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Concept of Creative Management in Paradigm of Informational Society Management Theory

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ABSTRACT

The article reveals urgent issues related to improving the theory of creative management. It shows its place and role in the contemporary world. Special attention is paid to developing management issues in the context of accelerating the research and technical progress and changing generations of management novation, unpredictability, indefiniteness in extraordinary and crisis situations. It reveals peculiarities of applying system and creative analysis in creative management. It clarifies traditional, special and innovational methods of creative management. It represents professional qualities and features that characterize a manager of creative type. It stipulates the need to widely implement educational programs related to improving the qualification of personnel and professional retraining of the "Creative Management Master". The methodology of researching creative management was the system and creative analysis that simultaneously acts as a tool of revealing the essence of problems and method of solving them. We will note that the creative management is based on the methodology of system and creative analysis as a tool to develop non-standard, original and uncopyable management solutions and projects.

Keywords: Creative management, theory and methodology, informational economy, system and creative analysis, qualification improvement, professional training, creative manager.

1. INTRODUCTION

The development and transformation of technological means of production and consumption (social and economic formations) contribute to an essentially new technical and technological basis, and inevitably cause principally new systems of management and its essence, content and forms of display. At the present time, as a rule, they single out such technological means of production as pre-industrial, industrial, and post-industrial (informational) (Buzgalin, 2003).

The informational means of production and consumption are characteristic of the increase in investments, above all, in the development of informational, computer and communicational technologies (Davydzenka, 2013).

Herewith, in the context of post-industrial society these processes acquire a global nature. This is the informational society that is formed under the impact of the latest computer and communicational technologies. It naturally causes the failure of the current ideas about the management models. It is obvious that the informational époque sets essentially new requirements to models, tools and methods of management (Wolowiec, 2014).

In the modern post-industrial (informational) society in such developed countries as the USA, and the countries integrated in the European Union where the economy is developed on the basis of the latest informational technologies, tools and methods of management are constantly improved (Przychocka, 2013).

In the context of the informational technological means of production, the development of essentially new theoretical, methodological and methodical conceptual basics of improving management systems based on the computer technologies acquire a special urgency (Merski, 2010).

It resulted in occurring of a new area in the management science – creative management. At the present time creative management is widely used and reflects a specific aspect of solving the most various problems that are difficult to solve in various social and economic systems starting from insoluble problems related to developing the country, regions, cities and other settlements (Landry, 2006) and finishing by management problems of enterprises in the context of accelerating the research and technical progress, high tempos of implementing and changing technological novation, unpredictability, crisis and extraordinary situations (Morozova, 2016).

However, until now the implementation of tools and methods of creative management into practice of enterprises management in the Russian economy has not obtained due attention.

Along with this, according to experts' estimations, creative and management innovations are strategic areas of improving efficiency, stability and increasing the competitiveness of enterprises in the innovational economy (Ibraeva, 2012). According to experts' estimations, as a result of implementing creative and management novation, the gross domestic product of the country in companies of the Russian Federation may increase by 50-80%. Due to it, it is obvious that training management staff for creative economy is a key problem related to managing the efficiency of social and economic development (Savina, 2014).

The urgency of this article, its great economic importance pre-determined the selection of this publication theme.

2. METHODOLOGY

2.1. Methodological Peculiarities of Creative Management

The system and creative analysis is a methodology of researching creative management. Creative management is based on the methodology of the system and creative analysis as a tool to develop non-standard, original, uncopyable management solutions and projects. This is the combination of systematicity, on the one hand, *i.e.* the cognition of specific peculiarities of interrelations, inter-dependences and regularities of interrelation of elements of the creative management systems. On the other hand, the opportunity to apply tools and methods, techniques and technologies of taking creative (non-standard, original, uncopyable) management decisions allow to solve the problem related to creating efficient systems of creative management.

The system and creative analysis acts simultaneously as a tool of revealing the essence of problems, and a method to solve them.

