



# IQTISODIYOT & TARAQQIYOT

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- 08.00.10 Demografiya. Mehnat iqtisodiyoti
- 08.00.11 Marketing
- 08.00.12 Mintaqaviy iqtisodiyot
- 08.00.13 Menejment
- 08.00.14 Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 Turizm va mehmonxona faoliyati

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# MUNDARIJA

Smart-logistika texnologiyalarini joriy etish orqali oziq-ovqat mahsulotlarini yetkazib berish tizimini optimallashtirish (Toshkent viloyati misolida).....	14
<b>Mavlanov Sobirjon Pardabayevich</b>	
Tijorat banklarida korporativ boshqaruvning xalqaro tamoyillari asosida boshqaruv sifatini oshirish .....	20
<b>Sattarov Umirzoq</b>	
Современные банковские продукты .....	24
<b>Хужамуратов Аббос Мардонович</b>	
Amerika qo'shma shtatlarining ijtimoiy himoya tizimi.....	29
<b>Abdullayeva Sayora Aleksandrovna</b>	
Совершенствование рынка услуг высшего образования как фактор повышения занятости населения в условиях цифровой экономики.....	33
<b>Ибрагимов Тимур Ибодуллаевич, Асланова Дилбар Хасановна</b>	
Iqtisodiy fanlarni o'qitishda interaktiv metodlarning qo'llanilishi va ularning samaradorligi.....	39
<b>Kabulov Baxram Kuzibaevich</b>	
Korxonalarda raqobat razvedkasi tizimlarini rivojlantirishda innovatsion raqamli texnologiyalarining o'rni.....	45
<b>Tursunxo'jayev Sardor Jamoliddin o'g'li</b>	
O'zbekiston banklarida sun'iy intellekt foydalanish samaradorligini oshirish.....	51
<b>Kamolov Sardorbek Davlatjon o'g'li</b>	
Agrar korxonalar xo'jalik faoliyatida risklarni boshqarish bo'yicha samarali boshqaruv qarorlarini qabul qilishning metodologik asoslari.....	59
<b>Baymirzaev Dilmurod Nematovich</b>	
Основные направления инвестиционной политики Узбекистана в соответствии со стратегией-2030 .....	66
<b>Исомов Б. С.</b>	
Tashish va saqlash xizmatlarini ko'rsatuvchi korxonalarda raqamli texnologiyalardan foydalanish holati.....	70
<b>Rajabov Orzujon Mamasoliyevich</b>	
Ijtimoiy infratuzilmani modernizatsiya qilishda DXSHning o'rni: madaniyat va sport sohasida imkoniyatlar .....	78
<b>Baykalonov Jalil G'aybulloyevich</b>	
Анализ состояния и перспективы развития активного и спортивного туризма в Узбекистане.....	93
<b>Бойко Фарида Чингисовна, Ивонина Наталья Викторовна</b>	
Переоценка и фальсификация стоимости имущества: международные практики, риски и пути решения.....	99
<b>Мансурова Сайёра Бахтияровна</b>	
Hudud sanoati tarkibiy o'zgarishlarini prognozlash usuli.....	106
<b>Djumayev Farrux Toshmuratovich</b>	
Углеродный след и декарбонизация промышленности Узбекистана: роль возобновляемой энергетики и международный опыт .....	111
<b>Авезова Нилуфар Раббанакуювна, Ощепкова Эльвира Ахтемовна, С.М. Махмудов, А.А. Холиков, Авезова Нилуфар Раббанакуювна</b>	
The process of developing startups based on management principles .....	119
<b>Ilxamov Azizbek Yodgor o'g'li</b>	
The impact of economic policy on non-performing loans: the case of Uzbekistan.....	126
<b>Jalalov Mashkhurbek Gaybullo ugli</b>	
Основные направления инвестиционной политики Узбекистана в соответствии со стратегией-2030 .....	134
<b>Исомов Б. С.</b>	



