

## CREATIVE PRODUCTION PLANNING AS A MANAGEMENT WEAPON

**Khushvakov Azizbek**

Senior teacher of the "Culture and Art Management" department of UzDSMI

**Abstract:** This article provides information on the role of management in creative processes, financial planning and practical implementation of these processes.

**Key words:** financial plan, strategy, management, control, goal, planning, design, information, resource.

An important part of management in the field of culture is planning, which determines the goals, directions and content of the activities of the cultural institution. Planning is the process of identifying the goals, directions and content of the deployment activities, setting the goals and estimating the resources needed to solve them.

The planning process activates the work of various management mechanisms, organizational, informational, financial and economic, personnel work. At the same time, planning involves identifying priority projects and programs, evaluating available resources, assigning tasks, distributing responsibilities among employees, etc. allows.

Planning is closely related to planning and programming in managing organizations. However, these concepts should be distinguished. Planning includes determining the purpose and content of a certain structure, the organization's work for a certain period (implementation of projects), the design is related to the development of the ID, the ways of its implementation and obtaining the final product (souvenir, service, concert) and programming together the forces of the performers are focused on the implementation of a certain type of activity.

Planning is a complex and multi-step process that requires organizational skills. The planning process begins with determining the goals of the institution's activities, the desired results of the future state of the organization's activities. To achieve the goals, tasks are developed, methods, means, and resources for solving them are determined, deadlines and control of persons responsible for implementation are determined. Thus, planning activities in the field of culture consists of a number of aspects:

- goal setting;
- prediction;
- resource assessment;
- program of action;
- budgeting, financing;
- distribution of powers;
- setting control criteria.

Planning is one of the methods by which the organization's management ensures that the efforts of all employees are directed towards the achievement of common goals. In general, planning involves solving three questions in the organization's activities:

1. Where are we now? The manager must assess the strengths and weaknesses of the institution in various areas (resources, personnel, projects, finance, service, production, etc.).
2. Where do we want to go? Assessing the opportunities and conditions of the environment, economic and political factors, technology, cultural changes, the manager determines what the goals of the organization should be and what can prevent the achievement of these goals: environments, competitors, laws
3. How do we do it? Leaders must make general and specific decisions about what organizational members should do in order to achieve organizational goals. He should determine the most effective of them and engage in various types of planning during his activities. Let's look at the main types of plans.

First, the planned activity in the field of culture and art may differ depending on the content. This differentiates between employee development plans. Funding plans, thematic plans (dedicated to events, holidays, etc.).

Secondly, plans can differ depending on the decision: federal, regional, republican, district, city plans, plans of cultural institutions, as well as individual plans.

Thirdly, plans are distinguished by their directiveness or, in other words, their obligation to perform.

Forecast plans (representing approximate ideas about the planned period), recommendation (including recommendations) and directive (mandatory for implementation) types are divided. Directive plans provide specific instructions for tasks, numerical equivalents of indicators, and specific deadlines for execution.

Fourthly, the plans developed in the field of culture differ depending on the period of time. In this case, plans can be current and prospective. There are also annual, quarterly, monthly, weekly plans. Long-term plans are made for 1-5 years.

The activities of the cultural institution are most fully expressed in the current annual planning. The annual plan is usually drawn up by the working group at the end of the previous year, then discussed, revised and finally approved by the manager.

In general, the plan is distributed and has the following sections:

1. Ensuring the activity of the network from a regulatory and legal point of view (drafting of laws, making changes to the current regulatory and legal documents, developing a methodology for defining regulatory and legal documents, the amount of financing related to changes in the current legislation, etc.);
2. Organized work. (studying the contents of the questions in the meetings of the republic and the city of Tashkent, regions, a list of target programs, etc.).
3. Work with personnel (preparation and conduct of contests for holding civil service positions, determines and implements methods of interaction with regional cultural institutions, local state authorities. List of categories of personnel is determined. Training of personnel is planned, topics of seminars, conferences, meetings to be approved. Conducting contests, projects, programs, skill classes with employees of regional and city cultural institutions.
4. Implementation of measures for the implementation of administrative reforms in the regions. (preparation of reports, presentation of reports, development of administrative regulations, etc.).
5. Economic and financial activities (collecting information on the attraction of funds from the budget and extra-budgetary sources, creating a register of expenses, determining the objects of financing,

preparing proposals for the allocation of funds from the regional fund to the district and city budgets).

