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Museum Management And Features Of Its Improvement In Uzbekistan

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ABSTRACT

This article discusses the significance of museum management for contemporary society is determined, first of all, by changes in the market for services in the field of culture, which form new needs and require the involvement of new specialists.

KEYWORDS

Museum management, strategy, mission, technologies, services, tourism.

INTRODUCTION

Activities of museums in Uzbekistan have become increasingly socio-cultural in nature in recent years, and it is clear that the role of museums in the preservation and interpretation of cultural heritage, complex processes of social adaptation and cultural identification, education is growing organization of leisure time. Contemporary museums in Uzbekistan are becoming centers

of education, communication, cultural information and creative innovation. Museums have an urgent task not only to attract a new audience to their walls, but also to do everything possible so that the visitors who have come want to come to the museum more than once.

Currently, Uzbekistan lacks experienced top and middle managers of museum institutions and their associations, who would be engaged in the development and implementation of long-term strategies for the development and commercial profitability of museums, replenishment of their collections, public activities and participation in global systems of social communication.

Museum management is a system of principles, methods, means and forms of management of a museum institution and its personnel. The basic tasks of management are to create and improve the basis of management activities, increase the efficiency of the team, create and implement new effective management methods and create the mission, goals and objectives of the company, in this case the museum. There are certain management functions that relate specifically to the socio-cultural sphere. These functions are tracking the socio-cultural needs of people, building the goals of the organization, based on the development trends of these needs and meeting the socio-cultural needs of society.

THE MAIN FINDINGS AND RESULTS

Museum management present is a complex intellectual and economic activity carried out in order to effectively use the resource potential and factors of production of cultural goods, products and services; an integral part of museum management. Museum management, in turn, is the regulation of interactions within the museum and the creation of conditions for its functioning in the external environment in accordance with the requirements of the founders. The constituent parts are: management, management of collections (museum funds), management of programs addressed to the public (exposition and exhibition activities), educational programs, publications, cultural and educational events, activities to expand the museum audience and service visitors, management of museum property and finance [5. p.69].

As noted by some researchers, in particular, G.N. Novikov. [6. p. 106] V.M. Chijikov, V.V. Chijikov [5. p.28] art management is currently one of the most relevant areas of commercial activity in the field of culture and art. Famous researchers of modern management E.I. Jdanova, S.V. Ivanov, N.V. Krotova, S. Korneeva, suggest considering art management as:

- management of various types of art (expressive and visual);
- a field of knowledge that helps to guide the process of creating artistic values (material and spiritual);
- promotion to the market of cultural services of the results of the creative activity of specialists

All of the above makes one of the most important factors of managerial art the ability to trust your intuition and the riskiness of making decisions of any complexity in accordance with the accepted level of competence and formed competence [7].

The basic postulate of strategic museum management can be formulated as follows: the survival and development of the museum for the long term depends on the ability of this museum to timely anticipate changes in public needs, consumer motivation and market conditions and accordingly adapt its organizational and service structure and the range of the museum product range. Access to the museum collection, conditions for self-education and communication, creativity and leisure activities, provision of information, assistance in educational and educational activities - this is not a complete list of those services that a modern museum can and should offer. In this regard, marketing technologies are increasingly entering the museum sphere [2. p.7].

Many Uzbek museums have a fairly high social status, undeniable achievements, however, if we compare the level of funding of the main museums of the world and our museum institutions, it turns out that in Uzbekistan this level is much lower, and there is also a lag in the

information technology base of Uzbek museums. Lack of adequate funding or its centralization is a huge problem for museums, especially for those located far from big cities. In such difficult circumstances, a museum institution cannot acquire the necessary exhibits or create appropriate conditions for their maintenance. However, it is obvious that in modern society, the most priority areas for investment should be the spheres of education, culture and science. After all, the improvement and dissemination of social and cultural activities, and then an increase in the level of cultural development of citizens - these are aspects that are of public importance. Therefore, it is so important that financing the sphere of culture and museum activities in particular, becomes one of the key tasks of the state.

