

Reform of Innovation Ability Evaluation in Enterprise Management

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Abstract: Innovation is the eternal theme of the development of the times. For an enterprise, the management innovation ability is an important support to promote the sustainable development of it and also is the key to improve its core competitiveness. Strengthening the research on the evaluation system of enterprise management innovation ability, raising the evaluation of enterprise management innovation ability from perceptual cognition to rational evaluation and carrying out evaluation through effective ways and methods will help us to understand the law of enterprise management innovation more comprehensively and find out the existing problems so as to improve, optimize and enhance them accordingly, which have important significance and influence on the development of an enterprise. Based on the discussion and analysis of the related connotation of the innovation ability of the enterprise management, this paper conducts in-depth research and exploration on the evaluation of the enterprise management innovation ability and puts forward the specific evaluation ways and methods in order to provide a useful reference for the research and practice exploration of related topics.

Keywords: Enterprise management; Innovation ability; Evaluation analysis; Reform; method

1. Introduction

At present, with the economic development and social progress, all walks of life get all-round development and progress, the market competition situation is more intense. For an enterprise, if it wants to always be in the competitive advantage in the market position, it needs to lay a solid management foundation, stimulate the vitality of enterprise and continuously enhance the innovation ability of enterprise management through effective ways and methods so as to inject more fresh vitality and motive force into the development of enterprise. If an enterprise wants to improve the efficiency of enterprise management innovation, it needs a set of perfect management innovation ability evaluation organization which is in line with the characteristics of the enterprise so as to effectively measure the impact of organizational change on organizational performance. The evaluation of innovation ability of enterprise management is mainly based on the market-oriented organizational change theory. It evaluates and analyzes the comprehensive management innovation ability from the three aspects of corporate culture, enterprise scientific management methods and enterprise own institutional mechanism, so as to promote the continuous transformation and innovation of the enterprise, to find out the outstanding and inadequate, to take effective ways and methods to improve the comprehensive competitiveness and innovative ability of enterprise, to make enterprise always in the dominant position in the market competition. It has great era significance

and real value to strengthen the research and exploration on the reform of enterprise management innovation ability under the new situation.

2. The Enterprise Management Innovation and the basic Connotation of Evaluation of Enterprise Management Innovation Ability

If an enterprise wants to achieve overall development, it needs to conduct reform combined with the market situation and the enterprise situation continuously. The most effective way for the performance of an enterprise is to carry out business innovation, put forward more innovative ideas and methods, formulate more complementary measures combined with the actual situation, consolidate the foundations of the enterprise, build a solid foundation for enterprise development and constantly improve the overall competitiveness of enterprise. For an enterprise, the most important influence and restraint factor of enterprise development is the innovation of management methods. The most important means to realize the innovation of management methods is to make full use of the latest technological methods. The innovation of enterprise management has rich connotations, including not only scientific management, but also various aspects, such as business strategy, organizational structure, management method and business philosophy. Based on the market situation and business reality, the above contents are fully adjusted to improve the enterprise management innovation ability, and then improve the overall competi-

tiveness, which will have a huge impact on the achievement of organizational performance, so as to take a more active advantage in market competition and perform, and promote the sustainable and healthy development of enterprises.

2.1. Enterprise management innovation concept

With the development of society, the law of “two eight” is more important for an enterprise. Generally, 80% of the enterprise’s performance is created by 20% of employees. For both domestic and foreign enterprises, the arrival of the knowledge economy era has brought a lot of changes, which is mainly reflected in the following aspects:

First, the fast-paced changes urge the enterprise to have its own products to be replaced continuously, so as to better meet customers’ needs. With the increasingly fierce market competition, the form of the market is changing every day for enterprise. Therefore, enterprise should maintain high sensitivity and take the initiative to adapt to fast-paced changes.

Second, the change is very large. With the all-round coming of information age, the enterprise faces more complicated internal and external information and it is changing all the time. Especially with the development of computer network technology, it is hard to imagine the speed of information generation, dissemination and development.

Third, the changes are diversity. With the deepening of reform and opening up, enterprise faces more serious market situation. How to find more high-quality comprehensive talents in the fierce market competition, and then help enterprise to improve the overall strength of development is an important research topic in front of the current enterprise. The activation and improvement of the efficiency and quality of human resources management have great promotion significance.

2.2. Ways of enterprise management innovation

The ways of enterprise management innovation have obvious features, mainly reflected in the three aspects: precision, depth and fuzzy.

The main requirement of precision is that enterprises should first target the market demand and formulate the corresponding production development strategy fully in the light of the market changes. If the market situation is not correctly grasped or not recognized, it will result in a loss of the enterprises and the product will not be sold. The requirement of in-depth mainly is reflected that on the basis of a comprehensive study of the market situation, enterprises need to deeply understand customer needs and consumer potential motivation, and then to enhance the uniqueness of their products through formulating differentiation strategies. It is necessary to introduce more measures and methods in the aspect of cost

price, and they should pay much attention to brand building and diversity, so as to attract customers better. Fuzzy mainly refers to the case where it is not necessary to strictly carry out the product subdivision and excessively emphasize the refine. Enterprise can carry out market positioning from the neutral point of view, and then grasp the degree, so as to enhance the depth and comprehensiveness of service scope, improve the focus of production and marketing, broaden the development space and marketing channels, to bring greater development room and development opportunities for enterprises development, to enhance the development of integrated service capabilities, building large-scale production and marketing management.

