

QUALITY OF PROFESSIONAL KNOWLEDGE AND SKILLS FORMED THROUGH MANAGEMENT IN THE FIELD OF CULTURE AND ART

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Abstract

This article analyzes the professional training of managers of the field of culture and art, their competencies and the impact of the quality of education on the field. Practical significance and efficiency indicators of skills formed through modern management methods are highlighted.

Keywords

cultural management, art management, creative economy, professional skills, the quality of education, creative industries.

The quality of professional knowledge and skills formed through the management system in the field of culture and art is today a strategic resource that ensures the sustainable development of the creative industry. From a scientific point of view, this concept of quality means not only the possession of theoretical knowledge, but also a set of competencies that can ensure the balance between the aesthetic value of art and economic efficiency. The quality of professional knowledge is determined primarily by the ability to conduct systematic analysis, model creative projects taking into account market conditions, and predict the social impact of cultural products. The quality of professional training in the field is inextricably linked with the fundamental cycles of management, consisting of a synthesis of cognitive and instrumental skills. A high level of knowledge allows a manager to manage cultural institutions not only administratively, but also to turn them into self-financing, competitive systems. In this case, practical skills formed in areas such as project management, creative marketing, and fundraising are reflected as an indicator of quality. According to modern scientific views, for knowledge acquired through management to be considered qualitative, it must be measured by the degree to which it can integrate innovative technologies (digitization, media management) into the field of art.

Also, the quality of the professional skills of a cultural manager is reflected in his adaptability to international standards and the ability to correctly build a strategy for working with the audience. In this process, the quality of education and the continuity of practice (Work-based learning) play a key role. The substantive quality of knowledge is reflected in making management decisions that meet the requirements of the creative economy, while adhering to the ethical principles of preserving cultural heritage. In short, the ultimate quality of management education in the field of culture and art is the formation of professional personal capital that can turn a creative idea into socio-economic success.

The process of training managers in the field of culture and art is complex and multifaceted, requiring not only management skills, but also an understanding of the subtleties of the creative process. In training specialists in this field based on modern requirements, special attention should be paid to the following fundamental aspects:

First, the formation of a balance of aesthetic perception and economic thinking. A cultural manager must understand the artistic value of a work of art and at the same time know how to turn it into a sustainable project in a market economy. This requires a specialist to be both an art critic and an entrepreneur.

Secondly, digital technologies and media literacy. Today, cultural institutions (museums, theaters, libraries) must also be active in the virtual space. Therefore, in the training of managers, priority should be given to the skills of digital marketing, the application of VR/AR technologies to art, and attracting an audience through social networks. Thirdly, project management and fundraising. The cultural sector often operates under limited budgets. The manager must master the methodology of working with grants, attracting sponsors, and effectively managing a project from idea to final result. International experience and knowledge of foreign languages also play an important role in this process. Fourthly, audience psychology and sociological analysis. A quality manager must clearly know who his product is intended for. To do this, students need to be taught to analyze cultural needs, develop programs adapted for representatives of different ages and strata. Fifth, legal and ethical competencies. The ability to work with copyright, protection of works of art as intellectual property, and international cultural conventions is a crucial link in the professional training of a manager.

The quality of professional skills formed through the management system in the field of culture and art is a key factor determining not only the social but also the economic stability of the industry. From a scientific point of view, the quality of these skills is the foundation for ensuring the effectiveness of cultural institutions

(KPI), the viability of creative projects, and their competitiveness in the international cultural space.

In cultural management, the quality of skills is characterized, first of all, by a multidisciplinary approach. A specialist must be able to manage art within the framework of marketing, financial and legal norms, understanding its aesthetic value. Qualitatively formed skills allow a manager to predict not only the creation of a cultural product, but also its reaching the audience and causing social resonance. In this process, the synthesis of theory and practice appears as the main criterion for assessing the quality of knowledge.

The quality of skills is directly reflected in the ability to manage strategically. High-quality professional training allows a manager to make flexible decisions in crisis situations (for example, budget constraints or a decrease in audience interest), find alternative sources of financing (fundraising), and unite the team around a common creative goal. Scientific research shows that the low quality of managerial skills often leads to the economic failure of promising artistic ideas and the stagnation of cultural institutions.

At the same time, at the modern stage, the quality of skills is measured by the level of digital transformation. A cultural manager must have the skills to popularize art through new media technologies, artificial intelligence and data analysis (Big Data). A quality system of knowledge and skills is the only guarantee of the transition of the cultural sphere from the traditional "service" model to the modern "creative industry" model. In short, the quality of skills formed through management is the ability to transform culture into a strategic asset of society, while maintaining creative freedom. The practical significance of skills formed through modern management methods is manifested, first of all, in the sustainable development of cultural and art institutions and strengthening their position in society. Professional skills formed using these methods allow us to abandon static approaches to traditional management and move to a dynamic and result-oriented work style. In practice, these skills help managers successfully address the specific complexities of the cultural sector, namely the task of adhering to economic discipline while maintaining creative freedom. For example, through strategic planning and project management methods, managers effectively organize the chain of creating products of high artistic value and presenting them to a wide audience in conditions of limited resources (time, finances, human capital). This ensures that the institution not only fulfills its social mission, but also reaches the level of financial self-sufficiency.

