



Research Article

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Research on the innovative talent management based on risk management theory

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ABSTRACT

Innovative talents plays a vital role in the development of an enterprise. The innovative talents according to the characteristics of the innovative talents, as well as the characteristics of the development of the economy, the need for risk management, innovative talents for enterprises in the process of enterprise development to create interest and make their own maximizing the value of. Specific studies are as follows: First, the meaning of the risk management theory research. The study proposes the meaning of risk to understand the course of development of the theory of risk management, analysis of various experts and associations on a different understanding of the risk management theory; Secondly, the types of exposure and influence factors of innovative talents. In-depth analysis to develop the risk of failure, the risk of brain drain, the increase in cost of risk, the performance and impact of the risk factors disclosure of trade secrets; Third, based on the risk management theory and innovative talent management mechanism. Through established mechanism model, three factors from the people, business and society research and analysis; policy recommendations based on the innovative talents of the risk management theory. According to the model proposed to reduce or even avoid the risk of the proposal; case studies. Propose some solutions measures, according to a study done for the Kodak company's development process and the question that now arises.

Key words: Risk Management Theory; Innovative Talent; Reason; Measure

INTRODUCTION

At present, Chinese economy and society has entered a new stage of development, enterprise human resources can be an important source of sustainable competitive advantage. And innovative talents with rich professional knowledge and strong innovation ability plays a significant role in Chinese economic and social development. Enterprises are the main body of innovation, Enterprise innovation ability is the core element and a key link in the construction of national innovation system[1]. In order to meet the need for innovative talents in this stage, our country will be strong, and steadily push forward the implementation of "building an innovation oriented country" the future oriented strategic. At this stage most Chinese innovation projects are limited to Chinese market, less influence world innovation projects. Building an innovation oriented country needs a lot of innovative talents, and with the further development of knowledge economy, the talent competition is very intense [2]. People are the most important factor in management, seizing the people and then you can catch the fundamental management. Innovative talents have the innovative spirit and ability. From the broad sense, innovative talents refer specifically to those quick thinking, ideological emancipation and thinking ahead of the people, and those who dare to think, dare to do everything to human [3]. They have the experience, knowledge, information, and can be fused into practice, can sort, judge, create action target effectively. Some points of view, domestic academia to summarize, there the following basic characteristics of innovative talents are: Highly sensitive sense of innovation; flexible and innovative thinking; personality characteristic; strong creative innovation and practical knowledge of science.

How to train and retain innovative talent becomes a very concerned problem[4]. All the countries in the world and the enterprises pay more attention to the new technology, new ideas and creativity and innovation and other intangible

factors of production, and these intangible factors refer to "talent". However, because of the complexity of human and the internal and external environment, especially to enhance financial crisis in modern global impact, the progress of science and technology to accelerate the pace and self consciousness, enterprises in the process of human resource management have hitherto unknown challenges, and also face every kind of risks, these risks will affect the normal operation of enterprises, and even cause the fatal blow to the enterprises, this requires enterprises to strengthen risk management in peacetime, and guard against and defuse the risks of human resource management[5]. The risk management research on innovative talents at home and abroad scholars integrity is not strong, but also the focus of the study is different, This situation is not conducive to solve and prevent the loss of the innovative talents. This paper bases on the risk management theory to the research of innovative: On the one hand, in-depth understanding and analysis of the connotation of risk management theory, summarizing the characteristics of creative talents, not only enriches the risk management theory, but also provides a new perspective for research of innovative talents. On the other hand, through the study of based on the risk management theory of the innovative talents, and puts forward a series of prevention and solution of innovative talents drain recommendations, but also for the society and innovative talents in enterprises culture for reference.

2 The connotation of the risk management theory

American famous financial expert Peter Bernstein in his finance masterpiece <day game: that wonderful story about the risk> said, The extreme importance of risk management cannot be overemphasized, it even "beyond human made in science, technology and social progress"[6].

