

SPECIFIC FEATURES OF METHODS AND TOOLS FOR MANAGING THE MANAGEMENT PROCESS IN CULTURAL AND ART INSTITUTIONS

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Abstract

This article analyzes the essence of the management process in cultural and art institutions, the specific features of the methods and tools that serve to increase its effectiveness on a scientific basis. Factors such as the formation of management strategies in cultural and art institutions, decision-making, and the use of innovative approaches are studied in depth. The role of effective management mechanisms in the preservation and development of national cultural values is also highlighted.

Keywords

Cultural and art institutions, theater, museum, cultural centers, national values, management process, methods and tools, strategic management, innovation, organization, efficiency.

Today, one of the important criteria for the development of society is determined by the level of development of the spheres of culture and art. The role of these spheres in the socio-economic, political and cultural life of any state is incomparable. After all, culture serves as the main factor shaping human thinking, aesthetic views, spiritual world and lifestyle. Therefore, the effective organization of the activities of cultural and art institutions and the improvement of their management system are one of the urgent issues of today.

Cultural and art institutions are by their nature complex, multifaceted and multidisciplinary organizations. Their management system has its own characteristics compared to institutions in other sectors, and the organization of this system requires a creative approach, free thinking and a deep analysis of social needs. In particular, it is important for these institutions to pay great attention to the human factor - the activities of artists, creative workers, cultural figures, and for management processes to be based more on spiritual and moral values, unlike the traditional economic model. From this point of view, it is urgent to study and analyze in depth the methods and tools used in conducting management processes in this area. Because this will make it possible to increase the efficiency of the

activities of cultural institutions, improve the quality of the services provided by them and establish cultural services that meet the needs of the population.

The effectiveness of management, first of all, directly depends on the methods and tools used in it. These methods include many factors, such as the leader's approach to decision-making, communication with employees, support for creative initiatives, and rational allocation of resources. At the same time, the use of tools such as information and communication technologies, modern management approaches, strategic planning and monitoring systems significantly increases management efficiency.

So, today, it is necessary to deeply analyze the specific features of the methods and tools used in conducting management processes in cultural and art institutions, determine their place in practice, and propose solutions to existing problems. This is intended not only to further improve the management system in this area, but also to make a worthy contribution to cultural and spiritual development.

In today's modern society, the sphere of culture is recognized as an important factor in shaping social consciousness, raising human spirituality and preserving national identity. In particular, cultural institutions such as theaters, museums, cultural centers and parks not only satisfy the aesthetic and spiritual needs of society, but also play an invaluable role in providing cultural services to the general public, meaningful leisure time, preserving historical memory and strengthening social unity. Therefore, ensuring the effective functioning of these institutions, their management and development based on the requirements of the times are one of the current scientific and practical directions today.

Despite the fact that these institutions have different functions, each of them is considered an integral part of the general cultural infrastructure. Theaters serve as centers of performing arts that express the most delicate and profound emotions of art, museums are institutions that preserve historical and cultural heritage and conduct scientific and educational activities. Cultural centers organize large-scale mass cultural events and involve different segments of the population in cultural life, while parks serve as important social spaces that satisfy the population's recreation, health and cultural needs. Such diversity also requires the use of specific approaches, methods and tools in the management system.

The management process in these institutions is complex and multi-stage, in which such elements as strategic planning, organizational structure formation, human resource management, effective distribution of financial resources, and establishment of external and internal relations play an important role. Especially due to the unconventional nature of the art and culture sector, classical forms of management may not be enough here. Therefore, methods such as a creative

approach, democratic decision-making, encouragement of personal initiative, and the use of modern technologies and innovative management tools are of great importance in the management process. For example, the management process in theater institutions is much more complex and unconventional than in other types of organizations. The main reason for this is that human, intellectual and creative potential plays a more important role in theater activities than material resources. That is, management is not limited to coordinating organizational and financial resources, but also includes non-traditional aspects such as fully revealing the potential of the creative team, maintaining a creative balance between actors, directors, playwrights and other artists, inspiring, motivating and socially protecting them. Therefore, theater management requires not only managerial skills, but also a mature humanistic, psychological approach and a deep respect for art.

