



**PLANNING THE MANAGEMENT OF THE SPHERE OF CULTURE AND
ART OF THE MODEL OF CHOICE**

Ergasheva Saida Avazovna

Uzbekistan State Institute of Arts and Culture

"Culture and Arts Management" Docent of the Department

E-mail: ergasheva.saida27@mail.ru

ABSTRACT	KEYWORDS
<p>In this article, the modeling of the management of the sphere of culture and art, described in this article, have more in common between them. First of all, it should be said that in any model there are three stages of the strategic management process. Planning of the management of the sphere of culture and art, the choice of models, based on the set goals, programs, plans, and later all organizational systems of the production process are developed. Planning, the choice of management models for the sphere of culture and art is presented as a multi-productive, multi-market organization on a certain account.</p>	<p>Management, model, culture, art, planning, multi-product, market, corporation, competition, strategic management, operational management.</p>

Introduction

There are several proposals for what models of planning and selecting cultural and artistic management should be. The models of Fred R. David and John L. Thompson are relatively well known. Despite the differences in modeling cultural and artistic management, they have more in common. First of all, it is worth saying that in any model, the process of strategic management is divided into three stages:

- Strategic planning stage (strategy development, strategic analysis and selection)
- The strategic organization stage or the adjustment of the organizational system in accordance with the chosen strategy (strategy implementation, execution)
- Strategic control and regulation stage (strategy assessment, persuasion and performance evaluation)

At the strategic planning stage, the corporation's strategy is determined by identifying external and internal factors that lead to the capitalization, development, maintenance, and achievement of competitive advantages, analyzing the strategic situation, and defining its mission.

Analysis of literature on the topic. (Literature review)

In our opinion, the models proposed by David and Thompson have at least two shortcomings: First, they do not provide information about the point of origin, the starting point of the strategic management process. It can be assumed that such a point is the mission of the organization. Then, if the mission is defined, it does not need any adjustments. Second, such models hide the organizational

connection of strategic management with tactical and operational management . Therefore, its role in the organizational management system remains hidden.

It is advisable to consider the starting point of the strategic management process as the birth and implementation of business activity. Business activity is any commercial and production activity. On the basis of business activity, the organization's goals are formed, that is, the final result is the result that it wants to achieve from its activities.

Research Methodology

In the field of culture and art management, planning, selection models are developed based on the goals set, programs, plans, and also all organizational systems of the production process. The results obtained in the process of the above activities are monitored and checked, and if necessary, changes are made to the organizational support programs and plans. If the company is a multi-branch corporation, at this stage the process of strategic planning and organization of organizations located at the various levels of the enterprise is carried out.

Peter Orange is the proponent of such a three-tiered strategic management model, and in his opinion, the concept of strategy is not a "thing in itself", but distinguishes three types that have their place in the organization. First, there is a strategy that represents the enterprise as a whole. This is called a cooperative strategy.

Typically, monopolistic producers, that is, enterprises that engage in only one type of activity, are rare. An enterprise is actually engaged in several types of activities that generate income or other benefits for it, that is, it has a business portfolio. A specific business strategy is determined for each type of business. Finally, the enterprise must have a specific strategy for marketing, production organization, finance, investment, and personnel. These are called functional strategies.

The planning and selection models of the management of the cultural and artistic sphere are manifested as a certain multi-product, multi-market organization. In individual markets, corporations themselves do not compete, but their corresponding business lines compete. Therefore, when an enterprise is viewed as a corporation, it is impossible to indicate its specific competitors.

Analysis and results

Another important feature of management in the cultural sphere is the need to distinguish the essence and main goals of cultural institutions, the cultural services they provide and the characteristics of the market in which they operate. In the cultural sphere, there are both commercial organizations whose main goal is to make a profit, and non-profit organizations whose activities are primarily aimed at achieving cultural, educational, scientific, charitable and other socio-cultural goals. Now, let's talk about non-governmental non-profit organizations.

A non-governmental non-profit organization is a self-governing organization established on a voluntary basis by individuals and (or) legal entities, which does not have the main goal of generating income (profit) and does not distribute the income (profit) received among its participants (members).

A non-governmental, non-profit organization is established to protect the rights and legitimate interests of individuals and legal entities, other democratic values, achieve social, cultural and educational goals, satisfy spiritual and other intangible needs, carry out charitable activities, and for other socially beneficial purposes.

In the field of culture, there are much more non-profit organizations than commercial organizations.

In this regard, entrepreneurs and business circles are also mutually interested in cooperation with the socio-cultural environment, and modern business and culture need to implement mutually beneficial cooperation. This is also a characteristic feature of the creative sphere. In modeling, there is a mental decomposition, a division (analysis) of the real original system into elements that are somehow interconnected. These elements and laws, the connections between them are human inventions. "Humanity, improving its model fund in science, technology and art, is developing a large system of world models - culture." Modeling is a method of knowing an object. According to V.V. Kraevsky, this is "the reproduction of the properties of some object in another object specially created for their study."