Ko'p kvartirali uylarni boshqaruv organlari tomonidan aholiga sifatli xizmat ko'rsatishni qo'llab quvvatlashni takomillashtirish .....	138
<b>Umarov Begzodbek Jaloldinovich</b>	
O'zbekistonda iqtisodiyotni innovatsion rivojlantirishning institutsional asoslari.....	143
<b>Fayzullayev Jonibek Negmatullayevich</b>	
Davlat - xususiy sheriklik loyihalarning samaradorligini oshirish.....	150
<b>Tursunov Imomnazar Egamberdiyevich, Hamroyev G'ayratjon Sultonovich</b>	
O'zbekiston sug'urta bozorida hayot sug'urtasi xizmatlarining rivojlanish tendensiyalari va istiqbollari.....	155
<b>Bazarov Zakir Xonqulovich</b>	
Tijorat banklari likvidligini tartibga solish yo'llari.....	160
<b>Tursunpo'latov Sohibnazar Kasimjon o'g'li, Nomozova Mohinur Maxmud qizi</b>	
Atrof-muhit ifloslanishini kamaytirishda yashil moliya vositalarining roli: xalqaro tajriba va O'zbekiston imkoniyatlari .....	163
<b>Yuldasheva Madina Tohir Qizi</b>	
Geofazoviy ma'lumotlar asosida hududlarning farovonlik darajasini aniqlash .....	173
<b>Toymasov Zufarjon Zokir o'g'li</b>	
Методы и критерии оценки эффективности конкурентоспособности предприятия .....	179
<b>Кучаров Абдор Сабиржанович, Бобожонов Азиз Бабаханович, Алижанова Камила Тохир кизи</b>	
Korxonalarda innovatsion jarayonlarni boshqarishning tashkiliy-iqtisodiy mexanizmini takomillashtirish.....	187
<b>Narbayeva Dilnoza Darvishaliyevna</b>	
Development of entrepreneurship in Uzbekistan: management strategies in the context of economic reforms.....	192
<b>Ibragimova Saida Ilkhomovna</b>	
Aloqa korxonalarini xizmat faoliyatida diversifikatsiya qilishning ilmiy baholash usullari va ulardan foydalanish.....	197
<b>Tursunova Mastura Taxirovna</b>	
Developing effective marketing strategies for tourism development in Uzbekistan .....	204
<b>Fayzullayev Nodirbek Baxtiyor o'g'li</b>	
Yakka tartibdagi tadbirkorlarni soliqqa tortish mexanizmlarini takomillashtirish masalalari.....	208
<b>Yuldashev Yashnarjon Xolmirzayevich</b>	
Yoshlar sanoat va tadbirkorlik zonalarida investitsiya loyihalarini bank kreditlari orqali moliyalashtirish.....	212
<b>Jamalova Dilnoza Egamberdiyevna</b>	
Цифровизации системы стратегического управления предприятий нефтегазовой отрасли Республики Узбекистан.....	217
<b>Азимов Кабул</b>	
Индекс устойчивости региона против бедности (poverty resilience index – pri): на примере бухарской области Республики Узбекистан (2024) .....	223
<b>Мухамедова Мадинабону Мехридиновна</b>	
Экономические аспекты внедрения цифровых технологий в полиграфии.....	230
<b>Юсупхужаева Шахноза Музаффар кизи</b>	
Mintaqalararo iqtisodiy hamkorlikni shakllantirish va barqaror rivojlantirishning ilmiy-nazariy asoslari.....	233
<b>Sattorov R. A.</b>	
Web3'da real vaqt ma'lumot sinxronizatsiyasi — tarmoqdagi kechikishlar va ularni kamaytirish texnologiyalari.....	240
<b>Raimov Ulugbek Yorqinbek o'g'li</b>	
Tijorat banklarining likvidligini tartibga solish amaliyotining dolzarb masalalari .....	246
<b>Sayfutdinov Bobur Nodirovich</b>	
Tijorat banklarining investitsion jozibadorligini oshirish yo'llari.....	255
<b>Yuldoshev Otabek Jovli o'g'li</b>	