In researching creative management, the system and creative analysis allows to take into account the following specific peculiarities:

1. Firstly, constant changes that take place in the external and internal environment of the organization as a consequence of transferring the economy to the innovational and informational method of production and consumption (Volkova et. al., 2015).
2. Secondly, complicating system and technological, system and organizational, system and economic, system and informational and other relations of elements of the innovational economy that cannot be analyzed and developed without the large-scale use of the adequate system methodology.
3. Thirdly, accelerating process of implementing the latest achievements of the research and technical progress manifested as the growth of tempos and decreasing of terms related to replacing old-fashioned technologies, equipment, economic, organizational and other processes to more modern causes the need to widely use new, so called creative technologies in the practice of taking management decisions, and
4. Fourthly, systematic updates and transformations in the content, mechanisms, technologies, techniques, tools and methods of taking non-standard (uncopiable) management decisions, etc. (Zolotareva, 2015).

2.2. Methods of Creative Management

Methods of creative management are an aggregate of specific techniques and methods of management activity aiming at taking non-standard management decisions of complex problems in the context of indefiniteness, unpredictability, extraordinary and crisis situations.

Creative management differs from other types of management both by its own research and methodic apparatus and a specific logical approach to solving non-standard complex problems. To a specific degree it defines the specificity of methods of creative management applied when developing non-standard management decisions (Przychocka, 2013).

In practice creative management widely uses famous heuristic (non-formal), mathematical (formal) and combined methods. In addition to these methods, the creative management uses special methods (Berezhnaya, 2014).

Such special methods of creative management are based on principles. The main ones are the following:

1. Acknowledgement of the complicity and hard nature of solving the problem of management and lack of opportunities of its efficient solving on the basis of traditional methods.
2. Constant search for new views, approaches and principles of management, refusal to problems by using old-fashioned methods, and
3. Striving to overcome stereotypes and traditions in management, etc.

Creative management has its own specific research apparatus. It is represented by such methods as JCAT analysis (“Strategic analysis of innovative ideas”, “Analiza przypadków krytycznych”, “Narzędzia i metody rozwiązywania złożonych sytuacji problemowych” (revealing, analysis and solving non-standard problems), “Creative-online-management”, etc.

The essence of the offered JCAT analysis lies in combining four basic techniques of activating the creative process of non-standard ideas generation.

Analogue technique. Analogue is a similarity between phenomena, objects, and notions in any relation. The use of the analogue technique (transfer) is based on the transfer of knowledge about an object to a less studied object that is similar according to essential features.

Supplementing technique. It allows to complicate the initial variant of something by supplementing some additional parts to it, and thereby to extend the possibilities of its use. This technique of creative thinking suggests supplementing something else to something that already exists. It results in creating a process, phenomenon or object characterized by new features.

Retargeting technique. Its use implements the ability to newly look at subjects, objects, processes, and helps to offer various ideas, change positions and point of view.

Technique of combining is based on searching for an optimal combination of existing elements of the system under research. It allows to consciously obtain various compositions, combinations of separate elements of the object in accordance with a specific idea and intention. As a result of it, the object acquires new qualities and characteristics.

In creative management the system and creative analysis is carried out according to the following stages.

Stage 1: General description of the problem situation.

Stage 2: Collection, generalization, analysis and estimation of the information authenticity.

Stage 3: Revealing the essence of the problem and defining the ways to solve it taking into account their impact on the development strategy.

Stage 4: Defining the scenario and algorithm of the management team’s activity when taking and implementing non-standard online management decisions.

Stage 5: Defining resourceful needs for implementing the offered ways of solving the problem.

Stage 6: Revealing and estimating positive and negative consequences of taking creative management decisions.

Stage 7: Comprehensive estimation of the efficiency of the offered creative management decisions (economic, social, social and psychological, ecological, informational and innovational, functional, and synergetic efficiency).

Stage 8: Stipulation of the organizational model related to managing the implementation of creative management decisions.

Stage 9: Development of the mechanism to motivate and stimulate the management personnel when taking and implementing creative management decisions.

Stage 10: Correction of the system of creative measures on implementing the development strategy taking into account occurrence of unpredictable problems.

3. RESULTS

3.1. Concept of Creative Management in Theory of Social and Economic Systems Management

The term “management” is widely used in managing social and economic systems and processes.

Today the following definitions of this term are typically used:

1. Management as a skill to achieve the set goals by using labor, intellect, motifs of other people's conduct.
2. Management as managing in social and economic systems (organizations) in the context of market relations.
3. Management as activity on managing an organization under market conditions.
4. Management as managing an independent area of the activity without founding an organization.
5. Management as an aggregate of principles, forms, methods, techniques and means of production and personnel management by using achievements of the management science.
6. Management as an aggregate of scientific knowledge and practical skills that allow to carry out the management process, and
7. Management as an individual type of professional activity on managing the organization or its specific area.

