

Organizations in the Process of Management Type and Characteristics

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Abstract: The following article provides information about the general characteristics of all organizations, institutions that are in the process of management, and the need for their management. The types of organizations, their functions and tasks are compared. The role of management in the activities of organizations is highlighted. In accordance with the characteristics of the organization, an explanation was given for the changes in the management system.

Keywords: Organization, Management, Management, Economy, Resources, Systems, Demand, Need, Company, Joint Stock Company, Formal and Informal Organizations, etc.

1. INTRODUCTION

A clear (real) result that satisfies the demands and needs of people is its goal. People's goals can be known and evaluated based on their activities. In general, goals can be divided into two types: private and general.

Private objectives: goals (results) that are unique to each person and can be achieved based on their personal characteristics, demands and needs.

General objectives: a person cannot always achieve the goals he has set for himself in his life activities with his own capabilities, because in comparing the results to be achieved and the size of his capabilities, he often makes mistakes or people. There are results that are desired but cannot be achieved by the capabilities of one person. This leads people to cooperate with each other. A common goal is concrete results that people mutually desire and satisfy the demands of all of them. That is, social and economic requirements, limited resources and opportunities lead to the formation of common goals. As a result, various organizations (enterprises, farms, firms, hospitals, schools, etc.) are formed. This means that organizations are tools for people to achieve their goals.

Common goals are manifested in the form of goals of organizations. They can be different. Organizations engaged in direct production or service define their goals in terms of costs and profits. State-run schools, research institutes, hospitals, etc. The goals of the organizations are determined not by profit, but by spending within the budget allocated to them by the state and mainly by social responsibility. Internal economies of complex organizations also have their own goals. finance, marketing, planning, personnel departments have different goals. However, all of them are directed towards the common goal of the organization or arise from it. The directions determined by the goals form the content of management decisions of the organization's management.

Success. The results of people's activities are mainly evaluated in two ways: successful or unsuccessful. Actions that lead to expected results – logical actions are considered successful and vice versa. The success of the organization

is a concrete-realistic result that satisfies the common goals of the people working in it. In the science of management, it is said that leaders ensure the success of organizations in many ways, because ultimately they make management decisions. In general, success is defined as the ratio of organizational performance results to opportunities.

Issue. We mentioned above that people engage in various activities to achieve private or common goals. And activity is a set of simple and different actions in the direction of a specific goal (that is, logical).

Otherwise, the expected results – goals cannot be achieved. It should be noted that people realize their capabilities (knowledge and ability to use different resources) in different ways. Therefore, we have the right to call the set of actions of people, which are carried out by a specific method or method, consisting of a logical sequence, and leading to the goal they expect, a problem. In everyday life, we call matter a job. The purpose of calling work a problem in the framework of management is this: the concept of “work” in relation to “problem” means the expected result, the method of solving the problem, and the possibility of achieving the expected result (reality) if we solve it only on the basis of the correct (necessary) methods.

The abstractness of the concept of “work”, the degree of ambiguity compared to the concept of “issue”, is high (of course, this is a controversial issue). Based on the observation of various organizations operating in daily life, it can be concluded that the issues are divided into three types:

- a) issues formed as a result of relations between people and material things (work tools, means of production, etc.) (works performed by ordinary workers related to production or service);
- b) issues arising from relations between people and information (performed by specialists such as economists, accountants, engineer-constructors, etc. and technical staff working with documents);
- c) issues formed as a result of relations between people (work performed by managers of the lower management level).

But in everyday life, it is difficult to determine the boundaries between various issues that entrepreneurs, managers, especially top management leaders solve. Because they work with both people and information.

Resources. Neither an individual nor an organization or society can get what it wants. Because the demands and needs for various material and immaterial things are unlimited, and the resources necessary to satisfy them are limited. Every organization faces the problem of limited opportunities in its activities. Meeting the requirements of the organization and the people working there is one of the problems of performance theory[1].

Usually, the organization receives resources from the external environment. This means the cost(s) that go outside the organization. Resources are needed to get results to solve problems within the organization. Income comes to the organization through the release of results to the external environment in the form of products, services, information, personnel.

