

## KUPEC, V., ČAPOŠOVÁ, E. AND PÍSAŘ, P.: MODERN STRATEGY AND CHALLENGES OF MANAGEMENT IN CULTURAL INSTITUTIONS

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The presented publication is a research monograph corresponding to the standard aspects defined for this type of publication in its scope and content. The reviewed text provides an original view of various aspects of modern strategies and challenges in cultural institution management. Cultural institutions are an essential part of contemporary society. The influence of culture also determines the individual social processes in our community. These processes subsequently affect our present as well as our future. Cultural institutions are also an essential part of economic creation and must be managed in innovative management strategies. We advise management itself among interdisciplinary areas, the development of which directly affects the management and development of cultural institutions. Therefore, mainly the research monograph successfully contributes to the professional discussion when cultural institutions are being tested by economic and social development.

The publication introduces the original approach of several authors to the researched issue, as well as new aspects and findings beyond the already known facts. The authors implement their knowledge from long-term research in identifying problems undoubtedly related to the subsystem of interdisciplinary areas, which must be systematised and symbiotically addressed in the management of cultural institutions. In its structure, the monograph also underlines this intention. The three-chapter form of the monograph reveals the logic of research and established argumentation, while the text is further divided into other subchapters.

As already mentioned, the text of the reviewed monograph is structured into several parts. The individual chapters represent relatively separate components and a view of the issue from the given author. Still, the reader gets a clear and distinct sense of their logical continuity when reading the text. The first chapter deals with modern audits focusing on diagnostic audits in cultural institutions, specifically museums, to identify and eliminate potential risks. The

author points out this sector's critical role in the given area. Cultural institutions preserve historical heritage to educate future generations, studies, and forms of enjoyment. They also serve as an essential element in economics and its processes. The author initiates the importance of correct management forms through modern approaches, such as an audit. The author further reviews the genesis of audit as a current consulting method to improve the functioning of the researched organisation and subsequently achieve the set strategic goals. In the subchapters, the author defines the origin of the audit, its objectives, industries, scope and vision, pointing to the low level of scientific studies in this field. Subsequently, the author moves from the descriptive part to his findings in a risk analysis environment. It focuses on their measurement and analysis through a diagnostic audit model, which demonstrates the performance and effectiveness of the diagnostic audit using its calculation.

The second chapter is devoted to the issue of human resources, their development and management in the field of monuments. The author reviews employees in one place and their direct impact on the quality of services provided and customer satisfaction and strives for a relatively comprehensive but factual and clear view of the issue. In this context, the author deals with the development of human resource management. She focuses her attention on individual models that can be used in practice in the researched area. She also focuses on modern approaches that can be implemented to manage monument institutions, such as transaction, talent management, and social responsibility. The author also compares human resources management activities in the private sector with monument institutions, as these areas do not have a primary role in generating economic revenue. In this context, the author focuses on human resource management in museums, which she identifies as a critical area of organisational development. The chapter shows a predominantly descriptive character implementing the necessary changes in the observed area.

In the final third chapter of the monograph, the author moves on to the issue of the control system, which can respond naturally to changes in cultural institutions, not excluding the effects of the pandemic. The chapter's content reflects selected problems within the management control systems, which have recently faced unexpected dramatic changes. The author focuses on constant changes in technology, communication, social networks, and new standards, directly impacting cultural institutions. As a solution to the problem, the author presents the M&C model, which points to the interaction between management and control approaches. The strategy of this model consists of achievable strategic goals. According to the author, the direct implementation of strategic control in the field of museums includes four phases. All must be implemented and repeated following the controlling principles characterised in this chapter. According to the author, experimental testing during the research of this model proves the positive

effects on cultural institutions and the subsequent stimulation of their development and innovative activities, which are necessary for long-term sustainability.

The quality of each scientific monograph is also linked to a list of bibliographic references, which summarises all information sources cited or paraphrased in the text of the submitted publication. Due to this, the authors state a sufficient number of relevant research sources, mainly foreign and domestic. The individual references are summarised in alphabetical order by academic standards. The primary research sources are monographs and scholarly articles published in peer-reviewed scientific journals and conference proceedings by the content of the monograph. Given the above, the content of the reviewed monograph is processed very consistently, as evidenced by the relevant and professional arguments of the authors, the high systematisation of ideas and, in addition, the independent professional conclusions of the participating authors. The practical benefit of the monograph lies mainly in opening a discussion on improving and increasing the performance of modern management strategies in the field of cultural institutions (museums) and proposing a model of controlling management systems. The authors' compliance with formal standards must be considered in the overall evaluation and assessment of the monograph. There are rules for writing and editing documents, and if the authors do not respect them, the overall value of their text is significantly dishonoured. The monograph offers explanatory, factual, straightforward and complex content with a logical structure for the reader, written in the terminologically accurate language. The authors have managed to avoid using „terminological synonyms“ that confuse the intelligibility of the text, as different terminology and terms describe the same phenomenon. No such disturbing attributes are present in the monograph. The aesthetic side of the monograph is also precise, which increases the overall positive impression.

The monograph entitled „Modern Strategy and Challenges of Management in Cultural Institutions“ provides an exciting and comprehensive view for the professional circle dealing with this issue and the general public. In addition, the wide range and complexity of the topic and content of the monograph undoubtedly offer the potential for further research in this area.

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