



## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

**№3**



## 2025-YIL APREL. NAVBATDAN TASHQARI SON



ISSN: 2992-8982

<https://yashil-iqtisodiyot-taraqqiyot.uz/>

**2025**



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**Muassis:** "Ma'rifat-print-media" MChJ

**Hamkorlarimiz:** Toshkent davlat iqtisodiyot universiteti, O'zR Tabiat resurslari vazirligi, O'zR Bosh prokuraturasi huzuridagi IJQK departamenti.

## Jurnalning ilmiyligi:

“Yashil” iqtisodiyot va taraqqiyot” jurnali

O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi huzuridagi Oliy attestatsiya komissiyasi rayosatining 2023-yil 28-fevraldagi 333/5-sonli qarori bilan ro'yxatdan o'tkazilgan.



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# THE IMPACT OF ARTIFICIAL INTELLIGENCE AND DIGITAL TECHNOLOGIES ON MANAGEMENT



## Ergashev Tokhir Kurbanovich

Karshi State Technical University  
Candidate of Economic Sciences, Associate Professor  
ORCID:0000-0002-7298-8818  
tohir709@gmail.com



## Tohirova Nigora Zokirjon kizi

Karshi State Technical University  
Master's student  
ORCID: 0009-0007-8490-6027  
nigora.takhirova@gmail.com

**Abstract:** This article examines the impact of artificial intelligence (AI) and digital technologies on management. The article undertakes a thorough analysis of the ways in which companies can enhance their efficiency in decision-making, resource management, automation of operations, and human resource management by leveraging AI and digital technologies. The utilisation of these technologies is poised to empower managers with the capability to formulate decisions with greater expediency and precision. The article also highlights the financial and training challenges of implementing AI and digital technologies. It emphasises the necessity of integration and innovation for the successful application of technologies, while underscoring the importance of support mechanisms for small businesses.

**Key words:** Artificial Intelligence (AI), digital technologies, management, decision-making, resource, automation, Big Data, cloud technologies, Machine Learning, technology integration, digital transformation, innovative technologies, business strategies, operational efficiency, impact of technologies.

**Annotatsiya:** Ushbu maqola sun'iy intellekt (AI) va raqamli texnologiyalarning boshqaruvga ta'sirini tahlil qiladi. Maqolada kompaniyalar sun'iy intellekt va raqamli texnologiyalardan foydalanish orqali qaror qabul qilish, resurslarni boshqarish, operatsiyalarni avtomatlashtirish hamda inson resurslarini boshqarish samaradorligini qanday oshirishi mumkinligi chuqur tahlil qilinadi. Ushbu texnologiyalardan foydalanish menejerlarga tezroq va aniqroq qarorlar qabul qilish imkoniyatini yaratadi. Maqolada, shuningdek, sun'iy intellekt va raqamli texnologiyalarni joriy etishda duch kelinadigan moliyaviy va o'quv muammolari ham yoritilgan. Texnologiyalarning muvaffaqiyatli qo'llanilishi uchun integratsiya va innovatsiya zarurligi, shuningdek, kichik bizneslarni qo'llab-quvvatlash mexanizmlarining ahamiyati alohida ta'kidlangan.

**Kalit so'zlar:** Sun'iy intellekt (AI), raqamli texnologiyalar, boshqaruv, qaror qabul qilish, resurs, avtomatlashtirish, katta ma'lumotlar (Big Data), bulutli texnologiyalar, mashinani o'rganish (Machine Learning), texnologiyalar integratsiyasi, raqamli transformatsiya, innovatsion texnologiyalar, biznes strategiyalari, operatsion samaradorlik, texnologiyalar ta'siri.