The activity of the organization is evaluated based on the comparative analysis of income and expenses. The difference between income and expenses determines the levels of having the necessary resources for the newly formed goals of the organization. This periodic process determines the scope of management of organizations. Essential resources for organizations typically include:

1. Labor resources: people, their level, knowledge levels, experience, etc. These are the most valuable resources for the organization.
2. Information resources: knowledge about the external environment, that is, suppliers, consumers, competitors, market conditions, science and technology news, laws and decisions of state management bodies, values in society, the general state of the economy, etc.
3. Capital resources: machines, machines, technical equipment, money, etc.
4. Natural resources: land and related natural resources, i.e. flora, fauna, water, mineral resources, etc. By the present time, their price has finally increased and will continue to increase. Because the most complex problem of our time is the problem of ecology. The phrase “limited resources” is primarily used in relation to these natural resources.
5. Entrepreneurship: management and organizational skills of managers.

Attitude. Common goals create commonality of issues. The commonality of issues leads people to establish different relations (connections) with each other. That is, people acting in the direction of a common goal are related to each other in different ways according to their content and essence: social, political, legal. Social, economic, physical, etc. These relationships are established in two different ways:

- information flow (for example: various documents, socio-economic indicators, etc.);
- material flow (for example: exchange of raw materials and goods between organizations, exchange of materials between households, etc.).

In the course of the activities of organizations (for example: production), the above-mentioned relations between people are mainly manifested in the following forms:

- interpersonal relations (leaders – subordinates, leaders – leaders, subordinates – subordinates);
- inter-system relations (between management and controlled parts of the organization, internal economies, levels of management, organization and external environment);
- mixed relationships.

The basis of relations within complex organizations is inter-issue information relations.

Division of labor. The complexity of issues related to the production of modern products or services, information (for example, a project or technology), training of specialists; problems related to raising labor productivity, relative efficiency, and product quality in production create the need to separate (perform) the issues (work) to be solved within the organization into components. That is, management of modern organizations is carried out on the basis of division of labor. Horizontal (side by side) division of labor is mainly carried out within complex organizations[2]. Horizontal division of labor is the division of integrated work directly related to the production of products and the provision of services into component parts. As a result, internal economies of organizations – departments, groups of people are formed.

Structure. Issues and connections between them are usually called issue structure. Of course, the labor, material, and financial resources needed to solve them are tied to the problems. How and to what extent the issues solved within the organization are connected determines the direction of its purpose. In a word. The structure of an organization is the constituent parts of this organization and the relationship between them. From the point of view of the management process of any organization, it can be conditionally called a unit of structural parts such as “manager (subject)” and “managed (object)”. Every organization has its own structure, different from other organizations. In fact, organizations differ from each other and are called by different names based on the difference in their structures. Structure is a scientific concept that shows the specific characteristics of a certain organization, what is included in its composition and how they are related to each other. System. Different definitions of the system are given in various scientific sources on management theory, but no clear, unified scientific definition has been formed so far. If we summarize them, the following understanding of the system will emerge: a system is a set of various elements (components) that work together for a certain period of time, establishing mutual relations, understanding in the direction of common goal(s).

Systems are usually divided into the following types: technical, biological, socio-economic.

- technical systems are managed on the basis of external repairs. They have no self-control. For example: clock mechanism, car, computer, machine tool, various technical devices, etc.
- examples of biological systems are fauna and flora, a single plant or animal, etc. These systems control themselves on the basis of conditioned reflexes, that is, they do not have intelligence (natural intelligence).
- social-economic systems differ from the above ones in that the basis of their components are people (leaders, specialists, ordinary employees, etc.). Both social and economic relations (connections) are established between people operating within the same system. That is why they are called socio-economic systems. Examples of this type of systems are organizations, farms, enterprises, firms, families, various branches of the national economy, the national economy itself, public organizations and institutions, etc.

Socio-economic systems, in turn, can be divided into two types depending on the goals and the primary relations established to achieve them: a) social systems and b) economic systems.

Economic relations form the basis of relations between people in social systems. They are also called production systems in some literature. Maximizing the difference between income and expenses determines the basis of the purpose of these systems.

Economic systems, as an organization engaged in the production of material wealth, embody people with the same goals and various resources. The results of the organization's activities can be in the form of products, services, and information.

