

# Managing the Participation of Culture and Art Institutions and Organizations in Cultural Activities

Saparbaeva Gulshira Abatbaevna

Associate Professor of the Nukus Branch of the State Institute of Art and Culture of Uzbekistan

**Abstract:** The article discusses the importance of managing the participation of culture and art institutions and organizations in cultural activities. Cultural and art institutions and organizations actively participate in building a new enlightened society and its development with their creative activities is the demand of the times.

**KEYWORDS:** *culture and art institutions, organizations, cultural activity, management structure.*

In the formation of an enlightened society in the new Uzbekistan, special importance should be attached to the following factors:

- organization of legal-educational activities on the formation of legal culture among the population in harmony with the teaching of the rich history, scientific-cultural heritage, national-religious values of our people;
- conveying to the general public the importance of the priority directions of state policy, the essence of large-scale reforms, adopted legal documents and state programs;
- implementation of measures aimed at strengthening the feeling of love for the Motherland, involvement in its fate, loyalty to the profession among students, young people and professors, strengthening educational processes and spiritual and educational work;
- introducing a permanent monitoring system aimed at increasing the effectiveness of scientific and methodological research in this direction, strengthening the stability of the social and spiritual environment.

It is necessary to bring our large-scale work in this field to a logical conclusion, in particular, our national programs on education. Of course, the implementation of reforms based on modern innovative ideas, developments and technologies in order to take a worthy place in the international arena is a priority aspect of our national development strategy.

We will discuss in detail the activities and main tasks of organizations and institutions in the field. Any organization is distinguished by the following characteristics:

- the organization was created to achieve specific goals;
- the organization has a set of departments, segments that need hierarchy, structure, as well as management and general coordination;
- the organization has social stratification, that is, the internal distribution of employees by status and position.

On the basis of these aspects, the organizational order emerges as a system of relatively stable goals, relationships, and norms that regulate organizational relationships,

interactions, and relationships. Within the organization, there is a hierarchical division of people into two groups: managed and managers.

Various organizations operate in the field of culture, management, coordinating activities (for example, an institution or department of culture) and activities for the production and distribution of cultural resources (most cultural institutions) or providing accompanying conditions for the production and sale of cultural services (for example, funds in the field of culture). An important element of the management of the organization is the organizational structure, which is characterized by the distribution of management goals and tasks among many departments and employees.

The organizational structure of management is a set of management links that are located in strict subordination and ensure the relationship between management and managed systems. The organizational structure is characterized by the interdependence of various subsystems with horizontally connected links (departments within the organization) and vertically connected levels (stages) of the organization. In this regard, the organizational process has two aspects:

- dividing the organization into blocks and divisions according to the goals and strategies;
- establishing power relations that connect top management with lower levels and provide the ability to distribute and coordinate tasks.

When we talk about powers, we need to have the skills to limit decision-making, use of internal resources, participation in the communication processes of the organization, management of employees, etc. Authority is the transfer of responsibility for solving problems, achieving goals, and making decisions from one person to another. The authority is divided into powers that are transferred from the head to the subordinate, and then to other subordinates, which are linear and open in the advisory nature of management (the leader is assisted by a certain team of functional management, apparatus (employees).

The external environment of the organization in the field of culture can have a significant impact on determining the goals of cultural activity, the mission of the institution, and the strategy of action in a specific market sector. The characteristics of the external environment of organizations are its dynamism, multifactorial nature (economic, political, demographic, market and other factors), and uncertainty.

The external environment of cultural organizations includes the environment of direct influence (consumers, suppliers, authorities, etc.) and indirect influence (macroeconomic factors, demography, etc.). Organizations in the field of culture can exist on the basis of different forms of ownership,

legal forms and perform one or more types of cultural activities. According to the norms of the new draft law "On cultural activities and cultural organizations", the bodies implementing the state policy in the field of cultural activities are as follows:

Cabinet of Ministers of the Republic of Uzbekistan;

Ministry of Culture of the Republic of Uzbekistan;

Information and Mass Communications Agency under the Administration of the President of the Republic of Uzbekistan;

"Uzbekkino" National Agency; local government bodies.

Such institutions are multidisciplinary and have the ability to provide various cultural services (educational, exhibition, library, information, cultural recreation, etc.). Organizations in the field of culture have similar aspects, which is related, firstly, to the non-commercial nature of the activities of most cultural institutions, and secondly, to the duality of management of organizations in the field of culture. (economic and economic activity of the institution, as well as performance of social and cultural functions). The cultural institution is self-supporting with the help of its creative associations.

At the same time, cultural institutions carry out their activities in accordance with state orders, for which the state allocates budget funds. In addition, the culture and art institution can conclude contracts with various organizations, establish funds and carry out certain types of commercial activities (selling cultural services). Additional funds can be obtained from sponsors and community organizations. Today, social and cultural management technologies, social marketing are actively developing as mechanisms that help non-profit organizations to take a decent place in the market.

Active use of various forms of social partnership plays an important role in non-governmental non-profit organizations. Forms of social partnership can be joint events, projects, actions, as well as participation in grant activities, holding roundtable discussions, participation in consultations, provision of equipment, buildings, etc. Such social activity makes it possible to establish contacts, find new sources of financing, and increase the effectiveness of cultural activities both socially, culturally, and economically. Most cultural non-profit organizations are institutions.

Non-governmental non-profit organizations, including many cultural institutions, perform many socio-cultural functions in society by performing various activities. Non-profit organizations are formed to achieve the following goals: social, charitable, cultural, educational, etc. Often these non-profit organizations support youth movements, creative associations, scientific projects, help the disabled, environmental problems, poverty, demography, etc. through creative works.