The essence of planning is to allocate the available resources in the most optimal way based on the goals of the museum and the ways to achieve them. Many Uzbek museums have a fairly high social status, undeniable achievements, however, if we compare the level of funding of the main museums of the world and our museum institutions, it turns out that in Uzbekistan this level is much lower, and there is also a lag in the information technology base of Uzbek museums. Lack of adequate funding or its centralization is a huge problem for museums, especially for those located far from big cities. In such difficult circumstances, a museum institution cannot acquire the necessary exhibits or create appropriate conditions for their maintenance. However, it is obvious that in modern society, the most priority areas for investment should be the spheres of education, culture and science. After all, the improvement and dissemination of social and cultural activities, and then an increase in the level of cultural development of citizens - these are aspects that are of public importance. Therefore, it is so important that the financing of the sphere of culture and museum activities in particular becomes one of the key tasks of the state. A large number of

museums in all regions of Uzbekistan are located in emergency buildings. Due to low wages in the museum sector, highly qualified employees who work there soon find themselves better paid jobs. Another problem is that due to the low level of artistic and aesthetic requirements for the arrangement of exhibits and the formation of the museum space, the exposition often becomes monotonous, boring and does not arouse interest among museum visitors. However, the reason is often not low requirements for expositions and not a lack of funding, but the fact that many residents of our country do not have the need and desire to touch the treasures of history and culture, they have not learned to perceive and process information, evaluate processes and phenomena. Many of our compatriots do not go to the museum for years, for the most part they are from remote cities, but even residents of large metropolitan areas often do not feel the need for this. A huge number of the country's inhabitants are absolutely not interested in the masterpieces of world art, they do not possess the necessary knowledge to fully perceive them and have no need to study them. Therefore, the modern museum is undoubtedly influenced by socio-economic factors, the peculiarities of working with cultural values in a market economy, etc. The development and successful activity of the museum in the XXI century depends, first of all, on the achievements of scientific and technological progress and the possibility of applying it in practice, as well as on the ability of the museum staff to perform in museum activities not only search and protection, scientific and educational functions, but also the opportunity to attract and involve visitors during the excursion. In addition to the above, the museum management should use various marketing techniques in their activities. First of all, it is necessary to determine the target audience of the museum, and then, based on this choose a communicative approach that suits this audience. In addition, there are effective modern methods that allow you to analyze various factors of the museum and,

based on the results of the analysis, achieve more successful and effective functioning in the future.

In order to improve museum affairs, the Foundation for the Development of Culture and Arts under the Ministry of Culture of the Republic of Uzbekistan, together with the British Council and Goldsmiths University (UK) have launched a long-term program on museum management, which opened with a five-day course at the State Institute of Arts and Culture of Uzbekistan.

The course is designed with an emphasis on improving the administrative structure of museums in Uzbekistan and improving the quality of services for visitors. The course program was developed based on the experience of museum work in Great Britain. It will include the study of international best practice in museum management, project management, and marketing and communication. According to the lecturers of the course with its theoretical format, the material will be maximally “working” and applicable in practice.

The course participants are specialists from museums and departmental institutions of Uzbekistan. Among them are representatives of: the State Museum of Applied Arts of Uzbekistan, the I.V.Savitsky State Museum of Arts (Karakalpakstan), the Aibek House-Museum, the State Museum of Art of the Republic of Uzbekistan, as well as the Fund for the Development of Culture and Art under the Ministry of Culture of Uzbekistan and the State Institute of Arts and culture of Uzbekistan.

Leading experts in the field of culture and museum affairs became the speakers of the first course of the “Museum Management” program. Sylvia Lahav is a Lecturer at Goldsmiths University in the Department of Creative and Cultural Entrepreneurship. (Great Britain) has many years of experience in the field of museum management. Lectured in France, Italy, Portugal, Slovakia and Slovenia,

Conducts courses on Education, Interpretation and Communication at the Art Museum, based on her more than twenty years of experience in five of London’s largest museums, such as: Tate Britain, Tate Modern, the National Gallery, the National Portrait Gallery and The V&A she holds a diploma in fine arts from the School of Arts, Bema Shaw (University of the Arts).

Virginia Button, director of the Falmouth School of Art. Great Britain. Former curator at Tate Britain, Experienced academic leader and manager, art critic, writer, curator, teacher and consultant, her area of expertise and interests: contemporary art, curatorship, Art education, local and global regional studies. Virginia will add a curatorial dimension to the museum management course, as well as share her experience in managing and hosting large cultural events.

