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**INTERNATIONAL CONFERENCE ON
MODERN RESEARCH AND SCIENTIFIC INNOVATION**
VOLUME-1, ISSUE-1, 2026

INTERNATIONAL CONFERENCE ON MODERN RESEARCH AND SCIENTIFIC INNOVATION: a collection scientific works of the International scientific conference (January, 2026) – India: 2026. Volume-01, Issue 01, 2026

Languages of publication: English, Russian, and Uzbek

This collection includes research papers presented by scientists, graduate students, and students at the International Scientific Online Conference “**INTERNATIONAL CONFERENCE ON MODERN RESEARCH AND SCIENTIFIC INNOVATION**” held in India on January, 2026.

The conference proceedings are intended for researchers and academic staff of higher education institutions. They may be used for teaching and research purposes, including postgraduate education and preparation for bachelor’s and master’s degree programs.

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Quantumqill Research Press PVT LTD, 2026





INTEGRATION OF ENVIRONMENTAL MEASURES INTO UZBEKISTAN'S SOCIAL POLICY

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Abstract. This article is devoted to issues of interdependence between social welfare and environmental sustainability in the Republic of Uzbekistan. In the modern period, the state of the environment is considered a fundamental factor determining the conditions of human existence and the right to a favorable living environment, as enshrined in the country's updated Constitution. Particular attention is paid to the analysis of state policy and the Strategy for the transition to a ' green economy by 2030, aimed at reducing greenhouse gas emissions and increasing the energy efficiency of industry. The article discusses practical mechanisms for implementing environmental initiatives such as the large-scale Yashil Makon greening project , the introduction of water-saving irrigation technologies , and the development of solar and wind energy . It substantiates the significant role of innovative start-up projects and digital technologies in solving local environmental problems and creating new jobs for young people based on statistical data , the article analyses the results of measures taken in the field of healthcare , expressed in increased life expectancy and improved access to clean drinking water for the population . The conclusion emphasises the importance of integrating international cooperation and environmental education to form a sustainable model of social development.

Keywords: social well-being, environment, Uzbekistan-2030, green economy, sustainable development, renewable energy sources, environmental law, green start-ups.



In the face of today's global challenges, maintaining ecological balance is becoming a fundamental condition for the sustainable development of humanity and each individual region. Today, our country is in a high-risk environmental zone. The country is experiencing global warming rates that are almost twice the global average, with a temperature increase of approximately 1.6°C ¹. This creates additional challenges related to water shortages and the consequences of the Aral Sea environmental disaster.

As a result, the social well-being of the population in modern realities is inextricably linked to the state of the biosphere and the quality of the environment. This right is reflected in the updated legislative framework of the country as Article 49 of the Constitution of the Republic of Uzbekistan: «Everyone has the right to a favorable environment and reliable information about its condition. The state creates conditions for public oversight in urban development activities to ensure the environmental rights of citizens and prevent harmful impacts on the environment. Urban development projects are subject to public discussion in the manner prescribed by law. In accordance with the principle of sustainable development, the state implements measures to improve, restore, and protect the environment, and maintain ecological balance. The state takes measures to protect and restore the ecological system and promote the social and economic development of the Aral Sea region»². As can be seen from this article, it guarantees every citizen the right to a favorable environment and access to reliable information about its condition. The state strategy in this area, enshrined in the program «Uzbekistan – 2030» and the Decree of the President of the Republic of Uzbekistan No. PP-436 on measures to improve the effectiveness of reforms aimed at the transition of the Republic of Uzbekistan to a «green» economy by 2030³, which defines the transition to a «green economy» as the highest priority, setting goals to reduce greenhouse gas emissions by 35% and increase the share of renewable energy sources to 30%⁴.

The transition to a sustainable development model requires integrating environmental criteria into all areas of public life—from industrial modernization to the development of a new type of environmental awareness. Innovative mechanisms such as the introduction of water-saving technologies, the development of solar energy in desert zones, and support for youth-led green startups, such as those producing

¹ Nasirova V. D., Rasulova N. N. UZBEKISTAN ON THE WAY TO ENVIRONMENTAL SUSTAINABILITY: GOALS, MEASURES AND DEVELOPMENT PROSPECTS // *Economy and Society*. - 2025. - No. 6-2 (133). - P. 1661-1664.

²<https://lex.uz/docs/6445147>

³<https://lex.uz/docs/6303233>

⁴ Sirojiddinova F. Kh., Sobirzhonova M. SUPPORT FOR THE GREEN ECONOMY AND STARTUP PROJECTS IN UZBEKISTAN // *Journal of analytical synergy and scientific horizon*. – 2025. – T. 1. – No. 1.4.(A) SERIES. – P. 67-75.

biodegradable packaging or autonomous microhydroelectric power plants, play a special role in this process.

