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MUNDARIJA

RAQAMLI IQTISODIYOTDA TADBIRKORLIK SUBYEKTLARI FAOLIYATINING IQTISODIY XAVFSIZLIGIGA TA'SIR ETUVCHI TIZIMLASHTIRILGAN TAHDIDLAR.....	40
Qodirov Tuyg'un Uzoqovich, Nabiyev Bexzod Shavkatovich	
SANOAT TARMOQLARINI RIVOJLANTIRISHDA INNOVATSIYA VA TEXNOLOGIK MODERNIZATSIYANING O'RNI	44
Boboqulov Sanjar Bahromqulovich	
YASHIRIN IQTISODIYOTNI BAHOLASHNING USLUBIYOTI VA UNING SOLIQ TIZIMIDA QO'LLANILISHI	49
To'xtabayev Oybek Odilovich	
YASHIRIN IQTISODIYOTNI QISQARTIRISHDA RAQAMLI TEXNOLOGIYALARDAN FOYDALANISH BO'YICHA ILG'OR XORIJIY TAJRIBALAR.....	56
Ismailov Bobir Salomovich	
TIJORAT BANKLARI INVESTITSIYA FAOLIYATINI RIVOJLANTIRISHNING ILMIY-NAZARIY JIHATLARI	62
Yangiboyev F.B.	
MINTAQAVIY IQTISODIY SALOHİYATDAN FOYDALANISH SAMARADORLIGINI BAHOLASH.....	68
Turayev Og'abek Kaxramonovich	
XORIJIY MAMLAKATLARDA TO'QIMACHILIK KLASTERLARINI RIVOJLANTIRISH TAJRIBASI.....	75
Yusupova Feruza Yo'ldoshevna	
BANK XIZMATLARI SIFATINI BOSHQARISHNING INTEGRATSION VA ADAPTIV MODEL.....	83
Ibroximov Ilxomjon Shavkatjon o'g'li	
QURILISH TASHKILOTLARI FAOLIYATINING MOLIYAVIY BARQARORLIGINI EKONOMETRIK MODELLAR ASOSIDA BAHOLASH	89
Qidirniyazov Ajiniyaz Sherniyazovich	
ICHKI NAZORAT VA KORPORATIV BOSHQARUV TIZIMIDAGI XAVFLARNI BOSHQARISH	94
Islamova Nargiza Mirzaxidovna	
TURIZMNING MINTAQADA IQTISODIY RIVOJLANISHIGA TA'SIRI	104
Rasulova Muxabbat Teshabayevna, Normurodov Sarvar Norboy o'g'li	
O'ZBEKISTONDA INVESTITSIYALARNI JALB QILISH ORQALI INVESTITSION JOZIBADORLIKNI OSHIRISHNING HOZIRGI KUNDAGI HOLATI TAHLILI	111
Begamov S.X.	
RETHINKING JOB CREATION: ONTOLOGICAL AND EPISTEMOLOGICAL FOUNDATIONS OF MACROECONOMIC EMPLOYMENT ANALYSIS.....	116
Zakhidov Azizbek Rustamovich	
HUDUDIY TURIZM KLASTERLARINI SHAKLLANTIRISH VA ULARNING IQTISODIY SAMARADORLIGINI OSHIRISH.....	125
Ro'zimova Xusnora Mirzobek qizi	
SUG'URTACHILIK VA O'ZBEKISTONDA SUG'URTA SEKTORINING HOLATI.....	129
O'runboyeva Sotima Alisher qizi	
GO'SHT VA GO'SHT MAHSULOTLARINI SANOAT USULIDA QAYTA ISHLASHDA XORIJIY MAMLAKATLAR TAJRIBALARI.....	134
Kaydarova Sitora Suranbay qizi	
KORXONALAR QIYMATINI BAHOLASH VA BOZOR BAHOSINI SHAKLLANTIRISH METODOLOGIYASI.....	139
Abduraxmanov Sherzodbek Ravshanovich	
YASHIL IQTISODIYOT: EKOLOGIK BARQARORLIK VA IQTISODIY SAMARADORLIK UYG'UNLIGI.....	145
Jamaldinova Asalxon Saliyevna	
2025-YILDA O'ZBEKISTON UCHUN ENG YAXSHI 10 TA TRANSPORT TEXNOLOGIYALARI VA INNOVATSIYALARI	151
Mamasaliyeva Mukaddas Ibadullayevna, Beketov Timur Kazakbayevich	



MAHSULOT TANNARXINI ANIQLASHNING INTEGRATSIYALASHGAN YONDASHUVLARI: AN'ANAVIY VA ZAMONAVIY TIZIMLAR QIYOSIY TAHLILI	155
Tulyaganov Abdumalik Abdiraximovich	
ИННОВАЦИОННО-ИНВЕСТИЦИОННАЯ ДЕЯТЕЛЬНОСТЬ В НАЦИОНАЛЬНОЙ ЭКОНОМИКЕ: ИНТЕРПРЕТАЦИЯ ТЕОРЕТИЧЕСКИХ ПОДХОДОВ	163
Хайдарова Ёркиной Аскар кизи	
RAQAMLI IQTISODIYOT SHAROITIDA INNOVATSION TADBIRKORLIKNI QO'LLAB-QUVVATLASHNING FISKAL VA INSTITUTSIONAL MEKANIZMLARI	170
Mamatova Nodira Mirzavaliyevna	
ЗЕЛЕНАЯ ЭКОНОМИКА И УСТОЙЧИВЫЕ ИНВЕСТИЦИИ: ФОРМИРОВАНИЕ ИНВЕСТИЦИОННОЙ МОДЕЛИ ПЕРЕХОДА ТЕПЛИЧНЫХ ХОЗЯЙСТВ ТАШКЕНТСКОЙ АГЛОМЕРАЦИИ НА СОЛНЕЧНЫЕ СИСТЕМЫ ЭНЕРГОСНАБЖЕНИЯ	178
Срожиддинова Зарина Хайриддиновна, Абдувалиева Зилола Абдуллаевна	
МАМЛАКАТИМИЗДА QISHLOQ HUDUDLARIDA XIZMATLAR SOHASINI RIVOJLANTIRISHNING AHAMIYATI	186
Yuldashova Nilufar Ziyabayevna	
RIVOJLANISHDA RAQOBAT EMAS, BALKI HAMKORLIKNING USTUVORLIGI: NAZARIY VA AMALIY TAHLIL	190
Xolmirzayev Ulug'bek Abdulazizovich	
IJTIMOY HIMOYA QAMROVINI KENGAYTIRISH MEKANIZMLARI VA "QAMRAB OLINMAGAN O'RTA QATLAM" MUAMMOSI	196
Bafoev Farrux Jo'raqulovich	
RAQAMLI TEXNOLOGIYALAR YORDAMIDA EKOLOGIK BOSHQARUVNI TAKOMILLASHTIRISH	202
Shanazarova Gulyoraxon Baxtiyarovna	
O'ZBEKISTON STARTAP EKOTIZIMIDA INVESTITSIYA JALB QILISH JARAYONINING INSTITUTSIONAL MUAMMOLARI VA ULARNI BARTARAF ETISH MEKANIZMLARI	208
Xoliqova Xurshidaxon Xayotjon qizi	
INNOVATSION IQTISODIYOTNI RIVOJLANTIRISH SHAROITIDA STARTAP EKOTIZIMINI SHAKLLANTIRISHNING NAZARIY JIHLTLARI	214
Usmanov Gafurjon Shavkatovich	
QURILISHDA ISHLAB CHIQRISH VA SIFATNI BOSHQARISH TIZIMLARINING RIVOJLANISHI	220
Buriyev Xakim Toshimovich, Usmanov Ilxom Achilovich	
O'ZBEKISTONDA INVESTITSION MUHITNI TAKOMILLASHTIRISHNING STRATEGIYALARI	225
Xolov Sherali Axrorboyevich	
2010-2024-YILLARDA O'ZBEKISTONDA TO'QIMACHILIKNI INVESTITSIYALASHNING EKONOMETRIK TAHLILI	229
Ashurov Shuhratbek Qudrat o'g'li	
TIJORAT BANKLARI MOLIVAVIY XAVFSIZLIGINI TA'MINLASHNING ZAMONAVIY USULLARI	233
Sherbekova Kamola Norbekovna	
AHOLI MOLIVAVIY SAVODXONLIGI DARAJASI VA UNI BAHOLASHNING ILMIY-USLUBIY ASOSLARI	243
Abduvoxidov Akmal Abdulazizovich	
MARKAZIY BANK KURS SIYOSATI SAMARADORLIGINI OSHIRISH USULLARI	249
Saydullayev Nodirbek Narzullaevich	
O'ZBEKISTON MINTAQALARIDA BARQAROR TURIZMNI RIVOJLANTIRISH SALOHİYATI VA MUAMMOLARI	258
Raupov Shuxrat Soyibovich	
ЭКОТУРИЗМ В УЗБЕКИСТАНЕ: СОВРЕМЕННОЕ СОСТОЯНИЕ И ПЕРСПЕКТИВЫ УСТОЙЧИВОГО РАЗВИТИЯ	264
Абидова Дилфуза Игамбердиевна, Рахматуллаева Зулайхо Хасан кизи	
DIGITAL ECONOMY AND ARTIFICIAL INTELLIGENCE: BUSINESS CHANGE IN THE REGIONS	270
Abdullayev Muzaffar Abdujabbarovich	



