

A Brief Review of Management Innovation

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Abstract: With the continuous development of economy and society, the competitive environment of enterprises is becoming fiercer and fiercer, and the position of management innovation in enterprises is becoming higher, which has aroused the widespread concern of scholars. On the basis of reviewing the relevant literature, this paper classifies and summarizes the concept and connotation of management innovation. Then the influencing factors of management innovation are summarized from different perspectives. Finally, through the comparative analysis of domestic and foreign literature, the six stages of management innovation are concluded. This paper has practical significance for the management of enterprises, hoping to provide theoretical reference for the implementation of management innovation in the future.

1. Introduction

With the continuous development of the economic environment of society and enterprises, the theory of enterprise management has experienced three great leaps including scientific management, behavioral science and information literacy. Taylor, Fayol, Weber and so on have established the scientific management theory and method on the basis of summarizing management thoughts and experiences in the period of factory system. In the late 1920s and early 1930s, the Hawthorne experiment of Mayo initiated the theoretical research of behavioral science, which laid a foundation for the modernization of enterprise management. The continuous development of information technology has promoted a series of revolutionary changes in the management of enterprises and their organizations [1]. The process of enterprise management has gradually evolved into the whole process of the absorption, construction, dissemination and application of knowledge and information. The position of innovation is increasing in the development of enterprises and has become the basic means to improve the competitiveness of an enterprise, which runs through the process of enterprise management [2]. As the driving force of enterprise development, management innovation has attracted a lot of domestic and foreign scholars' attention in recent years.

Management innovation is generally divided into enterprise management innovation and public management innovation. This paper mainly discusses enterprise management innovation. From different perspectives, different scholars have different thoughts and understandings of the concept and connotation of enterprise management innovation. Firstly, this paper sorts out the concept and connotation of various management innovation in chronological order, and discusses the

influencing factors of management innovation from different perspectives. The process of implementing management innovation determines the effect of adopting management innovation. Then, this paper analyzes the realization process of enterprise management innovation through the comparison between Chinese and foreign countries. Finally, it prospects the future research trend of management innovation.

2. Concept and Connotation of Management Innovation

Most scholars will define the concept of management innovation when they study management innovation. But this definition has not been unified so far, and different scholars have different views. Lu Yuanyuan (2009) [3] believed that management innovation should contain four meanings: (1) the basis of management innovation should include its previous assumption, relevant background and basic concepts; (2) the innovation of management means is the method for an enterprise to achieve its goal; (3) the innovation of management tasks means that an enterprise promotes the people in the organization system to be active and coordinated through "what to do" thus to ensure the realization of its objectives; (4) the innovation of management objectives is to achieve the goal of the organizational system, including economic profit maximization and corporate social responsibility. Zhou Jingqin (2010) [4] pointed out that enterprise management innovation means to create a more effective way of enterprise resource combination, which can be the whole process management of reintegrating resources to achieve enterprise goals and responsibilities, or the new and detailed control method of specific resource integration and goal setting. Bao Yuze (2013)[5] pointed out that management innovation should meet the requirements of innovative ideas and innovative practices, and divided management innovation into two categories including gradual innovation and breakthrough innovation. Meanwhile, Bao Yuze (2014) [6] studied from the perspectives of individualism and structuralism and drew the conclusion that individualism mainly refers to specific individuals such as the leader of an organization and the entrepreneur. Or, regarding the whole organization as an individual research unit, he considered that individuals are the only active participants in management activities, who make decisions to achieve their own goals. Therefore, some complex external elements are abandoned, to highlight the main rule of the management innovation by individual organizations. The study of management innovation from the perspective of structuralism overcomes the defects of the individualism perspective. But it assumes that there is a causal relationship between management innovation and environment, and considers that management innovation is the response of organizations to the stimulation of external environmental factors. Jing Shuwei (2014) [7] believes that enterprise management innovation is an effective change to the original management activities in order to make more effective use of resources, improve organizational performance or achieve other goals. This kind of changes is more important than technological innovation in the development of the enterprise. He believes that management innovation can be divided into two levels. One is the innovation on the abstract level, which is mainly ideological innovation. The other is on the operational level, mainly for practical innovation. Through the comparative study of domestic and foreign literature, Cui Miao (2015) [8] concluded that entrepreneurship, experience and achievements have a positive role in promoting management innovation. Lin Haifen (2017) [9] believes that management innovation is a complex project involving organizational conventions and a core and basic element of an organization, covering the managers' process of formulating strategic objectives, making decisions, coordinating activities, acquiring knowledge, developing talents, etc.