The goal of management is to achieve the desired state by the organization that qualitatively or quantitatively differs for the better from the existing one.

At the present time there are the following areas in the management theory and practice:

1. Personnel management (HR management) fulfills the following management functions: selection, allocating, training, professional re-training, improvement of the personnel qualification, motivation, labor stimulation, improvement of employees' labor and everyday life conditions, career growth of employees, formation of the favorable moral and psychological climate, etc.
2. Innovational management (managing innovations, novelty) fulfills such functions of the innovational management as organization of scientific researches, applied developments, creation of test patterns and implementation of novelties in production (Kryukova et al, 2014; Kryukova et al, 2013; Kryukova et al, 2014).
3. Financial management includes such special functions of finances management as development of the policy related to managing monetary flows and their optimization, formation of budget and financial plan of the organization, formation and allocation of its financial resources, investments portfolio, estimation of the current and perspective financial state and taking the requires measures to strengthen them, management of financial risks of the enterprise (Kryukova et al, 2014; Kryukova et al, 2013; Kryukova et al, 2014).
4. Production management must contribute to the efficient process of goods and services creation, etc. (Kryukova et al, 2014; Kryukova et al, 2013; Kryukova et al, 2014), and

5. Management in the material and technical area (managing procurement and sale of end products) fulfills such functions of the organization as concluding economic agreements, organization purchases, delivery and storage of raw materials, components and materials, organization of produced goods forwarding, etc. (Pavlov, 2016).

In the context of the informational and innovational economy an essentially new area of management - creative management - occurs. This is an objective process of forming a new management paradigm in the context of becoming of new informational technological means of production and consumption, and, above all, development of a new leading social class – creative class (Florida, 2005).

Above all, creative management reflects a specific aspect of management in the context of accelerating the implementation of achievements of the scientific and technical progress and change of technological novation, strengthening of chaotic nature, indefiniteness and unpredictability in changing the external and internal environment of organization, occurrence of unpredictable situations when implementing programs and plans of enterprises development, abrupt decrease in terms of taking and implementing management decisions, etc.

Creative management is virtually a process of managing the creative potential of the organization for the purpose of its efficient development. Special urgency of implementing creative management in the system of management by various organizations is predetermined by the need to develop and implement non-standard management solutions under new conditions – strengthening of the change of generations of novation, unpredictability, indefiniteness, extraordinary and crisis situations, development of principally new forms of the territorial organization of production – cluster systems (Tarasenko, 2013).

Objective prerequisites that stipulate the occurrence of creative management are the following:

1. Constant implementation of the innovational equipment and technologies in order to solve complex problems of development,
2. Essentially new tasks that occur in the context of indefiniteness, turbulence of the external and internal environment of enterprises.
3. Necessity to generate and efficiently implement new untypical and original ideas under the modern conditions.
4. Constant changes in all areas of the society, regularly occurring extraordinary situations and crisis that require to search for untraditional solutions and stipulate efficient ways of enterprises development, and
5. Insufficiency or lack of the required tools and methods of taking and implementing management decisions as well as a number of other circumstances (Vaniurihin, 2007).

3.2. Goals, Tasks and Principles of Creative Management

The goal of creative management is to activate the process of generating novation ideas and non-standard solutions.

It is necessary to single out the following specific tasks of creative management as a tool of solving non-standard management tasks:

1. Searching for and stipulating various alternatives of strategies related to solving the problem out of a number of possible variants.
2. Comparative analysis of alternative solutions on the basis of various criteria of estimation.
3. Stipulation of mechanisms, tools and methods of implementing non-standard strategies on the basis of broad opportunities to use the creative potential of the management personnel, and
4. Providing the achievement of goals and criteria indicating the comprehensive estimation of the efficiency of alternative management solutions on the basis of the system of adaptive control and taking online decisions on correcting actions (Vaniurihin, 2007).

Figure 12.1 shows the basic functions of creative management.