Tijorat banklarining investitsion faolligini oshirish yo'llari.....	261
<b>Ortiqov Sidiqjon Xolmurodovich</b>	
Innovatsion yondashuvlar orqali davlat xaridlarida iqtisodiy samaradorlikni oshirish .....	266
<b>Kurbonbekov Sardorbek Ravshanovich</b>	
Hududlarda barqaror rivojlanish nazariyalarining sanoat korxonalarini faoliyatiga ta'siri .....	270
<b>Sadriddinov Baxtiyor Shamshiddin o'g'li</b>	
Turizm platformalarining raqobatbardoshligini oshirishda zamonaviy kontent va raqamli marketing strategiyalarining integratsiyalashgan yondashuvi.....	277
<b>Dadamirzayev Sarvarbek Ulug'bek o'g'li</b>	
Bank xizmatlarida innovatsion texnologiyalarni kengaytirish yo'nalishlari.....	283
<b>Almosova Shohista Jobirovna</b>	
Модели организации казначейства в ведущих стран мира.....	288
<b>Сагдиев Равшан Сайфуллаевич</b>	
Paxta-to'qimachilik klasterlari faoliyatini nazariy jihatlarini va rivojlantirish yo'llari.....	302
<b>B.Sh.Shadmanov</b>	
Qurilish sanoatini rivojlantirishda tabiiy resurslardan kompleks foydalanishning ahamiyati.....	307
<b>Yuldasheva Mexrunisa Kasimjan qizi</b>	
Yangi O'zbekistonning "Yashil" iqtisodiyoti: qiyosiy tahlilning asosiy tendentsiyalari .....	313
<b>Ro'ziyeva Dilfuza Toshemirovna</b>	
Oliy ta'limda raqamli texnologiyalarning muammolari va uni bartaraf etish yo'nalishlari.....	318
<b>Abduraxmanova Malika Abdujaparovna</b>	
Namangan viloyatining Farg'ona vodiysi qo'shni hududlari bilan iqtisodiy hamkorligining hozirgi holati va rivojlantiruvchi omillari .....	323
<b>Sattarov R.A.</b>	
Desentralizatsiyalangan ma'lumot almashish protokollari: IPFS, Filecoin va Arweave tahlili .....	328
<b>Raimov Ulug'bek Yorqinbek o'g'li</b>	
Transport xizmatlari ko'rsatish biznes-jarayonlarini raqamli transformasiya talablari asosida takomillashtirish.....	333
<b>Komilov Asror Akmalovich</b>	
Empowering the Future: Assessing the Role of Automation, Internet of Things (IoT), and Demand Management in Enhancing Energy Efficiency of Smart Grids.....	338
<b>Khakimjanova Surayyo Khabibullayevna</b>	
Ta'lim jarayonida sun'iy intellektdan foydalanish tajribalari (xalqaro va mahalliy misollar) .....	345
<b>Madaminov Shoxruxbek Ma'rufjon o'g'li</b>	
Zamonaviy sharoitlarda uy-joy fondini boshqarishning moliyaviy mexanizmini takomillashtirish .....	352
<b>Inoyatova Durdona Shoxaydarovna, Karimova Aziza A'zamiddin qizi</b>	
Mijozlar tajribasini yaxshilashda raqamli integratsiya strategiyalari: "O'zbektelekom" AK tajribasi.....	358
<b>Islamov Javlon Rasulovich</b>	
Tijorat banklari orqali jinoiy yo'l bilan olingan daromadlarni legallashtirishga qarshi kurashish mexanizmlari.....	361
<b>Rustamov Sunnatillo Rustamovich</b>	
Yashil iqtisodiyot barqaror rivojlanish omili sifatida: Yevropa tajribasi.....	368
<b>Turobjanov Murodjon Maxammadjanovich</b>	
Ijtimoiy-iqtisodiy barqarorlikka erishishda kichik biznes va mahalla hamkorligi modellarini takomillashtirish .....	373
<b>Murotov Nodir Xujamqulovich</b>	
Xalqaro moliya institutlarining O'zbekiston bank sektori va iqtisodiyotiga ta'siri: YETTB faoliyati misolida tahlil.....	378
<b>Alimov Azizbek Alievich</b>	
Bankrotlik xavfini tahlil qilish modellari.....	386
<b>Nasiriddinov Bahouddin Nuriddinovich</b>	