QISHLOQ XO'JALIK MAHSULOTLARINI QAYTA ISHLASHDA IOT TEXNOLOGIYALARIDAN FOYDALANISH.....	273
Mirzaev Dilshod Artikovich	
ПРАКТИЧЕСКИЕ АСПЕКТЫ ПРИМЕНЕНИЯ МЕХАНИЗМОВ ФИНАНСИРОВАНИЯ СТАРТАП-ПРОЕКТОВ В ВУЗАХ УЗБЕКИСТАНА.....	279
Касимова Наргиза Сабитджановна	
YASHIL IQTISODIYOTNING NAZARIY ASOSLARI VA UNGA ILMIY YONDASHUVLAR.....	284
Ismoyilova Mahliyo Oybek qizi	
BOSHQARUVDA ZAMONAVIY YONDASHUVLAR (OLIV TA'LIM MISOLIDA).....	289
Kariyeva Gulnora Abdullayevna, Normurodov Sarvar Norboy o'g'li	
TIJORAT BANKLARIDA KORPORATIV MIJOZLARGA XIZMAT KO'RSATISHNING AMALDAGI HOLATI VA ASOSIY TENDENSIYALARI.....	295
Qurbonov Odilbek Ro'zmatovich	
O'ZBEKISTONDA SPORT FEDERATSIYALARI VA ASSOTSIATSIYALARINI SAMARALI BOSHQARISH TIZIMINI MODERNIZATSIYA QILISH YO'LLARI.....	302
Umed Farmonkulovich Radjabov	
XIZMAT KO'RSATISH KORXONALARI FAOLIYATI SAMARADORLIGINI OSHIRISHGA QARATILGAN IQTISODIY MEKANIZMNI TAKOMILLASHTIRISHNING USTUVOR YO'NALISHLARI VA ULARNING AMALIY AHAMIYATI.....	307
Mullayeva Mexrangiz Axtam qizi	
KICHIK BIZNESNI RIVOJLANTIRISHNING IQTISODIY MUAMMOLARI VA ULARNI BARTARAF ETISH YO'LLARI (NAMANGAN VILOYATI MISOLIDA).....	313
Xolmirzayev Ulug'bek Abdulazizovich, Muradova Nazira Raximjanovna	
RAQAMLI MARKETING VA ONLAYN PLATFORMALAR ORQALI EKOTURISTIK MAJMUALARNI OMMALASHTIRISH TRENDI.....	318
Xolmatova Parvina Asliddin qizi	
O'ZBEKISTONDA SOLIQ MA'MURCHILIGI STRATEGIYASINI TAKOMILLASHTIRISH MASALALARI VA ULARNI YECHIMLAR.....	323
Normurzayev Umid Xolmurzayevich	
РАЗВИТИЕ ДИСТАНЦИОННОГО БАНКОВСКОГО ОБСЛУЖИВАНИЯ В ХОРЕЗМСКОЙ ОБЛАСТИ НА ОСНОВЕ ТЕХНОЛОГИЙ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА КАК ФАКТОР РЕГИОНАЛЬНОГО ЭКОНОМИЧЕСКОГО РОСТА.....	327
Бахтиёров Худайберган Хамдам угли	
MAHALLIY BUDJETLARDA TRANSFERTLARGA QARAMLIK DARAJASINI BAHOLASH (XORAZM VILOYATI MISOLIDA).....	335
Xudoyqulov Hamidjon Abdullayevich	
QORAQALPOG'ISTON QISHLOQ XO'JALIGIDA RESURSLARDAN SAMARALI FOYDALANISHNI BOSHQARISHNING INNOVATSION YONDASHUVLARI.....	342
Tajibaev Berdax Asqarbay uli	
XIZMAT KO'RSATISH SOHASIDA INNOVATSION JARAYONLARNI JADALLASHTIRISH MEKANIZMLARINI TAKOMILLASHTIRISH.....	347
Ashurova Maftuna Ortiq qizi	
STRATEGIC DIRECTIONS FOR INCREASING CAPITAL EFFICIENCY OF COMMERCIAL BANKS: DIGITALIZATION AND RISK MANAGEMENT INTEGRATION.....	352
Sadullaeva Mokhinur Aziz kizi	
TECHNOLOGY MANAGEMENT AND SME INTERNATIONALIZATION: A SYSTEMATIC LITERATURE REVIEW.....	358
Abduxafizova Madinabonu Mirabbos qizi	
TA'LIM SIFATINI BAHOLASH MEZONLARINI SHAKLLANTIRISH USULLARI.....	363
Mamadiyarov Zokir Toshmurovich	
SMART UNIVERSITET KONSEPSIYASI ASOSIDA REYTING VA RAQOBATBARDOSHLIKNI INTEGRAL BOSHQARISH.....	371
Xudoyqulov Husen Ahadovich	



BUXGALTERIYA HISOBINING MILLIY VA XALQARO STANDARTLARI ASOSIDA MOLIYAVIY HISOBOT 1-SHAKLINING QIYOSIY TAHLILI	379
Shodiyev Murodjon Bakirovich	
SUG'URTA BOZORINING RAQAMLI RIVOJLANISHIDA NAZARIY QARASHLAR	384
G'oziyeva Aziza Abdusalomovna	
MINTAQAVIY IQTISODIY RIVOJLANISHDA INNOVATSION LOYIHALAR SAMARADORLIGINI BAHOLASH USULLARI	389
Xamrayev Quvvat Iskandarovich	
MAHALLIY BUDJETLAR DAROMADLARINI SHAKLLANTIRISHNING IQTISODIY AHAMIYATI	397
P.SH.Usmonov	
СРАВНИТЕЛЬНАЯ ХАРАКТЕРИСТИКА МЕТОДОВ ИНВЕСТИЦИОННОГО АНАЛИЗА ДЛЯ ОЦЕНКИ ДОХОДНОСТИ АКЦИЙ УЗБЕКСКИХ ЭМИТЕНТОВ.....	401
Ирмухамедова Муслима Дилшодовна	
KORXONA VA TASHKILOTLARDA INSON KAPITALIDAN SAMARALI FOYDALANISHDA KORPORATIV MADANIYAT, AXLOQIY-RUHIY VA MA'NAVIY MUHITNING O'RNI	407
Suyunov Dilmurod Xolmurodovich, Qodirov Tuyg'un Uzoqovich	
ELEKTRON PULLARNING MOHIYATI VA ULARNING MILLIY TO'LOV TIZIMIDAGI ROLI.....	416
Toshniyozov Sherali Kamoliddinovich	
RAQAMLI IQTISODIYOT SHAROITIDA UY XO'JALIKLARINING TADBIRKORLIK FAOLIYATINI KENGAYTIRISH.....	423
Eshbaeva Shahnoza Faxriddinovna	
APPLICATION OF EXTREME MODELS IN ASSESSING THE ECONOMIC POTENTIAL OF AN ENTERPRISE	428
Musayeva Shoira Azimovna	
SOLIQ MA'MURCHILIGIDA XORIJIY Tajriba Hamda Uni O'zbekistonda Qo'llash Samaradorligi.....	435
Bozorova Ozoda Raximovna	
DAVLAT FUQAROLIK XIZMATI IMIJINI OSHIRISHDAGI MUAMMOLARNI HAL ETISHDA XORIJIY DAVLATLAR TAJRIBASI: QIYOSIY TAHLIL.....	439
Bekmurodov Navruz Ergashevich	
TA'LIM XIZMATLARI SOHASIDA YARATILGAN YALPI QO'SHILGAN QIYMAT DINAMIKASI VA UNI BOSHQARISH MEXANIZMLARINI TAKOMILLASHTIRISH.....	449
O'rinov Komiljon Kozimovich	
BARQAROR RIVOJLANISHNI TA'MINLASHNING MINTAQAVIY OMILLARI.....	453
Salomat Norova	
QURILISH MATERIALLARI BOZORI VA UNI RIVOJLANTIRISHNING NAZARIY ASOSLARI	459
Usubjonov Zaxriddin Vasliddin o'g'li	
O'ZBEKISTON RESPUBLIKASIDA EKSPORT OPERATSIYALARINI SUG'URTA QILISHNI RIVOJLANTIRISH.....	465
Xalikov R. B.	
BIZNES JARAYONLAR AUTSORSINGINI OPTIMALLASHTIRISH USULLARI TAHLILI	472
Uzaqov Ortik Shaymardanovich	
DAVLAT MOLIYAVIY BOSHQARUVI SAMARADORLIGINING IJTIMOY ADOLATGA TA'SIRINING PEFA VA CEQ METODOLOGIYALARI ORQALI TAHLILI	477
Zokirjonov Muhammadsodiq Ravshanbek o'g'li	
NODAVLAT OLIY TA'LIM MUASSASALARIDA ICHKI AUDIT XIZMATINI TASHKIL QILISHNING XORIY TAJRIBASI	485
Turmanqulov Norpo'lat Sa'dullayevich	
MINTAQADA IJTIMOY HIMOYA TIZIMINI TAKOMILLASHTIRISH ORQALI KAMBAG'ALLIKNI QISQARTIRISH.....	491
Saparov Ismat Chorshanbiyevich	
MINTAQANI BARQAROR RIVOJLANISHDA EKOLOGIK INNOVATSIYALARNI QO'LLAB-QUVVATLASH YO'NALISHLARI	495
Ismatov Sharofiddin Asatulloevich	



