

## GOVERNANCE AND MANAGEMENT

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**Abstract:** This article provides analytical feedback on the importance of management and administration in the field of culture and arts. In particular, the organizational qualities and activities of the manager in the organization of creative processes, in conjunction with the management of cultural and artistic institutions, were discussed.

**Keywords:** art, governance, institution, management, culture, development, manager, goal, organization, community.

No society can imagine its future without developing culture and art, its national and spiritual values. Preserving the masterpieces of our rich cultural heritage, created by our people, who have made a great contribution to world civilization with its ancient and traditional culture, our ancient traditions, which are an integral part of the culture and art of the Uzbek people, have survived from our ancestors. To study folk songs, instruments and melodies, performances, epics, maqoms, dances and national ceremonies in accordance with today's requirements, to treat them with great respect, to pass them on to future generations. Delivery has risen to the level of public policy during the years of independence. Management is the process of regulating and directing the state of the economic system of the business entity; means the purposeful influence of subjects, agencies on people and economic objects, aimed at directing their activities and achieving the desired results. Management methods depend on the specifics of the object being managed, but always involve the separation of the period over which the management decision applies. Management is carried out in accordance with the plans developed for the periods of economic activity. There are economic, administrative and socio-psychological ways of governing.

In many management literatures, experts note that the term “management” is applied only to the management of socio-economic processes at the level of the firm, organization, enterprise operating in market conditions.

It should be noted that the directions of these organizations and firms can be different, and in the course of their activities they can pursue not only commercial but also non-commercial purposes.

Management covers the activities of industrial firms, private companies, travel agencies, hotels, transport companies, banks, educational and cultural institutions and all other business units operating in the market as independent economic entities. The essence of management is often associated with a management system that ensures the success of various institutions and organizations, enterprises and structures. Management is applied in almost all spheres of society: politics, trade, science, education, religious activity, tourism, culture and arts, and others.

The activities of organizations and firms often require a work approach based on the search for new opportunities, the ability to find and attract different resources to solve problems, the use of opportunities to increase production efficiency. All of this is directly related to management. At the same time, management can be understood as the science and art of people's behavior and potential, their ability to achieve set goals, and the use of their labor to win.

The course “Management” provides managers with theoretical knowledge, as well as modern practical experience necessary for the organization and the effective management of personnel.

Thus, management is the use of existing human resource capabilities to achieve the strategic and tactical goals of an organization. At the same time, management is also a type of management that ensures the successful operation of various social institutions designed to carry out socially significant activities.

Often, management is an independent type of activity carried out professionally aimed at achieving the goals set in a market environment through the rational use of material and labor resources, using the principles, functions and methods of the economic mechanism of management.

Market conjuncture is the organization’s focus on market demands and needs, the constant adjustment of its behavior depending on the market situation, the desire to increase production efficiency, the existence of economic independence. is the end result of the organization’s activities.

Some researchers in the field of management point out that there are two aspects of management, and considering them will allow us to better understand the essence of management. First, there is a process aspect of management, in which specially trained people organize the organization, set goals and objectives, and plan to achieve a positive result through effective management of people and resources.

Second, the functional aspect of management involves the implementation of the following functions in the management process: forecasting, goal setting, planning, organization, coordination, accounting, control, analysis and regulation. By performing these functions, managers create conditions for the effective use of labor, production equipment, material and financial resources of the organization. Thus, the key to a manager’s activity is his ability to provide conditions for the effective use of resources of the enterprise, firm, structure, institution, organization in the production process.

Management is often interpreted as a synthesis of science, culture and art. The main arguments in evaluating management as a science are based on the considerations of management activities: management is a science that has its own subject, the amount of knowledge and experience accumulated by humanity, expressed by different concepts, theories and has its own problems and solutions like any other science.

At the same time, management reveals the essence of managerial labor, the factors and conditions of joint labor activity of people, as well as allows to study the peculiarities of economic laws in the field of production, use of internal resources.