**Аннотация:** Данная статья исследует влияние искусственного интеллекта (ИИ) и цифровых технологий на управление. В статье проводится всесторонний анализ способов повышения эффективности принятия решений, управления ресурсами, автоматизации операций и управления человеческими ресурсами с использованием ИИ и цифровых технологий. Использование этих технологий позволяет менеджерам принимать решения быстрее и точнее. В статье также освещаются финансовые и учебные проблемы, связанные с внедрением ИИ и цифровых технологий. Подчеркивается необходимость интеграции и инноваций для успешного применения технологий, а также важность механизмов поддержки малого бизнеса.

**Ключевые слова:** Искусственный интеллект (ИИ), цифровые технологии, управление, принятие решений, ресурсы, автоматизация, большие данные (Big Data), облачные технологии, машинное обучение (Machine Learning), интеграция технологий, цифровая трансформация, инновационные технологии, бизнес-стратегии, операционная эффективность, влияние технологий.

## INTRODUCTION:

The present age is characterised by the pervasive influence of artificial intelligence (AI) and digital technologies across diverse domains, including management. They assist companies in the establishment of effective management systems, the optimisation of resource allocation, and the acceleration of decision-making processes. The numerous capabilities of AI and digital technologies are profoundly altering the management landscape, thereby offering novel and effective approaches.

The umbrella of artificial intelligence encompasses a suite of sophisticated technologies, including machine learning, natural language processing (NLP), and image recognition, among others. These technologies empower companies to analyse data, identify customer preferences, forecast market trends, and automate operational processes. Digital technologies encompass innovative solutions such as cloud computing, big data, the Internet of Things (IoT), and blockchain. These technologies enable companies to manage their data effectively, reduce errors, and enhance operational efficiency.

This article examines the impact of artificial intelligence and digital technologies on management. The discussion encompasses the ramifications for good governance, the appropriate utilisation of technology, and the creation of new opportunities to enhance management and elevate competitiveness in the future.

## MATERIALS AND METHODS:

The extant research on artificial intelligence (AI) and its impact on business management encompasses numerous aspects. AI assists companies in automating decision-making processes, optimising business processes, and enhancing customer relationships. Brynjolfsson and McAfee (2014) provide numerous illustrations in their work “The Second Machine Age” of the ways in which AI impacts business and the economy. They also analysed how companies can increase efficiency with the help of AI and create new business models through digital transformation.<sup>1</sup>

In addition, Davenport (2018) provides information in his article on how AI can effectively assist in the decision-making process and automate strategic decisions for companies. The automation of complex analytical tasks, accelerated decision-making processes, and the ability to swiftly adapt to market changes are all facilitated by AI.<sup>2</sup>

Digital technologies, in particular, have been identified as playing a pivotal role in enhancing the efficiency of company management through the utilisation of cloud computing, big data, blockchain technology, and IoT (Internet of Things) innovations. Porter and Heppelmann (2014) demonstrated in their article “How Smart, Connected Products Are Transforming Competition” how IoT technology creates new competitive advantages for companies. The authors emphasised that companies can enhance the intelligence of their products through the integration of IoT technology, thereby augmenting their competitive edge.<sup>3</sup>

In a similar vein, Westerman, Calm ejane, Ferraris et al. (2011) in their book “Digital Transformation: A Roadmap for Billion-Dollar Organizations” discuss the concept of digital transformation processes and provide detailed explanations on how organisations can transform and update their management processes using digital technologies. The authors demonstrate how digital technologies can facilitate changes in management processes and generate new opportunities for organisations.

There are also several real-life examples of both success and failure in the impact of AI and digital technologies on management.

1 Brynjolfsson, E., & McAfee, A. (2014). *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. W. W. Norton & Company.

2 Davenport, T. H., & Ronanki, R. (2018). Artificial Intelligence for the Real World. *Harvard Business Review*, 96(1), 108-116.