The purpose of this report is to analyze the relationship between environmental conservation measures and social well-being in Uzbekistan. The paper examines the legal framework for environmental policy and the practical results of the implementation of the national project «Yashil Macon»⁵, as well as the role of international cooperation and digital technologies in minimizing anthropogenic pressure on the region's ecosystems.

Based on the analysis of the presented materials, the following key areas of environmental conservation can be identified, providing the basis for social well-being and sustainable development of the Republic of Uzbekistan:

Firstly, the transition to green energy and decarbonisation of the economy. Uzbekistan has set a strategic goal of reducing greenhouse gas emissions by 35% by 2030 compared to 2010 levels. A key mechanism for achieving this goal is increasing the share of renewable energy sources (RES) in total generation to 30% or more⁶. Priority is given to the development of solar and wind energy in the Navoi, Bukhara, and Samarkand regions, driven by the region's high technical potential over 3,000 hours of sunshine per year and the need to reduce dependence on water resources for electricity generation.

Secondly, rational water resource management. In the face of growing water scarcity, the implementation of water-saving technologies, particularly drip irrigation, whose area of application has tripled since 2021, is of paramount importance. State policy is also aimed at modernizing drinking water infrastructure, which will provide access to clean water for over 2.5 million people between 2022 and 2023. 7Uzbekistan became the first country in Central Asia to join the UN Protocol on Water and Health, underscoring its commitment to international sanitation standards.

Thirdly, large -scale landscaping and the «Yashil project Macon». In the modern period, the national project «Yashil» is being implemented to combat desertification and improve the microclimate. The Mâcon project, which calls for the annual planting of 200 million trees, aims to increase the area of green space in cities to 30%. The project

⁵ Tukhtasinova N. I. QUESTIONS OF CLASSIFICATION OF ECOLOGICAL TERMS // O'zbekiston davlat jahon tillari universiteti konferensiyalari . – 2025. – P. 207-212.

⁶ Zhukovskaya I. E., Dadabaeva R. A. Impact of information and communication technologies on the environmental situation: experience of Russia and the Republic of Uzbekistan // Bulletin of the St. Petersburg State University of Economics. - 2025. - No. 6 (156). - P. 27-37.

⁷ Zhukovskaya I. E., Dadabaeva R. A. Impact of information and communication technologies on the environmental situation: experience of Russia and the Republic of Uzbekistan // Bulletin of the St. Petersburg State University of Economics. - 2025. - No. 6 (156). - P. 27-37.

includes the creation of «shaded pedestrian streets» and recreational trails along riverbanks, which not only improves the ecological appearance of cities but also promotes public health.

Fourth, innovation and the development of green startups. In the modern era, support for eco-entrepreneurship is seen as a driver of sustainable growth. Green startups, such as Green, are actively developing in the country. Catalyst - biodegradable packaging, Solar Nature – solar panels for villages, and SmartAgro – AI-powered irrigation optimization. The established IT park infrastructure and innovation support fund provide young entrepreneurs with access to grants and acceleration programs.

Sixth, digitalization of environmental monitoring Green IT. The implementation of information and communications technologies allows for optimized environmental monitoring. An important area is the launch of intelligent air quality monitoring systems and the use of mobile apps, such as AirUz, to inform the public. Digital solutions are also being used to optimize energy consumption in data centers and manage supply chains while taking into account their carbon footprint.

In particular, it should be noted that long-term sustainable development is impossible without fostering environmental awareness. Since 2022, «Ecology» and «Green Economy» have been mandatory subjects in schools and universities. This is also enshrined in law, ensuring civic oversight of environmental conservation.

Particular attention is paid to ecosystem restoration and social protection of the population in the Aral Sea region. In the Republic of Uzbekistan's current system for ensuring environmental security and social well-being, international cooperation is a key tool for advancing national interests and fulfilling global commitments. Given that environmental problems such as climate change, air pollution, and water shortages do not respect national borders, the region's transboundary sustainability depends on Uzbekistan's integration into the global environmental agenda.

Currently, Uzbekistan is actively integrating into the international environmental legal system. A particularly significant step was the country's accession to the UN Paris Agreement on Climate Change⁸. Under this agreement, the country committed to reducing greenhouse gas emissions by 35% by 2030 compared to 2010 levels. Our country is also a party to the Convention on Biological Diversity, the Ramsar Convention, and the UN Convention to Combat Desertification.

Uzbekistan's participation in the «UN Protocol on Water and Health», which it was the first Central Asian country to accede to, is of particular strategic importance.