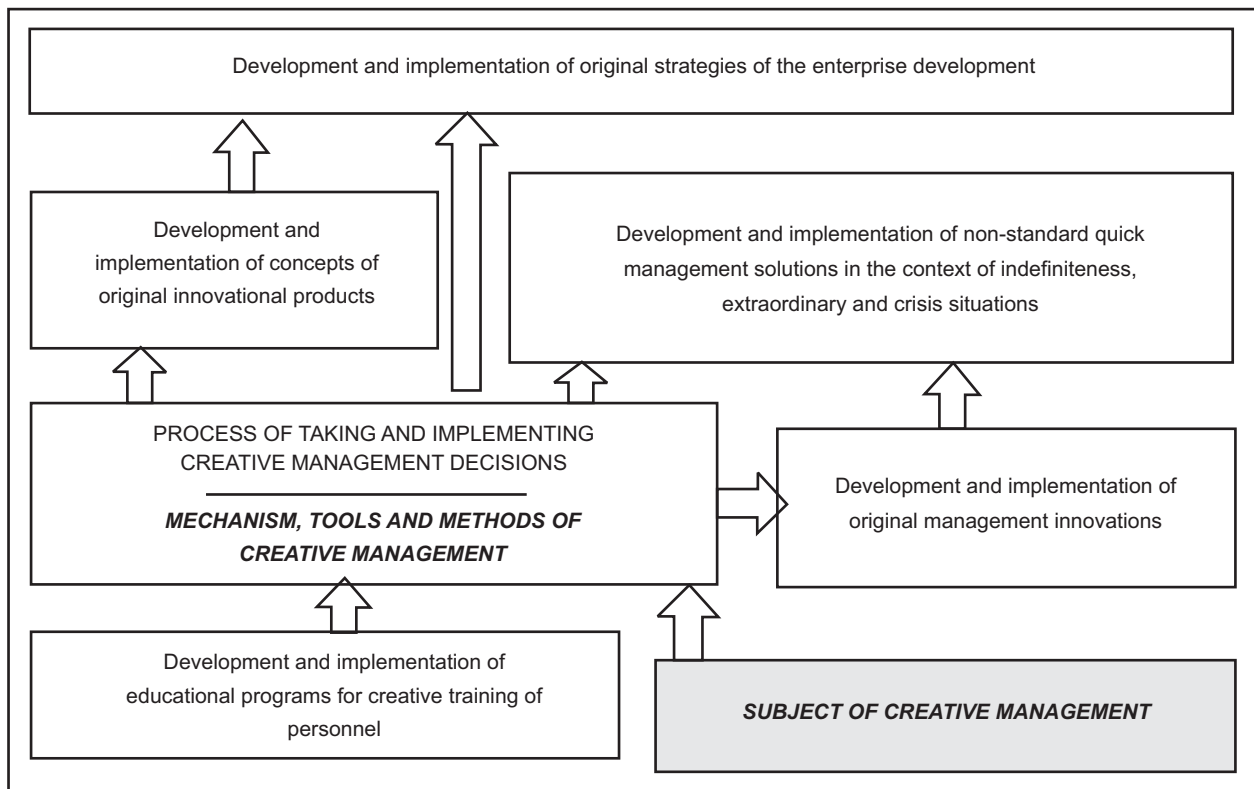


Figure 12.1: Basic Functions of Creative Management

Creative management is peculiar of both general and specific principles.

Basic principles of creative management that are widely used in general management include:

1. Principle of integration in the interrelation of people when managing their production activity.
2. Principle of hierarchical pattern of management. In accordance with it the system of creative management has its hierarchal levels and structures.
3. Principle of centralization and de-centralization of the creative management process.
4. Principle of human factor in management. In accordance with it, creative management must be based not only on the cognition and use of economic laws, but also on values, needs and interests of people.

5. Principle of implementing non-standard management solutions. In accordance with it, solutions are developed and implemented as a process of setting a goal and defining gradual ways to achieve it.
6. Principle of the organization manageability. In accordance with it, in the context of non-irregularity and indefiniteness, the managed subsystem must constantly react to the impact of the managing system.
7. Principle of resources availability of the taken non-standard management solutions that reveals the need in the availability of specific resources for achieving goals of creative management.
8. Principle of correspondence of goals of the management subject and object that points at the need and opportunity of efficient taking of non-standard management decisions under the identity of their goals.
9. Principle of informational provision of creative management. In accordance with it, opportunities of efficient and qualitative taking of non-standard management decisions directly depend on high quality information provision.
10. Principle of interrelation, inter-dependence and adequacy of tools, methods and functions of creative management, and
11. Principle of comprehensive estimation of efficiency and results of implementing non-standard management decisions (Chegodaeva, 2011).