Xizmat ko'rsatish korxonalarida sifat va samaradorlikni oshirishni takomillashtirish yo'llari.....	393
<b>Burxonova Nargiza Mirshohid qizi</b>	
Iqtisodiyotni modernizatsiyalash jarayonida bank tizimi islohotlari va ularni boshqarish strategiyalari.....	400
<b>Hamroyev Xurshid Jalilovich</b>	
“Temir yo'l transportida MHXSni joriy etishning ahamiyati va milliy standartlar bilan taqqoslama tahlili” .....	405
<b>Babaxalov Norbo'ta Eshnazarovich</b>	
Banking and financial services in the process of economic development digitalization and its advantages and security of the process .....	409
<b>Nosirova Nargiza Jamoliddin qizi, Baxanurov Oqil Odil og'li</b>	
Kichik biznesda moliyaviy barqarorlikni ta'minlashdagi asosiy muammolar va ularni bartaraf etish yo'llari.....	416
<b>Abduvosit Omonboyev</b>	
“Futurologiya va mintaqaviy iqtisodiy transformatsiya: Markaziy Osiyoda O'zbekistonning strategik senariylari” .....	421
<b>Siddiqov Abdusalom Abdumalikovich</b>	
Kichik biznes subyektlarini bank kreditlari orqali qo'llab-quvvatlashning rivojlangan xorijiy davlatlar tajribalari.....	425
<b>Irgasheva Nigora Akbarovna</b>	
Туристская мобильность стран персидского залива как устойчивый и перспективный источник въездного туризма в Узбекистан .....	434
<b>Додиев Феруз, Голышева Елена Вячеславовна</b>	
Turistik erkin iqtisodiy zonalarda investitsiya loyihalarini amalga oshirish: Imkoniyatlar, muammolar va istiqbollar .....	443
<b>Xoliqov Dostonbek Rustam o'g'li</b>	
Oliy ta'limda davlat-xususiy sheriklik: moliyalashtirish modelini modernizatsiya qilish yo'nalishlari.....	449
<b>Bozorov Alisher O'zimurotovich</b>	
Xalqaro raqamli intergatsiya, raqamlashtirish sharoitida tijorat banklari faoliyati tahlili .....	455
<b>Turapov Bahromjon Alisher o'g'li</b>	
To'g'ridan-to'g'ri xorijiy investitsiyalar – iqtisodiyot taraqqiyotining muhim omili.....	461
<b>Mamatkulova Nodira Maxkamovna</b>	
Davlat xaridlari ishtirokchilarining elektron-skoring tizimi.....	465
<b>Mamasoliyev Abrorbek Abdug'ani o'g'li</b>	
Qishloq xo'jalik korxonalarida melioratsiya xarajatlari xisobining muammolari va yechimlari.....	469
<b>Baxriev Muxiddin Sherallievich</b>	
O'zbek banklarining xarajatlar samaradorligini stoxastik chegara modelida baholash.....	481
<b>Xannayev Sherzod</b>	
Практические подходы к выявлению и оценке налоговых рисков на основе сегментации деятельности налогоплательщиков.....	490
<b>Голубова Ольга Сергеевна, Элбаева Мукаддас Рашидовна</b>	
Iqtisodiyot tarmoqlarida investitsiyalardan samarali foydalanishni tashkil etish chora-tadbirlari va investitsiyalarni jalb qilish istiqbollari.....	496
<b>No'monjonova Muazzam Maxbubjon qizi</b>	
Empowering the future: The impact of automation, iot, and demand management on energy efficiency in smart grids.....	501
<b>Khakimjanova Surayyo Khabibullayevna</b>	
Institutsional o'zgarishlar sharoitida aholi daromadlari tarkibining oshishi va daromadlar tengsizligini kamaytirishning istiqbolli yo'nalishlari.....	508
<b>Ergasheva Nafisa Baxridinovna</b>	
Международные индексы, определяющие цифровое развитие страны .....	513
<b>Тальятова Диёра Боходир кизи</b>	



Sog'liqni saqlash sohasida davlat-xususiy sheriklik instituti orqali investitsiya loiyhalarini moliyalashtirishda moliyaviy-iqtisodiy samaradorligini baholash metodologiyasi .....	517
<b>Karabayev Sanjar Abdusamatovich</b>	
Управление качеством в технологических стартапах: Баланс между скоростью и надежностью .....	527
<b>Хамидуллина Гульнора Рафкатовна, Раджабов Темур Рустамович, Носиров Илхом Аббосович</b>	
Namangan viloyatida iqtisodiy integratsiyani jarayonida eksport va import operatsiyalarining tahlili .....	535
<b>Adashev Azimjon O'rinboyevich</b>	
Korxonalarda kadrlar tayyorlash ijrosidagi mavjud muammolar va kadrlar siyosatining takomillashtirib borish xususiyatlari .....	541
<b>Mamatqulov Rustam Muxammadkarimovich</b>	
Yashirin iqtisodiyot tushunchasi, turlari va shakllanish omillari hamda uning iqtisodiyotga ta'siri.....	546
<b>Malikov Abdulaziz Toxirjon o'g'li, S.A. Zakirova</b>	
Pul oqimlarini boshqarishning xorijiy davlatlar tajribalari va ularni O'zbekistonda qo'llash imkoniyatlari.....	553
<b>Foziljonov Ibroximjon Sotvoldixo'ja o'g'li</b>	
The purpose of assessing a person's entrepreneurial capacity is to classify their quality characteristics .....	562
<b>Mansur Matkarimov, Qaxramon Madraximov, Sherjon Sherjonov, Jahongirbek Nurjonov</b>	