The preliminary acquaintance of the course speakers with the museum environment of Uzbekistan showed that the country has great potential for the development of the activities of museums and galleries, as well as their role in the development of tourism. In February 2019, the State Institute of Arts and Culture of Uzbekistan launched the second cycle of a long-term program on museum management, organized by the Foundation for the Development of Culture and Art under the Ministry of Culture of Uzbekistan, together with the British Council and Goldsmiths University (UK). The third stage of the museum management program took place in May 2019.

The training program was developed based on the experience of museum work in Great Britain, taking into account the specifics of museum work in Uzbekistan. It is worth noting that the preliminary acquaintance of the course speakers with the museum environment of Uzbekistan revealed that the country has great potential for the development of the activities of museums and galleries, as well as their role in the development of tourism.

The curriculum includes the study of international practice of museum management, project management, as well as marketing and communication. Main topics to be studied: Reasons for visiting museums; Expectations of visitors; Development of audience perception; Identifying and understanding potential audience and creating a strategy focused on audience growth; The importance of computer technology, events, interpretation, marketing, communication. As part of the training course, lecturers deliver presentations based on current case studies. Also, individual and group exercises are conducted, which in the future students will be able to apply in practice in their work.

Leading experts in the field of culture and museums were the speakers of the second year. One of them was Gerald Lidston, director of the Institute for Creative and Cultural Entrepreneurship, Goldsmiths University (London). Dr. Gerald Lidston is the developer of the Master's program in Arts Administration and Cultural Policy and co-developer of the Master's programs in Creative and Cultural Entrepreneurship and Cultural Policy, Relations and Diplomacy. For over twelve years he worked in Vietnam on the creation of an art management course at the University of Culture of Hanoi with financial support from the Ford Foundation. Received a national medal for his contribution to the development of the culture of Vietnam, he was the director of the British Know-How Fund, a four-year project in Slovakia for the UK Foreign Office to create an art management training system. Another speaker was Jerry Morris, who has worked in the United Kingdom cultural sector for 35 years, carrying out projects related to the study of target audiences for organizations such as the Tate Gallery, National Gallery, British Museum, Art Institute of Chicago and many others. Jerry is a renowned specialist in targeting audiences for museums and galleries in the UK and overseas and holds leadership positions in areas such as market segmentation, diversification and targeting.

The course was attended by specialists from museums and departmental institutions of Uzbekistan: the State Museum of Applied Arts of Uzbekistan, the State Museum of Art named after I.V.Savitsky (Karakalpakstan), the State Museum of Art of Uzbekistan, as well as the Fund for the Development of Culture and Art under the Ministry of Culture of the Republic of Uzbekistan and the State Institute arts and culture of Uzbekistan.

Time and modern museums require a new type of leader. A museum is a cultural institution, an institution that has the task of preserving, popularizing and passing on our cultural heritage to future generations. This circumstance will always require from the management of museums specific professional knowledge in history, archeology, art history, ethnology and cultural studies. But the second higher education for the full management of the museum should cover the study of a cycle of basic disciplines in economics, management, marketing, sociology and tourism [2. p.7].

In the context of social transformation of traditional museum values and guidelines for activities, the manager of an Uzbek museum must first of all be a strategist. Modern financial, resource and market challenges require him to develop a clear strategy and policy for the existence of the museum for the long term, coordinate its goals, identify strengths and weaknesses assess threats and prospects. The main task of planning in a market economy is to ensure long-term competitiveness and sustainable position of the museum. In the museum business, strategic planning is distinguished, associated with the determination of the optimal variant of the development of the museum based on the study of its position in a changing world, the formulation of its mission, the definition of strategic goals and objectives [1. p.27].

Museums offer the following range of services: excursions to exhibitions, lectures, watching videos about the fine arts, traveling exhibitions and lectures, photo and video filming in the

halls of the museum, museum educational programs for children and youth audiences, presentations, scientific and practical conferences, seminars, cultural -mass events and not only. Museum lessons and lectures are one of the promising forms of work with the school audience and are organized with the aim of acquiring knowledge by students according to a specific curriculum or with the aim of consolidating and deepening the knowledge gained in the classroom at school [4. p.72].

Additional museum services are any other services that are provided by employees to meet the demand of visitors and will require additional efforts of the museum: access to the funds of museum collections, scientific advice, supplying reference information to the media (television, print), conducting art history and value examinations, restoration work, organizing auctions, creative evenings and presentations, Sunday schools of etiquette and cultural studies for children and adolescents, delivery separate premises for rent to other market entities, etc. [3. p.97].