3 <https://hbr.org/2014/11/how-smart-connected-products-are-transforming-competition>





Company	Technology used	Management changes	Successes	Mistakes
Amazon	Artificial Intelligence, Alexa, AI Chatbots	Warehouse Automation, Improving Customer Experience	Efficient Delivery System, Adapting to Customer Needs	Cybersecurity Issues, Data Security Risks
Google	AI analytics, digital cloud technologies	Big data management and analysis	Rapid innovation, Google Cloud development	Software bugs and service outages
Microsoft	Artificial intelligence (Copilot), data cloud (Azure)	Automated management decision-making system	Increase efficiency, strengthen digital collaboration	Time required to learn new technologies
Tesla	AI algorithms, self-driving cars	Automation of production and operations	Reducing operating costs, improving product quality	Technology disruptions, regulatory compliance challenges

The repercussions of artificial intelligence (AI) and digital technologies on management were observed in the following primary domains:

**Decision-making:** The utilisation of AI algorithms and big data analysis has enabled managers to make more accurate and expeditious decisions. To illustrate this point, consider the capacity of forecasting systems to anticipate market fluctuations, enabling companies to recalibrate their business strategies in real time. The utilisation of AI systems for market trend analysis has enabled companies to make pivotal decisions before their competitors. Concurrently, big data analysis has facilitated companies in predicting customer needs and optimising product offerings.

**The management of resources:** The utilisation of cloud technologies has facilitated remote management of data and resources, thereby enhancing efficiency. Cloud computing technologies have facilitated the centralisation of data, its rapid dissemination, and its accessibility from any location. This, in turn, has enabled businesses to develop more efficient ways of working with data, resulting in significant savings in terms of time and financial resources. For instance, cloud platforms have facilitated real-time tracking of inventory and financial status.

**Automation:** AI has automated operational processes, including customer service, inventory control, and document management. The automation of processes through the integration of AI and digital technologies has led to a reduction in errors and an enhancement in efficiency. The utilisation of chatbots and virtual assistants in customer service has been instrumental in optimising human resources. The adoption of automation has also led to the simplification of operational processes, thereby enabling companies to deliver services of a higher quality.

**Human resource management:** Digital technologies have rendered human resource management more sophisticated and accurate. For instance, AI systems have been employed in the selection and development of employees. Specifically, AI employs sophisticated algorithms to systematically analyse candidates' qualifications, experience, and other relevant indicators during the selection process, thereby enhancing the accuracy and objectivity of the selection process. This development has been shown to engender a more accurate and objective approach to the selection of personnel. Furthermore, digital technologies have been employed to facilitate the tracking and motivation of staff development, thereby enabling the identification and development of the most suitable staff within the organisation.

## CONCLUSION

Recent advancements in artificial intelligence (AI) and digital technologies have led to the emergence of novel opportunities in the field of management, particularly in the domains of decision-making, resource management and automation of operations. These technologies enable companies to enhance efficiency, streamline processes and reduce time expenditure. However, it is important to note that the successful implementation of these technologies is contingent upon the availability of substantial financial resources, highly qualified specialists, and a suitable infrastructure.

In the future, innovative solutions developed for the wider and more effective use of AI and digital technologies will be essential for making businesses globally competitive. The judicious integration of these technologies and the maximization of their potential can yield substantial competitive advantages for



businesses. Consequently, the advancement of innovations in these domains and the effective implementation of technologies will undoubtedly propel businesses to new heights.

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## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

**Ingliz tili muharriri:** Feruz Hakimov

**Musahhih:** Zokir ALIBEKOV

**Sahifalovchi va dizayner:** Oloviddin Sobir o'g'li

### 2025. aprel. № 3. navbatdan tashqari son

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"Yashil" iqtisodiyot va taraqqiyot" jurnali 03.11.2022-yildan O'zbekiston Respublikasi Prezidenti Adminstratsiyasi huzuridagi Axborot va ommaviy kommunikatsiyalar agentligi tomonidan №566955 reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan.

**Litsenziya raqami:** №046523. PNFL: 30407832680027

**Manzilimiz:** Toshkent shahar, Mirzo Ulug'bek tumani  
Kumushkon ko'chasi, 26-uy.



Jurnal sayti: <https://yashil-iqtisodiyot-taraqqiyot.uz>