THE ESSENCE OF THE OPTIMAL COST STRATEGY	500
Sodiqov Mirakhror Abbos ugli	
TURIZMNI RIVOJLANTIRISHDA TOG'-KURORT ZONALARINI RIVOJLANTIRISHNING IQTISODIY JIHATLARI (CHORVOQ ERKIN TURISTIK ZONASI MISOLIDA)	504
Shomurodova Shahnoza G'ayratovna	
ICHKI AUDIT SIFATI VA SAMARADORLIGI TUSHUNCHALARINING IQTISODIY MAZMUNI HAMDA ULARNING O'ZARO BOG'LIQLIGI	509
Ergashev Olloyor Furqat o'g'li	
QISHLOQ XO'JALIGI KORXONALARI FAOLIYATINI SOLIQQA TORTISH VA UNI HISOBINI YURITISH.....	517
Abdullayev Abdurauf	
TIJORAT BANKLARINING RISKLARINI BAHOLASHDA ZAMONAVIY YONDASHUVLAR.....	522
Kudaybergenova Guzal Kuanishbayevna	
TIJORAT BANKLARIDA KORRUPSIYAVIY-KOMPLAENS MUAMMOLARI: TAHLIL VA YECHIMLAR.....	527
Yunusov Baxtiyor Shavkatovich	
MAISHIY XIZMAT KO'RSATISHNING SIFAT NAZORATINI HAMDA TASHKILY-IQTISODIY MEKANIZMINI TAKOMILLASHTIRISH	532
Meliyev X.T.	
ОЦЕНКА КАЧЕСТВА СЕРВИСА И ЭФФЕКТИВНОСТИ ИСПОЛЬЗОВАНИЯ ТУРИСТИЧЕСКОГО ПОТЕНЦИАЛА БУХАРСКОЙ ОБЛАСТИ НА ОСНОВЕ СОЦИОЛОГИЧЕСКОГО ОПРОСА.....	541
Усманова Азиза Баходировна	
RAQAMLI BANK XIZMATLARI ORQALI MOLIVAVIY INKLYUZIVLIKNI KENGAYTIRISH.....	545
Azlarova Mushtariybegim Abror qizi	
QURILISH KORXONALARNI BOSHQARISHDA RAQAMLI TRANSFORMATSIYALARNING AHAMIYATI	550
Egamov Raxmatillo Mirolimovich, Bobobekov Davron Gafurovich	
FINANCIAL MARKET PARTICIPANTS: A CLASSIFICATION BY ROLE AND RESPONSIBILITY.....	553
Khotamkulova Madina	
ФОРМИРОВАНИЕ «ТУРИСТИЧЕСКОЙ МАХАЛЛИ» КАК ИНСТИТУЦИОНАЛЬНОГО МЕХАНИЗМА РАЗВИТИЯ ЗЕЛЁНОЙ ЭКОНОМИКИ В СФЕРЕ ГОСТЕВЫХ ДОМОВ УЗБЕКИСТАНА	559
Иргашева Нигина Салохиддиновна	
BANKLARDA KREDIT GAROVI BILAN ISHLASHNING XORIY ILG'OR TAJRIBASI VA UNDAN O'ZBEKISTON BANKLARI AMALIYOTIDA FOYDALANISH ISTIQBOLLARI.....	567
Sh. Saidov	
MILLIY UGLEROD SAVDOSI TIZIMINI JORIY ETISH ISTIQBOLLARI VA IQTISODIY SAMARADORLIGI.....	573
Islamov Shoxzod Shuxrat o'g'li	
THE NECESSITY OF CREATING A BUSINESS ENVIRONMENT AND ITS ROLE AND SIGNIFICANCE IN THE NATIONAL ECONOMY.....	582
Amanov Davron Ravshan ugli	
SUV RESURSLARINI BOSHQARISHDA RAQAMLASHTIRISH SAMARADORLIGI	588
Saidov Muhammadali Hakimovich, Mahammatov Hoshim, Esanbekov Diyorbek	
ТРАНСФОРМАЦИЯ БУХГАЛТЕРСКОГО УЧЁТА БАНКОВ В РЕСПУБЛИКЕ УЗБЕКИСТАН В СООТВЕТСТВИИ С МСФО И ПРИНЦИПАМИ ESG.....	595
Насирдинов Шарифджон Изатуллоевич	
ОЦЕНКА ЭНЕРГЕТИЧЕСКОЙ ЭФФЕКТИВНОСТИ ЭЛЕКТРОБУСА.....	600
Мухитдинов Акмал Анварович, Касимов Омил Камалович, Саидов Азамат Илхом угли	
XORIJIY TAJRIBALAR ASOSIDA DUKKAKLI DON MAHSULOTLARINI YETISHTIRISHNI DAVLAT TOMONIDAN QO'LLAB-QUVVATLASH YO'NALISHLARI (HINDISTON TAJRIBASI MISOLIDA).....	608
Mirsayd Xudaybergenov	
O'ZBEKISTON RESPUBLIKASIDA AHOLINING FAROVONLIGI VA DAROMAD MANBALARINI STATISTIK TAHLILI	612
Mamatkulov Baxtiyor Xalmuradovich	



KICHIK BIZNES SUBYEKTLARINING RAQOBATBARDOSHLIGINI RIVOJLANTIRISH VA BOSHQARUV MEXANIZMINI TAKOMILLASHTIRISH.....	618
<i>Muxamedjanova Maxfuza Baxodir qizi</i>	
MOLIYAVIY AKTIVLARNING IQTISODIY MOHIYATI, MAZMUNI HAMDA KLASSIFIKATSIYASI.....	627
<i>Odiljonova Oybarchin Fayzullo qizi</i>	
XALQARO MOLIYA INSTITUTLARI ORQALI MAMLAKATIMIZ LOYIHALARINI AMALGA OSHIRISH TARTIBI TAHLILI.....	631
<i>Rasulova Dilfuza Valiyevna</i>	
HUDUDNI BARQAROR RIVOJLANTIRISHDA IQTISODIY SALOHİYATNING O'RNI	636
<i>Avazbek Xalbekov</i>	
O'ZBEKISTON RESPUBLIKASIDA SABZAVOTCHILIK TARMOG'INING RIVOJLANISH ISTIQBOLLARI.....	642
<i>Sobir Xasanov</i>	
IMPACT OF REGIONAL INFRASTRUCTURE AND NATURAL RESOURCE UTILIZATION ON THE DEVELOPMENT OF ECOLOGICAL TOURISM (A DISTRICT-LEVEL ANALYSIS OF THE SAMARKAND REGION, UZBEKISTAN)	650
<i>Toyirova Shohista Bobobekovna</i>	
INNOVATION IQTISODIYOT SHAROITIDA OLIY TA'LIM TIZIMINI RIVOJLANTIRISHNING IJTIMOIIY-IQTISODIY OMILLARI	657
<i>Talapova Nargiza Baxriddinovna</i>	
BOZOR BEQARORLIGI SHAROITIDA BANK OBRO'SINI STRATEGIK RESURS SIFATIDA BARQARORLIGINI OSHIRISHNING NAZARIY ASOSLARI.....	661
<i>Yuldasheva Kamola Qosimjonovna, Ziyeva Muhtasar Mansurdjanovna</i>	
O'ZBEKISTONDA DAVLAT PENSIYA TIZIMINING MOLIYAVIY BARQARORLIGINI TA'MINLASH MASALALARI	667
<i>Pardayev Farrux Muzaffarovich</i>	
RAQAMLI TRANSFORMASIYA SHAROITIDA MENEJERLARNING RAQAMLI KOMPETENSIYALARINI RIVOJLANTIRISH.....	671
<i>Sharipova Zulfiya Shokirjonovna</i>	
FUQAROLAR ISHTIROKIGA ASOSLANGAN TASHABBUSLI BUDJETLASHTIRISH TIZIMI VA UNING IJTIMOIIY-IQTISODIY AHAMIYATI	677
<i>Shukurova Parizod, Soatova Nodira Boboxonovna</i>	
O'ZBEKISTON QISHLOQ HUDUDLARINING BARQAROR RIVOJLANISH YO'NALISHLARIDA QISHLOQ TURIZMI VA EKOTURIZM – ASOSIY USTUVOR YO'NALISHLARI	682
<i>Abduraxmanova Aqida Fayzulla qizi</i>	
KORXONALARDA MOLIYAVIY HISOBOTLARNING SHAFFOFLIGINI TA'MINLASHDA BUXGALTERIYA HISOBINING ROLI	691
<i>Alimbay Shamshetov</i>	
BARQAROR IQTISODIY RIVOJLANISHDA YASHIL INVESTITSIYALARNING MOLIYAVIY MEXANIZMLARI	694
<i>Saule Ibragimova</i>	
ANALYSIS OF THE STATE OF ELECTRICITY GENERATION BY WIND POWER PLANTS.....	698
<i>Saidov Mash'al Samadovich</i>	
TRANSFORMING TOURISM EDUCATION IN UZBEKISTAN: AN INSTITUTIONAL ANALYSIS OF PERSONNEL TRAINING SYSTEMS.....	706
<i>Abdullakhujaev Abdukodirkhuja, Ochilova Hilola Farmonovna</i>	
RAQAMLI TEXNOLOGIYALAR ASOSIDA MOLIYAVIY HISOBOTLAR AUDITINI TAKOMILLASHTIRISH.....	713
<i>Elomonov Dadaxon Ozodullayevich</i>	
MAHALLIY BOSHQARUVDA YETAKCHILIK KONSEPSIYASI ORQALI FAOLIYAT SAMARADORLIGINI OSHIRISH (FARG'ONA VILOYATI MISOLIDA)	718
<i>Siddikov Abdusalom Abdumalikovich</i>	



