

MANAGEMENT SYSTEM IN CULTURAL AND ARTISTIC INSTITUTIONS AND WAYS TO IMPROVE IT

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Abstract

This article analyzes the current state of the management system of cultural and art institutions. At the same time, the role of management in the effective organization of the activities of cultural institutions, existing problems in management and issues of their elimination through digitalization are highlighted. Also, foreign best practices and modern methods of improving the activities of local cultural centers are studied, and proposals and recommendations are developed to increase the efficiency of management in institutions.

Keywords

culture and art, management, management system, institution, digitalization, cultural centers, efficiency, organizational structure.

In the current fast-paced and information-rich 21st century, the fundamental changes taking place in all aspects of human development and the processes of globalization require new approaches, innovative ideas, and management mechanisms in every sphere of social life. In particular, the field of culture and art is considered in modern society not only as a means of aesthetic education, but also as an important factor that shapes social consciousness, strengthens national identity, and ensures economic growth and social stability. Therefore, the formation of an effective management system in this area, its modernization in line with modern requirements and development based on innovative approaches is becoming an urgent scientific and practical issue.

Today, the spheres of culture and art are recognized as important drivers of social development. Many factors, such as competitiveness, creative economy, preservation and development of cultural heritage, aesthetic and spiritual education of the younger generation, require increasing the efficiency of this sector, organizing it on the basis of advanced management principles. A modern management system plays a key role in meeting these needs. Because it ensures stable development in the cultural sector through strategic planning, efficient

allocation of resources, human capital management, inter-organizational cooperation and the introduction of monitoring mechanisms. It should be emphasized that in the Republic of Uzbekistan, special attention is paid to the sphere of culture and art at the state level. Based on the principles of "New Uzbekistan" put forward by our President, a number of important decisions and decrees are being adopted aimed at modernizing the infrastructure of this sector, supporting creators in all aspects, expanding international cooperation, and improving the management system.

In particular, our state has adopted more than 50 resolutions, decrees, orders, and regulatory and legal documents to develop the sector. For example, the Resolution of the President of the Republic of Uzbekistan No. PQ-3920 dated August 26, 2018 "On measures for the innovative development of the sphere of culture and art in the Republic of Uzbekistan", Resolution No. PQ-4038 dated November 28, 2018 "On approval of the concept of further development of national culture in the Republic of Uzbekistan", and Resolution No. PQ-4038 dated May 26, 2020 "On the development of the sphere of culture and art" Decree No. PF-6000 "On measures to further enhance the role and influence of the legal sector in public life", Presidential Decree No. PQ-36 "On further improving the system for promoting legal awareness and legal culture in society" dated January 9, 2019, and On February 2, 2022, Law No. PQ-112 "On Additional Measures for the Further Development of the Culture and Art Sector", adopted by the Legislative Chamber, and Law No. O'RQ-668 "On Cultural Activities and Cultural Organizations" of January 20, 2021, also set out relevant issues in the sector. As a result of the implementation of the above resolutions and decrees, changes have occurred in the field of culture and art, including increasing the efficiency of management, introducing new technologies, supporting creative activity, preserving cultural values, and promoting them internationally. These documents ensure the recognition and development of culture and art as fundamental values of society. Thus, these resolutions and decrees determine the current and future development of the culture of Uzbekistan and ensure the implementation of clear, targeted and modern approaches by the state to the development of the sector.

However, along with the existing achievements, there are also a number of systemic problems in the management of culture and art, such as lack of resources, slow digitization processes, and a shortage of professional managers. Solving these problems requires the introduction of modern management approaches on a scientific basis, the study of international experience, and their adaptation to local conditions.