In addition to the general principles, creative management is based on taking into account and using the following specific principles that are peculiar only of it:

1. Rational combination and applying of creative and traditional methods and models when developing non-standard management solutions and management novation.
2. Taking into account strategic goals, tasks and basic areas of the enterprise development when developing non-standard management solutions.
3. Foretelling that supposes that according to the results of their acquisition, the developed and implemented creative management solutions will allow to provide or surpass the planned results.
4. Interest of managers, managing personnel and specialists in developing and implementing specific creative management solutions and management novation.
5. Taking into account and providing resourceful needs of the enterprise (human, organizational and economic, financial, material and technical, etc.) for developing and implementing non-standard management solutions.
6. Research and practical provision of the process related to taking non-standard management decisions and acquiring management novation (contacts and cooperation of the personnel of enterprises and consulting organizations, scientific and educational establishments, representatives of the best practice, etc.).
7. System approach to stipulating non-standard management solutions and management novation for providing their balanced and comprehensive acquisition in combination with strategic and operative plans of the enterprise development, and

8. Stage-by-stage approach that supposes the variability of the developed and implemented management solutions and management novation in accordance with specific peculiarities of the situation development.

3.3. Master of Creative Management: Competence Model

The implementation of areas, principles, tools and methods of creative management, undoubtedly, requires the formation of managers of a new type who have new knowledge, abilities, skills, and competences (Ilina et al, 2014).

The most important qualities of the personality of a creative manager must include high intellect, initiative, ability to creative, non-typical, non-standard thinking, and search for original and uncopiable solutions. Such manager must have motivation for creative self-development.

Creative managers must have such professional and psychological characteristics as:

1. Constant interest in searching for original solutions for non-standard problems.
2. Creative use of new original approaches to solving problems.
3. System strategic and situational thinking that forestalls the recognition and seeing of problems.
4. Flexible combination of logical and lateral thinking in solving problem situations in the context of minimum information.
5. Psychological self-regulation, search for an objective view on the problem and its estimation.
6. Sensibility to non-standard ideas of other people that differ from his own ideas, and taking into account the opponent's point of view.
7. Ability to look at the problem on the basis of breaking the tether of traditional ideas and solutions.
8. Charismatics, ability to involve people in cooperation when achieving goals, and
9. Self-regulation and psychological reconstruction when taking non-standard decisions, etc.

It is also necessary to specify such basic features that characterize the creative manager as ability to quick, original, flexible thinking, and ability to graphic transfer of information.

In the context of innovational economy, the creative manager must possess the following qualities:

1. Unchangeable interest and need in solving constantly occurring non-standard tasks.
2. Problem seeing of the environment, advance recognition of problems related to strategic thinking and perspective vision.
3. Ability to foresee and formulate problems at the stage when they occur.
4. System and panoramic perception of processes related to developing and functioning of the organization.
5. Logical thinking.
6. Psychological self-regulation that defines attitude to the problem and its estimation.

7. Imitation of functions of the management personnel subjects.
8. Psychological permeability that allows to see and define people's specificity and interrelation, and conduct, ability to understand, take and implement positions that considerably differ from own ones.
9. Innovational and strategic nature of reasoning, ability to outstep the current traditional, habitual and checked solutions.
10. Activity, *i.e.* ability to involve people for cooperating and achieving goals without using administrative and material stimuli.
11. Ability to immediately psychologically readjust when transferring to solving new, non-standard problems or changing conditions of the external and internal environment of the organization, and
12. Ability to delegate both powers of authority, responsibility, and personal authority of the top manager (Makarenko, 2011).

Peculiarities of creative management also set strict requirements to such specific professional qualities of the creative manager as:

1. Ability to newly look at problems, objects, processes, offer various ideas, easily change his positions, point of view (flexibility).
2. Ability to originally, untraditionally approach solving tasks, implementing unique and unusual ideas, bring them to life by analyzing, synthesis, combining, etc. (originality).
3. Ability to transform initial variants of solutions that result in extending opportunities of their use (domestication), and
4. Ability to on-standard generalizations and graphic transfer of information.