NEW ECONOMIC PHENOMENA: FINANCING CONSUMPTION AND SAVINGS IN THE TRANSITION TO AN EXPECTATION ECONOMY	724
Isomov Bekmurod Sayfiddinovich	
XIZMAT KO'TSATISH SOHASIDA KICHIK BIZNES VA XUSUSIY TADBIRKORLIK YO'NALISHIDA INSTITUTSIONAL O'ZGARISHLARNI AMALGA OSHIRISHNING OBYEKTIV ZARURIYATI	730
Sh.A.Sultonov	
MINTAQALARNING INVESTITSION SALOHİYATINI BAHOLASHNING ZAMONAVIY METODOLOGIK YONDASHUVLARI VA ULARNING IJTIMOİY-IQTISODIY RIVOJLANISHGA TA'SIRI	737
Qobilov Anvar Eshpo'latovich	
KICHIK VA O'RTA BIZNESNI QO'LLAB-QUVVATLASH INFRATUZILMASINI RIVOJLANTIRISH.....	741
Madraimova Marxamat Raximberganovna	
ЗАРУБЕЖНЫЙ ОПЫТ ЭФФЕКТИВНОГО ИСПОЛЬЗОВАНИЯ ТУРИСТСКО-РЕКРЕАЦИОННОГО ПОТЕНЦИАЛА РЕГИОНА.....	748
Усманова Зумрад Исламовна	
TITLE: PUBLIC-PRIVATE PARTNERSHIP AS A MECHANISM FOR SUSTAINABLE DEVELOPMENT OF THE TOURISM SECTOR IN UZBEKISTAN.....	753
Suxrobbek M. Salayev	
XORAZM VILOYATI TASHQI IQTISODIY FAOLIYATIDAGI TARKIBIY O'ZGARISHLARNI BAHOLASH VA UNI OPTIMALLASHTIRISH ISTIQBOLLARI.....	761
Urunov Farrux Shanazarovich	
O'ZBEKISTONDA DAVLAT AUDITI TIZIMINING STRATEGIK TRANSFORMATSIYASI: INSTITUTSIONAL ISLOHOTLAR VA RAQAMLI MONITORINGNING STRATEGIK AHAMIYATI.....	765
Turabov Baxodir To'xtamishovich	
TURIZM SOHASIDA BANDLIKNING 2025-2030-YILLARDAGI PROGNOZ PARAMETRLARI.....	770
N.I. Shermamatova	
BO'SH TURGAN DAVLAT KO'CHMAS MULK OBYEKTLARIDAN SAMARALI FOYDALANISHNI TASHKIL ETISHNING AHAMIYATLI JIHLARI (O'ZBEKISTON MISOLIDA).....	776
Sanjarov Zuxriddin Dilshod o'g'li, Astonaqulov Muzaffar Muxsin o'g'li	
TIJORAT BANKLARINING RESURS BAZASI BARQARORLIGINI TAVSIFLOVCHI KO'RSATKICHLAR.....	781
Bolibekov Shahboz Baxodir o'g'li	
MOLIYA-KREDIT JARAYONLARI: INVESTITSION FAOLLIKNI TA'MINLASH MEXANIZMI SIFATIDA.....	787
Madaminov In'omjon Ozodovich	
YASHIL IQTISODIYOTDA RESURLARDAN SAMARALI FOYDALANISHNING NAZARIY ASOSLARINI TAKOMILLASHTIRISH MEXANIZMLARI	792
Karimov Islombek Bekpo'lat o'g'li	
OLIY TA'LIMDA ILMIY TADQIQOTLAR VA ISHLAB CHIQRISH INTEGRATSIYASI SAMARADORLIGI.....	798
Uzaydullayev Sherzod Shukurullayevich	
XUSUSIY MAKTABLARNING BOSHQARUV TIZIMINI QAROR QABUL TIZIMLARI VA O'RGANUVCHI ANALITIKASI YORDAMIDA YANGILASHNING YO'LLARI	802
Esanova Shohida	
MOLIYA BOZORIDA TIJORAT BANKLARI RAQOBATBARDOSHLIGINI OSHIRISHDA ISLOMIY MOLIYA INSTRUMENTLARIDAN FOYDALANISH MEXANIZMLARINI TAKOMILLASHTIRISH	812
Abduraxmanova Matluba Maxamadaminovna	
KORXONALARDA KREDITOR QARZDORLIKNI BARTARAF ETISH YO'LLARI	819
Mirzaev Ozod Furkatovich	
ЛЕКСИЧЕСКАЯ КОМПЕТЕНЦИЯ КАК КЛЮЧЕВОЙ КОМПОНЕНТ ПРОДУКТИВНОЙ ПИСЬМЕННОЙ РЕЧИ.....	824
Киличева Феруза Бешимовна	
MODERN MECHANISMS FOR MONITORING REGIONAL DEVELOPMENT IN THE CONTEXT OF DIGITAL ECONOMY	828
Karimova Shirin Zokhid qizi	



АЛЬТЕРНАТИВНЫЕ МЕТОДЫ КРЕДИТНОГО СКОРИНГА ДЛЯ НАСЕЛЕНИЯ БЕЗ БАНКОВСКОЙ ИСТОРИИ В УЗБЕКИСТАНЕ	833
Шухратова Мадинабону Икром кизи	
SHAHR EKOLGIYASI: SHAHR EKOTIZIMLARI VA BARQAROR RIVOJLANISH	841
Erkiniva Mukarram Olimjon qizi	
CHAKANA SAVDO XIZMATLARINI KO'RSATUVCHI KORXONALARDA SAMARADORLIKNI OSHIRISHNING XORIJIY MAMLAKATLAR TAJRIBASI	845
Abdug'aniyev Oybek Akmaljon o'g'li	
KUZATUV KENGASHI XUSUSIYATLARINING KORPORATIV BOSHQARUV SAMARADORLIGIGA TA'SIRI: NAZARIY VA KONSEPTUAL YONDASHUV.....	850
Jumayeva Go'zal Sherxon qizi	
EKONOMETRIK MODELLASHTIRISH NATIJALARI NODAVLAT NOTIJORAT TASHKILOTLARI FAOLIYATINI BOSHQARISHDA MUHIM AMALIY AHAMIYAT.....	854
Sattorov Firdavs Ziyodullayevich	
RAQAMLI TEXNOLOGIYALAR ASOSIDA KICHIK BIZNES VA TADBIRKORLIKNI RIVOJLANTIRISHDA TIJORAT BANKLARINING O'RNI.....	858
Abduholikov Kamoldin Mahammadjonovich	
SANOAT KORXONALARINING HUDUDLAR KESIMIDAGI RIVOJLANISH TENDENSIYALARINI STATISTIK TAHLIL QILISH.....	862
Muydinov Xusniddin Nuriddin o'g'li	
O'ZBEKISTONDA XIZMATLAR EKSPORTINI RIVOJLANTIRISHNING EKOLOGIK JIHLTLARI.....	867
Qodirjonov Adxamjon Muxtorjon o'g'li	
INKLYUZIV TA'LIMNI MOLIALASHTIRISHNING XALQARO MODELLARI VA ULARNING SAMARADORLIGI.....	872
Muxamedjanova Dilshodxon Muzaffarovna	
SANOAT KORXONALARIDA "YASHIL" TRANSFORMATSIYA JARAYONINING XUSUSIYATLARI.....	877
Ismatulloeva Madinabonu Fozil qizi	
TO'QIMACHILIK SANOATI MAHSULOTLARINING RAQOBATBARDOSHLIGINI TA'MINLASH	884
Kadirova L.G.	
MAIN DIRECTIONS FOR DEVELOPING SOCIAL ENTREPRENEURSHIP IN THE REGION	887
Nasretdinova Farangis Odilovna	
THE IMPORTANCE OF MARKETING COMMUNICATIONS IN THE SERVICES SECTOR	895
Mamatkulova Shoira Djalolovna	
AHOLI DAROMADLARINI OSHIRISH — ICHKI TALABNI RAG'BATLANTIRISH VA KAMBAG'ALLIKNI QISQARTIRISH OMILI.....	900
Mustafoev G'olib Sultonmurodovich, Abruiev Abdumalik Oynazarovich	
BIZNES JARAYONLARINI MODELLASHTIRISH VA ULARNI QO'LLASHNING NAZARIY-USLUBIY ASOSLARI	906
Qarshiyeva Moxinur Olim qizi	
KORXONADA RAQAMLI IQTISODIYOTNI JORIY ETISHNING IQTISODIY AHAMIYATI	911
Salimova Husniya Rustamovna	
RAQAMLI TRANSFORMATSIYA SHAROITIDA XIZMAT KO'RSATISH KORXONALARIDA BOSHQARUV SAMARADORLIGINI OSHIRISHNING USTUVOR YO'NALISHLARI: BUXORO VILOYATI MISOLIDA.....	918
Zayavitdinova Nafisa Muxammadovna	
XALQARO MOLIYA INSTITUTLARI MOLIVAVIY MAHSULOTLARI VA ULARNING O'ZBEKISTON IQTISODIY RIVOJLANISHIDAGI ROLI	926
Rasulova Dilfuza Valiyevna	
O'ZBEKISTON IQTISODIYOTIDA IQTISODIY O'SISH VA MEHNAT BOZORI KO'RSATKICHLARINING DINAMIKASI.....	932
Qodirov Asliddinxo'ja Mahammadjon o'g'li	
FOYDALANUVCHI SADOQATINI SHAKLLANTIRISHNING MARKETING VA NEYROMARKETING MEXANIZMI SIFATIDA GEYMIKATSIIYA ELEMENTLARINI QO'LLASH: DODO PIZZA MOBIL ILOVASI MISOLIDA EMPIRIK TAHLIL	937
Yuldashev Jamshid Abrarovich, Daminova Nilufar Bahrom qizi	