6. Strengthening the material and technical bases of cultural institutions (planning to check the readiness of cultural institutions to work in the autumn-winter season, protection of food in regional cultural institutions, technical safety and fire safety checks, etc.).
7. Protection, preservation and use of historical and cultural monuments (preparation of a document on the compliance of the technical condition of cultural heritage objects with current legal documents, planning the work of the commission for the preservation of cultural heritage objects. monitoring of cultural heritage objects, collection of data on the results of archaeological research, determination of measures on accounting and preservation of cultural heritage objects, etc.).

In cultural and art institutions, plans are drawn up in the form of a written schedule. In this case, the first column shows the planned event, the second column shows the date of its implementation, and the third column shows the person responsible for its implementation. Thus, the current annual planning is a document that systematically regulates the main directions of the organization's activities, and substantiates the rationale and deadlines of the long-term plan.

In the theory of management activity, strategic plans, tactical and operational, network and many other plans are also distinguished. Tactical plans correspond to tactical objectives. They include the planning of the results that departments, sectors, departments of organizations should achieve. Tactical plans are usually drawn up for a year, are coordinated among different departments, and in this regard, they generally form the basis for tactical planning of the entire organization.

In the explanatory dictionary of the Uzbek language, it is defined as "planning - a set of forms of regulation and management of socio-economic processes at various levels of the national economy<sup>1</sup>". A planner is a person who makes a plan.

In the process of creative production, more operating plans are used, which gives better results. Operational plans are less complicated because they are developed at the lower levels of the cultural institution.

Operational plans are details of tactical plans, which include a sequence of actions to solve tactical goals. Based on these plans, the activities of individual art workers, creative teams, departments, etc. are coordinated. A detailed description of a plan for a specific group or individual in the field of culture often takes the form of a schedule.

The schedule defines a specific time frame, scope and time, sequence of plans. That's why such plans are called network plans, and they are common.

- division of all planned work into operations, specifying responsible performers and deadlines;
- The selected operations are arranged in a certain sequence and the resulting table is placed on the calendar.

The form of the schedule is very common in current planning, because it allows you to determine the necessary actions based on the calendar, the stages of work, financing methods, monitoring the progress of work, determining the reasonableness of the distribution of powers among the team, as well as making changes if necessary, musical supply, direction, script, material supply, finance, technical equipment, etc., and then tie all the departments into a whole. Thus, effective planning is a

---

<sup>1</sup> Madvaliev A. An explanatory dictionary of the Uzbek language. 5 volumes - Tashkent.: National encyclopedia of Uzbekistan. 608b.

hierarchical system where part of operational planning is tactical. This, in turn, forms the basis of the strategic plan.

**Strategic planning** is a set of actions that lead to the development of strategies and mechanisms for the organization to achieve its goals. Strategy is often understood as a comprehensive program of actions that ensures the achievement of a common goal.

A strategy is a system of seeking, articulating, and developing doctrine that, when consistently and thoroughly implemented, ensures long-term success. By the 21st century, the concept of strategy has expanded considerably. Strategy covers the concepts of management organization aimed at forecasting and eliminating crisis situations that have arisen in economic, socio-political and other spheres in the world and in the internal life of the state.<sup>2</sup>

**Strategic planning** is a way for cultural institutions to successfully operate, to focus on competition and to achieve their goals in the long term. Considering cultural change is strategic. A strategic plan is designed to address the most important issues of adaptation to the external environment, internal coordination, and resource allocation.

Strategic developments can be defined in projects, programs, current and operational plans. Strategic planning is the basis for the content of more specific plans. Responsibility for the implementation of strategic (prospects are an important factor) annual current plans, as a rule, is assigned to the management. Cultural leaders, specialists, team leaders, creative employees are primarily responsible middle management for the implementation of planned work in accordance with operational and tactical plans.

Cultural planning is a defined program of actions. It has one-time and permanent plans. One-time plans are aimed at developing and achieving goals related to a specific and unique event, project, event.