If we approach management as culture and art (creative production), the main focus will be to take into account the specific characteristics of each enterprise, the characteristics of each individual or group of people. Managing other people’s activities is not always easy, especially if they form organizational integrity under the influence of external and internal factors.

The art of management is manifested in the ability to make effective and quick decisions in each specific situation, creative thinking, taking into account the specifics of other people’s activities, taking responsibility for their own decisions and striving to implement them. That is why it is necessary to study the art of management, and of course, first of all, talented people can master management perfectly.

The manager must rely on the science and art of management, and this requires the ability to combine constantly updated scientific knowledge and personal qualities formed in human nature, developed with practical experience, knowledge accumulated in the field of their professional activity in a single movement.

A manager is a person who holds a permanent management position and is authorized to make decisions on certain types of activities of an organization operating in market conditions. Managers occupy different positions in the organization (director, group leader, organizer of a certain type of work, boss, manager, etc.), solve completely non-uniform issues, perform different tasks.

Management is a system that ensures the effective use of the factors of production (labor, capital and land) of the complex process of targeted economic activity of the organization and funding for it, which, in turn, governs the principles, functions, methods and organizational structure based on the system.

The administrative method of management is based on orders and directives. The administration categorizes departments, groups, and employees within its economy and defines their roles, responsibilities, and rights. It is centralized in planning, distribution of resources, profits, finished products, and use of funds. Socio-psychological management is carried out by influencing the socio-spiritual situation, taking into account the behavior and psyche of people and meeting their social needs. Management is structurally defined as an enterprise, firm, company, association, etc. at the district, city, regional, and state levels. Management work is carried out by government agencies or managers (managers).

In the management process, it is important to manage the situation, that is, to quickly respond to the changing economic situation. The task of management is to direct the business to the realization of its long-term goals. Management is required to make very important decisions on product quality, costs, ownership, risk, market, demand, supply, and other issues, and their expected results confirm the correctness or effectiveness of management.

Governance belongs to any community, organization, region, industry, or, in short, an association of people. Because where there is a person, there is a need to communicate and exchange the results of activities. Therefore, the object of management is extremely wide. These are the sectors of the economy, ie industry, agriculture, transport; territorial units of cultural and art institutions (region, district, city); production aspects (distribution relations, product sales, etc.) and so on.

The subject of management can be different persons and their units (director, rector, mayor, head of the department of culture, etc.), ie those who influence the object of management.

In the sociology of management, management is defined as follows: Management is a function of a special body of the organization, a clearly organized activity to achieve the highest results with the least amount of resources (time, effort, resources).

It is known that one of the main social needs of society in transition is to improve the organization and management system. In fact, the function of management increases as a result of objective processes in all spheres of human life. In the process of transition to market relations, it becomes stronger and more difficult to organize.

Events and processes between people, relationships increase the importance of social governance as a form of social activity. Only by studying and systematically managing social processes can the social needs of society be met. A clear strategy for managing social processes allows for the successful solution of economic and social tasks of society development. In this sense, the problems of social governance are of great importance in all developed countries.

Independence has radically changed the place of man in society, in the system of government. We now realize that governance is a unique social process, and that taking into account people's way of thinking, character, customer, or level of education is important in ensuring effective governance at all levels. Managing people is a difficult task, primarily because it involves regulating the relationships between them. This requires an in-depth study and knowledge of the laws of human behavior. Man, his

social nature, the relationship between the individual and the social environment, the role of man in the social process can not be clearly studied in any laboratory.

Henri Fayol, a French scientist who has done a lot of research in the field of management, has identified five universal elements of the management system. These include the following: These are 1) planning; 2) organization; 3) management; 4) coordination; 5) control.

A set of management principles, methods, tools and forms designed and applied to manage production, trade or socio-cultural activities, increase labor efficiency, increase profits or carry out spiritual reforms for the development of society - in modern language management.

