

4) Be realistic: Set your expectations realistically. When dealing with changes you may have to lower your expectations of yourself for a time.

5) Prioritize: Do only that which needs to be done. It will all get done eventually but during major changes – focus only what is critical.

6) Let go: You cannot control everything in life. Letting go of what you cannot control will make managing change much easier.

7) Be quiet: During change life is often chaotic. Take time away from work or family life to just be quiet. Solutions and creative ideas for managing change often come in quiet moments.

8) Know that it will pass: Tough times and stressful times happen but they do not last forever. Realize the change you are going through is just a season and it will pass.

9) Sleep, Eat and Take Care of Yourself: Focus on the basics during times of change. Change often brings stress and the best way to deal with stress is to make sure you are taking good care of yourself. Remember whining is not a solution.

10) Find Humor: There is humor in all of life – the good, the bad and the ugly. Believe me – It makes a lot of difference guys.

«If you do not bend in the wind – you will break!» – Author unknown.

Hope the tips given may help you to develop excellence in being flexible.

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MANAGEMENT INNOVATION

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Management innovation involves the introduction of novelty in an established organization, and as such it represents a particular

form of organizational change. In its broadest sense, then, management innovation can be defined as a difference in the form, quality, or state over time of the management activities in an organization, where the change is a novel or unprecedented departure from the past (Hargrave & Van de Ven, 2006; Van de Ven & Poole, 1995: 512). On the basis of this high-level definition, we identified four distinct perspectives on management innovation in the literature, as summarized in Table 1. These four should be seen as the dominant perspectives around which research has clustered in the past, rather than as theoretically comprehensive in terms of the domain that they cover.

Proponents of the institutional perspective take a macrolevel and comparative approach to make sense of the institutional and socio-economic conditions in which particular management innovations emerge. For example, Guille'n (1994) examined the impact of seven sets of institutional factors on the introduction of new managerial ideologies and techniques across four countries; Cole (1985) focused on how the balance between labor market incentives that are mostly set by the state, the relative strength of industry associations, and the predisposition of organized labor influenced the introduction of small-group activities in different countries; and Kossek (1987) examined industry- and firm-level influences on the emergence of human resource management innovations. Normative beliefs about what is progressive may drive management innovation, but those beliefs are also subject to long Kondratieff waves of economic change in which new technologies occur and create performance gaps that then necessitate management innovation (Abrahamson, 1997; Barley & Kunda, 1992). The institutional perspective measures innovation in terms of the discourse around particular ideologies and also at the level of specific practices or techniques. It gives no direct consideration to the role of human agency in shaping the process; instead, it focuses on the preconditions in which an innovation first emerges and then the factors that enable industries to adopt such innovations. The fashion perspective focuses on how management innovations emerge through the dynamic interplay between the managers who use new management ideas and the "fashion setters" who put forward those ideas (Abrahamson, 1991, 1996). This perspective provides a wealth of insight into how management fashions take shape, including a detailed understanding of the typical attributes of managers who buy into these fashions (Gill & Whittle, 1993; Huczynski, 1993; Jackson, 1986), as well as the ways in which fashion setters shape incipient demand for their ideas.

Table 1 – The processes of management innovation

Modern research lab (e.g., Hargadon, 2003)	A new structure to manage the technological innovation process; intended to improve technological and product innovations
Divisional (M-)form (e.g., Chandler, 1962)	A new organizational structure for dealing with complex, multiple-product, and multiple-market firms
Toyota production system (e.g., Ohno, 1988)	A new set of practices and processes aimed at improving production efficiency and reducing waste
Spaghetti organization (e.g., Foss, 2003)	A new organizational structure with the objective of increasing employee initiatives and overcoming problems of hierarchy

Innovation Management is important, in short, because it enables a company to maintain competitiveness in the future. ... Innovation Management is important, in short, because it enables a company to maintain competitiveness in the future.

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ENVIRONMENTAL MANAGEMENT

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What do we mean by the word ‘environment’ and ‘environmental management’? The word ‘environment’ is used in different ways. We talk of the ‘home environment’, the ‘work environment’, the ‘social environment’. We use the word to describe our physical surroundings, made up of air, trees, grass. It is this latter use that is the subject of this book. Our concern must be for the world as a whole, its ‘air, water, land, natural resources, flora, fauna, humans, and their inter-relations’, to quote from ISO 14001.