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## **Art Management as Administrative System of Broadcast of Art Values**

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*The article considers the peculiarities of functioning and development of art management as the most important mechanism for regulation and support of management system in the sphere of culture, art and education, aimed at solution of tasks on preservation and development of artistic creativity; augmentation of aesthetic, educational, cultural, educational, spiritual, moral and patriotic values; creation, presentation and promotion of highly artistic products of art. It examines the types and functions of art management responsible for development and implementation of the educational activity strategy; execution of systematic activity on preparation, retraining and development of the common cultural and professional level of employees of culture and art institutions.*

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Research of role and significance of art management becomes especially urgent due to the gradual inclusion of culture and art into market relations, thereby requiring scientific review and theoretical summary of management mechanisms on the level of positioning and promotion of sociocultural educational services.

In this regard, the main task of art management as a type of management activity is the increase of theoretical significance and practical applicability of methods and technologies for solving numerous problems of development and functioning of sociocultural and artistic educational institutions.

Art management is studied as a means for efficient management and regulation of cultural sphere personnel training system under the conditions of deficit of resources, being the main technological tool for forming efficient environment for creation and promotion of artistic values within the sociocultural educational space.

Therefore, the purpose of the present research is to reveal the specificity and significance of modern art management as a complex system of principles, functions, methods and technologies within the structure of sociocultural management targeted at the formation, functioning and

development of the educational space for the production, reproduction and distribution of the artistic ideals, examples, values and practices.

The used research methods are: analysis, synthesis, observation, generalization, content analysis of documents, concretization, systematization and classification.

Modern art management should be regarded in at least two aspects: as a major component of sociocultural management and as a relatively independent system including purposes and tasks, rules and principles, functions and tools, methods and technologies for its implementation.

The category of art management includes a series of parameters revealing the peculiarities of the phenomenon, and at the same time creating the whole idea of its essentials, specificity, functions and mechanisms. Such parameters and areas include:

- *analysis of the internal and the external media*: monitoring of the conditions of the institution's work in order to reveal, assess and regulate the risks threatening the associated parties, their changing interests, needs and expectations;
  - *mission and vision*: expression of philosophy and meaning of existence, promotion and positioning of the underlying principles of the sociocultural purpose of an institution of culture and art;
  - *target setting and planning*: development and design of sociocultural and artistic measures adequately reflecting the needs of the society for the protection of essential rights and interests of the new generation in the fields of education, culture, art, and leisure; formation of the conditions necessary for their development;
  - *management subject*: art managers delegated to exercise their authorities in the field of management decision-making
- in certain fields of the institution's activity;
  - *management object*: totality of interconnected structural subdivisions of different purposes (branches, departments, sectors etc.) exposed to management influence of the management subject for the efficient achievement of the set targets;
  - *management activity system*: totality of mechanisms ensuring the fulfillment of the targets, tasks and functions of management, preparation and implementation of management decisions in the field of culture and art;
  - *content and organizational forms*: complex of priorities and features required for the creation of conditions and opportunities for successful socialization, enculturation and efficient self-fulfillment of the educational service consumers for the development of their potential for the benefit of Russia and, therefore, for the socioeconomic, educational and cultural development of the country;
  - *personnel management and personnel policy*: totality of principles, technologies, methods and forms determining the underlying strategy and tactics of working with personnel for the sake of preservation, strengthening and development of the personnel potential;
  - *information and communication complex*: a system for distributing the data subject to storage, processing and transmission, consisting of a number of interconnected components: sender, distribution channels, coding and decoding processes, content, message, efficiency, control, addressee;
  - *strategizing*: a process for development and fulfillment of prospective planning

as a complex of measures for forecasting of the expected development results and avoiding deviations of the forecasted consequences of the selected target based on the analysis of the external media factors;