CONCLUSION

Contemporary innovative technologies in museum business can significantly expand and qualitatively improve the quality of museum services in general and form new socio-cultural needs for museum services among the population, in particular. And this, in turn, requires the training of highly qualified specialists specifically in social and cultural services, who could organize work with museum visitors in a new way. Currently the issue of museum management is to know its visitors (buyers, consumers) and its potential partners (customers, sponsors). This is an indispensable condition for the social and economic success of the museum, which has embarked on the path of developing marketing strategies and technologies. At the same time, this does not mean that all the activities of the museum will only go towards the expressed desires of the public.

Consequently, today museum service specialists need, first of all, to use the entire arsenal of tools: knowledge, professional communication skills, art aimed at informing a potential audience and advertising a museum offer. Most importantly, it is necessary to dispel various prejudices among a part of the population associated with persistent ideas that a museum is an “outdated”, “boring” and “outdated” cultural institution.

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Improving Organizational And Economic Mechanisms To Increase The Power Of Textile Enterprises

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ABSTRACT

In article questions perfection of mechanisms of management of business activity of the enterprises of the textile industry are considered.

KEYWORDS

Business activity, management of business activity, the mechanism, encouragements, monitoring.

INTRODUCTION

In recent years, the volume of production in the textile industry has been growing rapidly, and its share in the country's GDP is growing significantly. However, in general, the existing potential and resources of the textile industry of Uzbekistan are not fully used. This further increases the relevance of in-depth scientific and practical research of the resources and potential of textile enterprises.

It is known that today a lot of research has been conducted on the concept of potential of industrial enterprises, their components, indicators of its evaluation. However, almost no research has been conducted that fully covers the specific development characteristics of the real sector of the economy and based on it, scientifically and practically based proposals on the concept of

potential of enterprises, its evaluation indicators and capacity building mechanisms. Research in this area has largely covered the issue of economic potential [1,2,3,4]. A study of the definitions of the term "economic potential" leads to the conclusion that these definitions are aimed in two directions:

1. Economic potential is a set of available resources;
2. Economic potential is the ability of productive forces to achieve certain results.

In the first case, the concept of "economic potential" is approached only in terms of resources. This does not allow for a full disclosure of the comprehensive economic nature of economic potential. In the second case, the main focus is only on the results of the use of economic potential.

Such a description of economic potential as either the state of resources, or the ability to use resources, does not fully reveal its economic essence. In our opinion, it would be expedient to approach the concept of economic potential of textile enterprises by combining the above directions.

Production of enterprises of the textile and clothing industry - an important role in improving the organizational and economic mechanisms to assess the potential of its founders (production, marketing, innovation, investment, management, finance) and increase the efficiency of its management, taking into account the specifics of management holds.

The economic mechanism includes relations, forms, methods and means that support the implementation of plans of socio-economic development of the subjects using economic methods and ensure the interests of their interaction.

Today, in the context of increasing competition in the consumer market, the priorities for improving the organizational and economic

mechanisms to increase the capacity of textile enterprises through the production of a system that is adaptable to external factors and ensure competitive advantage should be:

- Rational use of existing raw material resources to increase the production capacity of existing textile enterprises, create new types of raw materials and alternate their composition, increase the volume of exports and fill the domestic market by launching the production of competitive high value-added products using modern techniques and technologies loading; to launch the production of components and fittings that are currently in demand through imports;
- Creation of new types of goods, development of new markets, further improvement of fashion and design activities in order to increase innovative potential;
- Study the demand for textile products in order to increase marketing capacity and identify prospects for sales promotion, conduct regular marketing research in foreign and domestic markets, organize effective marketing management, ensure the successful movement of textile products by searching for promising market segments;
- Attracting foreign direct investment, construction of new textile enterprises, technical re-equipment and modernization of existing ones, further increase the attractiveness of the investment climate in order to introduce modern technologies in production to ensure investment potential;
- Regularly monitor the movement of funds to increase financial capacity, prevent bankruptcy, increase profits by reducing the cost of production or increasing the cost of production, sharply reduce the amount of all assets relative to revenue, increase product profitability, accelerate asset turnover.