According to different analytic perspectives or research methods, the management innovation concepts above can be summarized as shown in Table 1.

Table 1: Summary of different scholars' management innovation concepts.

Literature	Perspective/Research Methods	Concepts
Lu Yuanyuan (2009)	Analyzing 13 elements of defining management innovation	First, the premise hypothesis, relevant background and basic concept of management innovation are put forward as the basis of management innovation. Then, the enterprises' methods to achieve the goal are taken as the management means innovation to achieve the goal of enterprise task, and then the goal of organization system is realized.
Zhou Jingqin (2010)	Defining management and innovation respectively, and getting the definition of management innovation	Enterprise management innovation refers to the creation of a more effective way of enterprise resource combination, which can be the whole process management of effectively reintegrating resources to achieve enterprise goals and responsibilities, or the new detailed control method of specific resource integration and the setting of goals.
Bao Yuze (2013)	A comparative study of individualism and structuralism	Management innovation should fulfill the two requirements of innovation theory and innovation practice. From the perspective of individualism, it mainly starts from the specific individuals such as leaders and entrepreneurs, or regards the whole organization as an individual research unit to make decisions for the realization of their own purposes. The research on management innovation from the perspective of structuralism overcomes the defects of individualism, but it assumes that there is a causal relationship between management innovation and environment
Jing Shuwei (2014)	Comparison between management innovation and technology innovation	Enterprise management innovation is an effective change to the original management activities in order to make more effective use of resources, improve organizational performance and achieve other goals. This change is more important than technological innovation in enterprise development.
Cui Miao (2015)	Comparison between domestic and foreign literature	Entrepreneurship, experience and achievements all play an active role in promoting management innovation.

Lin Haifen (2017)	An explanatory and exploratory case study of DD innovation cases	Management innovation is a complex project involving organization conventions, and is the core and basic element of an organization. It covers the process of making strategic objectives, decision-making, coordinating activities, acquiring information, developing talents and so on.
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At the same time, the concept of management innovation can be divided into three categories: the basis of management innovation, the innovation of management means and the innovation of management tasks, as shown in Table 2.

Table 2: Classification of management innovation concepts.

Classification	Concepts
The basis of management innovation	(1) The perspective of individualism mainly starts from the specific individuals such as leaders and entrepreneurs, or regards the whole organization as an individual research unit to make decisions for the realization of their own purposes. From the perspective of structuralism, management innovation research overcomes the defects of individualism, but it assumes that there is a causal relationship between management innovation and the environment. (2) Entrepreneurship, experience and achievements all have a positive role in promoting management innovation. (3) It covers the process of managers formulating strategic objectives, decision-making, coordinating activities, acquiring information, developing talents, etc.
The innovation of management means	Management innovation should fulfill the two requirements of innovation theory and innovation practice.
The innovation of management objectives	(1) Enterprise management innovation can be the management of the whole process of effectively reintegrating resources to achieve enterprise goals and responsibilities, or the new and detailed control methods of specific resource integration and the setting of goals. (2) Enterprise management innovation is an effective change of the enterprise's original management activities in order to make more effective use of resources, improve organizational performance or achieve other goals.

3. Influencing Factors of Management Innovation

From different perspectives, management innovation has different influencing factors. From the perspective of analyzing the current situation of management innovation, Bao Yuze (2013) [5] thinks that organizational characteristics are the main factors leading to organization management

innovation. Su Wenbing (2015) [10] studied the motivation of management innovation from the perspective of contingency and social outlook, and summarized the communication path with the Activity-based Costing as an example, so as to conclude that the basis of management innovation, innovation of management means, innovation of management tasks and innovation of management objectives are the influencing factors of enterprise management innovation. Table 3 summarizes the influencing factors of management innovation obtained by different scholars with different research methods.

Table 3: Influencing factors obtained by different scholars with different methods.

