

# THE USE OF ART MANAGEMENT APPROACHES IN THE FORMATION OF A CREATIVE MANAGEMENT CULTURE IN HIGHER EDUCATION

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## Abstract

This article investigates the role and significance of art management approaches in fostering a creative management culture within higher education institutions. The study substantiates the relevance of developing a creative management culture in the context of innovative development, digital transformation, and global competition in contemporary education systems. The research analyzes the potential of art management in promoting creative leadership, innovative thinking, organizational culture, and effective communication. The findings indicate that integrating art management approaches into higher education management contributes to improving educational quality and enhancing management effectiveness.

**Keywords:** Art management, creative management, management culture, higher education, creative leadership, innovative activity, organizational culture, digital transformation.

## Introduction

One of the key factors driving the development of modern society is the advancement of human capital. The quality of human capital is largely determined by the effectiveness of the education system. In particular, higher education institutions are responsible not only for preparing highly qualified specialists but also for conducting research, generating innovations, and enhancing the intellectual potential of society. Consequently, the requirements imposed on higher education institutions worldwide are undergoing significant transformation. Universities are now expected to function not merely as providers of knowledge but also as centers of innovation, platforms for creative thinking, and institutions that implement modern management technologies [1].

The processes of globalization, the Fourth Industrial Revolution, the rapid development of artificial intelligence technologies, and the emergence of the digital economy require new approaches to higher education management. Under such conditions, traditional management methods do not always produce the desired outcomes. Contemporary educational systems demand rapid decision-making, innovative thinking, collaborative engagement, and creative approaches. Therefore, the formation and development of a creative management culture are increasingly recognized as one of the priority directions for the modernization of higher education systems [2].



A creative management culture represents a set of managerial values and principles aimed at fostering innovation, supporting creative ideas, encouraging initiative, and creating a conducive environment for creativity within an organization. This culture contributes to the development of the creative potential of both managers and employees, facilitates the identification of unconventional solutions to problems, and enhances organizational competitiveness. Art management approaches play a particularly important role in the formation of a creative management culture. Art management is considered a contemporary management concept based on managing human creativity, effectively utilizing cultural and creative resources, and supporting innovative initiatives [3].

In the Republic of Uzbekistan, the development of higher education, the improvement of management effectiveness, and the support of innovative activities have been identified as 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, the enhancement of educational quality and international competitiveness, and the promotion of innovative activities within higher education institutions [4].

Furthermore, the Law of the Republic of Uzbekistan “On Education” identifies the implementation of modern pedagogical and information and communication technologies, the support of innovative activities, and the improvement of educational management as key directions of state policy [5]. Similarly, the Law “On Science and Innovative Activity” establishes the organizational and legal mechanisms for promoting scientific and innovative activities and creates favorable conditions for the development of an innovative management culture [6].

In addition, the “Development Strategy of New Uzbekistan for 2022–2026,” approved by Presidential Decree No. PF–60 of January 28, 2022, prioritizes the development of human capital, the improvement of educational quality, the promotion of science and innovation, and the wider implementation of elements of the creative economy. These priorities further emphasize the importance of applying creative approaches within higher education management [7].

Although considerable efforts have been made to introduce innovative management technologies into higher education institutions, the theoretical and practical foundations of forming a creative management culture remain insufficiently explored. In particular, the potential of art management approaches in higher education management, their influence on innovative development, and their role in creating a creative environment require further scientific investigation.

In light of these considerations, the purpose of this study is to identify the potential of art management approaches in fostering a creative management culture within higher education institutions, analyze their impact on management effectiveness, and develop practical recommendations for their implementation.

## Methods

This study employed a comprehensive set of scientific research methods to identify the role and potential of art management approaches in fostering a creative management culture within



higher education institutions. Methodologically, the research was grounded in the theories of educational management, innovative management, the creative economy, and art management [8].

At the initial stage of the study, scientific and pedagogical, sociological, managerial, and economic literature related to the research topic was systematically analyzed. In particular, the works of national and international scholars on creative management culture, art management, innovative leadership, organizational culture, and contemporary educational management were examined. The analysis of these sources enabled the clarification of the essence, structural composition, and developmental factors of creative management culture [9]. A systems approach was applied throughout the study. Using this method, higher education institutions were examined as integrated socio-pedagogical systems, and the interrelated elements within their management structures were analyzed. Creative management culture was considered as a system of interactions among administrators, academic staff, students, and external stakeholders. As a result, the functional roles and mechanisms of influence of art management within this system were identified [10].

In addition, a comparative analysis method was employed to compare creative management practices implemented in higher education institutions of developed countries with local experiences. This analysis facilitated the identification of effective mechanisms for utilizing art management technologies in the development of a creative management culture and assessed the possibilities for adapting these mechanisms to the national education system [11].

The generalization method was also applied to systematize theoretical perspectives and practical experiences presented in scientific sources. Consequently, the key factors influencing the formation of a creative management culture in higher education institutions were identified, and the interrelationships among these factors were scientifically substantiated [12].

Based on the analysis, the following core components of art management contributing to the development of a creative management culture were identified:

Creative leadership;

Innovative thinking;

Effective communication;

Organizational culture;

Collaborative teamwork;

Digital management technologies.

The **creative leadership** component encompasses the ability of managers to think innovatively, make creative decisions, and mobilize teams toward shared goals. **Innovative thinking** refers to the capacity to develop new approaches to existing challenges and to introduce innovations into organizational activities [13].

The **effective communication** component focuses on facilitating information exchange, open dialogue, and collaborative interaction within management processes. **Organizational culture** reflects the extent to which members of an institution embrace shared values, goals, and management principles. The **collaborative teamwork** component aims to ensure effective cooperation among academic staff, students, and administrative personnel [14].