Also, communication and marketing skills formed on the basis of modern methods open up a new qualitative stage of working with the audience. The

manager no longer expects only a passive viewer, but through segmentation and digital analysis, he identifies the interests of the potential audience in advance and offers them appropriate creative content. This practice deepens the integration of cultural institutions into public life and directly affects the popularization of art. In addition, in crisis situations (during economic restrictions or technological changes), a specialist with modern management skills is distinguished by his ability to be flexible (Agile). He is able to quickly implement innovative solutions to bring the institution out of stagnation, for example, generating income through digital platforms or joining international cooperation networks. In short, the skills formed through modern methods are the main mechanism for shaping the culture and art sector as a professional, competitive and future-oriented sector.

A manager in the field of culture and the arts is a universal specialist who balances the creative process with administrative management. The skills that a manager must master in order to succeed in this field can be divided into several fundamental groups. First of all, the skills of strategic management and project planning are of primary importance for a manager. Since the cultural sphere often consists of long-term and multi-stage projects (festivals, exhibitions, tours), the manager must be able to control all processes from the formation of an idea to its final result. These skills include the correct allocation of resources, time management, and the anticipation of possible risks. The second important area is the skills of financial management and fundraising. Arts institutions may not always have stable public funding, so the manager must find alternative sources of income, write grant applications, negotiate with sponsors, and plan the institution's budget cost-effectively. This skill ensures the financial viability and creative freedom of the institution. The third group includes communication and marketing skills. A modern manager must not only create a good product, but also be able to "sell" it to the audience. To do this, he must have the skills to analyze the target audience, develop PR strategies, work with social networks and media (SMM), as well as create a brand of a cultural product. Understanding the psychology of the audience and establishing re-connection with them is an indispensable tool for a manager.

Fourth, there is legal literacy and the ability to protect intellectual property. Working with copyright, licensing and contracts in the field of art is a very delicate process. A manager must have basic knowledge of protecting the rights of creators and ensuring the legal security of the institution. Finally, "soft skills" for a manager are vital, that is, the ability to work in a team, conduct diplomatic negotiations and make quick decisions in crisis situations (crisis management). High emotional intelligence (EQ) in working with creative teams, understanding the unique

character of each artist and directing them towards a common goal determine the professional quality of a manager. In short, a cultural manager is a unique profession that requires him to be an economist, a lawyer, a psychologist, and an art critic. The combination of these skills is the only guarantee of the successful development of a cultural institution. Recommendations aimed at improving the quality of professional knowledge and skills of managers in the field of culture and art can be presented in a more extensive, scientifically and practically based text as follows:

Firstly, it is necessary to introduce new mechanisms for ensuring the "integration of theory and practice" in the education system. It is necessary to attach students to real cultural projects (festivals, exhibitions, state events) as "junior managers". In this process, students are trained to solve unexpected organizational problems through the "Case-study" method (analysis of problem situations). Qualitative knowledge is the ability to apply theory in practice, therefore, the establishment of mutually beneficial corporate cooperation between higher education and cultural institutions is considered the main recommendation.

Secondly, it is necessary to radically transform the competence of a modern manager in working with digital technologies. Today, a cultural product (for example, a theater performance or a museum exhibit) should not be limited to physical space. It is recommended that managers should master digital marketing, converting works of art into NFT format, organizing virtual tours, and working with algorithms in social networks. The quality of these skills will allow a cultural institution to attract not only a local but also a global audience and, in turn, will serve to create an international brand of Uzbek art. Thirdly, to achieve financial independence, it is vital to master the methods of fundraising and increasing investment attractiveness. It is necessary to abandon the psychology of dependence only on state subsidies and develop creative entrepreneurial skills among managers. To achieve this, it is recommended to work with international grants, to interest the business sector in investing in culture (professional preparation of sponsorship packages), and to teach ways to earn additional income by providing paid services. Qualitatively formed financial knowledge is a guarantee of updating the material and technical base of the institution and adequately motivating creative people.

Fourth, it is advisable to place special emphasis on teamwork and diplomatic communication skills (Soft Skills). Working with creative teams requires a very delicate psychological approach. A manager should not only be a leader who gives orders, but also a leader (facilitator) who unites creative people towards a common strategic goal. Therefore, it is recommended to conduct special training in

emotional intelligence (EQ), conflict management and negotiation techniques when training managers. Fifth, it is proposed to introduce a modern monitoring system (KPI) for assessing the performance of managers. The quality of knowledge and skills should be measured not by paper reports, but by real social results - the growth of visitors, international recognition, the volume of investments attracted and the increase in the interest of young people in culture. This system encourages managers to constantly work on themselves and introduce innovations.

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