2.1 The perception of risk

"Risk" is the human to create more "academic" taste of a variety of disasters and other adverse results described vocabulary. The basic meaning of risk is the uncertainty of future result. However, the basic concept of the definition, economists, statisticians, the decision theorist and insurance among scholars there is no one to apply them in various fields agree.

Although no definition of risk to reach agreement in the field of risk management, but all definitions have two things in common: uncertainty and loss. It can be seen, the risk has the following characteristics: (1) Duality: risk is not always associated with loss, its uncertainty means that there may be a good opportunity. Risk is the combination of threat and opportunity, or both loss may be, and have the opportunity to benefit; (2) Objective: the risk is caused by natural phenomena and social conditions of the objective existence, it is a kind of objective existence, rather than the human mind subjective imagination. It was only in the specific environment and the range of external conditions change, the risk of the formation and development, reduce the probability of risk occurrence, reduce the loss, but not completely eliminate the risk; (3) Accidental: from the whole society, risk is inevitable. However, from a specific individual, risk has no necessity; (4) Variability: also known as uncertainty. World of things are constantly changing, the risk is even more so. The risk of changes will increase or decrease, will be a qualitative change, and the demise of old and new risks.

2.2 The connotation of the risk management theory

Risk management as an emerging discipline starts late, different scholars put forward many different definitions according to different emphasis and understanding. Chartered Insurance Institute says: risk management is to control the various activities and the cost of the plan, and to minimize the effects of the various indefinite accidents. American scholar Christie says: the risk management is the risk of accidental loss for the control of enterprises or organizations, to preserve the income and asset efforts. Chinese Institute of Internal Auditors says: risk management is to identify and assess the organization to achieve the goal of uncertain events, and take measures to deal with the control in an acceptable range. SASAC says: comprehensive risk management is refers to the enterprise the overall business objectives, through all aspects of business management and business process execution risk management basic flow, cultivating a good risk management culture, the establishment of a comprehensive risk management system, including risk management strategy, risk financing measures, management organization system, risk management information system and internal control system, so as to provide reasonable assurance the process and methods for achieving the overall goal[7].

According to the above definition, this paper believes that risk management is a decision-making process to reduce the risk of negative outcomes for personal or social organization, through risk identification, risk estimation, risk evaluation, and on this basis, the selection and optimization of various risk management technology combination, the implementation of effective control and properly handle the risk loss caused by the consequences of risk in order to ensure maximum security to minimize the cost of the harvest. In simple terms, risk management is to minimize the cost to reduce a series of procedures pure risk.

Risk management is a dynamic process of whole life, close with the four stages of the management, namely planning,

implementation, start and end, penetration in the whole process of life cycle[8]. In the effective risk management can promote the scientific decision-making, rational enterprise, reduce the risk of decision-making, provide security for the business environment, the smooth realization of guarantee business goals, promote the enterprises to improve operating efficiency. Whether from theory or from the perspective of practice, bold innovation, exploring properly using the theory and method of risk management has become a hot concern and has very important significance to improve the level of enterprise management, improve security, create a better economic efficiency.

3 The risk types and effect factors of innovative talents

3.1 Train failure risk

Cultivate a creative talent needs to spend a lot of time and money, but not necessarily pay will return[9]. In the era of rapid economic development, creative talents cultivation tend to lose at present role. Because the selection of personnel may appear errors and unable to cultivate the innovative ability for the enterprise or industry. Innovation is a real-time ability, with a part of the source of talent, if people did not have, so it will be very difficult to cultivate innovative talents[10]. In the training process, if there is no change with different training strategies, then developing innovative talents is not appropriate. In fact, the cultivation of innovative talents is to cultivate an atmosphere of a habit. Once the train failure, it will be a very big loss to the enterprise.

