
The Role of Management in the Development of Culture and Art

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Annotation: This article contains analytical comments about the role and importance of management in the field of culture and art. In particular, scientific research was conducted on the activities of culture and art institutions and the activities of leaders in these processes. Also, suggestions and recommendations are given for the development of management in the further improvement of cultural management.

Keywords: management, culture, development, art, theory, process, manager, mission, goal.

A complex of management principles, methods, tools and forms developed and used to manage creative production, commercial or socio-cultural activities, increase labor efficiency, increase profits or implement moral reforms in the way of social development is in modern terms it is called management. Culture and art institutions are also activities that carry out creative production activities. Management of culture and art is a purposeful intellectual and economic institution aimed at effective use of the factors of intellectual, creative, artistic and other types of socio-cultural activities, where there are buildings and structures of cultural services and cultural organizations, squares, recreation centers, management of parks and various recreation facilities. The management of culture and the arts is similar to the management of services in many ways. The unique feature of this network management is that it mainly organizes cultural services in state organizations in the field of culture and art, as well as in wedding halls, cafe-bars, private cultural institutions, discotheques[1].

New economic relations, international cooperation were established in New Uzbekistan, public-private partnership reforms were implemented in the field of cultural organizations and cultural services. For example, in the private partnership system, a wide range of opportunities were created for entrepreneurs, and a new process of economic integration was created in the cultural environment. Management in the field of culture and art has become both a spiritual and economic force in creating a cultural environment. Opportunities for doing business in a cultural environment have expanded. The value of intellectual potential has increased. Because our cultural environment needed a material, not a spiritual, new system. President Sh. Mirziyoyev emphasized the essence of these processes as follows.

“All of us should deeply understand one fact: supporting entrepreneurship is the most effective way to increase the well-being of citizens, our people, and the main goal of building New Uzbekistan. Therefore, we must now increase our intelligence, intellectual potential, knowledge and experience, turn these factors into points of economic growth and sources of resources”[2]. These reforms, in turn, meant the need to rely on new theoretical foundations of management in the cultural environment. The creative aspects of the cultural environment in New Uzbekistan developed at a high pace. Now, the nature and features of cultural management have found a much wider place in scientific sources, and practical skills have been refined. By the beginning of the 21st century, new trends appeared in the world economy that were not characteristic of previous periods of human development. The content and character of the economy has changed radically. The importance of management in the cultural environment has been studied in the latest scientific sources and the following scientific definitions have been given.

For example, in the work “Spiritual-educational sphere in Uzbekistan: theory and practice” by Professor V. Alimasov, Doctor of Philosophy, the following scientific forecast is presented: “Today, spiritual and educational institutions are trying to get additional funds by providing cultural services to the population.

In the future, aspects such as running a business, lease and rental agreement, household account, individual cultural services will also appear. Which of these methods to use will be decided by the local population, its interests and needs. Meeting the interests and needs of citizens is based on mutual interest. The history of development shows that when people are paid and rewarded according to their work and talent, they work tirelessly, make inventions, and create unique works of art. Therefore, in the future, it is necessary to recognize the development of the spiritual and educational sphere based on the laws of pragmatism, to accept it not as a tragedy, but as a form of entrepreneurship”[3]. Management consists of making people interested in conscious work and entrepreneurship, controlling their responsibility for work, ensuring that their knowledge and skills have a positive effect on their work, and organizing incentives.

Management theory and methodological foundations also have their own characteristics. In understanding the features of this mechanism in the field of culture and art, it is of great importance to take into account its theoretical and methodological foundations. It also helps to define management goals and formulate guidelines for understanding the logic of management activities. Management is a specific type of system, the effective operation of which is ensured by the performance of a specific function by each element of the system. It is important to form a more or less adequate idea of management as a system of interrelated elements or structures. Among the components of the management process, laws, management principles, methods, mechanisms, functions, etc. are often distinguished. Management science is a science that teaches a manager to make the right choice and make a business decision. Its main goal is to train highly qualified managers who can work at all levels in the culture and art market in conditions of creative relations. Based on this, this subject studies:

- management theory and practice;
- management object and subject;
- management principles and methods;
- management culture;
- manager and his qualities;
- manager rating;
- access to management and decision-making;
- management functions;
- personnel management;
- production management;
- performance management;
- self-management;
- regional management, etc.[4].

Management patterns are recurring trends that reflect relatively stable relationships between elements of management activity. Among the most important management laws related to the management process, experts pay attention to the following:

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- ✓ development of management theory and practice in accordance with changes in the forms and methods of economic organization;
 - ✓ the decisive influence of the external environment in the selection and formation of the management system of the organization;
 - ✓ compliance of the social content of management with forms of ownership of the organization's property;
 - ✓ relationship between management and managed subsystems (subject and management object);
 - ✓ use mainly conscious (planned) management;
 - ✓ density and dynamic change of management functions in the organization;
 - ✓ optimization of organizational management levels (rationalization);
 - ✓ rational use of control, calculation and analysis functions in management processes.