- *principles*: underlying and directing rules for activity for the efficiency of functioning and development of the institution;
- *functions*: totality of actions based on separation and integration of management activities and characterized with a certain grade of optimality, complexity, wholeness and stability of impact on the subject and the object of management;
- *ethics and corporate culture*: a totality of values, signs, symbols, regulations, ideas, that form the style of thinking and behavior of the institution staff both consciously and subconsciously;
- *infrastructure and resources*: conditions and opportunities required for the achievement of short-term and long-term management objectives;
- *methods and technologies of organization and fulfillment*: means and mechanisms of management activity, setting of targets, fulfillment of tasks and execution of solutions for different sociocultural educational problems; tools for development, approbation and implementation of creative, recreating, animating and educational projects and programs into the artistic practice;
- *art marketing*: a specific function of art management, a totality of actions targeted at the satisfaction of the consumers' needs by means of product (commodity or service) and a number of factors connected with creation, supply and consumption of the sociocultural product;

- *efficiency criteria*: markers and indicators for conducting assessment, evaluation or classification of effectiveness, efficiency and efficacy of art management.

All these main areas of art management are tightly interconnected, manifesting themselves as components of a single process, sharing each other's advantages and peculiarities.

Based on the analysis of a series of governmental documents issued within the recent years and defining the process of management in the field of art and artistic practice, we may come up with the following generalized idea of modern art management purposes and outline its main features and priorities:

- ensuring functioning and development of art in the society, design and conduct of artistic, creative actions and events (festivals, concerts, performances, plays, exhibitions, competitions, workshops etc.)
- ensuring creative-productive and advertising-marketing types of activities with the purpose of efficient fulfillment of the target sociocultural projects and programs;
- enhancement of the impact made by works of art on the social and cultural media of the society;
- popularization of objects of art and culture classified as artistic and historical heritage;
- development of artistic and aesthetic values, ideals and views of personality through professional, social and outreach activities;
- fulfillment of innovation potential of the youth for the social development of the youth itself;
- creation of conditions for sufficient personal and professional formation

Table 1. Types of art management

Types of art management	Explanation
Performing and scenic art management	
Music management	Organization, planning, and management of processes for creation and distribution of music products in the fields of culture, sound recording industry, television and radio broadcasting, club promotion, and production. Feasibility studies, technical and economic calculation of competitiveness and efficiency of marketing structures in show business
Theatre management	Management process of planning, organization, motivation and control for material, technical, financial, personnel provision of artistic and production processes in theatrical and entertainment organizations. Management of theatre buildings and stage equipment operation.
Performer management	Organization of performers' work, communication with various concert and tour organizing companies, administrative work for creating new "celebrities", search for talented actors and performers, organization of their activity: repertory selection, investor search, scenic image development, career planning (Prigozhin I.I.)
Choreographic management	A type of management activity ensuring show trial and technological processes of preparation, promotion and run of a choreographic performance
Circus management	Organization of planning and management of a circus program in the process of artistic, creative, production work and further presentation of the program to the audience
Concert, festival and tour management	A type of organizational and managerial activities focusing on the production of mass events, performances, theatre shows and celebrations, concerts, show and programs
Visual art management	
Cinema and television management	Preparation and run of film, TV series, TV broadcast and TV program making process. Organization of distribution and broadcast. Assessment of artistic value and audience potential of cinema, media and TV projects
Fine and applied arts management	Planning and organization of activities in the field of creation, storage and promotion of paintings, installations, decorations, decorative and applied art objects
Museum, gallery and exhibition management	Design and run of art projects, art products in the field of museum business and art industry: auctions, art dealers, experts, collectors, museums, art galleries. Organization and run of various exhibitions, transition of classic gallery business into the modern format of performances, happenings, shows and other innovative forms and formats of art presentation

and development of culture and art specialists;

- ensuring development and making of sufficient decisions in the field of art development, sociocultural environment creation, artistic education and breeding.

With the help of systematic analysis of modern art management practice, we may outline the following varieties of art management and demonstrate them in Table 1.

As long as one of the major functions of art management is the management of complex

cultural, artistic and educational processes, from the philosophic and culturological point of view it is especially relevant to study art management as an open system and the opportunities it encompasses for the management of personal, social and professional development of a specialist working in the field of art and creative practices.