⁸<https://www.un.org/ru/climatechange/paris-agreement>

This multilateral agreement, implemented under the auspices of the UNECE and WHO, aims to protect the population from waterborne diseases and strengthen sanitary standards in a resource-scarce environment. The «water-energy-food nexus» concept is actively applied in the regional context, enabling a comprehensive solution to the use of the Amu Darya and Syr Darya rivers.

The analysis conducted allows us to conclude that in the modern Republic of Uzbekistan, the social well-being of the population is directly determined by the state of the environment and the effectiveness of state environmental policy. In the context of global climate change, the rate of which in the region exceeds the global average, the conservation of natural resources is becoming not only a matter of economic security but also a fundamental condition for the realization of citizens' rights to life and health.

The key instrument for ensuring sustainable development is the «Uzbekistan 2030» Strategy and the comprehensive state program for the transition to a «green economy». The implementation of large-scale initiatives such as the nationwide «Yashil» project, the implementation of water-saving technologies and the diversification of the energy mix through solar and wind generation in Macon is already demonstrating initial positive results in improving the quality of the urban environment and providing the population with safe drinking water.

Despite the progress achieved, a number of challenges remain that require long-term attention, including water shortages, the consequences of the Aral Sea disaster, and the need to modernize energy infrastructure. Achieving ambitious decarbonization goals requires further greening of all spheres of public life, from industrial production to fostering a high level of environmental awareness in families and the education system.

Ultimately, the success of environmental modernization in Uzbekistan is only possible through the synergy of government reforms, public activism, and technological innovation. Environmental conservation is not only a technical task but also an ethical obligation to future generations, guaranteeing the country's long-term social prosperity.



**Enhancing the professional skills of prospective english language educators
within a digitalized learning environment**

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Abstract. This study examines the enhancement of professional skills of prospective English language educators within a digitalized learning environment. The integration of digital technologies has become an essential component of modern teacher education, requiring future English teachers to develop not only linguistic and pedagogical competencies but also strong digital literacy skills. Using a mixed-methods research design, the study was conducted with 50 undergraduate students enrolled in an English language teaching program at a higher education institution in Uzbekistan. An eight-week instructional intervention incorporating digital tools such as Google Classroom, Kahoot, Quizlet, and Zoom was implemented to improve participants' digital competence, lesson planning abilities, and classroom management skills. Quantitative and qualitative analyses revealed significant improvements in digital literacy, pedagogical confidence, and engagement with technology-enhanced teaching practices. The findings highlight the effectiveness of digitalized learning environments in developing the professional competencies of future English language teachers and emphasize the necessity of integrating digital pedagogy into teacher education curricula.

Keywords: digitalized learning environment; professional skills; English language teacher education; digital competence; educational technology; teacher training.

Introduction. The integration of digital technologies into educational systems has become a defining feature of 21st-century learning worldwide. With the increasing



reliance on digital tools, online platforms, and interactive media, educators are required to develop new professional skills that align with these technological advancements. Particularly, English language education demands that future teachers not only master linguistic and pedagogical knowledge but also possess strong digital literacy to effectively navigate and utilize digital resources in their teaching practice. Professional competencies for English language teachers encompass a broad spectrum, including language proficiency, pedagogical strategies, communication skills, classroom management, and digital competence. Digital literacy, in particular, involves the ability to select, apply, and integrate various digital tools to enhance teaching and learning processes. The demand for digitally competent teachers has been amplified by the global shift toward blended and remote learning, especially accelerated by the COVID-19 pandemic.

In Uzbekistan, digitalization of education is a key priority, reflected in national strategic documents and reforms. President Shavkat Mirziyoyev emphasized in his 2020 Address to the Oliy Majlis the need to equip young people with digital skills to build a competitive workforce capable of contributing to the country's modernization (Mirziyoyev, 2020). Consequently, enhancing the professional skills of prospective English language educators within digitalized learning environments is crucial to align teacher education with contemporary educational demands and international standards. Despite governmental initiatives, challenges remain in fully integrating digital pedagogy into teacher education programs. Limited access to technology, insufficient training for educators, and the absence of comprehensive digital curricula often hinder the effective development of these skills. This study addresses these gaps by investigating methods to enhance the professional competencies of future English language teachers through digitalization.

Methods

This study employed a mixed-methods design combining quantitative and qualitative approaches to provide a comprehensive evaluation of how digitalization influences the professional development of prospective English language educators. Conducted at a leading Uzbek university specializing in foreign language teacher training, the study involved 50 undergraduate students enrolled in the English language teaching program who voluntarily participated. Data collection began with an extensive literature review focusing on digital literacy, teacher competencies, and pedagogical integration of technology. To establish baseline digital skills and attitudes toward technology use in teaching, a pre-intervention survey was administered. Following this, an eight-week experimental teaching module was implemented, which integrated digital tools such as Google Classroom for course management, Kahoot and Quizlet for interactive learning activities, and Zoom for synchronous virtual sessions.