The management of culture and art involves various approaches, methods and strategies around the world. International experience is of great importance for creating successful and effective management systems in this area. Each country has its own methods of managing culture and art, which are shaped by historical, cultural, economic and political factors. Through international experience, it is possible to study successful management approaches in the cultural and artistic spheres of different countries, exchange experiences, and introduce innovative solutions. In today's era of globalization, the artistic sphere is becoming an important component not only of cultural and spiritual, but also of economic development. Art management plays a key role in the effective organization, management and promotion of these processes. Advanced world experience shows that through professional management of art, it is possible not only to develop national culture, but also to enter the international market, develop tourism and create new economic opportunities. In this regard, improving modern cultural and artistic management in Uzbekistan is one of the urgent tasks. Modern management is not just a management style, but an approach focused on innovative thinking, strategic decision-making, rapid adaptation to a changing external environment, effective work with human resources, and productivity. Such approaches to managing the cultural and artistic sectors not only improve the activities of organizations, but also strengthen their position in society, involve young people in social life, and build national pride.

Management is the organization of incentives to attract people to conscious labor and entrepreneurship, to control their responsibility for work, to ensure that their knowledge and skills have a positive impact on their activities, and to promote.

The theory and methodological foundations of management also have their own characteristics. Consideration of its theoretical and methodological foundations is of great importance in understanding the features of the mechanism of activity. It also helps to define management goals and formulate guidelines for understanding the logic of management activity. Management is a certain kind of system, the effective functioning of which is ensured by the performance of a certain function by each element of the system. Among the components of the management process, there are many laws, management principles, methods, mechanisms, functions, and others. A modern management system is an activity that teaches a manager to correctly make a choice and make a working decision. Its main goal is to train highly qualified managers who can work in all areas of the market economy. Accordingly, this system studies the following:

management theory and practice;

object and subject of management;
management principles and methods;
management culture;
manager and his/her qualities;
manager rating;
management intervention and decision-making;
management functions;
personnel management;
production management;
efficiency management;
self-management;
territorial management, etc. .

A manager is a responsible person. A manager is a specialist or official who performs management tasks, which are carried out by a management employee. Typically, a manager is part of the middle or top management of an organization and manages production processes. The professional qualifications of a manager are not simple leadership skills, but a deep understanding of broad social and cultural processes, analytical thinking about them, the ability to apply modern management technologies in practice, manage cultural projects, and establish effective relationships with various social groups. This, in turn, requires regular learning from managers, assimilation of international experience, development of personal strategies for professional development, and their application in practice.

The relevance of these processes is that today the cultural sphere is being shaped in accordance with increasingly complex socio-economic and political processes. In such conditions, the need for professional managers is growing. This is evident not only in state organizations, but also in the non-state sector, private galleries, creative industries and international cultural projects. Therefore, the issue of developing the professional skills of a manager in the field of culture, arising from practical need, is considered one of the most urgent problems of today.

The ways and strategies for developing the professional skills of a cultural manager are analyzed from all sides. In particular, this direction considers important aspects of organizing an effective educational system, applying international experience and innovative approaches, using information and communication technologies, as well as improving skills based on the manager's personal development plans. The advantages and practical results of each path reveal the place and role of the cultural manager in the modern social environment.

For this reason, a manager working in the field of culture must be well-rounded, multifaceted and have a modern outlook. The development of his

professional skills is not only a matter of personal growth, but also an important factor in the cultural development of society. The process of improving professional skills should be carried out on the basis of a continuous, systematic and strategic approach. Below is a systematic analysis of the main ways of developing the professional skills of a manager in the field of culture.

First of all, the most basic and traditional way of developing professional skills is continuous education. For leaders working in the field of culture, it is important to update professional knowledge, learn modern management methods and deepen creative approaches. To this end, one of the most effective ways is to study in higher educational institutions in such areas as cultural studies, management, art management, and participate in master's or advanced training courses. In particular, today there is an opportunity to learn from world-class teachers through online learning platforms. This eliminates geographical restrictions and creates great opportunities for developing the skills of a manager. One of the important ways of professional development is practical experience and project work. Participation in or management of cultural events, festivals, exhibitions and other large-scale public projects increases the organizational competence of a manager. Analyzing the problems that arise in each project, finding solutions to them, and working with a team further enhances the manager's professional skills. At the same time, by mastering project management tools, such as Gantt charts, SWOT analysis, and KPI indicators, the manager becomes more professionally effective.