3.2 Brain drain risk

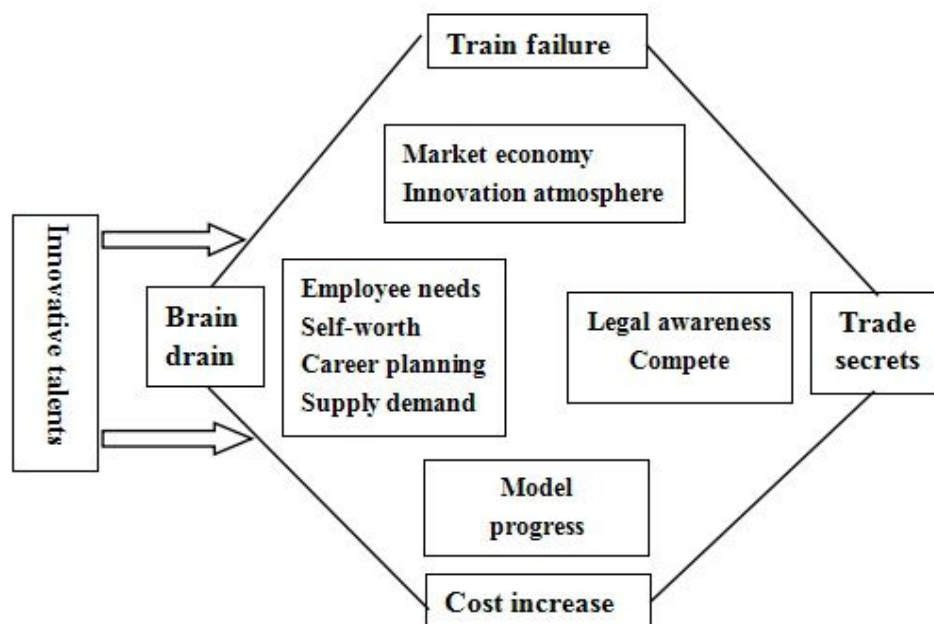
Renmin University of China professor Cao Jianfeng pointed out: "The flow of talents is inevitable, no flow is not normal[11]". With the improvement of living standards, people demanding began to rise from the low level to the higher level of the material needs to the spiritual needs. As a talent, innovative talents are generally have good material benefits. According to Maslow's hierarchy of needs theory, they have gone beyond the physiological and safety needs, and in the social, respect and self realization, they are more strong than ordinary employees[12]. They pursue innovation and career development, but the enterprises require value, which leads to the enterprise and innovative talents in different target. Enterprises in the recruitment only pay attention to the applicant's work experience, rarely consider the candidate values are unified with the enterprises, this in a short period of time can meet the needs of enterprises, but in the long run, it will have a higher loss rate of innovative talents training expense[13]. In the social market economy, the market competition is the talent competition in the final analysis, enterprises have sufficient funds, the material resources, if they have the talents of a batch of innovation excellence, enterprises will have the innovation development is different from other enterprises, long-term stability to maintain high speed development[14]. And the era of knowledge economy, innovation is more and more important, and innovative talents in order to get more new knowledge acquisition in the era of knowledge economy and then speed up the flow vary from minute to minute[15].

3.3 Cost increase risk

The introduction of talents pays to create enormous wealth for enterprises, innovative talents are the attitude to work is not only for living, more important is the ability to achieve their maximum value, so the level of wages to retain talent has played an important role. All countries in the world, especially the developed countries, the competition for talent is use unscrupulous divisive tactics. In the face of the world's innovative talents competition, enterprises must seize the opportunity, strive for innovative talents. In a society oriented attracting talents, at the same time it is willing to invest, work to develop to improve the existing talents vigorously invigorated the existing human resources, improve the grade of human resources[16]. And some enterprises have not formed the scientific and reasonable introduction and training mechanism, only a temporary deal with some problems, this led to the introduction and cultivation of innovative talents plan more confusion, increase the number of unnecessary costs.