KORXONADA XODIMLARNI BOSHQARISHNING TASHKILYI MEKANIZMLARINI SHAKLLANTIRISH	945
<i>Sadriddinova Sevinchxon Sadriddin qizi</i>	
TIKUV-TRIKOTAJ KORXONALARIDA XODIMLAR MOTIVATSIYASI VA MEHNAT UNUMDORLIGINI OSHIRISH YO'LLARI.....	948
<i>Murodova Zilola Asatulla qizi</i>	
KUZATILMAYDIGAN IQTISODIYOT TUSHUNCHASI, SHAKLLARI, TURLARI VA YUZAGA KELISH OMILLARI.....	952
<i>Abdullayev Shavkat Nasriddinovich</i>	
NODAVLAT OLIY TA'LIM TASHKILOTLARIDA XARAJATLAR SMETASI VA SHTATLAR JADVALINI SHAKLLANTIRISHNING O'ZIGA XOS XUSUSIYATLARI	959
<i>Yaqubova Nodira Olim qizi</i>	
РАЗВИТИЕ, РИСКИ, ОБЕСПЕЧЕНИЕ УСТОЙЧИВОСТИ ТУРИСТИЧЕСКОЙ ОТРАСЛИ УЗБЕКИСТАНА В СОВРЕМЕННЫХ УСЛОВИЯХ.....	964
<i>Бабаджанова Лола Шопулатовна, Срождиддинова Зарина Хайриддиновна</i>	
KOMPANIYALARNING FOND BOZORIDAGI ISHTIROKINI RAG'BATLANTIRISH AHAMIYATI.....	970
<i>Mamataliyev Bobur Saidnazar o'g'li</i>	
GLOBALLASHUV SHAROITIDA INTELLEKTUAL TA'MINOT ZANJIRI TEXNOLOGIYALARINING XALQARO TADBIRKORLIKDAGI O'RNI	977
<i>Xudayberdiyev Otabek Absalomovich</i>	
HUDUD IQTISODIYOTINI RIVOJLANTIRISHDA MAHALLIY DAVLAT HOKIMIYATI ORGANLARINING INSTITUTSIONAL SALOHİYATI: NAZARIY TALQIN VA YAPONIYA, GERMANIYA, XITOIY TAJRIBASI	983
<i>Bekchanov Davron Masharipovich</i>	
O'ZBEKISTONDA AHOLI BANDLIGINI OSHIRISH VA MEHNAT FAOLIYATI UNUMDORLIGINING IQTISODIY YUKSALISHDAGI O'RNI.....	988
<i>Anvarova Lobarxon</i>	
TURIZM SOHASIDA HAYOT SUG'URTASI TIZIMINING IQTISODIY-HUQUQIY ASOSLARI VA RIVOJLANISH ISTIQBOLLARI: XALQARO TAJRIBA VA MILLIY AMALIYOT	992
<i>J.Kamalova</i>	
MADANIYAT SOHASI MUASSASALARINI AUDITDAN O'TKAZISHNING XORIJIY MAMLAKATLAR TAJRIBASI	999
<i>Annayev Abdurasul Abdurashidovich</i>	
RAQAMLI IQTISODIYOT SHAROITIDA ALOQA XIZMATLARINI RIVOJLANTIRISHNING DAVLAT TOMONIDAN TARTIBGA SOLISH ASOSIY YO'NALISHLARI.....	1004
<i>Nazarov Sanjar Nasridinovich</i>	
KORXONALARDA MARKETING MEKANIZMINI TAKOMILLASHTIRISHNING IQTISODIY MOHIYATI VA AHAMIYATI (BUXORO VILOYATI KORXONALARI MISOLIDA).....	1009
<i>Sirojov Oxunjon Odil o'g'li</i>	
YASHIL IQTISODIYOT SHAROITIDA ISH BILAN BANDLIKNI RIVOJLANTIRISHNING INSTITUTSIONAL VA IQTISODIY MEKANIZMLARI	1015
<i>Bobojonov To'liqinbek Maxmud o'g'li</i>	
ERKIN IQTISODIY ZONALAR UCHUN RAQAMLI BOSHQARUV VA INVESTITSIYA MONITORINGINING MUALLIFLIK MODELİ	1020
<i>Abdiyev Alimardon Chorshanbiyevich, Shamsiyeva Ruxsora Nasirovna</i>	
IQTISODIY BARQARORLIKNI TA'MINLASHDA BUXGALTERIYA VA RAQAMLI TEXNOLOGIYALARNING O'RNI	1025
<i>Kunduzova Kumrixon Ibragimovna, Jo'rayev Asadbek Anvarjon o'g'li</i>	
СОВЕРШЕНСТВОВАНИЕ ИНСТИТУЦИОНАЛЬНОЙ СРЕДЫ ДЛЯ РАЗВИТИЯ МАЛОГО БИЗНЕСА И ЧАСТНОГО ПРЕДПРИНИМАТЕЛЬСТВА В УЗБЕКИСТАНЕ	1031
<i>Камилова Наргиза Абдукажоровна</i>	
THE ADDITIONALITY GAP: EVALUATING THE SYNERGY BETWEEN GREEN FINANCE AND MACROECONOMIC STABILITY IN EMERGING ECONOMIES	1036
<i>Ataxanov Umidbek Olimovich</i>	