Another important way to improve a manager's professional skills is to establish international experience and cooperation. Today, many international organizations - such as UNESCO, British Council, Goethe Institute, Alliance Française, etc. - implement cultural exchange programs. Participation in these programs, exchange of experience with foreign experts, and familiarization with cultural management models in other countries enriches the manager's theoretical knowledge, broadens his or her worldview, and creates the basis for the formation of new ideas. Through international experience, one can gain not only knowledge and skills, but also language skills, intercultural communication, and a deep understanding of global cultural trends.

In addition, a personal development strategy plays an important role in improving professional skills. Each manager must clearly define his professional direction, assess his strengths and weaknesses, and identify areas that need development. For example, someone may be weak in the field of PR and marketing, while another may have difficulty mastering technologies. In this case, you can fill these gaps by enrolling in the necessary courses, establishing good relationships with experts, or independent study based on a personal development plan. Regular

reading, independent research, reading books, writing analytical articles, and conducting scientific research - all of these enrich personal intellectual capital.

Since the activities of a cultural manager are often related to communication, PR and media, effective use of modern information tools is also an important way to improve skills. Bringing cultural projects to the public through social networks, blogs, websites, online advertising, expanding their audience, and effectively communicating with the public requires a high level of media literacy from a modern manager. Therefore, knowledge of such areas as media management, journalism basics, content marketing is a necessity today. In addition, a cultural manager must have analytical thinking and strategic planning skills in his work. Through this, he will be able to deeply analyze the needs and problems emerging in the cultural sphere, develop long-term development strategies, and evaluate the results of his activities based on criteria. To do this, a manager must be able to work with modern management concepts - such concepts as "performance-oriented management", "creative economy", "resource management". Through strategic thinking, a manager can analyze each cultural initiative not only from the point of view of creative, but also economic and social efficiency. At the same time, professional qualifications are not limited to knowledge and technical skills. Interpersonal skills such as leadership, team management, motivation, and conflict resolution are also important. The cultural sector is an environment that requires constant communication with creators, artists, organizers, and various audiences. Therefore, a manager should also work on himself in areas such as psychology, ethics, communication culture, and stress management.

In general, the development of a manager's professional competence in the field of culture is a multi-stage, complex and consistent process, which is implemented through continuous education, practical experience, international cooperation, personal strategy, communication and digital skills, as well as the formation of interpersonal competence. Every manager should strive to constantly improve their activities, having a deep understanding of the spirit of the times. Only then will it be possible to achieve real and sustainable development in the cultural sphere. Because in today's conditions of globalization, digital transformation and cultural diversity, the systematic development of the professional skills of managers is becoming an urgent issue. This issue is especially important for managers working in such an area as the cultural sphere, which is closely related to non-traditional, social, aesthetic and spiritual values. Because managers in the field of culture not only manage the activities of an organization or institution, but also contribute to cultural development, shape a creative environment and directly communicate with the public. Therefore, the strategy for

improving the professional competence of a manager should be thoughtful, consistent and multi-stage.

Management systems in the field of culture and art on an international scale combine many challenges and opportunities. The most important of these are global cultural exchanges, the commercialization of art, public-private partnerships, and the impact of technological development on culture. International experience in cultural and artistic management allows us to learn how this sector is adapting to new opportunities, how it supports innovative management approaches, and the experiences of cultural organizations that are successfully operating internationally.

Foreign experience is of great importance in the field of cultural and artistic management. Cultural and artistic management systems in different countries have their own characteristics, and their approaches, strategies, and methods offer many useful experiences. Studying and using foreign experience can serve to further develop the cultural and artistic sector in Uzbekistan.