The need for administration. The need to manage organizations is explained as follows: suppose that the goal of a ship (that is, all its members) sailing in the middle of the ocean or sea is to reach the shore. There are several oarsmen, sailors, etc. on the ship. each of them is performing their direct task. Each of them is related to the work (the problem to be solved) – the logic of the actions is different, but the goal of all of them is to reach the shore.

For this:

a) each of them must analyze and monitor the compatibility of the direction of the work performed by others with the direction of the work they are performing. Because the result of each issue must be in the direction of the common goal.

In addition,

b) the common resources needed to solve each problem will also be necessary to solve new types of problems, such as coordination of people's interactions (communications) in the direction of a common goal and distribution of resources according to problems (if they really if they also want to reach the shore). However, people's limited capabilities, different ways of achieving a common goal, and different perspectives on how to use common resources (for example, the ship or other things on it) in the direction of the goal, the common behavior of reaching the shore. reduces the productivity and effectiveness of actions (or they may not reach the goal at all). In addition, the issue of distribution of resources creates conflict situations between people[2]

. All of the above are considered common to all:

a) formation of goals, resolution to achieve them;

b) determination of necessary issues;

c) distributing them to people;

g) distribution of resources by issues;

d) coordinating the results of issues and the activities of people in the direction of a common goal;

e) making decisions on solving complex issues, such as sorting, forms the necessity.

Such general issues need to be solved centrally. Issues that are solved centrally in the science of management, considered common to all members and components of the organization, lead to the necessity of management. That is why the profession called "manager" has been formed by now, and only (or mainly) leaders (managers) are engaged in the above tasks.

A manager is a member of an organization, an employee who performs management activities and is responsible for solving management tasks. It can be said with great responsibility that managers are the most necessary people for the organization. Of course, each manager has a different importance for the organization in terms of tasks and responsibilities, because the tasks performed by them are different in terms of content, responsibility and size, as well as the management hierarchy of the organization. distributed according to Managers serve as the main subjects of management activities in the enterprise. They mainly perform three tasks:

1. Decision making;

2. Information task (gathering information about the external and internal environment);

3. Acting as a leader.

Managers are qualified and hired professionals who possess the art and skill of management. Each manager can open his own business by collecting a certain amount of capital and organize business activities. But long-term experience shows that not all entrepreneurs can become managers. Because in order to become a manager, it is not enough to have a diploma about knowledge or specialization. In this case, he should have the ability called from God – organization, leadership, ability to convey his words, the art of communication and similar qualities [2]. The organization is interpreted differently in different literature. However, there is no clear definition. Therefore, we present the main requirements for any organizations. The following can be distinguished from various definitions of the concept of “organization”:

- as a process by which the organization is managed or the structure of the management system is created and maintained;
- the organization as a set of relations, rights, obligations, goals, roles, activities occurring in the course of joint work;
- organization as a group of people with common goals.
- knowledge of at least one group consisting of at least two people;
- the presence of at least one common goal for all members of the group(s);
- the presence of people within the group(s) who establish mutual relations with each other and act in the direction of a common goal [2].

So, an organization is a group of people working towards common goals. The general characteristics of the organization as a socio-economic system are as follows:

to act in the direction of a specific goal;

wholeness, wholeness;

presence of hierarchy, control steps;

dependence on the external environment;

autonomy and self-management;

flexibility and mobility;

probability depending on human activity and external conditions;

complexity;

the necessity of management.

Organizations are divided into formal and informal types. A formal organization is a group of people whose activities are consciously coordinated to achieve a common goal or objectives. An informal organization is a spontaneous group of people who regularly interact with each other. Informal organizations exist in all formal organizations except very small ones [1]. In order for informal organizations not to oppose the main activities of the organization, the following is necessary:

1) the manager must accept the existence of an informal organization;

2) informal organization can be valuable in helping a manager achieve his goals;

3) identification and management of informal leaders;

4) try to combine the goals of informal and formal organization;

5) no matter what the manager does, he must agree to the existence of informal organizations. The reasons that encourage people to enter informal relationships can be grouped as follows:

- 1) A sense of belonging. The need for belonging is one of our strongest emotional needs. Because most formal organizations deprive people of opportunities for social connections, employees turn to informal organizations to make these connections;
- 2) Mutual aid. You can ask your official boss for help, but many employees prefer to ask their colleagues for help;
- 3) Protection. An important reason for joining an informal organization is a conscious need for protection;
- 4) Communication. In many official organizations, the internal communication system is very weak, sometimes the management deliberately hides certain information from its subordinates, access to unofficial information (rumors) is possible only in an informal organization;
- 5) Happiness. People often join cliques to be closer to someone they like.