The specificity of the management process in a theater institution begins, first of all, with the formation of a repertoire policy. Repertoire is the main factor determining the artistic direction of the theater, its ideological position and the form of communication with the audience. Therefore, when choosing a repertoire, not only creative criteria are taken into account, but also social requirements, economic opportunities, modern trends and audience tastes. In this process, questionnaires, social analyzes, marketing approaches, the activities of artistic councils and expert opinions play an important role as management tools. Thus, repertoire policy in a theater is a complex process consisting of a synthesis of creativity and management.

The theater has an effective organization and adheres to established professional standards in its work. The following requirements must be met for effective theater management:

-  – physical accessibility of the services provided to all citizens;
-  – ease of access to the hall and the theater;
-  – technologies for analyzing theatrical products and segmenting the market;
-  – a questionnaire to collect information about the audience;
-  – a questionnaire to determine the preferences of the audience;
-  a questionnaire to increase ticket sales;
-  – professional training and continuing education of theater employees;
-  – organization of programs held outside the theater building that serve and educate consumers, etc.

Another important aspect is to establish effective communication with the audience. In theater management, communication with the audience is not limited to advertising and promotion, but also to establish a long-term strategic relationship with them by establishing an emotional, aesthetic and spiritual connection, taking into account their feedback, and forming a loyal audience. In this regard, interactive events, backstage meetings, loyalty programs, activities on social networks, online ticket sales and electronic information systems are widely used as management methods. Through these tools, the theater's prestige in society increases, its audience expands, and its competitiveness is strengthened.

In museums, the storage of exhibits, organization of fund work, scientific research, conducting excursions, digitization and the use of interactive tools determine the uniqueness of management tools. Because museums are unique

scientific, educational and cultural centers that preserve, study and pass on to future generations the tangible and intangible heritage of human history. They are not only a place to display ancient artifacts or works of art, but also play an important role in understanding national identity, preserving historical memory, forming aesthetic taste and scientific thinking. Modern museums operate not only as a place to show off exhibits, but also as an interactive educational and cultural environment, a digitalized information center, a scientific research base and an important object of tourism. Therefore, the effectiveness of museum activities today depends, first of all, on how advanced, functional and in line with the requirements of the times their management system is.

The process of managing museums, unlike other cultural institutions, has its own complexity and multifaceted aspects. Their activities simultaneously cover several areas, such as scientific research, education, conservation, exhibition, service and the introduction of innovative technologies. This requires the management system to be based on broader, deeper strategic approaches than simple administrative and organizational activities. Especially in today's globalization and competition, the activities of museums are being developed not only through state funding, but also through grants, sponsorship, international projects, public relations, educational programs and innovative services. From this perspective, it is relevant to analyze the specific methods and tools of management in museums.

In museum management, the storage of exhibits and the organization of fund work occupy a special place. The main wealth of any museum is its collection. Their proper preservation, restoration, conservation and documentation are one of the most scientifically and technically responsible areas of museum management. In this, protection methods based on international standards, climate control systems, security technologies and digital archive systems are used as management tools. Highly qualified personnel, special laboratories, modern equipment and constant monitoring mechanisms play an important role in these processes.

Also, the scientific and research activities of museums constitute a separate area of management. Working with exhibits, studying them, conducting scientific work on their origin, historical significance, cultural context is not just a process aimed at showing off the exhibit, but also at contextually understanding it and thereby providing knowledge to the public. From this perspective, planning scientific expeditions, archival research, cataloging, publishing scientific publications and international scientific cooperation are of particular importance as management methods.

Organizing excursions, holding exhibitions, and implementing educational programs in museums are also regulated by management tools. In this process, preparing didactic materials, organizing the activities of guides, developing exhibition formats adapted to age groups and social strata, and using interactive presentations require modern management methodologies. In particular, creative approaches to attracting the younger generation, increasing their interest in the museum, using gamification, multimedia tools, and organizing cultural events together with the public allow combining management with publicism and innovation. At the same time, in today's information age, museums are expanding their activities through the introduction of digitization and information technologies. Innovative tools such as virtual exhibitions, 3D modeling, mobile applications, online archives, and analysis of exhibits based on artificial intelligence are among the latest trends in museum management. The main management methods in this process are focused on developing technological infrastructure, training specialists, ensuring digital security, and developing interactive platforms.