АХОЛИНИ ИJTИМОИЙ НИМОЙА ҚИЛИШ ТИЗИМИДА СУН'ИЙ ИНТЕЛЛЕКТ: О'ЗБЕКИСТОН RESPUBLIKASI MISOLIDA JORIY ETISH IMKONIYATLARI VA XIZMATLAR SIFATINI OSHIRISH MASALALARI	1042
<i>Xidirbayev Baxrom Baxtiyarovich</i>	
ОРОЛ БО'ЙИ МИНТАҚАСИДА ИҚЛИМ О'ЗГАРИШИНИНГ ИJTИМОИЙ-ИQTISODIY OQIBATLARI VA ZAIF АНОЛИ QATLAMLARIGA TA'SIRI	1047
<i>Madenova Elmira Nzamatdinovna</i>	
УЛУЧШЕНИЕ УПРАВЛЕНИЯ ФИНАНСОВЫМИ РИСКАМИ ЧЕРЕЗ ЦИФРОВИЗАЦИЮ В ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЯХ: СИСТЕМАТИЧЕСКИЙ ОБЗОР	1052
<i>Эргашев Мухиббек Аслам угли</i>	
YASHIL IQTISODIYOT SHAROITIDA KIMYO SANOATI KORXONALARINING RAQOBATBARDOSHLIGINI OSHIRISH.....	1057
<i>Xaydarova Kamola Axinjanovna, Umaraliyev Asliddin Faxriddin o'g'li</i>	
BARQAROR IQTISODIY O'SISHNI TA'MINLASHDA "YASHIL" LIZINGNI JORIY ETISH IMKONIYATLARI	1062
<i>Latipova Shaxnoza Maxmudovna</i>	
ПРЕФЕРЕНЦИИ И РИСКИ УЗБЕКИСТАНА ОТ ИНИЦИАТИВЫ «ОДИН ПОЯС, ОДИН ПУТЬ»	1067
<i>Wang Jianhong, Наров Улугбек Ирискулович</i>	
DAVLATNING IQTISODIY SIYOSATINI TAKOMILLASHTIRISHDA XALQARO TAJRIBALARDAN FOYDALANISH.....	1071
<i>Karimov Ulug'bek Mirzajon o'g'li</i>	
TA'LIM TIZIMIDA RAQAMLI TRANSFORMATSIYA JARAYONLARI	1075
<i>Quralov Nurxissa Iles o'g'li</i>	
TURIZM SOHASIDA TRANSPORT XIZMATLARINI RIVOJLANTIRISHNING TASHKILY-IQTISODIY MEKANIZMI.....	1082
<i>Haydarov Jasur Baxodir o'g'li</i>	
O'ZBEKISTONDA AUDITORLIK FAOLIYATINING ISTIQBOLLARI.....	1087
<i>Mamatov Xabibulla Mamatovich</i>	
O'ZBEKISTON ZIYORAT TURIZMI BRENDAINI SHAKLLANTIRISHDA MUQADDAS QADAMJOLARNING MARKETING SALOHİYATI	1091
<i>Turayev Ziyadulla Norsoatovich</i>	
ASOSIY KAPITALGA YO'NALTIRILGAN INVESTISIYALARNI MOLIYALASHTIRISH MANBALARINI TAKOMILLASHTIRISH	1095
<i>Xoshimov Sobir Murtazayevich</i>	
KREATIV IQTISODIYOTNING TARKIBI, TASNIFI VA RIVOJLANTIRISH OMILLARI.....	1103
<i>Daminova Madinaxon Bahromjon qizi</i>	
TURIZM TURLARINI DIVERSIFIKATSİYALASHDA ZAMONAVIY TENDENSIYALAR VA INNOVATSION YONDASHUVLAR.....	1110
<i>Saidova Dilfuza Abdufattohovna</i>	
O'ZBEKISTONDA OBLIGATSİYALAR BOZORINING RIVOJLANISHI VA UNING IQTISODIY АНАМИYATI	1117
<i>Muxammedova Zarina Murodovna</i>	
SUG'ORILADIGAN YERLARNING EKOLOGIK HOLATINI YAXSHILASHNING IQTISODIY MEKANIZMINI TAKOMILLASHTIRISHDA JAHON TAJRIBALARI	1121
<i>Sultonov Xudoyshukur G'ayratovich</i>	
IQTISODIY RESURLARDAN SAMARALI FOYDALANISH BO'YICHA ILG'OR XORIY TAJRIBASI.....	1126
<i>Xaydarov Ravshan Xikmatullaevich</i>	
ВЛИЯНИЕ ТОРГОВОГО БАЛАНСА УЗБЕКИСТАНА И КИТАЯ НА РАЗЛИЧНЫЕ ОТРАСЛИ.....	1131
<i>He Xiaocu, Уркинбаев Т. А.</i>	
РОЛЬ ПРЯМЫХ ИНОСТРАННЫХ ИНВЕСТИЦИЙ В РЕФОРМИРОВАНИИ ЭКОНОМИК СТРАН ПЕРЕХОДНОГО ТИПА	1135
<i>Qian Xuanhong, Наров Улугбек Ирискулович</i>	
"YASHIRIN IQTISODIYOT"NING ULUSHINI QISQARTIRISHDA AUDITNING O'RNI	1140
<i>Qo'shmatov Otaxon Qurbonaliyevich</i>	



TRANSFERRING PORT MULTIMODAL COORDINATION CAPABILITIES ACROSS INSTITUTIONAL CONTEXTS: LOCALIZATION MECHANISMS IN THE CHINA-UZBEKISTAN LOGISTICS CORRIDOR.....	1146
Mu Zhendi	
TURIZM XIZMATLARINING SIFATINI OSHIRISH ORQALI MEHMONDO'STLIK INDUSTRIYASINI RIVOJLANTIRISH.....	1156
Z.T. Bakayev	
ESG-ПРИНЦИПЫ В СТРОИТЕЛЬСТВЕ УЗБЕКИСТАНА: ОТ ПЕРВЫХ ИНИЦИАТИВ К ФОРМИРОВАНИЮ УСТОЙЧИВОЙ МОДЕЛИ ОТРАСЛИ.....	1161
Аблаева Валентина Борисовна	
KAMBAG'ALLIK DARAJASINI PASAYTIRISHDA ISHLAB CHIQRISH FAOLIYATINI KENGAYTIRISHNING O'RNI	1169
Saparov Murod Irgashovich	
O'ZBEKISTONDA YASHIL IQTISODIYOTGA O'TISH VA IQTISODIY O'SISH O'RTASIDAGI BOG'LIQLIK: EKONOMETRIK TAHLIL.....	1173
Qo'ziboyev Behzod Hamidovich	
"2025-YIL YAKUNI BO'YICHA O'ZBEKISTONDA INFLYATSIYA OMILLARI: IMF VA MARKAZIY BANK MA'LUMOTLARI TAHLILI"	1177
Ergashev E'zozbek Umirzakovich, Vaxabov A.V.	
KORXONANING IQTISODIY XAVFSIZLIGINI TA'MINLASHDA RAQOBAT RAZVEDKASIDAN FOYDALANISHNING XORIJIY MAMLAKATLAR TAJRIBASI	1183
Tursunxo'jayev Sardor Jamoliddin o'g'li	
O'ZBEKISTON HUDUDLARIDA AHOLI MIGRATSIYASI TAHLILI (2010-2024 YILLAR).....	1188
Hojiyev Tal'at Toshpo'latovich	
ВОПРОСЫ ПРИМЕНЕНИЯ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА В ОТРАСЛЯХ ЭКОНОМИКИ УЗБЕКИСТАН	1192
Аман Тургунович Кенжабаев, Бахтияр Бадриддинович Садриддинов	
SANOAT KORXONALARIDA YASHIL IQTISODIY FAOLIYATNI BAHOLASH USULLARI VA ULARNI TAKOMILLASHTIRISH.....	1200
Zuxurova Nargiza Abdusattarovna	
O'ZBEKISTONDA YASHIL IPOTEKANI TASHKIL ETISH VA BOSHQARISH AMALIYOTI.....	1204
Berdinazarov Zafar Ulashovich, Xayitov Bobirbek Ergashevich	
XALQARO STANDARTLARGA MUVOFIQ IKKIYOQLAMA SOLIQQA TORTISHNI BARTARAF ETISH MEKANIZMLARINING TAHLILI.....	1212
Rajapov Shuxrat Zaripbayevich	
SURXONDARYO VILOYATIDA YASHIL IQTISODIYOTNING HOZIRGI HOLATI VA YASHIL TEXNOLOGIYALARNI JORIY ETISH ISTIQBOLLARI	1221
Sharofitdinov Shaxzod Damin o'g'li	
TOSHKENT SHAHRIDA EKOLOGIK HOLAT YOMONLASHUVINING TASHQI INVESTITSIYALARGA TA'SIRI.....	1228
Poyonov Jamshid	
RAQAMLI TURIZM PLATFORMALARIDA KONTENT TAHLILI HAMDA SAMARADORLIK KO'RSATKICHLARI	1232
Janzakov Bekzot Kulmamat o'g'li	
O'ZBEKISTON RESPUBLIKASIDA OLIY TA'LIM SOHASIDA INVESTITSION RISKLARNI BAHOLASH TENDENSIYALARI.....	1240
Jonuzokov Mirzabek Kulmamatovich	
QORAQALPOG'ISTON RESPUBLIKASI QURILISH MATERIALLARI SANOATIDA SIRKULAR BOSHQARUV STRATEGIYALARINI TAKOMILLASHTIRISH.....	1246
Utegenov Ilham Baxtiyarovich	
GO'SHT YETISHTIRISHDA INNOVATSION TEXNOLOGIYALARNI JORIY ETISH ORQALI ISHLAB CHIQRISH SAMARADORLIGINI OSHIRISH (JIZZAX VILOYATI MISOLIDA)	1250
Otabekov Javdod Nurulla o'g'li	



O'ZBEKISTONDA TASHQI AUDIT TIZIMINING RIVOJLANISHI VA UNI TAKOMILLASHTIRISH YO'NALISHLARI	1256
Ibayev Xo'jabek, Ergashev Olloyor Furqat o'g'li	
SCIENTIFIC AND METHODOLOGICAL BASES OF THE DEVELOPMENT OF SEPARATE SEGMENTS ... OF REGIONAL BUSINESS TOURISM	1261
Musayeva Shoira Azimovna, Usmonova Dilfuza Ilkhomovna	
QISHLOQ XO'JALIGIDA "YASHIL" TRANSFORMATSIYANING XUSUSIYATLARI	1267
Tabayev Azamat Zaripbayevich	
RAQAMLI IQTISODIYOT SHAROITIDA O'ZBEKISTONDA ELEKTRON TIJORATNI RIVOJLANTIRISHNING IQTISODIY AHAMIYATI	1272
Babanazarova Gulzar Ziuatdinovna	
EKOLOGIK SOLIQLARNI HISOBLASH VA UN DARISH METODOLOGIK ASOSLARINI YARATISH	1276
Sadullayev Rasulbek Palvanbayevich	
IQTISODIYOTDA ZAMONAVIY TEXNOLOGIK SANOAT ZONALARINI TASHKIL ETISHNING IQTISODIY VA IJTIMOY AHAMIYATI	1281
Fayziyeva Iroda Shuhrat qizi	
CAPITAL ADEQUACY AND FINANCIAL STABILITY OF COMMERCIAL BANKS IN UZBEKISTAN	1286
Shokhrukh Komilov	
RAQAMLI IQTISODIYOTDA TURIZM SOHASINI STATISTIK BAHOLASH METODOLOGIYASI	1291
Jumanova Zilola Tuychiyevna, Sur'atova Mohiraxon Shavkat qizi	
AYOLLAR TADBIRKORLIGINI RIVOJLANISHINI BAHOLASHNING NAZARIY-METODOLOGIK ASOSLARI	1296
Raximova Moxigul Isroiljonovna	
XIZMAT KO'RSATISH SOHASINI RIVOJLANTIRISHDA HUDUDIY TAMOYILLARNING O'RNI	1300
Abduraimov Dilshod Muratkulovich	
ENHANCING STRATEGIC MANAGEMENT IN TOURISM SERVICE ENTERPRISES IN UZBEKISTAN: A SWOT-BASED ANALYSIS	1304
Mustafakulova Sitara Shukhratovna	