Informal organizations can be both similar and dissimilar to formal organizations. Characteristics of informal organizations can be identified:

- 1) Social control. Informal organizations exercise social control over their members. It's about establishing and reinforcing norms – group standards of acceptable and unacceptable behavior. Those who violate these norms are ostracized. In this regard, the manager should know that the social control implemented by the informal organization can have a positive effect on the achievement of the goals of the formal organization;
- 2) Resistance to change. Informal organizations always have a tendency to resist change. This is partly because changes can threaten the continued existence of an informal organization;
- 3) Informal leaders. Non-official organizations also have their leaders. Their difference from officials is that the head of an official organization is supported in the form of official powers given to him and acts in a certain functional area assigned to him. An informal leader performs two main functions: helps the group achieve its goals, supports and reinforces its presence [3]. The existence of informal groups in the organization is a common phenomenon. Such groups often strengthen the workforce and must be supported by the official leader of the organization. All organizations have a number of common characteristics. One of the most important features of the organization is its relationship with the external environment, its dependence on the external environment. Regardless of external attractions, no organization can function in isolation. Organizations are completely dependent on the outside world - the external environment, both in terms of their resources and in terms of consumers, users of the results they are trying to achieve.

The goal of any organization involves shifting resources to achieve results. The main resources used by the organization are people (human resources), capital, materials, technologies and information.

The division of labor, the division of all work into components, is called horizontal division of labor. Horizontally, labor is, as a rule, divided according to functional, commodity and skill characteristics. Functional division of labor is primarily reflected in the specialization of employees by types of activities. In this case, separate functions are separated and appropriate personnel are assigned to perform them. The division of labor on the basis of goods and industries is associated with specialization and limitation in the performance of certain labor operations and procedures. Skilled division of labor in determining the types of work is based on the complexity of the work and the skills required to perform them. In this case, the principle should not be violated, according to which a highly qualified employee should not do what a low-qualified employee can do. Violation of this principle increases the cost of work and harms the distribution of human resources [3].

Vertical division of labor. Because work in an organization is fragmented, someone must coordinate the work of the group to be successful. In the expanded plan, the vertical division of labor is carried out in the following directions: development and implementation of the main, prospective directions of general management-organizational activity; technological management – development and introduction of advanced technologies; economic management-strategic and tactical planning, analysis of the organization's economic activity, implementation of self-financing and ensuring economically efficient work; preparation and involvement of quick management-operational plans for micro-communities and individual executors, placement of executors in workplaces, their training, organization of systematic control over their instructions. progress and quantity of the production process; personnel management – the selection, deployment and development of the organization's workforce, complex organizations implement a clear

horizontal division by forming units that perform specific tasks and achieve specific goals. Such units are often called departments or services. Like the entire organization of which they are a part, departments are groups of people whose activities are consciously directed and coordinated to achieve a common goal.

In order for the organization to achieve its goals, tasks must be coordinated through a vertical division of labor. Therefore, management is an important activity for an organization. According to the concept of the life cycle of the organization, its activity goes through four main stages. The birth of the organization: the main goal is survival; management by one person; the main goal is to enter the market.

Childhood and adolescence: the main goal is to gain profit and accelerated growth in the near future; difficult leadership style; the main task is to strengthen positions and occupy the market; the task in the field of labor organization is to plan income, increase wages, and provide various benefits to employees.

Maturity: the main goal is regular balanced growth, formation of an individual image; the influence of leadership is achieved by delegation; the main task is growth in various fields of activity, mastering the market; task-labor division and cooperation in the field of labor organization, bonuses, individual results.

Aging of the organization: the main goal is to maintain the achieved results; the effectiveness of leadership is achieved through coordination of actions; the main task is to ensure stability, a free mode of labor organization, and participation in profits.