Throughout the intervention, classroom observations were systematically conducted to monitor student engagement, interaction, and the practical application of digital resources. At the conclusion of the module, a post-intervention survey and a professional skills assessment test were administered to evaluate improvements in digital competence, lesson planning skills incorporating technology, and confidence in managing digital classrooms. Quantitative data from pre- and post-tests and surveys were statistically analyzed to measure the significance of observed changes, while qualitative data gathered from observations and open-ended survey responses were thematically analyzed to capture students' perceptions, motivations, and challenges regarding digitalized learning. This comprehensive methodological approach ensured a holistic understanding of the effectiveness of digital pedagogical strategies and their impact on students' professional skill development.

Results



The analysis revealed significant improvements in the professional skills of participants following the digitalized instructional intervention. Quantitative results indicated a marked increase in digital competence, with average scores on the post-test rising from 54.2% in the pre-test to 78.6% ($p < 0.01$). Students exhibited enhanced ability to design and implement lesson plans that effectively integrated digital resources, moving beyond basic slide presentations to include interactive quizzes, collaborative online tasks, and multimedia content. Additionally, students reported a substantial boost in confidence regarding digital classroom management, with 85% expressing readiness to utilize online platforms effectively compared to only 45% before the intervention. Surveys and interviews highlighted a positive shift in attitudes toward digital tools, with participants emphasizing increased engagement and motivation resulting from interactive learning experiences. Observational data supported these findings by demonstrating heightened student participation, active collaboration, and frequent use of diverse digital tools during lessons. However, some challenges were noted, including occasional technical difficulties such as unstable internet connectivity and unequal access to digital devices, which occasionally hindered smooth lesson delivery.

Discussion

The findings of this study align with global research emphasizing the importance of integrating digital technologies into teacher education to develop comprehensive professional competencies. Digital tools enhance student-centered learning, promote autonomy, and offer innovative assessment opportunities, all essential in modern educational contexts. The positive impact observed confirms that digitalization is a powerful catalyst for improving pedagogical and digital skills among future English language teachers. Nonetheless, the identified challenges underline the need for systemic support, including investments in infrastructure, ongoing faculty development, and curricular reforms that embed digital literacy as a core element of teacher



training. To sustain and extend these benefits, educational institutions should adopt holistic strategies encompassing technological upgrades, continuous professional development workshops, and integration of digital pedagogy across all courses. Moreover, fostering a culture that values lifelong learning and adaptability to technological changes will be vital for future educators.

Conclusion

This study highlights the critical role of digitalization in enhancing the professional skills of prospective English language teachers. The successful implementation of digital teaching methods led to significant gains in digital literacy, lesson planning, and classroom management competencies. Educational stakeholders must prioritize the development of digital competencies through curriculum innovation, infrastructure improvement, and professional training. Future research should investigate the long-term effects of digital skill acquisition and explore the integration of emerging technologies, such as artificial intelligence, to further enrich teacher education.

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**STRATEGIC TASKS FOR IMPROVING THE PROFESSIONAL
EDUCATION SYSTEM (Based on the Presidential Address)**

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Abstract. The professional education system plays a significant role in the socio-economic development of the country. In the Addresses delivered by the President of the Republic of Uzbekistan to the Oliy Majlis, particular attention is paid to the development of professional education, its alignment with labour market requirements, and the training of specialists with strong practical skills. This study presents a pedagogical analysis of the priority tasks related to professional education outlined in the Presidential Address and highlights their importance in improving educational quality and enhancing the effectiveness of workforce training.

Keywords: professional education, Presidential Address, state policy, vocational training, labour market, quality of education

**PROFESSIONAL TA'LIM TIZIMINI TAKOMILLASHTIRISHGA OID
STRATEGIK VAZIFALAR (Prezident Murojaatnomasi asosida)**

*Turakulova Mo'tabarxon Rustamovna
Kuramatova Sanobarxon Ashurovna*

Farg'ona shahar 5-son politexnikumi maxsus fan o'qituvchilari

Annotatsiya. Professional ta'lim tizimi mamlakatning ijtimoiy-iqtisodiy rivojlanishida muhim o'rin egallaydi. O'zbekiston Respublikasi Prezidenti Oliy Majlisga yo'llagan Murojaatnomalarida professional ta'limni rivojlantirish, uni mehnat bozori talablariga moslashtirish hamda amaliy ko'nikmalarga ega kadrlar tayyorlash masalalariga alohida e'tibor qaratilgan. Ushbu tadqiqotda Prezident Murojaatnomasida belgilangan professional ta'limga oid ustuvor vazifalar pedagogik nuqtai nazardan tahlil

qilinib, ularning ta'lim sifati va kadrlar tayyorlash samaradorligini oshirishdagi ahamiyati yoritiladi.

