

# THE ROLE OF ART MANAGEMENT IN THE DEVELOPMENT OF AN INNOVATIVE MANAGEMENT SYSTEM IN HIGHER EDUCATION INSTITUTIONS

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## Abstract

This article examines the role of art management in the development of innovative management systems in higher education institutions. It explores the potential of art management in introducing creative approaches to management processes, improving the quality of educational services, and ensuring the effective organization of the activities of academic staff and students within the contemporary educational environment. The findings of the study indicate that the integration of art management elements into management systems contributes to enhancing the effectiveness of innovative activities, strengthening the competitiveness of educational institutions, and fostering a creative environment.

**Keywords:** Art management, innovative management, higher education, creative approach, educational quality, management technologies, digital transformation.

## Introduction

The modernization of higher education systems, the strengthening of higher education institutions' positions in international rankings, and the implementation of innovative development strategies have become key priorities worldwide. In the context of globalization, educational quality, management effectiveness, and competitiveness have emerged as critical indicators of institutional performance in higher education. Consequently, alongside traditional management approaches, there is an increasing demand for the application of creative and innovative management technologies [1].

In the experience of developed countries, particular attention is being paid to enhancing the innovative potential of higher education institutions through the application of principles derived from the creative economy, cultural management, and art management. Although art management initially emerged as a system for managing cultural and artistic institutions, its methodological approaches are now successfully applied in education, business, marketing, and public administration. The core essence of art management lies in fostering creative thinking, supporting innovative ideas, promoting collaborative engagement, and ensuring the effective utilization of human capital [2].

In the Republic of Uzbekistan, comprehensive reforms aimed at improving the quality and management effectiveness of higher education have been identified as one of the priority



directions of state policy. In particular, the “Concept for the Development of the Higher Education System of the Republic of Uzbekistan until 2030,” approved by Presidential Decree No. PF–5847 of October 8, 2019, emphasizes the introduction of modern management mechanisms in higher education institutions, the expansion of innovative activities, and the achievement of competitive positions in international rankings [3].

Furthermore, the Law of the Republic of Uzbekistan “On Education” identifies the development of innovative activities in education, the implementation of modern pedagogical and information and communication technologies, and the improvement of educational management as priority directions of state policy [4]. Likewise, the Law “On Science and Innovative Activity” establishes the organizational and legal foundations for supporting scientific and innovative activities and creates the necessary conditions for the development of innovative management mechanisms [5].

Moreover, the rapid advancement of digital transformation processes in recent years has introduced new requirements for higher education institutions. Competencies such as digital governance, strategic planning, project management, and creative leadership have become essential components of educational management. Within this context, the application of art management approaches serves as an important factor in improving innovative management systems, fostering a creative institutional environment, and enhancing management effectiveness [6].

Based on the foregoing considerations, identifying the role of art management in the development of innovative management systems within higher education institutions, as well as examining its theoretical foundations and practical mechanisms, represents a significant scientific and pedagogical issue. Therefore, the purpose of this study is to determine the role of art management in the development of innovative management systems in higher education institutions and to substantiate effective mechanisms for its practical implementation.

**Methods.** This study employed a range of scientific research methods to identify the role of art management in the development of innovative management systems in higher education institutions and to substantiate its practical significance. The research methodology was developed based on the principles of management theory, educational management, concepts of innovative development, and approaches derived from the creative economy [8].

At the initial stage of the research, scientific and pedagogical, philosophical, economic, and management-related literature relevant to the topic was systematically analyzed. In particular, the study reviewed the works of both international and national scholars in the fields of art management, creative management, innovative activity, leadership, and higher education management. The analysis of these sources made it possible to clarify the theoretical foundations, principles, and managerial significance of art management [9].

A comparative analysis method was also extensively employed throughout the study. This method enabled a comparison between innovative management practices implemented in higher education institutions of developed countries and local experiences. The comparative analysis revealed that the integration of art management elements into management processes has a positive impact on educational quality, management effectiveness, and indicators of innovative activity [10].



In addition, the generalization method was applied to systematize existing scientific perspectives and practical experiences related to the development of innovative management in higher education. As a result, the key factors influencing the impact of art management on managerial activities were identified, and the interrelationships among these factors were analyzed [11].

One of the key stages of the research was carried out using the modeling method. Through this method, a conceptual model was developed to illustrate the role of art management within the innovative management system of a higher education institution. The model reflects the possibilities of applying creative approaches at the strategic, tactical, and operational levels of management and contributes to enhancing the effectiveness of innovative development processes [12].

As a result of the analysis, the following key components influencing the innovative management system through art management were identified:

Creative leadership;

Innovative project management;

Formation of a cultural and creative environment;

Communicative management;

Organization of management activities based on digital technologies.

The creative leadership component reflects managers' abilities to think strategically, make innovative decisions, and motivate teams to generate and implement new ideas. Innovative project management encompasses mechanisms for the effective organization of new initiatives, grants, start-ups, and research projects within higher education institutions [13].

The formation of a cultural and creative environment includes organizational and pedagogical conditions that promote the development of the creative potential of both academic staff and students. Communicative management, in turn, is aimed at ensuring effective information exchange among stakeholders, fostering collaboration, and strengthening organizational culture [14].

The organization of management activities based on digital technologies involves the use of modern information systems, artificial intelligence, data analytics, and e-governance tools to improve the effectiveness of managerial decision-making. Particularly in the context of digital transformation, this component has emerged as an integral element of innovative management [15].

At the final stage of the study, the impact of the identified components on the effectiveness of higher education management was analyzed through the proposed conceptual model. The findings substantiated that the integration of these components serves as a crucial factor in the development of an innovative management system within higher education institutions.

## Conclusion

The findings of this study demonstrate the increasing role and significance of art management in the development of innovative management systems within higher education institutions. The conducted analyses confirmed that relying solely on traditional administrative approaches is no longer sufficient for the effective management of modern educational institutions. Ongoing transformations in the education sector, the acceleration of digital transformation processes, and the growing demands of innovative development require the adoption of new



management approaches. From this perspective, art management emerges as one of the effective tools for establishing a creative and innovative management model.

The study revealed that the application of art management technologies contributes positively to enhancing the effectiveness of innovative activities, improving management processes, and increasing the quality of educational services in higher education institutions. In particular, the implementation of creative management principles supports the development of strategic thinking among administrators, expands opportunities for innovative decision-making, and fosters an environment of initiative and creativity within academic communities. As a result, the participation of faculty members and students in innovative activities becomes more active, thereby strengthening the scientific and practical potential of educational institutions.

Another important advantage of art management is its foundation in a human-centered management philosophy. Such an approach promotes collaboration, open communication, and the development of a strong organizational culture within educational institutions. In particular, the establishment of constructive relationships among faculty members, students, and administrative staff serves as a crucial factor in the successful implementation of innovative ideas and projects.

The findings also highlight the necessity of integrating the principles of art management into management activities in the context of digital transformation. The use of modern information and communication technologies, artificial intelligence applications, digital platforms, and data analytics tools significantly expands the potential of art management. This integration contributes to faster decision-making processes, more efficient resource utilization, and the sustainable strategic development of higher education institutions.

Overall, the study substantiates that art management is a promising management mechanism that supports the innovative development of higher education institutions, promotes a culture of creative management, and contributes to improving educational quality. Future research should focus on the development of innovative management models based on art management, the identification of effectiveness criteria, and the implementation of these models in educational practice. Further investigations in this field will contribute to enhancing the competitiveness of the education system, modernizing management practices, and fostering innovative educational environments.

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