Management (English management – to manage, manage, organize) is:

- practical activities aimed at the management of production, trade, as well as socio-cultural processes;
- management theory, science, a set of principles, methods, tools and forms of management;
- in the modern practice of our country, the company is a leading component of the joint-stock company.

The concept of “management” is firmly entrenched in our lives and has become commonplace in Uzbek business. But it is important to keep in mind that we are talking about a new philosophy, with new systems of values and priorities.

In this regard, it is necessary to dwell on the meaning of the term “management”. Some authors consider the Uzbek word “boshqaruv” to be synonymous with the English word “management”. In fact, their content is slightly different. By using the term “management”, we are following a trend in international practice, which refers to a whole range of events and processes. In fact, the term “management” is not a satisfactory substitute for the term “management”, because in the latter case we are talking about the management of socio-economic, socio-cultural processes through and within a modern organization. In this case, the market type of management based on the industrial organization of production or trade will be an adequate economic basis for management. Thus, the term “management” is used to refer to the management of a modern organization, while other terms are used for other purposes, such as public administration and social governance. In our context, it is necessary to use the terms “organization”, “regulation”, “management” and “administrative management”.

However, the state, community, and other organizations also need to use certain principles and methods of management if they want to achieve their goals at lower cost, operation, and higher efficiency of government regulation.

In view of the above, in this case the term “management” is also used in the sense of “management” with a certain degree of conditionality. In order to define the concept of management, it is necessary to identify some of its aspects, first of all, the target content. For example, the goal of management as a science is to develop management theories, scientific approaches, processes, principles, and methods that ensure the sustainable, reliable, forward-looking, and efficient operation of the management system.

At the same time, the goal of management as an effective management practice is to achieve the organization’s high profitability, competitiveness and other goals through the rational organization of production, trade and other processes and the development of the technical and technological base of the organization.

The goals and objectives of management are constantly evolving as the scale of production and business grows and develops. The market evaluates the tasks to be performed and the goals to be achieved.

The development of management theory and the development of economic-mathematical methods have made it possible to supplement or replace many qualitative solutions of tasks with precise quantitative assessments or decisions of tasks, and the development of computational techniques and communication tools has increased management efficiency. Due to the labor-intensive nature of the calculations, many of the problems that cannot be solved on a real or permissible scale of time have become a daily reality.

Financial management is a complex system of ensuring the stability, reliability and efficiency of financial management.

It includes the formation and planning of financial indicators in accordance with scientific approaches and principles to management, the balance of income and expenditure, resource efficiency indicators, profitability of work and goods.

Innovation management is a comprehensive way of managing investments made by a property owner in the development of all types of innovations. It includes the construction of organizational structures, the choice of areas of innovation, innovation, coordination of various aspects of personnel management.

Sales management is the process of managing all key aspects of a business. It aims to formulate more rational management decisions on the development of a particular commercial enterprise, to coordinate its various activities and to ensure the high efficiency of the final results of these activities. According to the Resolution of the First President of the Republic of Uzbekistan "On the establishment of the Uzbek State Institute of Arts and Culture" dated June 4, 2012 No PP-1771 A new Master's Degree has been introduced. Accordingly, in 2012, the Uzbek State Institute of Arts and Culture began training managers in the field of culture and arts.

Management of culture and arts - targeted intellectual and economic activities aimed at the effective use of land, buildings and structures, various equipment and facilities, as well as the factors of intellectual, creative, artistic and other types of socio-cultural activities is a set of activities. Management in the field of culture and the arts is in many ways similar to service management. The peculiarity of the management of this sphere is that it organizes cultural services mainly in state organizations in the field of culture and arts, as well as in ceremonies held at weddings, cafes, private houses, discos.

As in various spheres of life of our country, the development processes in the socio-cultural spheres in accordance with the requirements of the time require special attention to the development of culture and art management. Therefore, the demand for management training in the industry is expected to increase in the future.

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