In recent years, significant changes have been observed in the field of improving and developing cultural and artistic management in Russia. This area is developing due to state policy, economic conditions, the education system and cultural events. In the first half of 2024, record sales were observed on the Russian art market, which indicates an increase in demand for works of art. For example, the Cosmospow International Contemporary Art Fair hosted 54 galleries and 19,200 visitors in 2017. In Russia, 132 higher education institutions participated in the Priority 2030 state program, implementing more than 6,000 scientific and creative projects. More than 1,000 new educational programs were also developed and more than 500 laboratories were established. The Moscow School of Social and Economic Sciences (MSSES) plays an important role in training specialists in cultural management. This school offers such programs as "Management of Creative Projects", "Management of Cultural Heritage". Significant achievements are being made in the field of improving and developing art management in Russia. State programs, the education system, economic conditions and the activities of cultural organizations make a significant contribution to the development of this area.

In addition, international arts management encompasses many unique approaches to the management and development of arts and culture on a global scale. While each country's approach to arts management varies depending on its historical, cultural, economic, and social circumstances, there are generally some basic principles of international arts management. These principles serve to successfully manage the arts, attract a wide audience, and develop the arts on a global scale. Below are the principles of international arts management:

- Managing the arts on a global scale. This means that to successfully operate in the global art market, art managers need to develop strategies to participate in international fairs, exhibitions and festivals, showcase their works in different regions and attract audiences around the world. Understanding and adapting to the international market is essential.

- Protecting creative freedom and cultural diversity. In this process, the art and culture of each country are unique and special. Managers must strive to preserve the creative freedom of artists. In addition, it is important to appreciate and support all forms and styles of art, because each culture and art form has its own historical and social significance.

- Sustainable development and social responsibility. Another principle of art management on an international scale is sustainable development and social responsibility. Art organizations should take into account environmental and social responsibility in their activities. For the sustainable development of cultural and artistic activities, it is necessary to use resources wisely, apply environmentally friendly approaches and pay attention to the social needs of society.

- The effectiveness of marketing and communication strategies. Introducing art to the global market requires the right marketing and PR campaigns, and effective communication with the audience. By developing new marketing approaches for international audiences, introducing art to the public, and using social media and digital marketing, artists and art organizations can attract a wider audience.

- Cultural Diplomacy. Today, the development of personal mutual trust and good neighborly relations between states and peoples opens up a wide range of opportunities for cooperation in the political, economic, social, and cultural-humanitarian spheres in the world. "People's diplomacy" plays a role in achieving such goals. Cultural diplomacy plays an important role in international art management. Art is a powerful tool for building diplomatic relations and creating positive perceptions between countries. Internationally, art can foster cultural exchanges between countries, foster open dialogue on social and political issues, and ensure more effective cooperation in the future.

The principles of international cultural and arts management highlighted above include key areas such as creative freedom, intercultural cooperation, sustainable development, the use of innovation and digital technologies, cultural diplomacy, the development of marketing and communication strategies, the support of small arts organizations, and the economicization of art. By implementing these principles, it is possible to develop art and culture on a global scale, strengthen cultural ties, and make art more widely available to society.

International experience in culture and arts management plays an important role in the development of the field. The experiences of different countries and cultures help to develop new approaches and strategies to ensure the effective functioning of management systems. Through international experience, societies adapt to innovations in the field of culture and art, technological advances, and opportunities for international cooperation. At the same time, studying modern methods and practices of culture and art management helps to further develop this sector, bringing economic and cultural benefits. International experience allows for the mutual enrichment of different cultures and art forms, the creation of new approaches and the proposal of effective solutions for the preservation of cultural heritage. It provides great opportunities for studying foreign experience, developing and implementing effective strategies in the management of the cultural and artistic sphere. The experiences of cultural management in European, American and Asian countries, the introduction of innovations, effective cooperation between the state and the private sector, offer new approaches to preserving cultural heritage and developing art. There are a number of shortcomings and problems in the development of Uzbekistan's art management based on international experience. However, to effectively solve these problems, it is necessary to study international experience, develop the education system, attract investments, and introduce new technologies. Reforms in the field of arts management, based on the above information, can make a significant contribution to the development of the cultural and artistic sector of our country. Developing cultural and art management systems in Uzbekistan based on international experience will help strengthen its place in global culture.

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