Despite all their differences, organizations in the socio-cultural sphere are complex systems related to the external environment and internal structure. The vital activity of organizations in the socio-cultural sphere in relation to the external environment consists of three interrelated processes:

- obtaining resources from the external environment;
- use of resources to achieve organizational goals;
- transferring the result to the external environment.

An important part of the activities of socio-cultural organizations is the search for resources, attracting additional or alternative sources of funding. Organizations in the field of culture work primarily on the basis of social requirements in the production of cultural goods, i.e. library, museum, cultural centers, theater, provides creative-educational and other cultural services, as well as implements measures to improve the artistic-aesthetics of cultural products. According to some researchers, cultural organizations can be divided into three groups. The first group includes objects of cultural heritage (cultural monuments, museum and archival funds, folk decorative arts), types of experimental art that cannot be the object of market relations with their high social significance and the importance of preservation for future generations.

The second group includes LLC cultural (center) institutions that are part of the region. Their services are provided according to cultural consumption standards guaranteed by the state and are therefore provided free of charge or on a preferential basis. However, these organizations can earn additional income through entrepreneurial activities. This includes more production centers and private institutions engaged in wedding entertainment.

The third group includes organizations in the field of commercial exploitation. The income of these organizations is formed entirely from income from the population and commercial enterprises, as well as private and public donations (recording studios, show business, printing, advertising and design industries, etc.). Organizations in the field of culture can actively engage in business activities.

Creative entrepreneurship is a good example of this. But it should not be implemented contrary to the mission of the institution, but should be consistent with the main goals of the cultural activity being carried out. Business activities in the field of culture can also be carried out by specially organized organizations (partnership, corporation). The functional management structure is aimed at the specialization of managers and structural units for various tasks and management activities in specific units, and specific issues are attached to each management link. For example, one deals with management office planning, another with technology, a third with supply, a fourth with product quality control, and so on. In this case, the authority of the leader is quite limited, which makes it possible to improve the quality of the decisions being made.

Functional divisions directly control the activities of all subordinate structural divisions. In this case, they are not responsible for the general work results, but only for the management activities they perform.

The advantage of the functional management structure is that management activities are highly specialized. This makes it possible to increase the range of implementation of the decisions made, the professional skills of the employees will be much higher, and the opportunity for multi-purpose management in production and economic activities will be created. Organization of management on a functional basis makes it possible to solve complex problems. His specialization ensures an increase in the level of professional skills of management efficiency. Consideration of the theoretical and methodological foundations of management depends on understanding the features of its functioning mechanism. Determining management goals helps to form guidelines for understanding the logic of management

activities. Among the most important management laws relevant in the management process, experts pay attention to the following:

- development of management theory and practice in accordance with changes in the forms and methods of economic organization;
- the determining influence of the external environment in the selection and formation of the organization's management system;
- 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.

Norms largely define the principles of management, that is, the basic ideas and rules of management for the implementation of management functions. Goal setting is one of the most important methodological foundations of management. 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. From the point of view of management, a goal represents the desired state of a managed object after a certain period of time. A specific program of actions is required to move the control system from the existing state to the desired state. It allows solving the problem that separates the situation from the desired one.

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. Often, the goals of the institution's activities in the cultural sphere are aimed at achieving socially significant results, and include personal education and aesthetic development, revealing creative potential, and forming personal consciousness.

Management tasks are small goals that are achieved by performing certain actions within a certain period of time. The performance of tasks in organizations and cultural institutions is distributed according to the accepted official duties of employees. Management tasks can be divided into several groups according to the nature of their influence on the effectiveness of the organization's activities.

The first group of tasks includes tasks whose results directly affect the effectiveness of the organization. Such tasks in the field of culture are aimed at increasing the efficiency of cultural activities, improving the quality of cultural services (cultural centers, theater, exhibitions, etc.).

The second group of tasks includes tasks that affect the activity of the institution through certain organizational forms. This includes socio-cultural marketing, distribution of cultural institution resources, control of cultural activities, etc.

The third group of management tasks can be characterized as auxiliary, because they are aimed at solving the tasks of

the first and second groups (accounting of cultural activities, analytical research, audit of cultural institutions). Management tasks are closely related to marketing and management technologies, as well as the work of employees. Technology includes the introduction of a set of methods, processes, materials, measures or operations aimed at creating, distributing, using products, their growth, improving their quality, reducing the cost of production of services, etc.

The introduction of new management technologies into the activities of cultural institutions implies a systematic combination of knowledge, skills, equipment and infrastructure necessary for the implementation of cultural services. Specific technologies of management activities (for example, methods of information transformation) are used to solve the tasks set before the culture and art institution. Social (human) resources in management are considered as a pair of managers and their subordinates. At the current stage of development of management technologies, personnel management is a key factor in any organization. In this case, it should be taken into account that each employee, specialist has certain abilities, personal qualities, talents of different levels, which can manifest themselves in favorable conditions and in the internal environment of the organization and play an important role in production.

Management can be considered as a process of carrying out certain actions. Each function is distinguished by its purpose, has its own characteristics, but when they interact, a comprehensive and complex system of organization management is formed. Management function is a targeted type of control action, the implementation of which is considered an integral part of the management process. Management functions reveal the content of the management process. In order to do any work, it is necessary to determine in advance what to get in the end, how to organize the business, to encourage and control its implementation, and all these are management functions. The specificity of functions in the field of culture is manifested in connection with the specific characteristics of the process of implementation of cultural services and the non-commercial nature of organizations.

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