Therefore, for business management, innovation and change are dynamic. Only penetrating innovation concept into all aspects of enterprise development can it improve the efficiency of enterprise management, so as to explore a more suitable management mode for business development and improve the ability of sustainable management.

2.3. Enterprise management innovation

For the enterprise management innovation ability, it is usually summarized and measured by technological innovation ability. Enterprise technological innovation mainly refers to the enterprise through the use of its own internal and external means to achieve the optimal allocation of resources and portfolio, so as to enhance overall competitiveness. Also it refers to its prediction of the future development situation in the industry, so as to explore the management ability and the content of corporate culture related to the development of enterprise. Domestic and foreign scholars have a lot of research on innovation ability of enterprise management. There are many kinds of opinions, some scholars subdivide the ability of technological innovation of enterprises into many aspects, such as innovation management ability, innovation resource investment ability, new technology development ability, marketing ability and manufacturing ability. The innovation management ability is evaluated from two aspects: innovation mechanism and innovation strategy. In them, the relationship between management innovation and technological innovation should be noted, the enterprise should effectively differentiate the management innovation ability and technological innovation ability. For an enterprise, the development of management innovation capability needs continuous adjustment and improvement of technology, organizational structure, cultural structure, business strategy and development philosophy of the enterprise, so as to enhance its overall strength. Therefore, the research on the evaluation of innovation ability of enterprise management should also be measured from several dimensions, so as to create an

evaluation system of management innovation ability that suits its own characteristics.

2.4. Enterprise management innovation ideas

With the economic development and social progress, the thought system of enterprise management innovation is also constantly improving and perfecting, which is mainly divided into the aspects of system innovation, technological innovation and organizational innovation. Therefore, the research and analysis on the innovation ability of enterprise management should also consider the above three aspects. Through the formulation of effective dynamic management methods, it can help enterprises achieve greater management objectives, improve the creativity of enterprises, and broaden the development field and development direction of enterprises.

3. Improve the Great Significance of Enterprise Management Innovation Ability

For an enterprise, if it wants to improve market competitiveness, it needs to rely on its own corporate culture and management features to enhance overall management efficiency. At present, with the continuous development of technology, more and more new technologies and new methods are gradually introduced to the market. For an enterprise, the continuous improvement of the development and application of new technologies and new capabilities is an important manifestation of the innovation ability of enterprises. The ability of enterprise management innovation can create a more complete and effective system and mechanism, management methods and corporate culture for enterprise, so as to achieve effective integration of internal and external resources, thereby enhancing the overall development capability. The reform of innovation ability in enterprise management includes not only the promulgation and renewal of the enterprise management concept, but also the innovation of enterprise economic management and production skills. Enterprise management innovation involves the corporate culture, enterprise development concept, business principles and many other contents, so it should research and analyze the above several aspects of enterprise development, and conduct a comprehensive forecast and research on the market situation, and then establish a management philosophy which is suitable for market development needs and their business characteristics. At the same time, enterprise also needs to fully evaluate the situation of domestic and international economic development, attaches great importance to the introduction and development of talent and the exploitation of market management ability, and only the comprehensive development of these aspects can help to further enhance the enterprise management innovation and sustainable development.

For an enterprise, both management idea innovation and

technological innovation are important indicators of the enterprise management innovation ability, so it should be comprehensively analyzed and comprehensively evaluated and measured.

4. The Construction of Evaluation Model of Enterprise Management Innovation Ability

For an enterprise, management innovation never stops, management innovation and technological innovation complement each other and influence each other. For the evaluation of enterprise management innovation ability, we should first distinguish the difference between management innovation and technological innovation, and then build the relevant model and evaluation system to conduct targeted measurement. The specific evaluation model of enterprise management innovation ability is designed mainly from the following aspects:

Through summarizing the domestic and foreign literatures and achievements about the evaluation of the innovation ability of the enterprise management, the evaluation of the innovation ability of the enterprise management mainly can be carried out in the three dimensions of enterprise system, enterprise culture and organizational structure. First of all, the enterprise should form a perfect and standardized system guidance and restraint system. Secondly, enterprise should classify the responsibilities of all the employees and grant corresponding rights and obligations of different positions so as to ensure their respective responsibilities and perform their duties well. At the same time, the enterprise should introduce corresponding evaluation mechanism, so as to effectively constrain and regulate employees' behavior.

The enterprise system can be subdivided into the enterprise management system, the external market rules and the enterprise organizational form. The enterprise should regard people as the main target of the enterprise management, and effectively integrate the internal and external resources of the enterprise by using the ways of management innovation so as to point out the direction for the development of the enterprise. Then they should pay attention to the building of enterprise culture, and through effective indicators to measure the construction of corporate culture. Specific evaluation system of enterprise management innovation ability is designed as follows:

There are three main parts: institutional mechanism innovation ability, scientific management method innovation ability, corporate culture innovation ability.

