



# inovaci ur faqt or ebze zemoqmed gar emos anal izi

rezi ume

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inovaciuri procesi – siaxl is danergvaa organizaciis marTvis meTodebsa da xerxebSi, xangrZl ivi sargebl is miRebaa siaxl eebis danergvaze gaweul xarj ebiT. siaxl is daregvis xarisxs uzrunel yofs inovaciuri procesi.

i.Sumpeteri aRni Snavda, rom inovaciuri procesebi warmoadgens sawarmoo faqtorebis “axal samecniero-organizaciul kombi-naciebs, roml ebic mewarreibis sul iT aris motivirebul i.

Tanamedrove inovaciuri procesi xasiaT-deba sirTul iT. man unda gaiaros bevri etapi, romel Tagan TiToeul ze srul deba Sesabamisi samuSao: idea, produq̄tis SemuSaveba, sabol oo SemuSavebis stadia, siaxl is danergva. inovaciis sawyisi wyaroa samecniero kvl ebebi, bazris moTxovnebi, arsebul i codna(kompaniisTvis gare), swavl ebis proce-sSi sakuTar gamocdil ebiT SeZenil i codna da sxva.

inovaciuri procesi konfl iqturia Tavisi bunebiT, radgan dakavSirebul ia organizaciis teqnukur, pol itikur da kul turul winaamRdegobis gadal axvasTan. inovaciuri konfl iqtis qveS gvesmis iseTi organi zaciul i konfl iqti, romel sac warmoSobs winaamRdegoba erTis mxris, organi zaciis Cveul i struqtura, stil i, marTvis meTodebi, teqno-logiebi, normebi, faseul obebi, meores mxriv ki maTSi mimdinare cvl il ebebi. cvl il ebebisadmi winaamRdegobaSi igul isxmeba organizaciis nebi smeri wevris qceva, romel ic mimarTul ia gansaxorciel ebel i gardaqmnebis diskreditaciisa da CaSl isaken. gardaqmnis marTvis ZiriTadi probl ema sakmaod Zl ieradaa dakavSirebul i organi zaciul i kul turis faqtorebTan, yal ibdeba cvl il ebebis mowinaamRdege fenomeni, roml is agentic xdeba gansazRvrul i social uri j gufi. siaxl is danergva cvl il ebis reci pientis struqturis diferencirebas axdens. formirdeba ori qvesistema – siaxl iis pote-nciuri mowinaamRdege da winaamRdegobis agenti. mxol od organi zaciul i marTvis arsebul i formis winaamRdegobis gadal axv-

is da am dros warmoSobil i konfl iqtis gadaWris gziTaa SesaZl ebel i axl is danergva. amrigad, inovaciuri procesebis marTva – es upirvel es yovl isa aris organi zaciis adami anuri resursebis marTva.

inovaciuri procesis warmatebiT ganxorciel ebisTvis mizanSewonil ia xel mZRvanel is is stil i, romel ic ar axSobs organi zaciis TanamSromel Ta SemoqmedebiT ini-ciativas.

sakvanZo sityvebi: inovaciuri procesi, wrfivi model i, sabazro zewol is model i, Sida da gare cvl adebi.

mraval ricxovani kvl ebebi cxadyofen inovaciuri procesebis sirTul esa da di-namiur bunebas adami anuri resursebus marTvis sferoSi organi zaciebisa da dargebis fargl ebSi, maT araerTgvarovan struq-turas; ar arsebobs inovaciuri saqmianobis erTiani recepti sxvadasxva organi zacie-bisTvis. inovaciebi da teqno logiebis aTvi seba warmoadgens organi zaciis strate-giis nawil s da warmatebis mi saRwevad ino-vaciuri saqmianoba adami anuri resursebis marTvis saqmeSi unda ganxorciel des or-ganizaciis Taviseburebebis, garemosa da drois gatVal iswinebiT.

zogadad, inovaciuri procesebis marTvisadmi Tanamedrove midgoma gul ismxobs uaris Tqmas ew “wrfiv model ze” anu war-modgenaze, rom kvl ebebs, romel Tac mosdevs proeqtebi, Tanmimdevrul ad da TandaTano-biT mi vyavarT inovaciebamde. xSirad gv-xvdeba inovaciuri procesebis wrfivi mode-l is oridan erT-erTi versia. pirvel i, – ew “teqno logiuri zewol is model i”, romel ic warmogvi dgens inovaciebs, rogorc fun-damentur mecnierebaSi komerciul i poten-cial is mqone axal i ideebis ganviTarebis Sedegs. meore model ia ew “sabazro zewol is” model i, romel ic arwers inovaciur process, rogorc bazris moTxovnil ebis



