PLANNING AS A MANAGEMENT TOOL IN THE PROCESS OF CREATIVE PRODUCTION

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Abstract: this article discusses the importance of planning activities in the field of culture and art. Planning in the creative field is a sequence of defined actions. Through planning, tasks can be developed with specific activities. From this point of view, planning in the field is very important.

Key words: creative production, planning, management mechanisms, culture and art sphere, types of planning.

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 includes identifying priority projects and programs, evaluating available resources, assigning tasks, distributing responsibilities among employees, etc. allows. 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 the system of the Ministry of Culture of the Republic of Uzbekistan, long-term plans for 1 year are usually developed at the level of the Republic and may include information on the development of a network of cultural institutions,

support of cultural events, implementation of programs, etc. Such plans are of a general nature and do not contain specifics in terms of targets as envisaged in medium-term plans. 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. Protection, preservation and use of historical cultural monuments.

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 terms 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: "planning is a set of forms of regulation and management of socio-economic processes at different levels of the national economy" – defined. A planner is a person who makes a plan. 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.

In current planning, the form of the table is very common, because it clearly shows you how to set the necessary actions based on the calendar, the stages of work, and the methods of financing. At the same time, it allows to monitor the progress of work, determine the reasonableness of the distribution of powers among the team, and make changes if necessary. Thus, effective planning is a hierarchical system where part of operational planning is tactical. This, in turn, forms the basis of the strategic plan. Cultural planning is a defined program of actions. It has one-time and permanent plans. One-time plans are focused on 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.

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.

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