Such functions mean that in order to define the concept of management in the cultural environment, it is necessary to determine some of the conditions included in it, first of all, the target content. For example, the development of management theory, scientific approaches, processes, principles and methods that ensure stable, reliable, promising and effective operation of the management system is the main goal of management as a science and at the same time in creating a cultural environment. At the same time, the goal of management as an effective management practice is to achieve high profitability, competitiveness and other goals of the organization through the rational organization of production, trade and other processes in the cultural sector and the development of the technical and technological base of production. This is a characteristic of management at the stages of creative production. The goals and objectives of management are constantly complicated by the growth and development of production and commercial scale. The tasks to be performed and the achievement of the intended goals are evaluated in the market.

The role of management in creating a cultural environment largely determines the principles of management, that is, the basic ideas and rules of management for the implementation of management functions. The main goal is to create the theoretical foundations of management in creating a cultural environment. Goal setting is one of the most important methodological foundations of management. In this, the role of the fundamental concept is played by the "goal", the essence of which becomes the motive of the perceived action to achieve a certain result in relation to a certain object. To achieve results, the organization formulates the goals of its activities, which is usually called goal setting. In creating a socio-cultural environment, this force is the basis of a stable cultural environment for a specific purpose. This goal setting is mainly based on actions aimed at achieving the set goal. At the same time, determining the factors affecting the achievement of the goal, as well as the subsequent planning of activities in accordance with the determined factors, play an important role in setting the goal. Educating the masses in the social and cultural environment is classified according to the management's achievement of the goal. To achieve the goal, the cultural institution, like other organizations, develops an action program, in this process specific tasks are defined, ways to achieve them are determined, and cultural events are planned. The purpose of the cultural institution is based on the powers assigned to it and is implemented with the help of selected strategies and tactics. For example, if a cultural event is organized in a cultural center, representatives of the local population are invited to it. It creates a social and cultural environment. The main task of the heads of culture and art institutions is to create a cultural environment in the public mind with propaganda and cultural-educational activities. Often, the goals of the institution's activities in the field of culture are aimed at achieving socially significant results: personal education and aesthetic development, opening of creative potential, formation of personal consciousness, etc.

At the same time, each specific cultural institution has its own goals, which are determined by its strategic development and the characteristic features of the cultural services provided by the institution. However, when setting goals, the head of any organization or institution should follow the general principles adopted in the management system, in particular:

- description of the situation;
- setting priorities;
- choosing one of the most important priorities as a common goal;
- formation of goals in terms of final results;
- fragmentation of the goal in the “goal-resources-results” system;
- creating a target tree (content);
- assessment of the goal tree for the completeness of the composition of sub-goals, their subordination (hierarchy) and provision of reserves;
- formation of target tasks according to goals and sub-goals.

The purpose of the activity of culture and art organizations is to foresee its positive results and the situation expected in the future. In this regard, achieving the goal predetermines the main directions of the organization's activities.

All available resources, including financial, social (employee labor) and others, are involved in the process of achieving the expected result. Satisfying the interests and spiritual needs of the population will continue to be the main task of cultural and educational institutions. So, cultural centers lead people to spiritual life, interest them in creative activities, teach them to have productive rest and satisfy their need for enlightenment. For this, it is necessary to strengthen not only the social and educational work of the cultural centers, but also the material and technical base, to ensure that their employees receive a salary commensurate with their work, and to decide on their retraining[5]. Factors affecting management in the socio-cultural environment do not have only one form. Because the field of culture and art is a product of human creativity. In a socio-cultural environment, people's interests can change every second in terms of time.

This is what makes culture and art management different from other fields. It is the manager's responsibility to allocate, analyze and balance these processes. The manager is the main executive in managing the cultural environment. The socio-cultural environment faces various conflicts in the stages of globalization. Globalization conflicts are affecting the reforms implemented in Uzbekistan. In particular, the market economy and its wide economic integration path create new types of activities in literature and art that correspond to world standards, new directions in professions, educational institutions, financial relations, and information systems. For example, business, manager, consulting, monitoring, internet are among them[6]. In fact, the emergence of management gave birth to a new professional manager. A manager is a qualified specialist who has received special training, has a creative idea, and has thoroughly mastered the secrets of management and legislation. The manager belongs to a special socio-cultural stratum. The responsibility of the manager in creating a socio-cultural environment consists of high-level tasks. Executive tasks become higher and more complex depending on the levels. True, we can say that the management of the enterprise is the duty of the leader. You don't have to be a property owner or creator to run a creative environment.

That is, producers are not artists or musicologists, but they also conduct their own commercial activities. Managers in the field of culture and art are also examples of this. In art and culture institutions, the management function is performed by the manager. With the decline of economic indicators and the complexity of

communication, the demand for management services increases. Management is aimed at creating competition and increasing profits among existing producers in the production process. The role of management in a cultural environment is closely related to the work of employees. Technology includes the introduction of a complex of methods, processes, materials, activities or operations aimed at creating, distributing, using, improving the quality of products of modern creativity, reducing the cost of production of services, etc. In fact, this is the essence of creating a socio-cultural environment in New Uzbekistan. In creating a socio-cultural environment, the manager requires the activity and initiative of the audience in culture and art institutions, not the creators. For this, it is necessary to introduce new management technologies into the activities of cultural institutions, systematically introduce knowledge, skills and infrastructure necessary for the implementation of cultural services. Currently, specific technologies of management activity are widely used to solve the tasks set before the cultural institution. This is the uniqueness of management in creating a social and cultural environment. Today, new disciplines have entered the field of culture and art. They serve to improve the theoretical foundations of managing the social and cultural environment, and to provide full coverage.

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