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## THE INNOVATION PROCESSES IN ORGANIZATIONAL STRUCTURES

*Today, the practice of functioning organizational structures of innovative organizations shows that they simultaneously operate in complex and rapidly changing environments. Moreover, the dynamics of the environment in which the most innovative companies operate are defined by very frequent changes in the products. The dynamically changing environment requires an organic organizational structure, and a complex environment, in turn, decentralized. Only innovative structure corresponds to this set of requirements and that can adequately respond to external challenges .*

The innovative company is a highly organic structure with little standardization of functions based on the proper preparation and trends to unite specialists in functional units, while their participation in small project teams with the ideology of the interaction is through social groups and manager-integrators [1].

The implementation of major innovations suggests that a number of experts or consultants operate to achieve a common goal under the guidance of the leader or the innovation group. Thus, this new legal form may significantly differ from one previously created.

From previously held research, it has been noted that small companies are more receptive to innovations of organizational structure. It is worth highlighting the main factors that determine the companies' success.

1. There is a focus on demand. Since small innovative organizations are more mobile, they are more oriented on the successful work on changes in the external environment.

2. There is a possibility of reducing costs in the formation of the project. The inventors can operate in any environment, e.g., at home. Consequently, they reduce the overhead, and the limited resources can be sent directly to the implementation of the innovation project.

3. Flexibility. The entrepreneur - innovator in the practice is less limited to the standard rules of ministries, departments, councils and other administrative structures for the implementation and coordination of innovative projects. When exposed to the environmental factors, the need to improve the project and review the structure of the organization occurs with minimal loss of time.

4. Multivariate approach to innovation. New inventions and discoveries are often obtained as a result of the practical application of intuitive decisions. The application of intuitive insights occurs due to the numerous free innovator interactions with the environment.

5. Simulation. Inventors - entrepreneurs can predict the material and moral reward that awaits them in case of success.

The organizational and economic conditions of the big business is largely different from those of small and medium-sized companies. Primarily, large companies are city-forming. Consequently, they are aimed at industrial activity on volume indicators and a large number of employed staff. These companies are characterized as mechanistic and usually perform a standard set of functions, a minimum of initiative and enterprise. It is possible, in turn, to identify factors that predict the innovative activity of large companies and that create problems to the introduction of innovation.

1. The duties of the administration, response to initiative proposals. On the basis of their functional duties administration of large companies is not always informed about the changes in the environment that prevents the concentration of attention on the timely implementation of priority innovation.

2. Limited time. This, in turn, limits the creativity of managers at all levels of management.

3. Statistical reporting and cost accounting. In contrast to small entrepreneurial firms, large companies have to focus not on the relationships with the external environment and competition in the market, but rather on taking into account all direct and indirect costs and overhead accounting.

4. Administrative barriers. The larger the company, the greater the administrative apparatus. However, their interests may prevail over the interests of stimulating innovation.

5. The warning of the innovation risk. Many large company systems of financial incentives direct at the prevention of occupational risks of all kinds. Innovative activities are directly related to risks. Those companies that are able to recognize and highlight the adventurous and enterprising employees and encourage them to work can succeed.

Thus, the above problem shows that competition in the market determined the formation and improvement of the mechanism of innovation activities of large companies.

### Literature:

1. Ivantsov, P.I. Innovation Economy: manual / P.I.Ivantsov. – Minsk: Diktat, 2012. – 156 p.