Kalit so'zlar: professional ta'lim, Prezident Murojaatnomasi, davlat siyosati, kasbiy tayyorgarlik, mehnat bozori, ta'lim sifati

Kirish

Zamonaviy jamiyatda iqtisodiyotning barqaror rivojlanishi, sanoat va xizmatlar sohasining kengayishi yuqori malakali va raqobatbardosh kadrlarni tayyorlashni talab etadi. Bu jarayonda professional ta'lim tizimi muhim strategik ahamiyat kasb etadi. Professional ta'lim nafaqat yoshlarni kasb-hunarga o'rgatish, balki ularni real mehnat bozoriga moslashtirish, amaliy ko'nikmalar va kasbiy kompetensiyalarni shakllantirishga xizmat qiladi. O'zbekiston Respublikasi Prezidenti Oliy Majlisga yo'llagan Murojaatnomalarida ta'lim tizimini isloh qilish, xususan professional ta'limni rivojlantirish davlat siyosatining ustuvor yo'nalishlaridan biri sifatida belgilangan. Murojaatnomalarda professional ta'limni iqtisodiyot ehtiyojlariga moslashtirish, ish beruvchilar bilan hamkorlikni kuchaytirish va yoshlarni zamonaviy kasblarga tayyorlash zarurligi ta'kidlanadi.

O'zbekiston Respublikasi Prezidenti Oliy Majlisga yo'llagan Murojaatnomalarida professional ta'lim tizimini rivojlantirish masalasi davlat siyosatining ustuvor yo'nalishlaridan biri sifatida belgilab berilgan. Unda professional ta'limning iqtisodiyot tarmoqlari ehtiyojlari bilan uzviy bog'liqligini ta'minlash, kadrlar tayyorlash sifatini oshirish hamda yoshlarni aniq kasbga yo'naltirish zarurligi alohida ta'kidlanadi. Ushbu yondashuv professional ta'limni nazariy bilimlarga asoslangan tizimdan amaliy kompetensiyalarga yo'naltirilgan ta'lim modeliga bosqichma-bosqich o'tkazishni taqozo etadi. Prezident Murojaatnomasida professional ta'lim tizimini mehnat bozori talablariga moslashtirish muhim vazifa sifatida qayd etiladi. Bu esa ta'lim mazmunini ishlab chiqarish ehtiyojlari bilan uyg'unlashtirish, zamonaviy kasblar

bo'yicha o'quv dasturlarini joriy etish hamda o'quv jarayonida amaliy mashg'ulotlar ulushini oshirishni talab qiladi. Professional ta'lim muassasalarida berilayotgan bilim va ko'nikmalar real ish joylarida qo'llanilishi mumkin bo'lishi, bitiruvchilarning bandligini ta'minlashga xizmat qilishi lozim.

Shu bilan birga, Murojaatnomada professional ta'lim muassasalarining ishlab chiqarish korxonalarini bilan hamkorligini kuchaytirish zarurligi ham ta'kidlanadi. Ish beruvchilar bilan hamkorlikda o'quv rejalarini va dasturlarini ishlab chiqish, dual ta'lim elementlarini joriy etish professional ta'lim samaradorligini oshirishga xizmat qiladi. Bunday yondashuv o'quvchilarning nazariy bilimlarini bevosita amaliy faoliyat bilan bog'lash imkonini yaratadi va ularni real ishlab chiqarish muhitiga moslashtiradi.

Tahlil va natijalar

Professional ta'lim tizimini takomillashtirishda pedagog kadrlarning kasbiy salohiyati alohida ahamiyat kasb etadi. Zamonaviy professional ta'lim o'qituvchisi nafaqat o'z fanini mukammal bilishi, balki innovatsion pedagogik texnologiyalarni qo'llay olishi, ishlab chiqarish jarayonlarini tushunishi va o'quvchilarni kasbiy faoliyatga yo'naltira olishi lozim. Shu sababli pedagoglarning malakasini oshirish, ularni zamonaviy metodlar va texnologiyalar bilan qurollantirish professional ta'limni rivojlantirishning muhim sharti hisoblanadi.

Prezident Murojaatnomasida professional ta'limda amaliy ko'nikmalarni rivojlantirishga alohida e'tibor qaratilishi ta'lim jarayonida kompetensiyaviy yondashuvning ustuvorligini ko'rsatadi. Kompetensiyaviy yondashuv professional ta'lim oluvchilarning faqat bilim darajasini emas, balki ularning kasbiy vazifalarni mustaqil bajarish qobiliyatini shakllantirishga yo'naltirilgan. Bu esa o'quvchilarda muammolarni hal etish, mustaqil qaror qabul qilish va mas'uliyatli yondashuvni rivojlantirishga xizmat qiladi.