Studying an object by modeling its properties, since "each model is, to some extent, a unique form of reflecting reality." We would like to add two comments to what has been said.

The first is to preserve the "purity of the experiment": one should avoid confusion between modeling as the construction of a model of an object (its mental image) and modeling as a way of knowing an object "using its model." The object is to know the model of the object and through it the object itself. We will try to adhere to this requirement in our study.

The second is to answer the question: in modeling as a method of scientific knowledge, the pedagogical methods of planning, choosing models for the management of the sphere of culture and art depend on the given goals of his actions: either he only builds a model of the object (which, in turn, has its own goals), or he builds a model of the object, and then studies the object using its model. The choice depends on the specifics of the subject of research, the time factor, subjective and objective factors, etc. The specificity of the subject of pedagogical research, based on the pragmatic nature of pedagogy, is that modeling in it can be used in two ways:

- building a model of an object and studying the object in order to study it.
- its model to develop recommendations for its improvement.

The hierarchy of planning, defining models of selection of management in the field of culture and art is clear: building a model of the object of pedagogical research - studying the object according to its model - developing recommendations and recommendations for improving the object. Therefore, when constructing a cognitive-conceptual model of school natural science education, we distinguish modeling as a method of studying the object according to its model, without mixing, in accordance with the first note, the construction of the model and modeling. setting the ultimate goal - developing practical recommendations for improving the selection and systematization of management in the field of culture and art for their mastery by students.

Conclusion and suggestions. (Conclusion/Recommendations)

Formation and promotion of the image and reputation of a cultural and artistic institution, sponsorship, patronage and charity, work with employees, expansion of cooperation, even advertising campaigns and sales promotion actions - all this is unthinkable without holidays, competitions, exhibitions, cultural programs, etc.

By providing cultural services, cultural and art institutions create favorable macroeconomic conditions in the region: they increase the cultural, intellectual, and moral potential of society, and create a creative environment.

The specific requirements of cultural activities, which are mainly non-profit in nature and character, also determine the characteristics of the market in which they are implemented. Management and

marketing of the cultural environment are multifaceted, forming various aspects of organizational and managerial activities. According to experts, the market in the cultural sphere is divided into two sectors: the consumer market and the donor market, that is, those who are the source of solvency and those who provide cultural services. For example, cultural services are carried out for the artistic and aesthetic recreation of the population.

Cultural institutions are financed and organized from the state budget, charitable foundations or other sources with the assistance of local authorities or educational institutions (economic contracts). An important feature of cultural management is that financing of cultural events is carried out by attracting alternative sources. Attracting extra-budgetary funds, social partnerships, active cooperation with various commercial structures and companies is an important condition for the successful operation of cultural institutions, preserving cultural heritage, and developing creative potential. Therefore, in the global cultural services market, recently, a system of financing and support for the reserve based on attracting funds from various sources, called franchising, has been gaining popularity.

REFERENCES :

1. Haydarov A. – The responsibility of political culture. Educational-practical. T.: – “Tafakkur”, 2009.
2. Qoraboyev U. Ethnoculture. Textbook. – T.:2005.
3. Qoraboyev U. – Cultural issues. Textbook. – T.: 2009.
4. Qoraboyev U. – Uzbek national holidays. Educational manual. – T.: “Sharq” publishing house Editorial Office of Atbaa Joint Stock Company, 2002.
5. Qoraboyev U. Culture of Uzbekistan. Textbook. – T.: “Tafakkur bo'stoni”, 2001.
6. Explanatory Dictionary of Cultural and Art Terms. Edited by B.S.Sayfullayev. – Tashkent: NMIU named after Gafur Gulam, 2015. – p. 352.
7. Ahmedov F.E. Fundamentals of directing public holidays. Textbook. – Tashkent: “Aloqachi”, 2008. – 424 p.
8. Haydarov A. Planning and management of creative activity. Textbook. – T.: “Kamalak” publishing house. 2019. – 198 p.
9. Haydarov A. Culture - the foundation of national progress. – Tashkent: «Oltin meros press». 2021. – 478 p.
10. Branch of the German Association Of Public Universities (DVV) in Uzbekistan. Creating educational and development opportunities for all in cultural centers. -T.: “FAN VA TEXNOLOGIYALAR NASHRIYOT-MATBAA UYI” 2020 .
11. Kholov A. “Leadership responsibility in ensuring the implementation of management decisions” Risloa. –T.: “Academiya” publishing house. 2013.124 p.