Permanent plans, which regulate the conditions of decision-making, determine the policy of general management of actions based on the general goals of the institution. Such plans, as a rule, include the same actions, procedures, activities for a certain thing. The type of cultural activity may change every year depending on changes in the external environment. The development of the plan consists of several stages, in each of which the corresponding tasks must be performed:

- Development of the plan's information base (report data, inspection materials, surveys, etc.), and explanation of the main technologies of methodological supply planning tasks.
- Several parts in developing a plan:

*Determination of goals and objectives for the planned period;*

Description of goals and plans in terms of specific indicators and quantitative values of the planned amount is determined using normative or analytical methods. It is important to justify the implementation of the plan and draft the plan.

*Plan coordination and approval.* At this stage, two tasks are solved. First, the plan must go through the approval procedure with various authorities, which are often responsible for its implementation. Second, the plan is approved by the head of the organization, and this step is documented using the "Approve" seal in the upper right corner of the document.

*To encourage and control the implementation of the plan.* At this stage, it is very important to communicate each position of the plan to the executors, so the promotion of the plan often includes meetings, workshops and interviews. In addition, in order to implement the adopted plan on time, it is

---

<sup>2</sup> The official website of the People's Word newspaper. Source: <https://xs.uz/uz/post/actions-strategyasi-ozbekiston-millij-taraqqiyotining-new-stage>

necessary to use various methods of controlling this process. Successful planning presupposes adequate application of the methods used in the development of plans. Experts distinguish between analytical (analytical) and standard (normative) planning methods in the field of culture.

"*Analysis*" planning method depends on the systematic increase of the activity potential of the cultural institution by increasing its quality and quantity in comparison with spiritual-educational activities. Cultural services, their quality and quantity are the main result of the activity, and they are the main indicators of the analytical planning method.

The "*standard*" planning method focuses on the average nature of the work, limiting initiative. Because it only shows the limits and lower and worse performance is not possible.

A standard is a set of products created or consumed by a cultural institution: expressed in terms of time, volume, area, percentages, coefficients and other units. In the field of culture, there are standards developed for clubs, visitors, inventory, musical instruments, number of employees, etc.

The "*objective*" planning method involves setting objectives for each department or employee, which are used to control the further activities of the institution at all stages.

With the goal-oriented method of planning, the development of the plan is carried out taking into account the results of the activities of each employee, departments, teams, aimed at the goals. However, in the process of goal planning, some goals may be replaced by others, the focus may shift from strategic goals to operational goals, and relations between managers and subordinates may become strained. Admittedly, the most effective in the field of culture is a combination of different planning methods.

In the planning of cultural arrangements, the possibility of adjusting the plan according to the changed conditions should be preserved. Therefore, the planning process is always continuous. In order for planning to be successful, it is important to consider the implementation of the goals set in the plan. Planned actions, on the one hand, should be ambitious, and on the other hand, they should be implemented realistically. And finally, a well-thought-out incentive system in working with employees and, first of all, the possibility of rewarding for completed tasks will serve as a guarantee of the implementation of planned activities.

## Used literature:

1. Meskon M. X. Fundamentals of management. M., 2008.
2. Fedotova N. G. Culture as a strategic resource of the region. Bulletin of NovDU. No. 63. 2011. P. 58-65.
3. Fedotova N. G. Creative industries: theory and practice. Cultural commentary. Information-analytical collection No. 4. Veliky Novgorod, 2012. Page. 53-73.
4. Kostsov T. C. Management in the field of culture and art. M. 2007.
5. Karaboev U. Cultural issues. - Tashkent: National Encyclopedia of Uzbekistan State Scientific Publishing House, 2009. - B. 286.
6. Alimasov V., Manzarov Yu. Spiritual and educational sphere in Uzbekistan: theory and practice (philosophical-sociological research). Nowruz. Tashkent 2014. 120 p.
7. Kasimova D.S. Management theory. – Tashkent, Tafakkur-bostoni. 2011. Page 336.
8. Bekmuradov M.B., Shodiev H.Kh. "Management theory and practice". Tashkent, 2021. "Zamon polygraph" OK publishing house. 272 p.
9. Heydarov A. Culture is the foundation of national growth (text) "Golden Heritage Press" publishing house. Tashkent - 2021. 478 pages.