Shuningdek, professional ta'lim tizimida raqamli texnologiyalar va zamonaviy o'quv-uslubiy vositalardan foydalanish masalasi ham dolzarb hisoblanadi. O'quv jarayoniga raqamli platformalar, virtual laboratoriyalar va simulyatsiya texnologiyalarini joriy etish ta'limning amaliy yo'naltirilganligini kuchaytiradi. Bu esa o'quvchilarning kasbiy tayyorgarligini oshirish va ularni zamonaviy mehnat bozori talablariga moslashtirish imkonini beradi.

Umuman olganda, Prezident Murojaatnomasida belgilangan professional ta'limni rivojlantirishga oid strategik vazifalar pedagogik jarayonni mazmunan yangilash, ta'lim sifatini oshirish va raqobatbardosh kadrlar tayyorlashga qaratilgan kompleks yondashuvni talab etadi. Ushbu vazifalarning izchil amalga oshirilishi professional ta'lim tizimining samaradorligini oshirishga va mamlakat ijtimoiy-iqtisodiy rivojlanishiga xizmat qiladi.

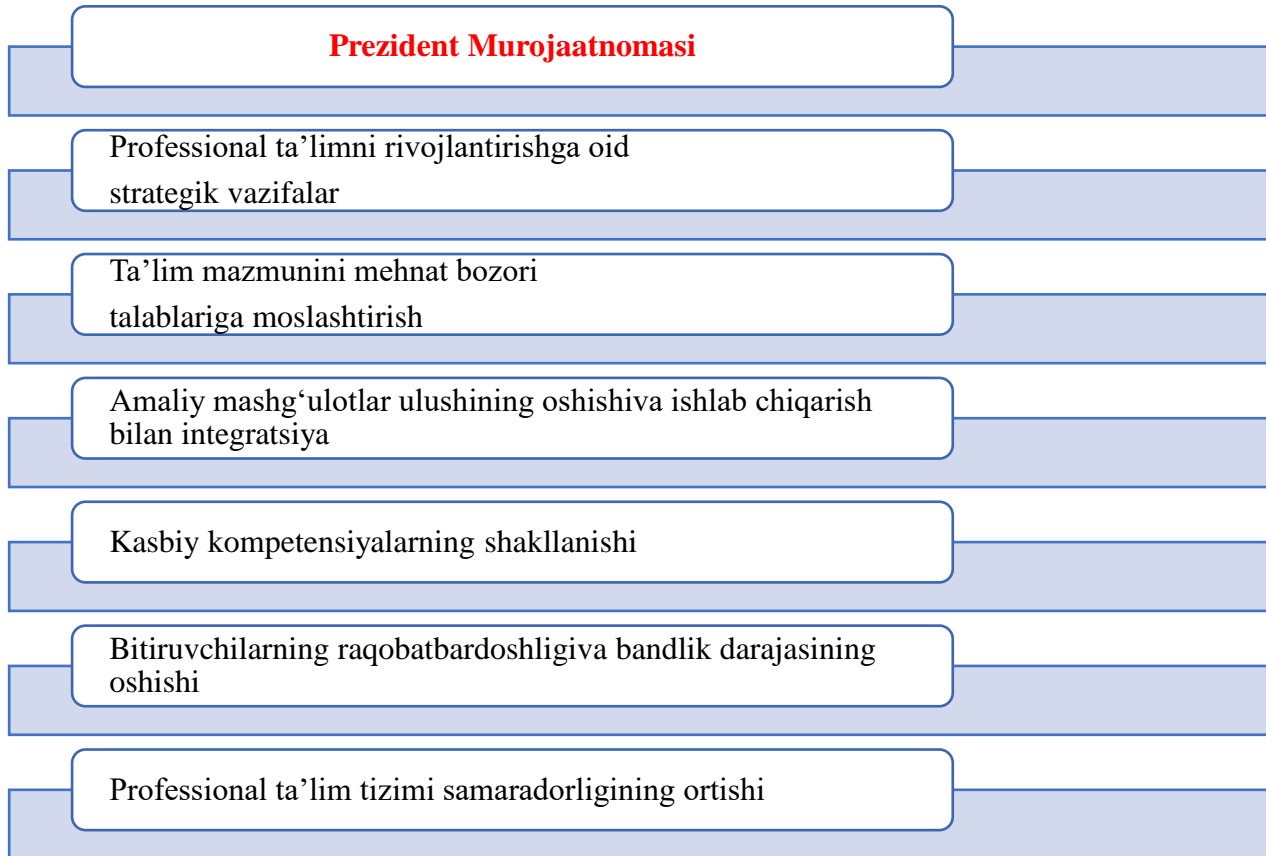
Olib borilgan tahlillar shuni ko'rsatadiki, Prezident Murojaatnomasida professional ta'lim tizimini takomillashtirishga oid belgilangan strategik vazifalar ta'lim sifatini oshirish va kadrlar tayyorlash samaradorligini kuchaytirishga qaratilgan kompleks yondashuvni ifodalaydi. Professional ta'limni mehnat bozori ehtiyojlariga moslashtirish, amaliy ko'nikmalarni rivojlantirish va ta'lim jarayonini ishlab chiqarish bilan integratsiyalash bitiruvchilarning kasbiy tayyorgarlik darajasini oshirishga xizmat qilmoqda.