# THE PURPOSE OF ASSESSING A PERSON'S ENTREPRENEURIAL CAPACITY IS TO CLASSIFY THEIR QUALITY CHARACTERISTICS

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**Abstract:** Assessing an individual's entrepreneurial capacity is fundamental to understanding the traits and attributes that contribute to their potential for entrepreneurial success. This study explores the purpose of assessing a person's entrepreneurial capacity, with a focus on classifying their quality characteristics. Drawing upon a comprehensive review of literature from entrepreneurship studies and related fields, as well as insights from expert consultation, a conceptual framework is developed to guide the classification process. The framework delineates key dimensions, traits, and attributes that underpin entrepreneurial capacity assessment, encompassing aspects such as creativity, risk-taking, resilience, and leadership. Through literature review and validation, the classification of quality characteristics is refined to ensure coherence and applicability. The findings of this study contribute to a deeper understanding of entrepreneurial capacity assessment and provide insights for research, practice, and policy in the field of entrepreneurship. By elucidating the quality characteristics associated with assessing entrepreneurial capacity, this study aims to inform the development of tools, interventions, and strategies aimed at identifying and nurturing entrepreneurial talent.

**Key words:** entrepreneurial capacity, quality characteristics, assessing.

**Annotatsiya:** Shaxsning tadbirkorlik qobiliyatini baholash uning tadbirkorlik muvaffaqiyati potentsialiga hissa qo'shadigan xususiyat va xususiyatlarni tushunish uchun asosiy hisoblanadi. Ushbu tadqiqot shaxsning tadbirkorlik qobiliyatini baholash maqsadini o'rganadi, bunda asosiy e'tibor ularning sifat xususiyatlarini tasniflashga qaratilgan. Tadbirkorlik sohasidagi tadqiqotlar va tegishli sohalar bo'yicha adabiyotlarni har tomonlama ko'rib chiqish, shuningdek, ekspertlar maslahatidan olingan fikrlar asosida tasniflash jarayonini boshqarish uchun kontseptual asos ishlab chiqiladi. Ramka tadbirkorlik salohiyatini baholashga asos bo'lgan asosiy o'lchovlar, xususiyatlar va xususiyatlarni belgilaydi, ijodkorlik, tavakkalchilik, chidamlilik va etakchilik kabi jihatlarni o'z ichiga oladi. Adabiyotlarni ko'rib chiqish va tekshirish orqali sifat belgilarining tasnifi muvofiqlik va qo'llanilishini ta'minlash uchun takomillashtiriladi. Ushbu tadqiqot natijalari tadbirkorlik salohiyatini baholashni chuqurroq tushunishga yordam beradi va tadqiqot, amaliyot va tadbirkorlik sohasidagi siyosat uchun tushuncha beradi. Tadbirkorlik salohiyatini baholash bilan bog'liq sifat xususiyatlarini yoritish orqali ushbu tadqiqot tadbirkorlik qobiliyatini aniqlash va rivojlantirishga qaratilgan vositalar, tadbirlar va strategiyalarni ishlab chiqish haqida ma'lumot berishga qaratilgan.

**Kalit so'zlar:** tadbirkorlik qobiliyati, sifat xususiyatlari, baholash.



**Аннотация:** Оценка предпринимательского потенциала человека имеет основополагающее значение для понимания черт и качеств, способствующих его потенциалу к предпринимательскому успеху. В данном исследовании рассматривается цель оценки предпринимательского потенциала человека с акцентом на классификацию его качественных характеристик. Опираясь на всесторонний обзор литературы по предпринимательству и смежным дисциплинам, а также на выводы, полученные в ходе консультаций с экспертами, разработана концептуальная основа для процесса классификации. В ней определены ключевые измерения, черты и атрибуты, лежащие в основе оценки предпринимательского потенциала, включая такие аспекты, как креативность, склонность к риску, устойчивость и лидерство. Благодаря обзору литературы и валидации классификация качественных характеристик была уточнена для обеспечения согласованности и применимости. Результаты данного исследования способствуют более глубокому пониманию оценки предпринимательского потенциала и предоставляют информацию для исследований, практики и политики в области предпринимательства. Выявляя качественные характеристики, связанные с оценкой предпринимательского потенциала, данное исследование призвано способствовать разработке инструментов, мер и стратегий, направленных на выявление и развитие предпринимательского таланта.

**Ключевые слова:** предпринимательская способность, качественные характеристики, оценка.

## INTRODUCTION

Entrepreneurship, as a driving force of economic development and innovation, has garnered significant attention from scholars, policymakers, and practitioners alike. Central to the study and practice of entrepreneurship is the assessment of individuals' entrepreneurial capacity, which serves as a cornerstone for identifying, nurturing, and harnessing entrepreneurial talent. At the heart of this assessment lies the endeavor to classify the quality characteristics that underpin an individual's potential for entrepreneurial success (Flevy, 2018).