The **digital management technologies** component encompasses opportunities to improve management effectiveness through the use of modern information and communication



technologies, artificial intelligence applications, databases, and electronic management platforms. In the context of accelerating digital transformation, this component has become an essential element of a creative management culture [15].

At the final stage of the study, the modeling method was employed to develop a conceptual model for fostering a creative management culture based on art management. The model analyzed the integration of the identified components and their impact on the effectiveness of management within higher education institutions. The findings provided the foundation for subsequent discussions and for the development of scientific and practical recommendations aimed at enhancing creative management culture.

## Results

The findings of the study indicate that art management approaches have significant practical value in fostering and developing a creative management culture within higher education institutions. The analysis of theoretical sources, contemporary management practices, and the activities of creative organizations revealed that art management functions not only as a tool for managing cultural and creative activities but also as an effective mechanism for cultivating an innovative management culture.

The analysis demonstrated that one of the primary challenges facing higher education institutions today is not only ensuring innovative development but also improving management systems in accordance with contemporary requirements. Under such conditions, the formation of a creative management culture serves as a crucial factor influencing an institution's strategic development, scientific capacity, and competitiveness. In this process, art management plays a particularly important role as a managerial instrument that stimulates creativity, initiative, and innovative thinking.

The study found that art management primarily contributes to the development of creative leadership competencies among institutional leaders. Leaders possessing creative leadership skills tend to support new ideas, encourage employee initiatives, and strive to make innovative decisions in complex situations. Such leaders help unlock the creative potential of team members and effectively unite them around shared goals. As a result, management processes become more flexible, transparent, and effective.

According to the findings, art management also has a significant impact on the development of a healthy organizational culture. In environments characterized by creativity, employees are provided with opportunities to express their ideas freely, propose new initiatives, and actively participate in management processes. This, in turn, strengthens mutual trust, collaboration, and a sense of responsibility. The results indicate that educational institutions with a well-developed creative management culture demonstrate higher levels of staff motivation and organizational performance.

Another important aspect of art management is its focus on promoting collaboration among faculty members, students, and administrative personnel. The creative environment established within higher education institutions contributes to an increase in innovative projects, start-up initiatives, research activities, and creative developments. In such an environment, students are not merely recipients of knowledge but also active participants and creators of innovative ideas. Consequently, the scientific and innovative potential of the university increases significantly.



Based on the findings, a conceptual model for fostering a creative management culture was developed. At the center of this model lies human capital, surrounded by interconnected elements such as creative leadership, communication, innovative thinking, organizational culture, and digital technologies. Art management functions as the managerial mechanism that integrates these elements into a unified system and ensures their effective operation.

The results suggest that integrating art management elements into the management systems of higher education institutions contributes not only to the development of a creative management culture but also to improvements in educational quality, research productivity, and indicators of innovative development. Furthermore, such an approach represents an important prerequisite for enhancing universities' competitiveness in the international educational arena, strengthening their academic reputation, and establishing modern management models.

Overall, the findings confirm that art management approaches constitute an effective means of fostering a creative management culture. Their systematic implementation in management practice contributes to the innovative development of higher education institutions, the effective management of human capital, and the sustainable advancement of the education system.

### **Conclusion**

The findings of this study demonstrate that the sustainable development and international competitiveness of modern higher education systems largely depend on the effectiveness of management practices. The increasing complexity of the challenges facing higher education institutions, the acceleration of digital transformation processes, and the growing demands of the innovation-driven economy require the adoption of new management approaches. In this context, the formation and development of a creative management culture emerge as key factors in ensuring the strategic advancement of educational institutions.

The study revealed that a creative management culture is not merely an individual element of managerial activity but a critical factor determining the innovative development of the entire organization. Creative management fosters an environment of innovative thinking, supports the initiatives of employees and students, facilitates the implementation of innovative ideas, and enhances the effective utilization of human capital. Educational institutions operating within such an environment are better equipped to adapt to changing external conditions and identify new directions for development.

The analysis substantiated that art management approaches represent one of the most effective tools for fostering a creative management culture. The primary advantage of art management lies in its ability to develop human creative potential, stimulate innovative thinking, facilitate effective communication, and cultivate a healthy organizational culture. The findings indicate that art management possesses significant potential for strengthening collaboration among faculty members, students, and administrative staff, increasing the number of scientific and innovative projects, and supporting creative initiatives within higher education institutions.

The results also demonstrate that the significance of art management approaches is becoming increasingly important in the context of digital transformation. The widespread implementation of modern information and communication technologies, artificial intelligence tools, and digital management platforms creates new opportunities for the development of a creative



management culture. Therefore, integrating art management elements with digital management technologies contributes to enhancing the innovative capacity of higher education institutions, optimizing management processes, and improving educational quality.

Furthermore, the findings highlight the necessity of organizing systematic efforts aimed at fostering a creative management culture within higher education institutions. This includes developing the creative leadership competencies of administrators, establishing mechanisms to encourage innovative initiatives, supporting the creative activities of faculty members and students, and strengthening organizational culture. Such efforts contribute not only to improving internal management effectiveness but also to enhancing the international reputation and competitiveness of higher education institutions.

Overall, the formation of a creative management culture through art management approaches represents an important prerequisite for ensuring the innovative development of higher education institutions, maximizing the effective use of human capital, improving educational and research outcomes, and advancing modern management systems. The findings of this study enrich the theoretical and practical foundations for applying creative approaches in higher education management.

Future research should focus on developing an integrated model for fostering a creative management culture based on art management, identifying its effectiveness indicators, refining assessment criteria, and conducting practical testing across various types of higher education institutions. Further investigations in this area will contribute significantly to the modernization of higher education systems, the development of innovative management mechanisms, and the enhancement of educational quality.

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