3.4 Commercial secrets risk

Business secret refers to the technological and managerial information is not known by the public, can bring economic benefits to the oblige, is practical and the right to take security measures. Innovative talents generally hold the process and product of new enterprises can not be imitated, some enterprises even use unscrupulous divisive tactics of the competitor's employees poached, the purpose is to obtain its innovation ability, and the competitor's secret of success[17]. Knowledge sharing is a fine decision process over in one's mind, trust is a key to knowledge sharing[18]. When an employee in an enterprise, employees and the company have formed a kind of "psychological contract", different from the formal legal contracts, it contains a set of mutual expectation, employees and employers care about each other to do contribution, incentive for their contribution can be obtained, the employees shall automatically conservative business secrets[19]. The flow of talents is an important way for enterprise business secret leaked, as an innovative talent work environment, liquidity is very high, "psychological contract" is less reliable. Commercial secret is a kind of special intellectual property rights of many enterprises, it is a magic weapon for winning. So, the enterprise of business secrets are very concerned about the competition.



Figure(a) Types and effect factors of innovative talents risk management

4 Innovative talent management mechanism based on the risk management theory

With the knowledge economy based on knowledge, innovation is the core of the arrival, the traditional view of talents can not adapt to the development of modern economy. In this competitive market conditions, the talent is the main factor leading to the success of enterprises. The introduction of talents has a great role in promoting the development of enterprises, the loss of talent, is not conducive to the development of enterprises. There are quite a lot of enterprises with no talent risk management mechanism, managers generally lack awareness of talent risk management.

In terms of the enterprise, the risk of innovative talents is a net loss. Innovative talents as a senior talent, his training and the introduction of need spending a lot of time and money, the cost is very high. Innovative talents are in the process of enterprise development is greater, but the risk management theory of innovative talents is not perfect. The innovative talents have high requirements for recognition, if the managers do not have the innovative talents on the most suitable location, talents do not to see the development of hope, then will produce the loss risk[20]. So we must pay more attention to the risk management of innovative talents.

In this part, according to figure (b), talent, enterprises and social factors analysis on innovative talent management mechanism to explore the influence of risk management theory to innovative talents.

4.1 Talent factor

Members of the organization innovation behavior is directly related to the survival and development of enterprises. Innovative talents play a key role in the success or failure of the enterprise, they not only can let the enterprises to glory, but also can let the enterprises into the period of stagnation or even desperation.

For cultivate the failure risk, innovative talents as the core talents of enterprises, cultivating is also very difficult. For the brain drain risk, innovative talents are generally young people, they act as self efficacy very strong individual to set higher goals, and challenging goals can improve the motivation level of the individual. For cost increases risk, cultivate an excellent innovative talent, require great physical and mental cost. For business secret leakage risk, innovative talents hold many secrets of enterprises, including the enterprise future development strategy, and this directly affects the future development of enterprises, usually these secrets have great value, obtain will incur competitors use unscrupulous divisive tactics.

4.2 Enterprise factor

Enterprises as the bear all the risks, always hope to make all kinds of risks to the minimum, commit to innovative enterprises often need to share resources between the external environment and innovation. And innovative talents as an enterprise necessary condition of strong, enterprises must do well in risk management of innovation talents, make full use of the value of innovative talents, improve efficiency and influence.