The purpose of assessing a person's entrepreneurial capacity is multifaceted, encompassing both academic inquiry and practical application. At its core, this endeavor seeks to unravel the intricacies of entrepreneurship by dissecting the key traits and attributes that distinguish successful entrepreneurs from their counterparts. By delving into the quality characteristics exhibited by individuals with entrepreneurial prowess, researchers and practitioners can glean valuable insights into the underlying mechanisms driving entrepreneurial behavior and outcomes (Bacigalupo et al, 2016).

## LITERATURE REVIEW ON THE TOPIC

One fundamental aspect of assessing entrepreneurial capacity is the classification of quality characteristics. These characteristics represent the core attributes, skills, and behaviors that define an individual's entrepreneurial potential. From creativity and innovation to resilience and adaptability, the spectrum of quality characteristics spans a diverse range of traits that collectively shape an individual's entrepreneurial profile. Understanding and categorizing these characteristics not only facilitate the identification and evaluation of entrepreneurial talent but also inform the development of strategies and interventions aimed at fostering entrepreneurial growth and success (Saidmatov et.al, 2021).

In this paper, we aim to explore the significance of assessing a person's entrepreneurial capacity through the lens of quality characteristics. Drawing upon theoretical insights and empirical evidence from the field of entrepreneurship studies, we will delve into the various dimensions of entrepreneurial capacity assessment, elucidate the key quality characteristics associated with entrepreneurial success, and discuss implications for research, practice, and policy. By shedding light on the intricacies of assessing entrepreneurial capacity, we endeavor to contribute to a deeper understanding of entrepreneurship as a dynamic and multifaceted phenomenon with profound implications for economic development and societal progress (Kuziboev et.al 2024).

## RESEARCH METHODOLOGY

In this paper we used methods such as literature review, by using conceptual framework development insights from the literature review have been drawn and conceptual framework that outlines the key dimensions, traits, and attributes associated with entrepreneurial capacity assessment has been developed. Expert consultation method also used to conduct semi-structured interviews or focus group discussions with experts in the field of entrepreneurship, including academic researchers, educators, and practitioners. The last method used in paper is documentation and reporting which helps the classification of quality characteristics in a structured format, including descriptive summaries, definitions, and illustrative examples.



## ANALYSIS AND RESULTS

If a person's professional success in the 19th century was defined by their proficiency in reading and writing skills, by the 20th century, success in the workforce became closely linked to English language proficiency and computer literacy. "Today, in the 21st century, the ability to think and act like an entrepreneur is particularly important, as transitioning from employee to entrepreneur is increasingly becoming the norm," states Nicholas Business, leader of the Vienna Institute for Entrepreneurship and Innovation. Therefore, to succeed in entrepreneurship, it is essential to possess the entrepreneurial capacity to "add value to entrepreneurship," as Business believes that many entrepreneurs fall short in acquiring a sufficient level of knowledge and skills. The presence and level of entrepreneurial capacity are closely related to a range of personal traits, professional competencies, and entrepreneurial skills of an individual. Therefore, in this paragraph of the dissertation, we examine various approaches (Table 1) regarding the classification of quality characteristics of entrepreneurial capacity. By doing so, we aim to base our analysis on scientific grounds.

Table 1. Different approaches exist for categorizing the quality characteristics of entrepreneurial capacity.

Authors	Classification marks	Quality features
Peter Druker	On creating a client for the business	Marketing skills Managerial qualities Innovative activity
Hall, B.P	Hull-Tonna model of determination of entrepreneurial skills	Instrumental abilities Interpersonal skills Imagination skills Systematic skills
Fotekova T.A	Qualities describing the psychological characteristics of entrepreneurship	Qualities that describe the characteristics of the nervous system and thinking Qualities describing motivational characteristics The phenomenon of leadership
Bacigalupo, M., Kampylis, P	Entrepreneurial competence	Ideas and possibilities Resources Actions
Dani G.K	Qualities describing human monoeconomic abilities	Initiative Management Innovation Risk taking Marketing

