in stimulating individual potential . Enterprises stimulate employees to actively explore technological innovation by setting up technological innovation, technological innovation awards, encouraging technological competitions, holding technological appraisals and other incentives .

3 . Establishing Science and Technology through Institutional Innovation in Management Innovation Personnel training system to provide technical innovation with creative ideas Knowledge preparation Establishing a training system for scientific and technological personnel to train employees Mastering the latest scientific and technological and humanistic achievements, these achievements are the impact and expansion of the past knowledge system, so that they can obtain new enlightenment on the long-standing problems, which can ensure a higher starting point for innovative thinking . and further training to make it conducive to creative development Students' scientific methods and ways of thinking "to expand the thinking space and stimulate new ideas and skills.

4 . Through management innovation, technological innovation to the greatest extent possible Provide practical and practical tests, and strengthen the practical quality of scientific and

technological personnel . The newly provided test base gives the green light to technological innovation to avoid technology The derailment of technological innovation and the actual situation . For some technological innovations that cannot and can not provide test bases, it is necessary to focus on strengthening the innovation subject (scientific and technological personnel or enterprise employees) must have the psychological quality of being flexible in practice. From an economic point of view , strengthening the practical quality of being flexible will reduce the The economic cost of innovation .

7. How to Carry out Effective Implementation of Technical Innovation and Promotion of Enterprise Organization

1. Improve the strategic decision-making ability of enterprises and seek medium and long-term sustainable development goals, In all the work of enterprise management, formulate the correct business strategy and do a good job in the implementation of the strategy. And control, this is the key link that determines the success or failure of the enterprise. If the business strategy is correct, the enterprise will be able to take the initiative everywhere and develop continuously; otherwise, it will inevitably cause the enterprise to be passive and eventually be eliminated in the market competition, which shows the important position of the strategy in the enterprise.

(1) Correctly understand the importance of corporate strategy. Corporate strategic decision-making is aimed at seeking medium and long-term sustainable development. In the 21st century, the importance of corporate strategy is even more prominent. This is because economic globalization and my country's entry into the WTO and opening to the outside world have entered a new stage, making the external environment of enterprises more complex and volatile than in the past, and the uncertain factors have further increased. With the rapid development of high and new technology, new technologies and new products emerge in an endless stream, and the life cycle of products is shortening day by day. It is increasingly difficult and risky for enterprises to accurately grasp the direction of future technological development. In this case, if the strategic decision-making of the enterprise is slightly inadvertent and deviates, or is not sensitive enough to environmental changes and technological development, it is easy to be thrown off at the strategic turning point. Therefore, enterprises should not take major decision-making issues lightly, and must constantly strive to improve their strategic decision-making level.

(2) Strive to improve the ability of enterprise strategy formulation, implementation and adjustment. Judging from the actual situation of many enterprises in our country, in order to improve the strategic decision-making ability, we must first pay attention to strengthening the research on the strategic environment to provide a scientific basis for strategic decision-making. The strategic environment includes all internal and external factors related to the operation of the enterprise. The analysis of strategic environment can be divided into macro environment analysis, industry environment analysis and enterprise strength analysis. Among these three types of analysis, the analysis of industry status quo and development prospects, the analysis of industry product strength, and the analysis of corporate strategic advantages should be listed as the focus of strategic environmental analysis. When necessary, professional companies are invited to assist in systematic research on the strategic environment. It should be emphasized that enterprises should be willing to invest enough capital in the research and forecasting of the business environment to ensure sufficient, reliable, timely and accurate information for strategic decision-making. Be good at finding the key factors for the success of the industry, and concentrate resources to strengthen them in order to form the competitive advantage of the enterprise. For any business, resources are always limited. Many successful enterprises at home and abroad are good at using resources, and they are good at putting limited resources

into certain specific factors that play a decisive role in the success or failure of enterprises, that is, the key factors of industry success, to build the core competition of the enterprise. force. If an enterprise can identify such factors by means of comparative analysis, user survey, etc., and use resources intensively to outperform its competitors, it will be in an invincible position.

2. Implement organizational changes to enhance the flexibility of modern organizations to adapt to environmental changes, actively promote organizational reforms and enhance the flexibility of corporate organizational structures to adapt to external changes. In view of the various drawbacks existing in the organizational structure of Chinese enterprises due to the influence and constraints of the old system for a long time, actively promote comprehensive organizational reform, complete the fundamental transformation of enterprise organizational structure, and strive to improve organizational efficiency. To promote the construction of modern organizations, we should deeply study the new theories and methods of business process reorganization and learning organizations, earnestly learn from the practical experience of foreign enterprises in this area, and combine the actual conditions of my country's economic development, cultural traditions and actual needs of enterprise development. Actively explore the main line of business process reorganization and the improvement of learning adaptability to changes in the environment, carry out organizational changes, and improve the flexibility of enterprise organizations.

3. Establish an incentive and elimination mechanism that can give full play to the role of talents, and promote enterprise entrepreneurship and innovation. From the perspective of the development trend of enterprise management, human resources are becoming the most important resources of enterprises and the greatest wealth of enterprises. Therefore, reforming and improving the operating mechanism of enterprises has extremely important strategic significance for enterprises to attract talents, maximize the role of various talents, continuously expand the advantages of human resources, and promote enterprise entrepreneurship and innovation. The core content of the reform of the operating mechanism of an enterprise is the reform of the three systems of labor, personnel and distribution. Because these three systems are closely related to the vital interests of all employees of the enterprise, the pressure and labor force generated by each reform measure can act on each employee, and it is a powerful means to motivate employees and motivate them to forge ahead. What needs to be emphasized here is that in the management of labor and personnel system, enterprises must adopt a dynamic management method for the workforce. Personnel who meet the needs of enterprise development. When the business is difficult and there is a surplus of personnel, it is natural to reduce people and increase efficiency, and to divert layoffs; even when the enterprise is prosperous and personnel are in short supply, it is still necessary to maintain a certain elimination rate. There will be no slack in the work. In terms of distribution, in addition to reforming the salary and bonus systems, attention should also be paid to expanding the scope and actively exploring feasible ways for the employee stock ownership system. It is necessary to let those operators and technology developers who play an important role in the prosperity of the enterprise obtain richer returns than ordinary personnel through different forms and proportions of shareholding and realization, and tie the material interests of employees with the success or failure of the enterprise. They are closely linked and become the inexhaustible driving force for the development of enterprises.

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