3.4. Actual Issues on Training Creative Managers

It is obvious that the content of training creative managers must include three basic blocks (areas):

1. Professional training (content of types of professional activity, typical professional tasks, situations and ways of solving them), etc.
2. Development of social and psychological qualities of managers' personality that can provide efficient fulfillment of the tasks he has in the professional area.
3. Increase in the level of training and developing creative abilities of managers, and
4. Ability to quickly resolve the arising non-standard problems in extreme situations within the short period of time in the context of indefiniteness and unpredictability (fluency) (Stepanov, 2015).

When training creative managers, it is extremely important to develop competences related to the manager's reaction to various factors that affect his psycho when taking decisions. They may include various factors:

1. Non-standard nature, indefiniteness and unpredictability of situations.
2. Increased complexity of occurring problems the manager has not faced before.
3. Lack of the required true information.
4. Constantly occurring dangers and threats.
5. Abrupt deficit of time, and
6. Constant emotional failures as a result of disturbance in managers' interrelation, etc.

Training of creative managers must be provided by active successive organizational consulting both when training and after it, active accompanying of the organizational and management consulting (Kirillova et al., 2016).

Training and educating creative managers cannot be efficient if the knowledge is transferred only in the form of information without the axiological and empiric component. Obviously, the program of training creative managers must be based on adaptive technologies of training and include considerable practical training (case methods and other active methods).

Undoubtedly, such practice will contribute to strengthening knowledge, working out skills and competences, as well as contribute to further motivation of managers to improve their professional mastery.

The program of training creative managers must include teaching of modern creative tools and methods to take non-standard efficient decisions and organize innovational mechanisms, and successfully implement them.

At the present time in the Russian Federation the Moscow Municipal Pedagogical University in cooperation with the Varna Free University (Bulgaria) is implementing the exclusive innovational and educational program on creative management – “Creative Management Master”.

4. DISCUSSION

4.1. Efficiency of Implementing Creative Management Methods

The analysis of implementing creative and innovational organizational and management tools and methods at Russian enterprises showed their low efficiency. Herewith, the majority of implemented innovational organizational and management technologies came down only to implementing technical informational means, Internet technologies and modern software at large enterprises.

Serious problems of mass implementation and improvement of efficiency of creative and management novation at Russian enterprises include the following:

1. Lack of the cultural and management acknowledgement of perceptibility and openness to creative and management innovations and ability to display initiative to implement them at the majority of enterprises.
2. Lack of sufficient information that reveals the essence of the offered management innovations, mechanisms to implement them and efficiency of implementing, and opportunities to copy them.
3. Insufficient specific, individual domestication and stipulation of management novation as applied to the specificity of certain enterprises (Sitdikova et. al., 2015).

4. Lack of scientific stipulation, reasonability and efficiency, practical approbation of the offered management novation, and
5. Lack of knowledge and scientific and methodic recommendations on using creative tools, methods and mechanisms to take management decisions, etc.

A key problem of acquiring creative and management tools and methods like that in the post-industrial economy (Inozemtsev, 1998) is the lack of trained creative managers at enterprises and in organizations of the Russian Federation, namely:

1. Autocratic managerial style when the role and opinion of top managers are indisputable, which exists in the corporate culture of the majority of organizations.
2. Top managers' and managers' perception of the danger of creative and management novation as a considerable risk or potential danger to changes in the personnel composition of existing management teams.
3. Managers' non-perception of contradictions between the current corporate culture in the system of enterprises management and the need in radical novation changes by creating new management teams.
4. Lack of axiological settings to changes in the current system of the enterprise system, lack of desire to change habits.
5. Lack of motivation to implement management novation, inertial nature in seeing ways to solve management problems on the basis of changing the personnel composition of management teams.
6. Managers' non-perception and misunderstanding of the role and meaning of organizational and management novation to improve the efficiency and level of competitiveness in the innovational economy.
7. Lack of qualified managers, deficit of their professional knowledge, abilities, skills and competences in issues related to developing and implementing creative and management of novation, and
8. Innovational conflicts between the personnel and top management, controversy of interests and opinions, irresponsiveness to management innovations of various teams of managers. It causes various interpretation and perception of new goals, forms and mechanisms of organizations management (Stepanov, 2015).