In the current era, the traditional virtues of entrepreneurship such as resilience, organization, leadership, and innovation are still maintaining their relevance. However, given the conditions of globalization and digital transformation, there is a demand to identify and incorporate new virtues into their composition. In the 20th century, the most influential management theorist, Peter Drucker, collaborated with J. Maciarello in creating the original "Management" textbook, where he expressed the following idea regarding entrepreneurship: "Because the purpose of business is to create a customer, every business enterprise has only two basic functions – marketing and innovation" (Kuziboev et.al 2023). Drawing from this notion, the significant virtue of modern entrepreneurship is considered to include "marketing prowess" instead of placing emphasis solely on innovation. According to the renowned marketing theorist Philip Kotler, marketing is defined as "the activity of a human enterprise directed at satisfying needs and wants through exchange processes." Marketing serves as an essential tool in contemporary business philosophy and as a means of entrepreneurship. In the present era, marketing plays a crucial role in shaping new markets, creating new customers, reducing costs, increasing profits, enhancing competitiveness, and improving the efficiency and effectiveness of entrepreneurial activities. The higher a entrepreneur's marketing skills, the more successful their entrepreneurial endeavors are likely to be.

Identifying entrepreneurial competencies is based on the Hall-Tonna model, which categorizes four types of competencies:



1. Instrumental skills. The unique combination of intellectual and physical abilities enables individuals to competently execute tasks. This competency is focused on task performance, providing entrepreneurs with indispensable qualities not easily replaceable and recognized as recurring merits.

2. Interpersonal skills. Playing a key role in establishing relationships and interactions among individuals through verbal and non-verbal communication, especially concerning attitudes and behaviors towards others.

3. Imaginative skills. Facilitating the expression of new ideas through the unique combination of imagination and sensations. These competencies are operationalized through language and create synergy, enhancing personal growth by serving as the foundation for contributing to others' development.

4. Systemic skills. Facilitating the expression of the various components of a system as a whole through the interaction of imagination, perception, and skill. Such competencies contribute to systemic awareness, fostering the enhancement of the ability to integrate, laterally connect components, and identify interdependencies. Instrumental, interpersonal, imaginative, and systemic entrepreneurial competencies, as defined by the Hall-Tonna model, are crucial in perceiving entrepreneurship as a process. Their importance lies in their relevance to research, implementation, and management stages, as they represent competencies specific to investigation, implementation, and management phases. However, in researching entrepreneurship activity quality management objectively, it is necessary to consider managerial competencies specific to entrepreneurs, such as marketing skills and adaptability to novelty.

Classification of entrepreneurial competency in terms of its psychological aspect assigns personal attributes indicative of readiness for entrepreneurial activity and psychological preparedness to the following groups:

1. Group of attributes describing nervous system and thinking characteristics. These include adaptability, resilience, strategic thinking, stress management, ability to act in uncertain situations, and readiness for risk-taking.

2. Group of characteristics of the motivational sphere. This group includes attributes such as entrepreneurial intention (desire to engage in entrepreneurial activity), motivation for achieving success, and fame-seeking.

3. Group related to the phenomenon of leadership. Attributes such as leadership and organizational skills, responsibility, decision-making ability, networking skills, and readiness for conducting negotiations and discussions are included in this group.

Research conducted within the framework of the Entrepreneurship Competence Framework by the European Commission suggests three areas of competency and recommends 15 specific competencies within them as a means to enhance the entrepreneurial abilities of European citizens and organizations (Ghicaianu, 2015). Within this context, competency is understood as "knowledge, skills, and attitudes." The fields and competencies of entrepreneurship competence are as follows:

1. Competency area - "Ideas and Opportunities." It consists of the following competencies:

- Identifying Opportunities (utilizing your imagination and abilities to identify opportunities for value creation).
- Creativity (developing innovative and purposeful goals).
- Future Orientation (taking action based on your vision of the future).
- Valuing Ideas (maximizing the use of goals and opportunities).
- Persistence and Ethical Thinking (evaluating the consequences and impacts of goals, opportunities, and actions).

2. Competency area - "Resources." This competency area comprises the following competencies:

- Self-Awareness and Self-Efficacy (believing in yourself and continuing personal development).
- Motivation and Perseverance (maintaining focus and resilience).
- Resource Mobilization (gathering necessary resources and managing them effectively).
- Financial and Economic Literacy (developing financial and economic know-how).
- Mobilizing Other Resources (motivating, inspiring, and attracting others).

3. Competency area - "Actions." This competency area is shaped around four competencies:

- Taking Initiative (taking initiative).
- Planning and Management (defining objectives, organizing, and monitoring).
- Adaptability, Diversity, and Problem-solving (making decisions with adaptability, diversity, and confidence).
- Working with Others (building teams, collaborating, and networking).

3-Learning through Experience (learning through action).