The core of art management manifests itself in the process of functioning. Based on the methodological sociocultural base of art management, its functions are revealed

Table 2. Art management function

Art management functions	Explanation
Target setting	Process of forming a target as an ideal image of suggested state of the art field and its actualization in an objectively real result of an artistic practice
Forecast (foresight, prediction)	Determination of tendencies, prospects and strategies of art development based on the data of its past, actual functioning and transformation
Planning (from Latin <i>planus</i> : plain, flat)	A process intended to determine objectives, tasks, indicators, criteria, tempos, terms of implementation of projects and art objects in the spheres of artistic culture and art, sociocultural systems or their components with regard to development, purposeful regulation of factors and resources
Decision making	Research-based selection of one possible solution for a task or a problem based on the systematic analysis of the sociocultural situation and adequate information support
Organization (from Late Latin <i>organizo</i> – make something neat)	Totality of processes or actions leading to the formation and evolution of interconnections between different parts of one whole; aggregation of artistic process subjects' activity and development of an artistic branch
Actualization (from Latin <i>actualis</i> – active, practical)	Implementation, putting a plan, project, program, idea, intention etc. into artistic practice
Coordination (from Latin <i>co-</i> together and <i>ordinatio</i> – adjustment)	Establishment and harmonization of functional interdependence between the activities of culture, art institutions, professional performers, performing groups and different means for target achievement
Regulation (from Latin <i>regulo</i> – organize, put into order)	Process of purposeful managerial influence to ensure balance in an artistic process and its development by introduction of different regulators (rules, regulations, targets, connections)
Motivation (from Latin <i>moveo</i> – factor)	Realization of the situation by the artistic activity subject, assessment of different behavior models, expected results and formation of motives on this base
Stimulation (from Latin <i>stimulus</i> – a goad, a sharp stick for goading cattle)	Process of encouragement of an artistic activity subject for action, boost of external activity
Control (management, direction, supervision, verification, regulation)	Supervision and monitoring for ensuring functioning and development of a sociocultural system in accordance with the common rules and regulations

through the fulfillment of features and qualities of a managerial process within the general structure of the society, ensuring the balance, coordination and support for artistic culture development. Such functions are presented in Table 2.

Considering the art management functioning process, E.F. Komandyshko considers it right to outline two groups of functions:

- Main general functions associated with direction and organization of artistic and creative activities (planning, organization, motivation, control);

- Main specific functions associated with art (its purpose and art consumption).

Therefore we can state that modern art management is a system of targets, principles, functions and technologies in sociocultural activity, ensuring the development and implementation of a complex of tactical and strategic actions in accordance with the philosophy and mission of cultural and art institutions.

Generalizing and systematizing the impressions that have developed within the study of art management as an integral part of regulation of the spheres of culture and art, it is important

to realize that the socioeconomic problems of Russian society cannot but make an impact on the content of artistic culture and education.

For this reason the managerial activity concepts and strategies shall be intended to develop

mechanisms of implementation of scientific, practical, cultural, educational programs of preservation, operation and popularization of objects of historical, cultural, artistic heritage, collections of works of art.

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## **Арт-менеджмент как управленческая система трансляции художественных ценностей**

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*В статье рассматриваются особенности функционирования и развития арт-менеджмента как важнейшего механизма, регулирующего и обеспечивающего систему управления в сфере культуры, искусства и образования, направленную на решение задач сохранения и развития художественного творчества; приумножения эстетических, образовательных, культурно-просветительских, духовно-нравственных и патриотических ценностей; создания, презентации и продвижения высокохудожественной продукции искусства. Исследуются разновидности и функции арт-менеджмента, отвечающие за разработку и реализацию стратегии образовательной деятельности; осуществление систематической деятельности по подготовке, переподготовке и повышению квалификации, общего культурного и профессионального уровня сотрудников учреждений культуры и искусства.*

*Ключевые слова: арт-менеджмент, разновидности и функции арт-менеджмента, арт-маркетинг.*

*Научная специальность: 24.00.00 – культурология, 09.00.00 – философские науки.*

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