

Socio-Cultural Activity Planning of Culture and Arts Manager Characteristics

Yusupaliyeva Dilafruz Kaxramonovna

Associate Professor of the Department of "Culture and Art Management" of the State Institute of Art and Culture of Uzbekistan

Abstract

This article describes the culture and art manager's work, the requirements for him, his role in the development of the organization today, the procedure for planning his activities, and the goals and tasks of the work processes.

Keywords: art, culture, manager, creativity, leader, management, culture and art institution.

In art, management is associated with the term "cultural need". The positive motivation of any creative activity of a person is the result of the formation of a feeling of necessity aimed at eliminating the lack of something. Cultural needs are one of the factors that distinguish humans from other living creatures. With their help, a person stands out in society as a person and matures. An idea also takes on the color of creativity through study, research, and skill development. Art is a means of satisfying aesthetic needs. The aesthetic need is the desire of the viewer to enjoy cultural entertainment and spend his free time meaningfully. The need for beauty in everyday life, such as decorating a person's living environment (home, workplace) and self-decoration, indicate that mankind has been a source of art since ancient times. The role of art management is very important in the creation of creative process and cultural assets, as well as in the implementation of creative ideas that satisfy the cultural needs of the society, in presenting works organized on the basis of creative ideas to the audience. Art management is considered a component of modern management and art studies, and it originates from the perception of art as a system that creates conditions for the cultural and creative process, and in order to improve the level of cultural life of the society, it must be coordinated with the results of people's work in the field of culture and art. is intended as a focused activity.

It should be noted that currently, in the context of joining the world education and art market space, the problem of training future experts in the field of culture and art based on art management technologies is one of the most urgent issues. As a result of this connection, the main task of artistic management is to increase the theoretical importance and practicality of the application of technologies and methods that solve the problems of the activity and development of educational institutions with a socio-cultural profile. Art management occupies a central place as a special system of art and culture, because it is directly related to the products of creative and material activity of a person, and introduces an aesthetic and spiritual content that has an independent meaning in relation to them, but ultimately functional and spiritual. obeys no. "For an arts manager to be a well-rounded person, to have a basic knowledge of art history, to know how culture and art institutions are organized and how they work, now culture and art what is happening in the horse world, in general, this is a large and complex body of knowledge. One of the most important qualities that an art manager needs is the ability to find a language with all

participants in the artistic process: there are no clear rules in this world, so it is based on many things.¹

Art managers in the field of culture and art are considered as a means of effective management and regulation of the personnel training system, because it should become a technological tool for creating favorable conditions for the creation and promotion of artistic values. The basis of professional art management is the organization (theatre, philharmonic, production center, etc.), its effectiveness depends on the right model, as well as the personality and professional training of the manager. Each direction of the art business has its own management models and its efficiency criteria. Cultural entrepreneurship is no exception. In this area, there are indicators of the effectiveness of the management processes of the organization. Therefore, the goals of artistic management are as follows: regulation of individual cultural activities and socio-cultural activities of subjects in the field of art, management of processes in the field of art, modeling of artistic and artistic and creative processes, their cultural expertise, socio-cultural design and selection of appropriate technology in various areas of social practice. Such modern approaches are very important in the development of art management. From this point of view, we propose the following modern approaches to the development of art management in Uzbekistan. Licensing in art management activities, maintaining a state register of licensees, entering information about their activities and achieved results, and creating a single online portal for art marketing statistics should be done through all art management programs. Based on the main tasks and functions of culture and art institutions, development of calendar plans for conducting public-cultural and concert-viewing events in galleries, media presentations, art management, held at their initiative, and delivering them to the population through the Yohana online portal. It is necessary to further improve work with customers on the services provided for the organization of art management programs and the sources of their financing.

The presence of each leader's own work style is evident in their work. In order to effectively perform management functions, it is the method and ways of a manager's clear and stable influence on his employees that show his work style. A unique approach to solving this or that issue in the management process is a manifestation of the unique work style of the leader. A leader should work only on the basis of his own qualities, only in his own style, manage employees, foresee the final goal of the team, think with a deep understanding of the essence of the work, skillfully combine the activities of experts in the field of culture and art, and should be followed. A leader should always be calm and self-confident, take initiative, and take risks. Fear of responsibility is a sign of weakness. A person who is afraid of responsibility cannot be a real leader. The leader should know his employees well, determine whether their skills, knowledge, qualifications are suitable for the position they hold, and on the contrary, whether it is sufficient to use their knowledge, skills and moral qualities. A leader who does not have the art of management cannot make effective and timely decisions. A person is not born as a leader, he is formed in the process of work.

In the field of culture and art, persons responsible for identifying the art market, organizing and carrying out the necessary cultural events are considered middle managers..