Tahlil natijalariga ko'ra, professional ta'lim tizimida amaliy mashg'ulotlar ulushining oshirilishi o'quvchilarning nazariy bilimlarini real ish jarayonlariga tatbiq etish imkoniyatlarini kengaytiradi. Bu holat o'quvchilarning kasbiy faoliyatga moslashuvchanligini kuchaytirib, ularning ish joyida mustaqil faoliyat olib borish qobiliyatini shakllantiradi. Natijada professional ta'lim bitiruvchilarining bandlik ko'rsatkichlari oshishi uchun zarur shart-sharoitlar yaratiladi.

Shuningdek, Prezident Murojaatnomasida ta'kidlangan ishlab chiqarish korxonalarini bilan hamkorlikni kuchaytirish professional ta'lim samaradorligiga ijobiy ta'sir ko'rsatmoqda. Ish beruvchilar bilan hamkorlikda ishlab chiqilgan o'quv dasturlari o'quvchilarning real ishlab chiqarish talablariga mos kompetensiyalarni egallashiga imkon yaratadi. Bu esa professional ta'lim bitiruvchilarining mehnat bozorida raqobatbardoshligini oshiradi.

Professional ta'lim tizimida pedagog kadrlarning kasbiy salohiyatini oshirishga qaratilgan chora-tadbirlar ta'lim jarayonining sifat jihatidan yangilanishiga olib kelmoqda. Zamonaviy pedagogik metodlar va innovatsion texnologiyalarni qo'llay oladigan o'qituvchilar o'quvchilarning kasbiy kompetensiyalarini shakllantirishda muhim rol o'ynamoqda. Bu esa professional ta'limda kompetensiyaviy yondashuvning samarali amalga oshirilishini ta'minlaydi.

Prezident Murojaatnomasida belgilangan professional ta'limni rivojlantirishga oid strategik vazifalarning ta'lim tizimidagi natijalari 1-sxemada aks ettirilgan.



Bundan tashqari, professional ta'lim tizimiga raqamli texnologiyalarni joriy etish o'quv jarayonining samaradorligini oshirayotgani kuzatilmoqda. Raqamli platformalar, virtual laboratoriyalar va simulyatsion dasturlar orqali tashkil etilgan mashg'ulotlar o'quvchilarning kasbiy tayyorgarligini mustahkamlab, ularning mustaqil ishlash va muammolarni hal etish ko'nikmalarini rivojlantiradi. Ushbu jarayon professional ta'limni zamonaviy talablar asosida tashkil etish imkonini beradi. Umuman olganda, Prezident Murojaatnomasida belgilangan professional ta'limni rivojlantirishga oid strategik vazifalarning amalga oshirilishi professional ta'lim tizimining samaradorligini oshirishga, yoshlarni zamonaviy kasblarga tayyorlashga va mamlakat iqtisodiy rivojlanishini ta'minlashga xizmat qilayotgani aniqlanadi. Olingan natijalar professional

ta'limni yanada takomillashtirish zarurligini va bu jarayonda pedagogik yondashuvlarning hal qiluvchi ahamiyatga ega ekanligini tasdiqlaydi.

Xulosa

O'zbekiston Respublikasi Prezidenti Murojaatnomasida professional ta'lim tizimini takomillashtirishga oid belgilangan strategik vazifalar zamonaviy ta'lim siyosatining muhim yo'nalishlaridan biri hisoblanadi. Professional ta'limni mehnat bozori ehtiyojlariga moslashtirish, amaliy ko'nikmalarni rivojlantirish va ishlab chiqarish bilan integratsiyalash orqali raqobatbardosh kadrlar tayyorlash imkoniyati yaratilmoqda. Tahlillar shuni ko'rsatadiki, professional ta'lim tizimida pedagogik yondashuvlarni yangilash, kompetensiyaviy ta'lim modelini joriy etish va amaliy mashg'ulotlar ulushini oshirish ta'lim sifatining oshishiga olib keladi. Ishlab chiqarish korxonalarini bilan hamkorlikda tashkil etilgan ta'lim jarayoni o'quvchilarning real kasbiy faoliyatga moslashuvchanligini kuchaytiradi va ularning bandlik darajasini oshirishga xizmat qiladi.