ENHANCING STRATEGIC MANAGEMENT IN TOURISM SERVICE ENTERPRISES IN UZBEKISTAN: A SWOT-BASED ANALYSIS

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Abstract. In Uzbekistan, government investment and an increase in international visitation have allowed the tourism industry to develop into one of the country's key drivers of economic development, but the tourism service industry continues to deal with planning, competition, and market adaptation and related management issues that are central to this industry. This study is designed to provide insight into practices related to Strategic Management in the tourism service industry in Uzbekistan, and use SWOT Analysis to identify the areas that require the most attention. The approach used in this study includes qualitative data from an extreme review of the available academic literature, the publication(s), and the national tourism publications regarding the tourism industry, together with a qualitative analysis of the sector.

The study found that while tourism service enterprises in Uzbekistan have a number of strengths to leverage in terms of rich cultural resources, increased government support, and increased opportunities for market expansion, they are also facing a number of constraints such as limited capacity for strategic planning, insufficient management skill, and insufficient use of digital tools for management. The external environment also poses threats to Uzbekistan's tourism service industry by way of market competition, economic instability, and the potential loss of sustainability. The information contained in this study, when viewed through the lens of SWOT Analysis, provides the basis for recommendations aimed at improving the effectiveness of Strategic Management in tourism service enterprises, increasing enterprise competitiveness, and supporting sustainable development in Uzbekistan's tourism industry.

The findings of this study also provide a context-specific perspective for use by managers and policymakers in emerging tourism destinations as they relate to the tourism management literature.

Key words: Strategic management; SWOT analysis; Business performance.

Annotatsiya. O'zbekistonda hukumat investitsiyalari va xalqaro tashriflar sonining ortishi turizm sohasining mamlakat iqtisodiy rivojlanishining muhim drayverlaridan biriga aylanishiga imkon berdi. Biroq, turizm xizmatlari sohasi hali ham rejalashtirish, raqobat, bozor sharoitlariga moslashish va ushbu soha uchun muhim bo'lgan boshqaruv muammolari bilan duch kelmoqda. Ushbu tadqiqot O'zbekistondagi turizm xizmatlari sohasida strategik boshqaruv amaliyotlari bo'yicha tushuncha berish hamda SWOT tahlili yordamida eng ko'p e'tibor talab qiladigan yo'nalishlarni aniqlashga qaratilgan. Tadqiqot yondashuvi mavjud ilmiy adabiyotlar, nashrlar va milliy turizmga oid materiallarning keng qamrovli tahliliga asoslangan sifatli ma'lumotlarni, shuningdek, sohaning sifatli tahlilini o'z ichiga oladi.

Tadqiqot natijalari shuni ko'rsatdiki, O'zbekistondagi turizm xizmatlari korxonalarini boy madaniy resurslar, hukumat tomonidan qo'llab-quvvatlashning ortishi va bozorni kengaytirish imkoniyatlari kabi bir qator kuchli tomonlarga ega. Shu bilan birga, ular strategik rejalashtirish imkoniyatlarining cheklanganligi, boshqaruv ko'nikmalarining yetarli emasligi hamda raqamli vositalardan yetarlicha foydalanilmasligi kabi muammolarga duch kelmoqda. Tashqi muhit esa bozor raqobati, iqtisodiy beqarorlik va barqarorlikning yo'qolishi ehtimoli orqali turizm xizmatlari sohasiga tahdid solmoqda. Ushbu tadqiqot natijalari SWOT tahlili nuqtayi nazaridan ko'rib chiqilganda, strategik boshqaruv samaradorligini oshirish, korxonalar raqobatbardoshligini kuchaytirish va turizm sohasining barqaror rivojlanishini qo'llab-quvvatlash bo'yicha tavsiyalar ishlab chiqish uchun asos bo'lib xizmat qiladi.

Mazkur tadqiqot natijalari, shuningdek, rivojlanayotgan turizm yo'nalishlarida faoliyat yuritayotgan menejerlar va siyosat ishlab chiquvchilar uchun kontekstga mos yondashuvni taqdim etadi.

Kalit so'zlar: strategik boshqaruv; SWOT tahlili; biznes samaradorligi.



Аннотация. В Узбекистане государственные инвестиции и рост числа международных посещений позволили туристической отрасли стать одним из ключевых драйверов экономического развития страны. Однако сфера туристических услуг по-прежнему сталкивается с проблемами планирования, конкуренции, адаптации к рынку и управления, которые являются центральными для данной отрасли. Данное исследование направлено на изучение практик стратегического управления в сфере туристических услуг Узбекистана, а также на выявление направлений, требующих наибольшего внимания, с использованием SWOT-анализа. Подход исследования включает качественные данные, полученные на основе обширного обзора существующей научной литературы, публикаций и национальных материалов по туризму, а также качественный анализ отрасли.

Результаты показали, что предприятия туристических услуг в Узбекистане обладают рядом сильных сторон, включая богатые культурные ресурсы, усиленную государственную поддержку и расширяющиеся возможности для выхода на рынок. В то же время они сталкиваются с ограниченными возможностями стратегического планирования, недостаточным уровнем управленческих навыков и слабым использованием цифровых инструментов управления. Внешняя среда также представляет угрозы для туристической отрасли страны в виде рыночной конкуренции, экономической нестабильности и риска утраты устойчивости. Представленная в исследовании информация, рассмотренная через призму SWOT-анализа, служит основой для разработки рекомендаций, направленных на повышение эффективности стратегического управления, усиление конкурентоспособности предприятий и поддержку устойчивого развития туристической отрасли Узбекистана.

Полученные результаты также предоставляют контекстно-ориентированную перспективу для менеджеров и политиков в развивающихся туристических направлениях в рамках научной литературы по управлению туризмом.

Ключевые слова: стратегическое управление; SWOT-анализ; эффективность бизнеса.

INTRODUCTION

Uzbekistan is now one of the fastest-growing tourism markets in the world. This has had a positive effect on its economy, creating jobs for local people and promoting cultural heritage. In 2025 Uzbekistan will see its record year in inbound tourism, with more than 11 million foreign visitors coming to Uzbekistan 47% increase over 2024 and asserting itself as a rapidly emerging tourist destination within Central Asia. This increase can be attributed to the considerable investment made in the country's tourism infrastructure, the introduction of visa-free travel, and its pursuit of international marketing campaigns aimed at enhancing the accessibility of and increasing global recognition of Uzbekistan's key sites such as Samarkand, Bukhara and Khiva.

Despite the considerable growth experienced in Uzbekistan's tourism sector, the vast majority of companies operating in that sector are experiencing significant management challenges that may inhibit their ability to sustain themselves long-term. Many companies are still very focused on making short-term operational decisions and have not implemented a formal strategy planning framework. Therefore, most companies lack the strategic foresight to anticipate market shifts and take advantage of competitive advantages. Furthermore, companies often do not have adequate levels of strategic decision-making management expertise, and they have not embraced digital management platforms — both of which are essential today in a fast-moving and data-driven global tourism marketplace. Additionally, in the wake of the ongoing COVID-19 pandemic and global economic uncertainty, environmental change, fluctuations in travel preferences, and other external challenges, travel service providers face challenges to the stability of their operations and strategic foresight.

With respect to tourism related Service Businesses—Management Strategies must be highly effective to support improved Performance, a higher competitiveness level, and the potential to have Sustainable Growth. This particular study uses a SWOT analysis to investigate the Management Practices of the Tourist Service Business in Uzbekistan by identifying key Internal and External Factors that Influence the Effective Management of these Businesses and providing Recommendations on improving Strategic Decision Making within the Context of this Tourism Industry. By addressing this issue through the use of the SWOT Analysis Framework, this study will add to the Body of Knowledge on the Theoretical and Practical Aspects of Managing Tourism and will provide Additional Insight into Managing Rapidly Changing Developing Tourism Industries.

REVIEW OF LITERATURE ON THE SUBJECT

Due to the rapid evolution of markets (Johnson et al., 2021), the strategic management process can help organizations maintain optimal performance in competitive industries including tourism. A successful strategic management approach provides structure for organizations to establish (long-term) objectives through planning, organizing, leading, controlling, and evaluating resources to achieve those goals while continuing to react and adapt to the uncertainties of the external environment. Within the tourism service sector, a strong strategic



management construct is necessary to foster service excellence, improve the overall experience for customers, make better use of resources, and sustain an organization's competitive advantage (Khadaroo & Seetana, 2020).