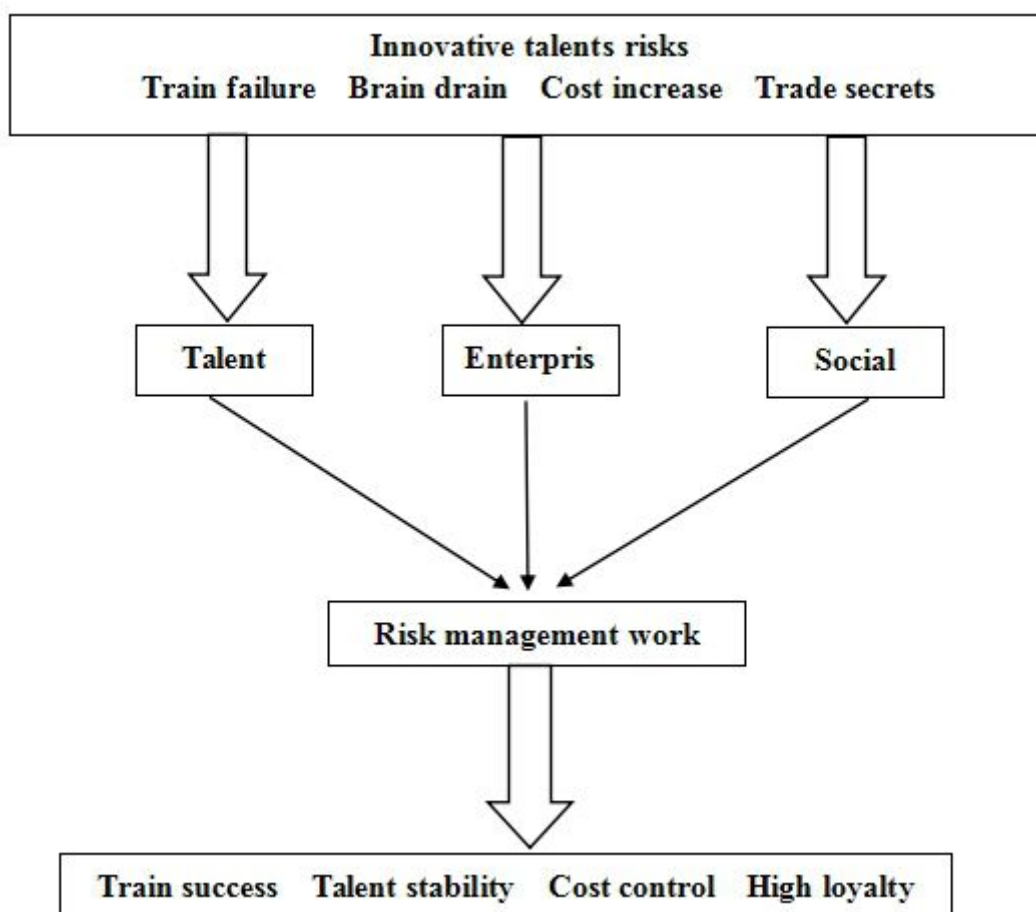


Figure (b) model of innovation talent mechanism research based on the risk management theory

For cultivate the failure risk, enterprises should prepare well when first selection. For the brain drain risk, enterprises should develop a complete scientific system, do reasonable management of talents. For the cost increase risk, the enterprise must raise the utilization rate of innovative talents, and according to the development of the times culture different talents, let the creative talents with the development trend of development. For the commercial secrets risk, enterprises should form a secret protection mechanism strictly, increase on the secrets of punishment, and try to make innovation talents differentiation, secret control master for everyone, avoid the irreparable loss.

4.3 Social factor

Society as a macro factors plays the leading global role. Research and develop on organizational innovation and long-term development are crucial. Innovative talents are scarce, they need society to form a positive training atmosphere, increasing the supply of innovative talents. Only to meet the need of the enterprise innovative talents, to avoid the shortage, in order to reduce the risk radically.

For cultivate the failure risk, innovation is the soul of a nation's progress, society should pay attention to the cultivation of innovative talents. For the brain drain risk, the normal flow of talent is inevitable, but when a new flow of talent too frequent, it will produce great pressure on business and society. For the cost increased risk, because not only the domestic competition for creative talents is very intense, but also fierce competition of innovative talents abroad, we should actively introduce talents, do talent strategy. For the business secret leakage risk, society should develop systems of talent management mechanism, increase the secret personnel punishment.

5 Innovative talents policy suggestions based on the risk management theory

5.1 Cultivation of failure risk

Innovation is not only the professional knowledge learned from books, more need to obtain information and experience from practice. Creative talents must be actively involved into practice, understand the development law of market economy, make the right decision occurred before the fact, ahead of competitors in the same industry, so as to guide enterprises to carry out new development. Innovative talents as a high-level talent, his culture needs to process very complex. In order to avoid the talents training model can not play a role, there must be a professional scientific. If in order to reduce the cost or convenience not for innovative talents in scientific culture, but to increase the loss is

not conducive to the development of enterprises. Do a good job of propaganda and education on the importance of innovation, make the enterprise and staff understand the important role of knowledge innovation, cultivating innovative talents of difficulty. And the society should increase funding for innovation, making training plans with reasonable, introducing good talents.