Wake up or disappear: the main goal is to ensure the recovery of all functions; the growth of the organization is achieved through the union of employees, collectivism; the main task is rejuvenation, introduction of innovation mechanism, scientific organization of labor and collective bonuses. Depending on the legal form, the following types of organizations are distinguished: commercial organizations, non-profit organizations, business partnerships and societies, production cooperatives, unitary enterprises, state enterprises. Legal entities are divided into commercial and non-commercial organizations according to the purpose of their activity.

A commercial organization is a business entity that aims to make profit as the main goal of its activity.

A non-profit organization is an organization that does not see profit as the goal of its activity and does not distribute profits among participants. It can be presented by public and religious organizations, institutions, consumer cooperatives and charity funds, various associations and associations of legal entities.

Business partnerships and companies are commercial organizations whose authorized capital is divided into shares of the founders. Economic partnership can be created in the form of full partnership and limited partnership (limited partnership). Business companies can be formed in the form of a joint-stock company, a limited liability company, or an additional liability company. Partnerships and societies combine the means and efforts of their participants to achieve a single economic goal [4].

Partnerships are characterized by close personal relationships of the participants, which are often associations of individuals in which the personal qualities of the participants are decisive. Capital pooling is the first priority in societies, and the personal qualities of the participants are not decisive.

A partnership whose participants (general partners) are engaged in business activities on behalf of the partnership in accordance with the agreement concluded between them and are responsible for their obligations with their property is recognized as full.

Limited partnership (limited partnership) is a partnership in which there are one or more participants-depositors (comendists) together with the participants who carry out business activities on behalf of the partnership and are responsible for the obligations of the partnership with their property. The activity of the partnership is determined by the amount of their contribution and participation in the implementation of business activities by the partnership.

A limited liability company is established by one or several persons. The charter capital is divided into shares specified in the founding agreement.

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A limited liability company is established by one or several persons. The charter capital is divided into shares specified in the founding agreement. Participants of a limited liability company are not responsible for its obligations and bear the risk of losses related to the company's activities within the value of their contributions [4].

An additional liability company is established by one or more persons, the authorized capital of which is divided into shares determined by the founding documents. The participants of such a company jointly and the value of their deposits are the same for all of them, with their assets, and are jointly responsible for their obligations, determined by the founding documents of the company. A joint-stock company is a company whose authorized capital is divided into a certain number of shares. The participants of the joint-stock company are not responsible for its obligations, and within the value of their shares, the company's activities bear the risk of losses related to Joint-stock companies can be open or closed. Joint-stock companies whose members can alienate their shares without the consent of other shareholders are open joint-stock companies.

A joint-stock company whose shares are distributed only among its founders or other predetermined circle of persons is recognized as a closed joint-stock company. Branches and branches. A business company is a subsidiary if the main business company that holds a majority share in the authorized capital has the ability to determine the decisions made by such company. The parent company can influence the affairs of the subsidiary in two ways: a) giving general directions of activity without interfering in specific transactions, b) giving mandatory instructions on specific transactions. If another (parent) company owns more than twenty percent of the voting shares of a joint-stock company or twenty percent of the charter capital of a limited liability company, it becomes a subsidiary business company. A production cooperative is a membership-based voluntary association of citizens for joint production activities. A unitary enterprise is an unincorporated commercial organization. Possession of property given to him by the owner of the property. The property of a unitary enterprise is indivisible. Only state or municipal enterprises can be unitary. A unitary enterprise can be based on the right to conduct business [4].

State entrepreneurship. Entrepreneurship as a special form of economic activity can be implemented both in the private and public sector. Private business structures and entrepreneurs or former state and municipal enterprises appear during privatization or expropriation, or are created by private legal entities and individuals. Organizations may have representative offices and branches. A representative office is a separate unit of a legal entity located outside

of its location, which represents and protects the interests of a legal entity. A branch is a separate unit of a legal entity located outside its location and performing all or part of its functions, including the functions of a representative office. Offices and branches are not legal entities. They are given the property of the legal entity that created them and act on the basis of the Charter approved by it. In order to coordinate their business activities, as well as to protect and protect common property interests, commercial organizations may form associations in the form of non-commercial organizations or trade unions by mutual agreement.

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