4.2. Problems Related to Implementing Creative Methods into Management Practice: Experts Opinion

The sociological poll in the form of an interview of above 70 managers of various organizations carried out by the Center of Professional Orientation of Youth Regional Social Organization confirmed the problems related to acquiring of creative and management tools and methods.

Thus, the majority of responders (77%) gave an affirmative answer to the question about the need to implement progressive management novation in the system of enterprise management. 15% found it difficult to answer, and only 8% had a negative attitude to the need to implement novation methods of management (Levitskiy, 2015).

Along with this, opinions of the polled managers considerably differed in the estimation of priorities related to implementing various types of management novation.

Thus, responding questions about specific types of management novation, the overwhelming majority of responders tended to mention the importance of implementing, above all, of program management innovations, program means of management, informational and communicational technologies, applying computers and computer technologies in management, a wide use of technologies and methods of informational networks, Internet technologies, and implementation of informational and communicative novelties in the activity of the enterprise.

At the same time only 20% of the polled responders specified the importance and need to implement creative and social and psychological methods of management at enterprises. Such low ratio of the polled responders says, on the one hand, about the vivid underestimation of high efficiency of implementing creative and social and psychological methods of management. On the other hand, it was a consequence of the management personnel's ignorance.

The overwhelming majority (above 87% of the polled responders who are managers and management personnel of enterprises) gave a negative answer to the question whether they know about the latest management novation in the area of creative management.

The responders' opinion about problems related to basic reasons and factors of the enterprises management personnel's lack of interest in developing and implementing creative and management novation happened to be rather sparse. Thus, a considerable part of the polled owners, enterprises managers, representatives of the management personnel (47%) strongly stated that they did not know (in other words, there were not) any efficient management novation that could be successfully applied in their professional activity.

The current situation was a result of the lack of information about efficient creative and management novation. It once again proves the importance of the educational and popularizing work in the area of creative management.

Along with this, a considerable part of the responders (34%) stated that the low demand and interest of the management personnel of enterprises in adapting and implementing the latest achievements of the management science and practice was due to the passivity of the specialized ministries and departments in performing such types of works, lack of material interest in acquiring management novation of owners and managers of the enterprise.

According to more than 36% of responders, a considerable factor that restrains the implementation of creative and management novation is a low level of professionalism of the management personnel who actually underestimate progressive perspectives of implementing creative and management novation, as well as opposition of the management personnel to the future changes considered as a threat for their status and office.

4.3. "Creative Management Master" – an Efficient Program on Training Creative Managers

Responders' opinions to the question about the most efficient forms of organizing the promotion of creative and management novation at enterprises also differed. Thus, answering these questions, 6% mentioned that the most reasonable form of organizing the acquisition of creative and management novation was to

attract consulting companies, 3% - participation in sectorial associations contributing to the implementation of achievements of the management science and practice, and only 5% of the responders said that the initiative on developing and implementing creative and management novation had to be carried out directly by managers of enterprises.

Such situation is a result of low efficiency of the taken measures on training and improving the qualification of management personnel (Shilovskaya et. al., 2016).

Above 80% of responders answered to the question whether results of educational programs on improving the qualification of management personnel met the needs of the enterprise that to a great degree their content repeated the information obtained earlier in secondary and higher special educational institutions, and did not have an aggressively popularizing and innovational and informational nature. It did not allow to get a full idea of the latest tendencies, models, mechanisms, tools and methods of modern management at enterprises both in our country and abroad.

As it can be seen from answers of the responders, the following answers were given to the question how regularly management personnel improved its qualification at the enterprise. 73% of the responders implemented programs related to improving the qualification of management personnel once per 5 years, 20% - once per 3 years, and 4% - once per year. The rest 3% of the polled managers did not take any measures on improving the qualification of management personnel.

Along with this, for the sake of fairness, it is necessary to note that this is the system and regular organization of carrying out courses on improving the qualification that is one of those principle factors that contribute to high efficiency of the management activity. It is interesting to note that, for example, in Israel at enterprises and in organizations of a number of sectors trainings on informing specialists and top managers about the latest achievements of science and practice in the area of their activity are organized once per week.

Taking into account the fact that in the modern informational society essentially new novation discoveries are made on average once per quarter, while in the industrial époque it was once per 3, 5, 10 years, it becomes evident that there is the need to make an order and improve the level of intensity of measures on improving the qualification of management personnel taken at enterprises. Herewith, the content of such programs must focus on the latest achievements of science and practice (Sitdikova & Shilovskaya, 2015).