Credit	Influencing factors	Research methods
Bao Yuze (2013)	Characteristics of the organization, and ability and features of management innovation	Framing analysis
Jing Shuwei (2014)	The basis of management innovation, innovation of management means, innovation of management tasks and innovation of management objectives	Management innovation sphere
Su Wenbing (2015)	Organizational, personal, process and other factors	Activity-based Costing
Deng Yumei (2019) [11]	Market learning	Analysis of current situation of enterprise innovation
Tao Wen (2019) [12]	Innovation consciousness, risk prevention consciousness, professionalism of managers, enterprise management system, and enterprise funds management	Case study

As shown in Table 3, the influencing factors of enterprise management innovation can be divided into four categories: organizational factors, personal factors, process factors and other factors. Among them, (1) organizational factors mainly include the characteristics of the organization, which are the main factors that lead to management innovation, enterprise management system, enterprise fund management. (2) The personal factors mainly include the six factors of the entrepreneur's ability of management innovation, innovation of management means, exploratory and open market learning, innovation consciousness, risk prevention consciousness, and professionalism of managers. (3) The process factors mainly include the innovation of management objectives and management tasks. (4) Other factors, mainly including national culture, enterprise life cycle, enterprise strategy, organizational structure and organizational reform, information technology, etc [10]. In addition, Su Wenbing (2015) [10] believes that different countries, organizations and periods have different influencing factors. The dissemination of

management innovation is not only influenced by the supply and demand of innovation, but also by people's purposes. That is to say, the adoption of an innovative management technology, tool or theory also follows the "efficiency choice" and "passive choice" of enterprise managers and the motivation of "imitation".

4. Process of realizing management innovation

The process of implementing management innovation determines the final effect of the innovation. According to foreign researches, Heiko Gebauer (2017) [13] divides management innovation into four innovation processes through horizontal analysis, that are motivation, invention, implementation and theorization. The motivation stage is related to the influencing factors of encouraging the members of the organization to develop new management practice. The invention stage involves the experimental process of generating new management practice. The implementation stage is the process of establishing the value of management innovation. The theorization stage verifies the institutionalization and legalization of management innovation. And the vertical analysis divides the four stages into two parts – internal group and external group. Internal group refers to the employees who participate in the innovation process, and the leadership ability of managers is very important to encourage the internal group to participate in the management innovation process. External group refers to the experts, consultants or scholars who are related to promoting the organizational change. In order to take advantage of these external groups, organizations need to build the ability to build relationships with them and access resources.

For some domestic scholars, they also have similar views with foreign researches. But their difference is that domestic research mainly focuses on the role of entrepreneurs or core managers. According to Lin haifen (2014) [14] and Su Wenbing (2015) [10], the ways to achieve management innovation can be divided into six stages of germination, creation, selection, implementation, dissemination and theorization, and they are in a circular and progressive relationship. Generally speaking, managers will have the germinating idea of innovation and reform because of their dissatisfaction with their current situation, generally from the inside, or the stimulation of external environment. In management practice, the motivation of management innovation has a rather close relationship with the creation, selection and implementation stages. The theorization of management innovation is also an important stage, which mainly forms the theory of management innovation and retains it in enterprises. This theorization and institutionalization also contribute to the diffusion of management innovation. At the same time, entrepreneurs play an important role in every stage, and their "decision-making" almost runs through the whole innovation process.

5. Conclusion

First of all, this paper sorts out the concept and connotation of enterprise management innovation in chronological order. It believes that management innovation can be divided into three categories, including the basis of management innovation, the innovation of management means and the innovation of management objectives. Then, it classifies the influencing factors of management innovation from different perspectives, including organizational factors, personal factors, process factors and other factors. Then through the comparison between China and foreign countries, this paper further analyzes the realization process of enterprise management innovation. Through the analysis, the way to achieve management innovation can be divided into six stages of germination, creation, selection, implementation, dissemination and theorization.

Most of the domestic scholars will mention the concept when they study management innovation.

But the concept of management innovation is still not unified and many scholars have different understandings of management innovation presently. Different countries, different institutions and different policies have great impacts on management innovation. How to integrate the system complexity of management innovation with the unique institution and culture of different countries may be a sustainable task of management innovation studies in the future.

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