To solve such a wide range of tasks, it is necessary to improve the management system and develop and implement measures to increase the capacity of textile enterprises.

Therefore, in the course of the research, the main directions and measures for improving the capacity management of enterprises in the textile and garment industry were identified and developed.

Its evaluation is important in finding ways to effectively use the existing potential of the textile industry. An analysis of the research conducted in this area shows that many methods of assessing the capacity of the enterprise describe only some areas of its activities: only the state and availability of available resources and the effectiveness of the use of these resources.

Therefore, it is advisable to use a number of methods in assessing the potential of a complex enterprise.

One of the distinguishing features of textile enterprises is that the consumption of raw materials in the structure of production costs in these enterprises is quite high (85-90 percent). Therefore, in the process of assessing the potential of these enterprises, it is necessary to pay sufficient attention to this situation.

Based on this, based on the existing methods of assessing the capacity of the textile enterprise, we have developed a model method of assessing the capacity of the textile enterprise based on the distinguishing features of its production.

The model of capacity assessment of a textile enterprise is formed as follows: the potential of the textile enterprise under study is determined by comparing it with a "clear model" or the enterprise with the highest performance in the industry. Its implementation includes the following steps:

Step 1. Selection and grouping of indicators for assessing the potential of the textile enterprise.

Phase 2. Conduct research to study the potential indicators and factors of the studied textile and competitive enterprises.

Step 3. Identify a management entity or a conditional "specific sample" entity.

Step 4. Normalization of capacity indicators will be carried out in relation to the performance of the "clear model" enterprise.

Step 5. Determining the level of importance (share ratio) of the unit indicator and group of indicators in order to ensure an objective assessment of the potential of the textile enterprise. The level of significance of the group and indicators (share ratio) can be determined using the expert assessment method.

Step 6. Determining the aggregate group indicators of the potential of comparable textile enterprises.

Step 7. Forecasting key factors of capacity building and forecasting the level of capacity of comparable textile enterprises.

Step 8. Categorization of textile enterprises on the basis of integral indicators.

Step 9. Analysis of primary, aggregate and integral indicators of the potential of the textile enterprise.

The potential indicator of a textile enterprise can theoretically be in the form of a coefficient from 0 to 1 or in the form of a percentage from 0 to 100 percent.

The current situation in the textile industry of Uzbekistan can be described as a very complex and problematic situation. Low efficiency in the textile industry (according to experts, this figure ranges from 40% to 50%) is due to a number of factors (low product quality and productivity, use of obsolete equipment and technology), ie the lack of a clearly defined

marketing strategy, national and foreign textile products. due to factors such as insufficient study of market conditions [5].

It is necessary to create a research base for a systematic study of the state of the world commodity market and marketing of the activities of exporters. It is necessary to involve in this work trade and economic missions, foreign branches of the Embassy of Uzbekistan, representatives of various local financial and industrial structures, specialized research institutes and educational institutions, the Chamber of Commerce and Industry of Uzbekistan. There is a need for state and regional programs, Uzbek legislation, a system of foreign trade data on the activities of Uzbek trade representatives abroad.

It is necessary to open a network of presentation centers abroad, assist in the establishment of joint chambers of commerce and industry and business councils.

It is necessary to improve the support system for local producers. Import-related raw materials, which are not produced in our country or imported in small quantities, should be encouraged by setting low or "zero" rates for domestic production, which depends on the materials.

In order to improve the management of foreign economic activity through existing legislation, it would be expedient to carry out the following interrelated activities:

- It is necessary to develop and legally establish a single comprehensive program for the management of foreign economic activity through tariffs and without tariffs;
- Due to the fact that a large number of introduced laws and by-laws complicate the activities of foreign economic activity, it is necessary to prepare a single regulatory act for the management of foreign exchange accounts;
- Development of a strategy to protect the Uzbek market and local producers through

the principles of liberalization of foreign economic activity and the rational combination of protectionist policies;

- It is necessary to implement a policy of diversification of foreign economic relations in order to eliminate the full dependence of Uzbekistan on other countries;
- It is necessary to change the existing legislation on foreign economic relations, primarily in order to attract foreign investment. It is important to keep in mind that a foreign investor may actually feel better about domestic producers than in well-protected countries. It is necessary to encourage the inflow of foreign capital into Uzbekistan, to establish guarantees for the protection of such investments in practice.

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