The management of events and artistic performances of culture and art institutions, cultural centers, and other activities in connection with the organization, is the responsibility of lower-level managers. Management bodies and leaders have different working styles depending on their duties. From this point of view, the working style of every leader is not the same. Planning is the process of assessing the goals, directions and content of the organization's activities, defining tasks and the resources needed to solve them. Effective activities of the organization's employees, plan and program implementation processes are the main parts of management activities. Any careful planning and strategic projects allow the organization's employees to make an accurate assessment of the time criteria and available resources.

¹ Iosif Bakshteyn , san'atshunos, Zamonaviy san'at muammolari instituti direktori

Planning, forecasting, first of all, involves estimating the organizational processes and determining the steps to be taken towards the goal based on time and quantity. The planning process begins with the organization of future work in the field of culture and art. Methods, tools, material and spiritual resources and additional measures are important in achieving the set goal.

Thus, several aspects of planning in the field of organization and management of cultural and artistic activities are characteristic:

- implementation of unified efforts to achieve goals by employees and management serves as the basis for planning. In the activities of the sphere of culture and art, as in every sphere, the distribution of creative, economic, organizational and other aspects of planning is considered. At this point, it is appropriate to comment on certain aspects of the plans in the field of culture and art.
- plans developed in the fields of culture and art are based on educational and creative content. Plans aimed at raising the skills of creative employees, financing events, plans dedicated to certain events, national holidays.
- directive plans of the sector are sometimes based on the necessary numerical indicators, sector-specific guidelines, parameters of local budgets, the basis of using material resources of cultural institutions.

The requirements and timelines of each referenced plan are first estimated, the pre-thought-out plans provide a theoretical basis, and pave the way for determining the trends and perspectives of cultural and arts organizations.

It is known that republic-wide plans, depending on the adoption of a planned decision, move down to regional, regional, city, district plans, plans of organizations in the field of culture and art, as well as from top to bottom in individual composition.

Plans developed for the sphere of culture and art differ from each other, the reason may be the variety of cultural events (in the form of concerts, performances, exhibitions), art (in artistic, practical, visual forms). Primary plans are very current, prospective, that is, plans that include a certain period of time. Depending on the duration, there can be weekly, ten-day, one-month, quarterly, half-yearly, one-year, five-year and long-term plans.

Each plan in the field has separate stages, deadlines and related tasks, in which:

- Organizational aspects of the development of the plan: it depends on the formation of a certain group, its performers, certain conditions, information, careful preparation of the implementation process.
- development of the plan to be implemented: goals and objectives, full basis of the plan, stage of movement, outline project, etc.
- it is characteristic that the project prepared by the formed group is approved by the head of the organization and approved by the higher authorities.

Mission and strategy of culture and art institutions. The planning process is directly related to the formation of such elements of strategic selection as mission and strategy. Planning is the general purpose of cultural and artistic institutions, which means its existence, while strategy refers to a series of actions that determine the long-term behavior of the organization.² .

A high level of professional management culture allows the manager to: predict the results of his activities; predicting the development of socio-cultural activities; use of various methods and technologies of socio-cultural management; perform work consciously, creatively, proactively; transfer of knowledge and experience to performers; fulfilling the humanitarian mission of socio-cultural activities, determining its development prospects, and possessing the manager's

professional management culture structurally consists of such components as the person - his professional position - activity.

The structure of bodies, organizations and institutions that have a management influence on the socio-cultural sphere differs according to the levels, directions and nature of activity, which in practice determines the appropriate types of management and the typology of managers.

A deeper analysis of the typology of managers in terms of their positions at each level of management structures allows us to distinguish some features of the involvement of employees of departments and committees in directed management activities inside and outside the organization.

The head of the department of the Ministry of Culture and his deputy perform the functions of management activities in relation to the team of specialists included in the structure of the department, as well as the heads of departments of the department perform similar functions within the scope of their authority. The same management entities perform management functions for subordinate bodies, cultural and artistic organizations and institutions.

The branches of the Ministry of Culture are carried out by specialists of the above departments. As a rule, narrow specialists in certain fields of culture and types of artistic works work in the divisions of departments.

Their functional purpose is determined, first of all, by the development of prospective targeted programs and projects for the development of certain areas of culture and art, but at the same time, they promote and implement the actual practice of culture and art activities. provides access. Thus, ministry specialists perform a double function: they work as objects of management by the heads of their departments; are the subjects of management activity in relation to subordinate structures and their employees.

The same functional role diversification is observed in regional culture and art administrations.

A slightly different model of the distribution of professional roles is being formed in the main organizations and institutions of the "lower", or rather, "primary" socio-cultural sphere, where the main "events" take place, with which Secretion process is observed. The activity of primary social and cultural groups is unique in many ways:

- they enter into direct daily relations with the population, increase and broadcast cultural values and attract people to cultural events;
- the polyphony of the socio-demographic and age structure of the population predetermines the differentiation of the technology of working with it; continuous and consistent work with people;
- variety of forms and methods of work;
- the need to constantly update cultural programs and services, the innovative character of the activity; instability of funding, search for subsidized and compensatory sources of material supply; the gap between the number of budget positions in the state and the activities actually implemented and potentially needed; low official budget wage rates;
- impulsive, segmental, and sometimes irregular labor activity; work during the day, evening and night, on weekends and holidays, absence of shifts, giving anomalies, going beyond the generally accepted, traditional character of work.