Sedegad warmoqnil da novatoris mier aRmoCeniL inovaciur process. swored am moTxovnil ebis dakmayofil ebisken unda iyos mimarTul i Zal ismxeva.

biznesSi warmatebis miRwevis garantiiaa efeqtianad organizebul i sawarmoo procesi, amisTvis gansakuTrebul i Zal isxmervis gaRebaa saWiRo menejeris mxridan, radgan es procesi situaciis, garemoebis anal - izs, Sefasebas da optimal uri strategiul i gadawyvetil ebebis miRebas moiTxovs, swored am etapebis gavlaa saWiRo firmis Sesabamisi organizebis donis misaRwevad.

situaciuri cvl adebis ori saxea cnobil i – Sida da gare cvl adebi. Sida cvl adebi ganapirobeben organizaciebis mmarTvel ebis mier miRebul i gadawyvetil ebebis droul obas, operatiul obas, efeqtianobas. Zal ian mniSvnel oania is Tu organizaciis mmarTvel ebi rogor afaseben gare faqtorebis gavlenis mniSvnel obas organizaciaz, firmaze. zogierTi gare faqtoris moqmedeba gadamwyvetia, zogierTis nakl eb mniSvnel ovani. swored amis Sesabamisad unda moaxdinos xel mZRvanel ma reagireba garemoze zemoqmed faqtorebze. miznebis misaRwevad organizaciis menejmentma adekvaturi midgomebi unda SeimuSaos.

Tanamedrove menejmenti organizaciebs saSual ebas aZl evs sworad Seafason biznesis garemos cval ebadoba da adekvaturi reagireba moaxdinon, radgan maqsimal urad moxdes kl ientebis moTxonil ebis dakmayofil eba. gaiTval iswinon inovaciuri procesebi teqnol ogiaSi da racional urad gamoiyenon adami anuri resursebi da a.S. garemos cvl il ebebze Sesabamisi reagirebis gareSe finansuri zarali gardauval ia, amitom fasdaudebel ia operatiul i, srul i informacia cvl il ebebze droul i reagirebisatvis. yovel ive es Sesazl ebel ia marTvis sistemis inovaciuri srul yofis gziT, rac organizaciis konkurntunarianobis zrdis aucil ebel i pirobaa.

menejmentis praqtikosebi Tvl ian, rom organizaciis qvedanayofebs Soris metoqebis ZiriTadi mizezi marTvis mkacri struqturebia. garemoze moqmedi faqtorebis ganusazRvrel obis pirobebSi, produqciisa da teqnol ogiis swrafi inovaciuri ganaxl ebis gamo, organizaciebi iZul ebul i arian Secval on marTvis struqturebi axal i standartis Sesabamisad, operatiul i mmarTvel obiTi

gadawyvetil ebebis misaRebad. marTvis el astiuri struqturiT firmisTvis advilia miznis miRweva: inovaciuri produqciis gamosveba, konkurntunarianobisa da marali mogebis SenarCuneba.

diferenciaciisa da integraciis tendenciebs Soris bal ansis damyareba marTvis sistemis optimizaciis aucil ebel i pirobaa. igi efeqtianad funcioni rebisa da ganvitarebis uzrunvel yofis kanonzomierebaa.

msofli praqtikaSi yvel aze gavrcelebul i marTvis metodia “marTva miznebis mixelviT” (Management by Objectives MBO) gansakuTrebul i aRiareba moipova me-20 saukunis meore naxevarSi. igi warmoadgens organizaciis adami anuri resursebis Sefasebis saSual ebas ara piradi Tvis ebis mixedviT, aramed saqmi anobis Sedegebi dan gamodinare.

organizaciis adami anur resursebTan muSaobis principebis cvl il eba SeiZl eba gavigoT rogorc tradiciul i eqstensiuri metodebidan adami anuri resursebis ganvitarebisa da personal is marTvis amocanebis gadaWraze orientirebul axal sakadro politikaze gadasvla, romelic biznesis ganvitarebis strategiasTanaa dakavSirebul i.

