

INNOVATION BY PROJECT MANAGEMENT

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Keywords: innovation, project, innovation management, project management

Abstract: Innovation Management and Management by projects are concepts that have many common elements but also differences that it individualizes. Performance management processes through by the innovation project is a solution that brings a number of benefits to the organization that has planned a series of changes that can be achieved by innovation.

1. DEFINING THE CONCEPTUAL ASPECTS

Oslo Manual of the Organization for economic cooperation and Development proposes the following way of defining innovation: "an innovation is implementing a new or significantly improved product (a good or service), or of a process, a new marketing methods, or methods of organizing our business practice in workplaces or in external relations". The activity of innovation means the combination of actions which are scientific, technological, organizational, financial and commercial attending the materialization of innovations and their implementation. These include research and development-which is not directly, related to the development of a specific innovation, but the accumulation of new knowledge in different fields, knowledge you will be required for the design of innovative technical systems.

The innovation process, which is contained in both the economic and the social, shall reflect in implementation and exploitation of novelty in all social structures. In the sphere of economic innovation exists in two forms: innovation in technology and innovation related to the business in General. Technological Innovation involves creating, adaptation and implementation of new products, processes, technologies and services, while innovation in business may refer to: model of business, from marketing firm, to financial innovation, organizational or the innovation aimed at any type of process in your company, less than the technology.

As a result, any changes made in the company in order to improve its economic situation, its position on the market, working conditions or other objectives of this kind are part of a integrant process innovation.

At the same time, a project is a series of interconnected and activities aimed at achieving a defined objective, having clearly laid down for data and the termination of his debut, as well as a budget allocated to achieve well defined.

Management by projects is a strategic competence EC defines becoming more successful managers and organizations worldwide, making it from a traditional function of a manager of support in the development of modern firms.

The use of management through project management is a method that is recommended to be used:

- when organizations are faced with complex problems that have a strong strategic and innovational;
- in the situation presents its range of solutions for solving projects involved training of specialists with heterogeneous car come both from a functional and operational divisions of the company and beyond;
- when is shortening of establishing projects that make up the essence of the complex challenges and increased responsibility.

2. INNOVATION VERSUS PROJECT

When looking at things chronologically it can be said that innovation in your company, its roots can be found in the awareness of the need for change, amendment or optimization of processes, organizational structure, regarding of the marketing firm, financial-accounting activities, etc.

Important is the following fact: there are natural laws that apply to the unconditional, one of them is that everything changes continually, that each entity goes through an infinite number of changes. As a result, even the process of development is the result of repeated. all these changes are in innovations. In any entity maintaining continuity of innovation at all levels and in all functional areas is the main purpose of a dynamic policy of innovation. Prerequisites for this are establishing a general framework conducive to creativity and processes of change.

In order to ensure a firm policy of innovation must be followed a series of objectives:

- to promote individuals and groups of innovation, creative and competent;
- creating a positive climate for the innovational;
- formulating goals of innovation, which is in line with the objectives of the organization;
- finding "platforms safety" which make the space needed to complete the process of innovation;
- psychological and social insurance safety for participants in the process of innovation on failure.

The essential means whereby innovative process is carried out is creativity, but it isn't and sufficient. Creativity is the one that generates the necessary change, and ideas through innovation ideas are converted to values. This is why innovation is considered to be a long-term investment to be run and managed, requiring funds and for a given period.

At this point appears to overlap with what innovation is defined by the project management theory. The project represents a tool through which become operational elements of the proposed strategies and objectives are achieved. The project focuses on clearly defined goals, specific, unique, have their own budgets, their teams and specified period of time.

The projects are characterized by a number of elements characteristic:

- the uniqueness that refers to the fact that the purpose of a project is not recurring, through the character of uniqueness encourages new ideas, creativity as a result, innovation;
- temporary nature stemming from the fact that the projects have a fixed duration, start and finish being established precisely;
- shall be carried out with a project team composed of specialists in different qualification whose powers are necessary to the project;
- availability of their own budgets that the basic objective is achieved as well as the specific objectives of the project.