Among them, the institutional mechanism innovation ability is the grassroots goal, which is also an intuitive manifestation of the institutional structure. The improvement of it is mainly through two aspects of the internal mechanism and the external environment of the enterprise, so as to form specific rules, standards and requirements. Scientific management method innovation

ability is an intermediate goal, an embodiment of the hierarchy layer, which can promote organizational learning and enable employees to integrate the internal and external resources more effectively combined with their position requirements so as to improve the efficiency and utilization of resource allocation. Corporate culture innovation is the ultimate goal, is a concrete manifestation of the cultural structure, which also is the internal motivation to stimulate the development of enterprise and an important support to promote enterprise management innovation.

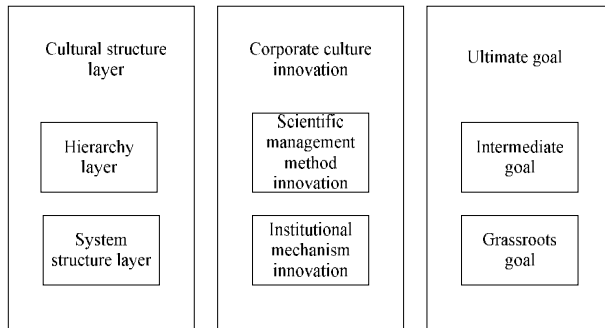


Figure 1. Three Main Parts

After forming the basic model and system of the evaluation of enterprise management innovation ability, it is necessary to formulate a detailed and comprehensive measurement evaluation index for each evaluation dimension. Through analyzing and summarizing a large number of literatures and research results, the specific evaluation index system can be explored from the following aspects:

For the evaluation of institutional mechanism innovation ability, we mainly evaluate the organizational system, property rights system, salary system, innovation reward system, training system and assessment and supervision system.

For the evaluation of scientific management method innovation ability, we mainly make detailed assessment on staff quality, organization and coordination capacity, job satisfaction, production equipment level, information management level, R & D funding input intensity, and corporate income-generating capacity.

For the evaluation of corporate culture innovation ability, the index is refined and measured from the aspects of enterprise values, corporate cohesion, corporate image, entrepreneurial initiative and forward-lookingness, fulfillment of corporate responsibility, innovativeness of employees and construction of corporate learning environment.

In the above three categories of evaluation system, each indicator is subdivided into a number of indicators, and for each measurement indicator, the specific content need to be defined clearly and it need to formulate a specific measurement evaluation criteria, which need to combine

the actual situation of enterprise and changes in the external market, to develop a dynamic measurement and evaluation index library suitable for the characteristics of the enterprise's own development, and finally form a holistic model of evaluating the innovation capability of the enterprise management.

After the completion of the model of enterprise management innovation ability evaluation, the model needs to be verified and analyzed. From the aspects of management science and statistics, the Delphi method is mainly used to evaluate the reliability and validity.

For each indicator, through the form of a questionnaire, set up relevant questionnaires that are in line with the development of the enterprise, and then define the scope of releasing the questionnaires, and then collect and process the data for these questionnaires. On the one hand, make full use of the statistical software to carry out internal consistency reliability evaluation, on the other hand, test the validity of the questionnaire. According to the different requirements of content validity, structure validity and rule validity, select the specific validity evaluation method. Finally, carry out comprehensive measurement to the reliability and validity of the evaluation of enterprise management innovation ability, and form the final core indicator system of evaluation of enterprise management innovation ability.

5. The in-depth Thinking of Enterprise Management Innovation Ability Evaluation Analysis

Innovation is dynamic. For an enterprise, the construction of management innovation ability is also a dynamic and systematic process of change. By using a certain method to establish a scientific evaluation index system for the enterprise management innovation ability, it can guide enterprise to discover the management innovation problems in time, identify the constraints, and then develop effective improvement and optimization measures, so as to improve it accordingly. Through the construction of a comprehensive evaluation mechanism based on the three aspects of system mechanism innovation ability, scientific management method innovation ability and enterprise culture innovation ability, and then provide guidance for improving enterprise management innovation ability. By building a management evaluation model to analyze the significance of each level, and gradually form scientific management methods. For each evaluation indicator, it should improve the appropriate processes, standards, rewards and penalties, so as to improve the overall guidance to provide a strong source of power for the innovation and development of enterprise.

In a word, there is no fixed pattern or stereotyped measure for the evaluation of enterprise management innovation ability. Based on the actual situation of the enterprise and the characteristics of the industry, we should design a

multi-dimensional indicator system which can reflect the actual situation of the enterprise, and carry out dynamic adjustment according to the comprehensive analysis of the internal and external situations system and constantly adjust the development of the enterprise and finally form the enterprise management innovation-driven development mechanism with strong guidance and operability, so as to continuously improve the overall management efficiency of the enterprise and provide a strong foundation for the sustainable development of the enterprise.

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