In their recent research, several scholars have argued that tourism companies in developing countries are typically less able than tourism companies in developed countries to implement formalized strategic management processes. According to Arshad et al., (2022) many of these firms focus more on short-term operations and less on developing a long-term plan to adequately react to threats from competitors or changes within the market environment; therefore, hindering their capacity to respond effectively when market conditions change. Iqbal and Khan also noted that developing countries' tourism organizations often lack sufficient managerial capabilities, widely adopt few digital management tools, and maintain inadequate performance evaluation systems which restrict their ability to make effective strategic decisions and limit their overall organizational resiliency (Iqbal & Khan, 2021).

Using SWOT analysis as an efficient means of assessing the internal and external elements influencing an enterprise's performance has been acknowledged widely. This analytical tool allows for systematic identification of an organization's strengths, weaknesses opportunities, and threats; consequently, organizations can develop their strategy based on alignment with the current status of their industry and address areas of managerial need, (Hafez & El-Said, 2023; Li et al., 2022). Singh and Sharma (2021) also note that SWOT analysis can be an effective tool in the tourism and hospitality industry due to the influences of external uncertainty such as the fluctuation of tourist demand, global crisis and environmental hazards, and the need for an agile and evidence-based management strategy.

An organization's success now depends on "the integration of innovation and digital technology into an organization's strategic management process" in addition to being in line with market dynamics (Gursoy et al., 2020; Wang & Li, 2023). Utilizing digital marketing and "smart tourism" technologies in conjunction with data-driven decision-making procedures improves an organization's customer satisfaction, operational effectiveness, and service quality. For instance, a number of recent studies carried out in Central Asian tourism businesses show that using digital platforms increases market reach, permits personalized services, and makes it easier to strategically plan operations to compete in the quickly growing tourism industry. These findings are particularly important in Uzbekistan, where the tourism industry is in the process of rapid development and needs modern managerial tools to ensure its competitiveness.

Moreover, there is literature on the Uzbekistan tourism industry that emphasizes various opportunities and limitations. The government's efforts in infrastructure renewal, visa facilitation, and international promotion campaigns have been successful in increasing the number of tourists and creating a favorable business environment for service enterprises (Statistical Committee of Uzbekistan, 2026; Zamin.uz, 2025). Nevertheless, existing literature indicates that many tourism enterprises in Uzbekistan have not yet adopted strategic planning tools and use traditional ways of operation and technology, which might hinder their growth and competitiveness (Euronews, 2025).

Overall, the literature on Uzbekistan's tourism industry indicates that tourism service enterprises have significant internal strengths and external opportunities but are faced with managerial weaknesses and external threats. SWOT analysis is an important tool that enables us to understand the various factors that impact strategic management in enterprises and to find solutions for strategic gaps. This tool is particularly important in Uzbekistan's tourism industry, which is in the process of development and needs strategic management tools to ensure better performance.

RESEARCH METHODOLOGY

This research analyzed with a help of a qualitative and analytical research methodology that will be used to analyze the Strategic Management Practices of Tourism service businesses within Uzbekistan. This methodology combines a literature-based assessment with an examination of the industry's business processes, which will enable a thorough analysis of the internal and external drivers that affect the effectiveness of managers in the tourism service industry. MIDAS will employ a SWOT (Strengths, Weaknesses, Opportunities, Threats) framework as an analytical tool to systematically identify the capability of a business and the issues within the marketplace.

Research Design: A descriptive-analytical research design will be employed to review the strategic management practices currently in place and evaluate how effective they are at delivering results within Uzbekistan's tourism service industry. The research has integrated secondary data (including articles from academic journals, national and international tourism publications, and industry reports) with primary data collected through qualitative notes taken while conducting fieldwork at the various tourism service businesses located in Samarkand, Bukhara, Tashkent, and other major tourism destinations in Uzbekistan. This mixed data type allows for both theoretical and practical analysis of the research.



Data Collection: The data has been collected from the following sources:

1. Secondary Sources – such as peer-reviewed articles (examples: Kotler & Keller, 2021; Buhalis & Law, 2008), statistics published by national tourism boards, reports published by the Ministry of Tourism, and statistics published by international organisations (e.g., UNWTO, 2025).

2. Industry-Specific observational data – such as qualitative notes about the methods, management, and service delivery systems used in tourism service businesses operating in Uzbekistan.

The collected data were observed using a SWOT framework, which was set up to identify both vital internal strengths, weaknesses, external opportunities and threats. The analysis is presented in the following tables:

SWOT Analysis tables (Table 1; 2):

Table 1. Internal Factors: Strengths and Weaknesses

Internal Factors	Description	Implications for Strategic Management
Strengths (S)		
Rich cultural and historical heritage	Numerous UNESCO World Heritage sites and unique cultural assets	Provides a strong foundation for tourism products and destination attractiveness
Growing government support	Tourism development policies, infrastructure investments, and incentives	Enhances resource availability for strategic initiatives
Increasing international tourist arrivals	Growing inbound tourism demand	Supports service expansion and revenue growth
Weaknesses (W)		
Limited strategic planning capabilities	Lack of formal strategic frameworks	Reduces ability to anticipate market changes
Insufficient managerial expertise	Shortage of trained strategic managers	Weakens strategy formulation and execution
Low integration of digital tools	Limited use of MIS and online marketing	Restricts efficiency and digital competitiveness

Table 2. External Factors: Opportunities and Threats

External Factors	Description	Implications for Strategic Management
Opportunities (O)		
Market expansion and tourism diversification	Development of eco-tourism, cultural, and adventure tourism	Encourages innovation and differentiation
International partnerships	Collaboration with global travel agencies and investors	Improves competitiveness and resource access
Digital marketing trends	Growth of social media and online booking platforms	Enhances customer engagement and brand presence
Threats (T)		
Economic and political uncertainty	Global economic fluctuations and policy changes	Requires flexible planning and risk management
Intense competition	Rising domestic and regional competition	Necessitates strategic positioning
Environmental challenges	Climate change and heritage preservation issues	Calls for sustainable tourism strategies

ANALYSIS AND RESULTS

The tourism service enterprises in Uzbekistan have a lot of things going for them. They have a lot to work with like the countrys rich cultural and historical heritage. Uzbekistan is also getting well known around the world, which is great for tourism service enterprises in Uzbekistan. The government of Uzbekistan is really supporting tourism service enterprises in Uzbekistan which helps a lot. All these good things about tourism service enterprises in Uzbekistan mean they have a chance to be competitive and attract tourists from Uzbekistan and other countries to tourism service enterprises, in Uzbekistan.

These companies have some things going for them but there are also some big problems inside that stop them from using their strengths well. For example they do not have plans in place the managers do not



have all the skills they need and they are not using technology as much as they should be. This means they are not working well as they could be and they are not able to respond to changes in the market quickly. The fact that they do not have a system, for planning and making decisions based on data makes it hard for these companies to adapt when things change fast in the market.

When you look at things from the outside you can see that there are some good chances for businesses to grow because of a few things. The tourism industry can benefit from reaching out to markets working with other countries and using the internet to promote itself. Digital marketing and online platforms are becoming really important for tourism. These things make it a good time for companies to get their names there and come up with new ideas, for services. Tourism businesses can really expand their customer base. Think of new ways to do things.

However, tourism service enterprises also face considerable external threats, including economic uncertainty, intensifying competition at regional and international levels, and environmental and sustainability-related risks. These threats emphasize the necessity for resilient and adaptive strategic management practices to ensure long-term viability and sustainable growth.

In general, the findings illuminate that, notwithstanding the significant strategic potential, the efficacy of Uzbekistan's tourism companies mainly hinges on the extent to which their internal weaknesses are alleviated and the external opportunities are strategically utilized.

CONCLUSIONS AND SUGGESTIONS

According to the SWOT analysis, the following are the strategic recommendations to be able to improve the performance and competitiveness of tourism service enterprises in Uzbekistan. Enterprises should develop and implement strategic planning frameworks that are institutional and formal with long-term growth targets, performance evaluation tools, and complete risk assessment procedures inbuilt. Such frameworks will provide the organizations with a basis for market changes and external shocks to be dealt with proactively.

Secondly, it is necessary to make specific investments in building managerial capacity. This includes the regular professional training of managers in the areas of strategic management, digital transformation, and leadership development. Simultaneously, priority must be given to integrating digital management tools- for example, customer relationship management systems, data analytics platforms, and online booking technologies- first, to improve operational efficiency, and second, to render decisions based on solid evidence.

Among other things, businesses within the tourism industry must become active players in the process of establishing and strengthening international links, entering global tourism platforms, and using the internet to promote their destinations and thereby, their business visibility totally packing the perforation with no None left. By the same token, decision making around sustainability should be drilled into business models in order mitigate environmental impact and heighten the resilience against outside threats.

Implementing the suggestions mentioned can help touristic service units better their strategic placement, augment competitiveness, and take their part in the sustainable tourism in Uzbekistan sector. Hence, the research not only gives practical managerial tips but also a significant input to the knowledge base of strategic management in the context of emerging tourism markets.

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