As regards their role, projects may fulfill multiple roles, the most common are:

- the development of innovative processes;
- resolution of problems or improve the situations which should be changed;
- preparation of staff who will carry out new types of activities (by professional) or diversion will act in different contexts (for example, technological);
- informing the public and consumers (for example, advertising or promotional campaigns), etc.

As a result, not all innovative processes may be considered. This status may be associated with an innovation only where, from idea to its implementation represents one or more projects with individual achievement, with budgets and their teams. The situation when several projects for achieving innovation can occur when each stage of the

development of innovation is linked to a separate project. Thus, there may be projects for: collection of ideas, ordering, keeping and their classification, combining and selecting their obtaining finance for materialization of the idea and then selected, prototype testing, testing and correction of the prototype, the promotion of the new product on the market, launching in manufacturing and the release of the market, etc.

3. Management innovation versus project management

One of the most relevant definitions of management innovation is as follows: "Through management innovation is impossible to understand the process-oriented organization and the allocation of available resources, both human and economic and technical, for the purpose of acquiring new knowledge, to generate ideas that allow you to obtain new products, processes and services or improve existing ones and transfer of best ideas to the stages of manufacture and marketing"¹.

Innovation Management is part of the company's business strategy. The context of strategic business objectives and mission includes, current status and predictions for the future of the company, the involvement of managers, the dynamics of markets, consumers and the behavior of competitive edge, the economic and regulatory environment. Carrying out of activities relating to innovation management is carried out in accordance with the principles of traditional management methods, techniques, models of management of the classic.

As regards the management of the project it is defined as a system of management of limited use, through which facilitates the achievement of objectives, of innovation, with the help of a team, parallel to the formal organizational structure made up of specialists with heterogeneous training. The concept is the multidisciplinary management through projects, geared towards achieving the objectives and the introduction of change through innovative and flexible actions conducted in a controlled fashion.

Some of the advantages of using project management are as follows:

- solving complex problems in intervals of time reduced compared to the classic version, with economic results;
- the use of a matrix organizational structure that fosters change type and stimulate organizational effectiveness;
- facilitating contacts between specialized components of the project team and other experts of the Organization;
- creates favorable training professional managers.

Also, some of the disadvantages of using project management refers to:

- the emergence and manifestation of twin subordination of specialists of the project;
- the existence of unsync between formal and organizational components of the project team, which can lead to the emergence of situations of conflict.

As a result, project management can be used successfully in managerial processes in this way the management innovation becomes much easier. Also, the use of project management in innovation provides a greater efficiency of innovative processes through the implementation of the outcome of the innovation.

¹ Nagîț, Gh.- Inovare tehnologică, Ed.Tehnică-INFO, Chișinău, 2001;

4. THE MANAGERS OF INNOVATION VERSUS PROJECT MANAGERS

The innovation process must be driven like any other task aware that brings a good society. The transformation of the idea in the product is a long process of research that requires many resources and in particular time. For this reason, in terms of management, innovation can be seen as an investment, as this task consumes resources of this, to give benefits (probable) in the future. This is the reason and the activity of innovation needs planning, management, coordination, organization and control of innovation. Therefore, for this is need managers specialize in this area, known as managers of innovation specialists.

As regards projects, an essential role in their success is the project manager, as more and more used in all the major industries of the world. The magnitude of the development of the profession is explained by the competence of the essential information that is required to hold in the art of effective mediation between the three conflicting parameters that define a project – the time, budget and quality from achieving all the objectives of the project. Comparing the role of managers of innovation with the project manager is a significant distinction ideas and knowledge management, activity that a project manager do not need to carry it out because in his work uses clear procedures and well-known.

Variant used management project in innovation is, and from the point of view of managers, more efficient and easier to deploy.

5. CONCLUSIONS

Each innovation can be regarded a project itself or it can be split into a number of projects that, on the whole, may be seen as a long-term investment. She has her own funding, a team responsible for process innovation, a starting date and the ending, the assessment of results and errors. These elements are common and project management. As a result, the most appropriate solution of an innovation is the use of management through projects.

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