5.2 Brain drain risk

Recruitment is the communication of information between enterprises and individuals, in order to reduce the information asymmetry, to be matched in all aspects. The enterprises should formulate a comprehensive and accurate job description, and to the multichannel, multiform, openness, socialization at recruitment, in order to increase the success probability of matching. Establish an information sharing platform of electronic communication, the innovative talents can be independent to learn new information and is advantageous to the staff and employees between employees and management communication. Understanding and caring, so that enterprises show harmonious atmosphere, encourage employees to deepen ties through social, contact, in order to enhance confidence and cooperation, increase the fun of work for the talent to create pressure small, relaxed environment, increase job satisfaction, so that people fully into work, enjoy the fun of work with a positive attitude. To do a good job of talent backup, enterprises can start from two aspects of internal and external backup backup, reasonable reserve talents, the balance mechanism of moderate, cultivate the spirit of cooperation and can reduce the payment of the cost of hiring talent, strengthen talent reserve capacity. Training program can establish reserve talents, familiarize them with the future work ahead of time, once certain positions due to the loss of talents, reserve personnel can work in the most short time, reduce the loss caused by brain drain.

5.3 Cost increase risk

Turnover cost refers to the enterprise in the employee turnover may be paid to staff turnover, cost of living allowance for a certain period, turnover transportation fee, including dismissal, dismissal costs and caused by suspended loss. Typically, when the training target and use the direction of deviation, organizational needs and personal desires to diverge, it objectively may cause the innovation talents. The cultivation of innovative talents, let them be in the full vigorous of life motivated to achieve success, create value for the enterprise and can reduce the turnover of opportunity cost. The system cost is based on the system design as a starting point, on the institutional change happens in the system cycle end consumption is the realization of the interests of the game between different subjects and the resulting costs. The cost of the friction is in complete targets in the process, due to incomplete information leads to cost in addition to the normal cost. To reduce the cost of the friction, the leader of the enterprise is the key. If the leader has sufficient personal charm to attract outstanding innovative talents willing to follow will form a strong cohesive force in enterprise interior and can play an exemplary role for the lower opportunity cost.

5.4 Trade secrets risks

This is an important standard to define the business secret established. Innovative talents activity area designated for each position, must file, file management counter person and not be an important document for a long time stay out, no document is best for shredding, special attention should be paid to the safety of electronic file. The enterprise shall conduct legal education of innovative talents, strengthen the concept of law to them, thereby reducing the disclosure of commercial secrets. At the same time, enterprises should be the appropriate use of legal means to protect their trade secrets, secrets, once appear, firmly crack down, be prosecuted according to law, safeguard their legitimate rights and interests. Enterprises must be aware of and master those likely to enterprise innovative talents secrets of the important commercial confidential agreement and non competition agreement, prevent employees from divulging secrets or business secrets he has engaged in the same or similar work. Enterprises in addition to material investment of innovative talents should also be emotional investment on it, strengthen the staff's sense of belonging, strengthen the cohesiveness of enterprises. When the creative talents of belonging enhancement, even in the job or be inducement conditions, it can greatly reduce the trade secrets case.

CONCLUSION

Today's reform and opening up, the introduction of market economy, between country and country, between the enterprise and the enterprise, further development between the employee and the employee engagement willing, however, their competition will become increasingly fierce. Innovative talent as a hard to cultivate talents with replication, plays a crucial role in the survival and development of enterprises. Contemporary economic competition in the final analysis is the competition of talents, the need for risk management of innovative talents. Based on the theory of risk management, innovative talents, enterprises and the society should make the right decision according to their position and the law and promote the development of the national economy.

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