Due to it, the greatest part of the responders wished to take a course in improving the qualification or within the constantly operating consulting seminar according to the “Creative Management Master” program.

In addition to low informative nature, low level of knowledge and interest of the management personnel of enterprises in activating the innovational management activity of enterprises, the research works also showed rather low level of initiative among specialists and management personnel to contact enterprises top managers with the management novation offered for implementing. Only about 1% of the polled specified the occurrence of such initiative among enterprises employees.

Responding the question whom you relied on when solving the problem on implementing progressive tools and methods of creative management in the management activity of enterprise, 27% responded - sectorial ministries and departments, 38% mentioned sectorial association on contributing the implementation of management novation and consulting companies, 31% - management personnel and managers of enterprises, and 45% - specialists, managers and employees of the enterprise.

Summarizing the analysis of the results of the sociological poll – interviewing – it is necessary to specify, above all, the passive role and position of owners, top managers, management personnel and specialists of enterprises in taking measures on activating and improving the efficiency of implementing progressive tools and methods of management in the management activity of enterprises.

5. CONCLUSION

The conducted researches showed that the efficiency of processes related to developing and implementing creative and management novation, and, above all, new social and psychological and creative tools and methods of management at the enterprise should be activated and improved as a result of

1. Firstly, strengthening of the role of enterprises top managers when managing processes related to activation innovational management activity.
2. Secondly, activation of the management personnel and specialists in issues related to displaying the initiative on actual aspects to improve the system of managing the enterprise, territorial clusters, etc. (Ibraeva, 2013).
3. Thirdly, providing a high level of organizing measures on improving the qualification of management personnel of the enterprise and high quality improvement of the content of implemented educational programs and projects that correspond to the latest achievements of the management science both in foreign countries and in our country (Sitdikova et. al., 2016).
4. Fourthly, improvement of the system related to motivating the enterprise personnel and managing staff aiming at activating the innovational activity in the area of the enterprise management.
5. Fifthly, putting new organizational forms of innovational cooperation in the area of management into practice related to improving the enterprise management system, active participation of enterprises in associations, innovational clusters and innovational systems.
6. Sixthly, constant involvement of highly qualified specialists of specialized consulting companies and organizations, as well as representatives of the management science and practice to monitoring and estimating the efficiency of the existing models and forms of organizing and managing the enterprise (Kuzakhmetova et. al., 2016).
7. Seventhly, strengthening of the cooperation of enterprises managers and specialized ministers and departments that develop and implement the research and technical achievements in the sectorial practical activity of enterprises, and
8. Eighthly, paying more attention and activating the work at enterprises related to studying the leading-edge practices on implementing the creative and management novation, systematic improvement of qualification of management personnel in creative management according to “Creative Management Master” FVE programs that have been widely acknowledged in Russia, Bulgaria, Poland, and a number of other countries.

In the future it is necessary to focus attention on creating and developing international inter-academic educational programs “Creative Management Master” that aim at forming learners’ professional competences of management creativeness, skills and abilities to implement the creative approach to taking creative management decisions of a high risk degree in as short a time as possible (Stepanov, 2015).

When training, the learners will:

1. Form the idea about the role and meaning of the creative thinking in the modern management.
2. Overcome barriers of stereotypes and routine when taking non-standard decisions.
3. Master skills of creatively authorized search for uncopiable technologies and algorithms of creative solution of “unsolvable” problems, and achievement of “unachievable” goals.
4. Master methods of forming management “teams of creative breakthrough”, motivation, stimulation and activation of creative processes in the management activity.
5. Work our techniques related to taking efficient management decisions in as short time as possible in the context of indefiniteness of extreme, extraordinary, and crisis situations, and
6. Obtain qualified consulting assistance when solving their own problems, etc.

High efficiency of mastering by the learners of knowledge, skills and abilities related to the creative thinking and actions is achieved through intensive use of the creative authorization methodology in the training process.

The training uses modern interactive technologies, intellectual, imitational, role and business games, cases, tasks, exercises, and tests. The program learners find out about the creative practice to search for original and uncopiable management decisions by famous national and foreign entrepreneurs, social and state actors, and develop algorithms of taking and implementing non-standard management decisions in various modeled situations.

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