This peculiarity of work selects the staff of social and cultural institutions, in its ranks there are dedicated, selfless specialists, essentially amateurs (low-paid), who fully devote their talents, abilities and strength to their chosen profession.

The management functions of the head (director) of such a team are effectively carried out by dividing all activities into sub-sectors, club structures, discos and video halls, salons, branches, rental points, video and Internet cafes, workshops, etc.

The organization of activities of local departments allows flexible and dynamic change of work directions. Structural units with similar functions are united by the involved leadership of the director and his deputies.

This stratification of the structure of the entire institution and the simultaneous subordination of neighboring units correspond to the matrix structure of management built on the principle of selecting and developing current problems used in other sectors.

The number of such sectors (departments) in each individual cultural institution, for example, varies significantly. Everything depends on the type of institution, its status and the category established by the higher authority in accordance with the structural network (categories differ in the number of full-time employees, the amount of wages, the amount of financing, etc.).

Cultural institutions of the first category are mainly large Palaces of Culture, and their employees allow the most optimal "closer" to specialists of the most important areas of activity required by the needs and wishes of the population.

Cultural institutions with lower categories and no categories at all lack full-time staff everywhere, although they seek to cover this with their extra-budgetary funds. But in all cases, it is not always possible to compare the number of employees of different types of cultural institutions, for example, with the teams of industrial enterprises or bureaucratic institutional management apparatuses, etc.

Consequently, the "mini" team of the cultural institution (5-12 people) cannot use the classical management model.

Managing a small group of people is primarily based on the individual suitability and professional competence of each member of the group. In general, this is a team of specialists united by a single goal, passionate about the common work, responsible for the successes and miscalculations in the work of the entire cultural institution.

Professionals working in a small team of a cultural institution always work well if they are guided by their own motivation and not just by job descriptions. Relying on constant and strict supervision and following strict instructions robs the team of flexibility and creativity.

Each member of the team of specialists fulfills his or her purpose within the scope of his/her qualifications, a certain direction in the work of the cultural institution (development of artistic creativity, organization and staging of cultural programs, work with children and adolescents and leads). In this capacity, specialists of cultural institutions act as organizers and managers in relation to the subject of their direct activity, they attract different categories of the population to this field.

At the main, active link of the management hierarchy (social and cultural institutions and organizations), professional management culture is implemented at the level of organizational, psychological climate and culture of the organization.

The level of development of these categories depends on the options for implementation of management functions: centralization or decentralization, strict control or self-control. In a small team, a democratic, liberal management style always helps to create an optimal psychological climate.

His way of working with the population plays an important role in the formation of culture and climate in the team of specialists. How does a cultural institution study the cultural needs and demands of the population? How does the team react to changes in the cultural preferences of the population and change the content and forms of its work? Is the team and individual worker flexible and agile enough to respond appropriately to the changing cultural needs of the population?

For example, the head of a cultural institution, regardless of age, gender, social status, encouraged the forms of work related to large cultural events and cultural programs that attracted a large part of the population at the same time.

Similar cultural programs of other cultural institutions, although in some cases the content does not exceed the artistic level, gradually "stop" the audience, increasing the attractiveness of their institutions. In such a situation, the head of the cultural institution chooses a different strategy.

All this is related to the establishment of a new organizational and psychological climate, a change of attention in management practice. Accordingly, the internal corporate culture within the team is gradually changing.

The most important problem of management science is the relationship between the manager and his subordinate. They intersect issues of work style, psychology of relationships, decision-making technology, their implementation and, of course, the ability to give tasks and instructions to subordinates. The latter is directly related to the management of employees, but is the main area of activity of managers and is poorly understood and not effectively implemented by them.

The head of culture and art institutions should have pedagogical and psychological knowledge, and in turn, he should not forget that he is responsible for the satisfaction of the life and working conditions of each executive employee, as well as creating a creative, working, healthy environment for employees in working conditions. a fact that does not require proof. Not every leader can manage a team working in an environment of all-round competition, and above all, ensure the interests and conditions of its constituent employees. However, since the result of the work requires these aspects, the problems on the road and the solutions to the problems are the responsibility of the first person, if necessary, the responsibility.

A person's identity is determined by what he does, who he is friends with, what he is interested in, and what kind of education he has. In addition to the requirements set by the society, the leader should never forget what the people around him, talented and talented intellectual employees of the organization, hardworking and dedicated colleagues expect from him..

It's no secret that a person's intellect, worldview, correct interpretation of events, and objective evaluation determine his place and position in management. As long as this is the case, maintaining this position requires constant research, study and action in terms of implementation.

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