In order to manage and support the activities of museums in our country, comprehensively develop their marketing policy and service sector, effectively apply innovative technologies to museums, as well as create modern new expositions in museums on the history of the Uzbek people and statehood, the First and Second Renaissance periods, the life and work of great scientists, and widely promote our rich historical and cultural heritage in museum collections, the Resolution of the President of the Republic of Uzbekistan No. PQ-261 dated May 27, 2022 "On measures to develop the service sector in museums" was adopted.

By studying the specific features of this management process and implementing modern management tools in practice, museums will not only be able to successfully fulfill their scientific and educational tasks, but also become influential institutions that actively participate in the life of society and introduce our national culture to the world. On this basis, the analysis of the specific features of the methods and tools for conducting the management process in museum institutions is an urgent issue not only theoretically, but also practically. It serves to improve museum management in accordance with modern requirements, find solutions to existing problems, and further strengthen the role of museums in socio-cultural life.

In cultural centers, it is important to develop social projects and programs, work with different age groups, develop partnerships, and establish a system of communication with the public. In parks, landscape design, maintaining ecological balance, taking safety measures, and expanding the range of services taking into account the needs of the population are the main directions of the management

process. All of the above factors require that the management system be implemented using methods and tools adapted to each type of institution, appropriately modified. Therefore, by studying this topic, it will be possible to identify aspects specific to the management of various cultural institutions, develop proposals and recommendations to increase their efficiency. This, in turn, will serve to improve the quality of cultural life, increase the population's interest in culture, aesthetic education of the younger generation, and preserve the national heritage. From this perspective, this topic is extremely relevant scientifically and practically in terms of the development of the cultural sector, the improvement of management technologies, and the implementation of innovative approaches.

Cultural and art institutions are social institutions with specific functions, such as theaters, museums, cultural centers, parks, and others. Their management, although based on general management principles, requires specific approaches specific to the management of creative and spiritual activities. Below are the main methods and tools used in the management process in these institutions.

Management methods;

1. Organizational and methodological methods:

- ☐ formation of the structure of the institution, determination of positions and functions;
- ☐ development of work procedures, internal regulations, rules of labor discipline;

- ☐ preparation of methodological guidelines on areas of activity.

2. Economic methods:

- ☐ budget planning, balance of expenses and income;
- ☐ organizing the effective use of resources;
- ☐ providing commercial services and raising funds through sponsorship.

3. Socio-psychological methods:

- ☐ employee morale, motivation, and creating a healthy environment in the team;
- ☐ incentive system, reward, and recognition mechanisms for knowledge and skills;

- ☐ improving internal communication and supporting creative initiatives.

4. Administrative and methodological methods:

- ☐ decision-making, assignment, implementation control;
- ☐ maintaining discipline in management, applying accountability mechanisms.

5. Strategic management methods:

- ☐ development of a long-term development strategy;

- ☐ continuous statistical analysis, monitoring and evaluation;
- ☐ a project-based and innovation-based approach.

Management tools.

1. Planning tools:

- ☐ business plans, marketing strategies, programs and projects;
- ☐ monthly, quarterly, annual activity plans.

2. Financial management tools:

- ☐ budget and financial reporting system;
- ☐ grants, subsidies, sponsorship agreements.

3. Information and communication tools:

- ☐ electronic documentation system;
- ☐ management through website, social networks, modern information

technologies.

4. Control and monitoring tools:

- ☐ internal audit, performance evaluation;
- ☐ reports, questionnaires, feedback system.

5. Innovative management tools:

- ☐ digitization, interactive services, multimedia technologies;
- ☐ new concepts of management.

6. Work with personnel tools:

- ☐ personnel selection and placement system;
- ☐ professional development, training, and team building programs.

Cultural and art institutions – theaters, museums, cultural centers, parks. An effective combination of management methods and tools in cultural and art institutions ensures the success of the organization's activities. Through the use of modern management tools along with traditional approaches, these institutions are becoming more competitive, open and socially significant institutions. It is necessary to develop individual management approaches, taking into account the uniqueness, mission and audience of each institution.

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