One of the advantages of being within the scope of a wide-ranging competency is that it provides the opportunity to promote initiatives that are conducive to entrepreneurship competency as a whole, which, based on the order, enables the promotion of initiatives that involve customization and assistance in understanding entrepreneurship (Benedicta et al 2016). Based on foreign and national experiences in evaluating entrepreneurial competencies with the aim of categorizing the described entrepreneurial qualities, we propose the classification of three types: hard skills, soft skills and digital skills entrepreneurial competencies (see figure 1).

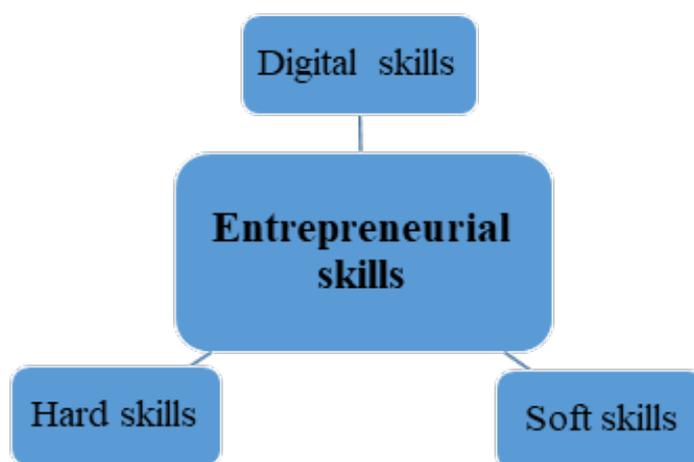


Figure 1. Three levels of entrepreneurial skills<sup>1</sup>

Based on the advanced foreign experience, the “HSDS model” of classifying the entrepreneur’s qualities was developed as a mechanism for assessing entrepreneurial ability. HSDS acronym visual. HSDS - Hard, Soft, Digital, Skills - hard, soft and digital skills are recommended by the author as a model for classifying the qualities of an entrepreneur. In this case, the development of entrepreneurship is related to the level of development of entrepreneurial skills. The Cambridge Dictionary defines ‘skill’ as ‘the ability to do an activity or thing well, especially because you have practiced it’. In the literature, the skills that characterize the specialist are divided into two categories

Scientists from the Polytechnic University of Valencia in Spain recommend that the following qualities of an entrepreneur should be included in the “soft” skills for entrepreneurship within the framework of the Trans-European project: initiative; leadership; conduct negotiations; network connection; accessibility to communication; creativity; planning and organization; teamwork and cooperation; self-confidence; self control; personnel management; loyalty to the organization; sympathy; flexibility and change management; striving for success; strategic orientation; analytical thinking; conceptual thinking; quality and efficiency; teaching and using knowledge.

The soft skills listed above are considered the most important in the field of entrepreneurship, and some of them are mixed, for example, personnel management refers to both soft and hard skills. Also, a number of soft skills such as “seeing and taking advantage of opportunities”, “persevere”, “information seeking”, “focusing on high-level work productivity”, “problem-solving” influence strategy” are not fully taken into account.

## CONCLUSION AND SUGGESTIONS

In conclusion, assessing a person’s entrepreneurial capacity serves as a crucial tool to categorize and understand their quality characteristics. Through such assessments, individuals can gain insights into their strengths, weaknesses, and potential areas for development in the realm of entrepreneurship. By identifying key traits and aptitudes, such as innovation, risk-taking propensity, resilience, and leadership skills, this process enables tailored support and guidance for aspiring entrepreneurs. Moreover, it facilitates the selection and nurturing of individuals with the most promising entrepreneurial potential, thereby contributing to the fostering of vibrant and successful entrepreneurial ecosystems. Ultimately, by recognizing and harnessing the diverse qualities that individuals bring to the entrepreneurial landscape, assessments of entrepreneurial capacity play a pivotal role in driving innovation, economic growth, and societal progress.

We can give the following recommendations related to assessing a person’s entrepreneurial capacity and classifying their quality characteristics:

- utilize a comprehensive assessment framework;
- employ multiple assessment methods;
- tailor assessments to context;
- provide constructive feedback;
- promote lifelong learning;
- facilitate collaboration and support networks;
- monitor and Evaluate Progress.

1 Author’s development



By implementing these recommendations, organizations, educators, and support providers can enhance their capacity to assess and nurture entrepreneurial talent effectively, ultimately fostering a thriving ecosystem of innovation and entrepreneurship.

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## IQTISODIYOT & TARAQQIYOT

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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.



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