am sakiTxebs exeba i. meselonisa da i. baiardis Sromebi. maTi azrit, adami anuri resursebis marTvis sistemis Camoyal ibeba da ganvitareba or faqtors ukavSirdeba: firmis ganvitarebis stadia da qveyanaSi Seqmnil i sabazro garem.

sawarmos personal is marTvis stadia agebul ia ganvitarebis saerto strategi aze. kompaniis ganvitarebis strategiis msgavsad personal is marTvis strategi ac firmis Sida resursebis, tradiciebisa da im Sesazl ebl obebis gaTval iswinebiT unda iyos Seqmnil i, roml ebsac gare saqmi ani garem o stAvazobs am firmas.

organizaciis adami anuri resursebis marTvis strategiis formirebis saukeTeso xerxad miCneul ia e.w “zemodan qvemoT” metodi. gadamwyveti roli umaRl es xel mZRvanel obaze modis. pirevl i rigis amocanaa organizaciis personal is marTvis saerto strategiis gansazRvra, xolo meore rigis – sawarmos TiToeul i qvedanayofis. gare saqmi ani garemos mimarT organizacias sxvadasxva sakadro strategiis SemuSaveba da real izeba SeuZl ia. es misi mdgradobis donesa da



masSi dasaqmebul i personal is raodenoba-  
zea damokidebul i.

adami anuri resursebis marTvis inovaci-  
uri teqnol ogiebis praqtikul i gamoyenebis  
Sedegebi, mikroevol ucia sakadro menej men-  
tSi ukanasknel i wl ebSi TiTqmis yvel a qvey-  
anaSi swrafad viTardeba da es mikroevol u-  
cia axal moTxovnebs uyenebs kompaniaTa  
adami anuri resursebus marTvis sistemebis  
inovaci ur ganaxl ebas.

adami anuri resursebis efeqtiani marT-  
vis strategi is SemuSavebisa da real izacii-  
sas unda amovideT i qidan, rom Tanamedrove  
organi zacia war moadgens di nami ur, codnaze  
damyarebul ganmanaTI ebel sistemas, romel -  
ic iswrafvis mudmivi inovaciebisken, ami to-  
mac organizaci is inovaci uri pol itikis  
principul ad umniSnel ovanesi el emente-  
bi xdeba mudmivi cvl il ebebi da swavl eba  
mTel i organizaci is masStabi T.

#### gamoyenebul i l i t e r a t u r a :

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## ANALYSIS OF IMPACT ENVIRONMENT ON INNOVATIVE FACTORS

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### Summary

Innovative Process - The introduction of novelties in the management methods and methods of organization: Long-term benefits are provided by the cost of implementing innovation. The innovation process provides the quality of novelty introduction.

Schumpeter noted that innovative processes are the "new scientific-organizational combinations of industrial factors motivated by entrepreneurial spirit:

The modern innovative process is characterized by difficulty. He has to go through a lot of steps, each of which is appropriate for the job: idea, product development, final development stage, introduction of novelty. The initial source of innovation is scientific research, market requirements, existing knowledge (outside of the company), knowledge acquired with experience in the teaching process, etc.

The innovative process is conflicting with its nature, because it has been linked with the overcoming of the technical, political and cultural system of the organization. Under an innovative conflict we understand an organizational conflict that creates resistance on the one hand, the organization's usual structure, style, management methods, technologies, norms, values, and on the other, ongoing changes in them.

Contrary to the change the behavior of any member of the organization is directed towards discrediting and disrupting the transformations to be implemented. The main problem of managing the transformation is strongly associated with organizational culture factors, formed the opposing phenomenon of changes, of which agent becomes social group. Introduction of novelty differentiates the structure of the recipient of change

The two subsystems are formed - the potential adversary of the novelty and the agent of resistance. Only by introducing the existing confrontation of organizational management and the conflicts that emerged at this time can be introduced a new one. Thus, management of innovative processes - this is primarily the organization of human resources management.

For the successful implementation of the innovative process, it is recommended such manager's style, which does not suppress the creative initiative of the organization's.

**Keywords:** Innovative process, linear model, market pressure model, internal and external variabl.