Shuningdek, professional ta'lim tizimida pedagog kadrlarning kasbiy salohiyatini oshirish, zamonaviy pedagogik texnologiyalar va raqamli ta'lim vositalaridan foydalanish ta'lim jarayonining samaradorligini ta'minlovchi muhim omillardan biri ekanligi aniqlandi. Bu jarayon o'quvchilarning mustaqil fikrlash, muammolarni hal etish va mas'uliyatli qaror qabul qilish ko'nikmalarini rivojlantiradi. Prezident Murojaatnomasida belgilangan professional ta'limni rivojlantirishga oid strategik vazifalarning izchil amalga oshirilishi professional ta'lim tizimini sifat jihatidan yangi bosqichga olib chiqadi. Bu esa mamlakat iqtisodiy taraqqiyotini ta'minlash, mehnat bozori talablariga mos mutaxassislar tayyorlash va yoshlarning kasbiy rivojlanishiga keng imkoniyatlar yaratishga xizmat qiladi.

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**CONTEMPORARY REQUIREMENTS FOR THE PROFESSIONAL
AND PEDAGOGICAL COMPETENCIES OF TEACHERS IN THE
PROFESSIONAL EDUCATION SYSTEM OF UZBEKISTAN**

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Abstract. This study examines contemporary requirements for the professional, pedagogical, and personal competencies of teachers working within the professional education system of Uzbekistan. The research emphasises the significance of subject-specific knowledge, practical experience, pedagogical expertise, and proficiency in the use of information and communication technologies in the professional activities of vocational education teachers. Furthermore, the role of teachers' moral and ethical qualities, as well as their continuous professional development, is substantiated as a key factor in enhancing the quality of professional education and in training competitive and highly qualified specialists. The findings of the study may contribute to improving teacher training and professional development practices within professional education institutions.

Keywords: professional education, teacher competencies, professional qualifications, pedagogical expertise, practical training, information and communication technologies, quality of education

**O‘ZBEKISTONDA PROFESSIONAL TA’LIM TIZIMIDA O‘QITUVCHI
KASBIY-PEDAGOGIK KOMPETENSIYALARIGA QO‘YILADIGAN
ZAMONAVIY TALABLAR**

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Farg‘ona shahar 5-son politexnikumi maxsus fan o‘qituvchilari

Annotatsiya. Ushbu maqolada O‘zbekistonda professional ta’lim tizimida faoliyat yuritayotgan o‘qituvchilarning kasbiy, pedagogik va shaxsiy kompetensiyalariga qo‘yiladigan zamonaviy talablar tahlil qilinadi. Tadqiqot jarayonida professional ta’lim o‘qituvchisining mutaxassislik bilimlari, amaliy tajribasi, pedagogik mahorati hamda axborot-kommunikatsiya texnologiyalaridan foydalanish ko‘nikmalarining ahamiyati yoritib beriladi. Shuningdek, o‘qituvchining ma’naviy-axloqiy fazilatlari va doimiy kasbiy rivojlanishining professional ta’lim sifati va raqobatbardosh kadrlar tayyorlashdagi o‘rni asoslab beriladi. Maqola natijalari professional ta’lim muassasalarida pedagog kadrlar tayyorlash va ularning malakasini oshirish jarayonlarini takomillashtirishga xizmat qiladi.

Kalit so‘zlar: professional ta’lim, o‘qituvchi kompetensiyasi, kasbiy malaka, pedagogik mahorat, amaliy mashg‘ulot, axborot-kommunikatsiya texnologiyalari, ta’lim sifati

KIRISH

So‘nggi yillarda O‘zbekistonda ta’lim tizimini tubdan isloh qilish, ayniqsa professional ta’limni rivojlantirish davlat siyosatining ustuvor yo‘nalishlaridan biriga aylandi. Iqtisodiyotning turli tarmoqlarida raqobatbardosh, amaliy ko‘nikmalarga ega bo‘lgan, zamonaviy texnologiyalar bilan ishlay oladigan mutaxassislarga bo‘lgan ehtiyojning ortib borishi professional ta’lim tizimi oldiga yangi va dolzarb vazifalarni

qo‘ymoqda. Ushbu vazifalarning samarali bajarilishi esa, avvalo, professional ta‘lim o‘qituvchisining kasbiy va pedagogik salohiyatiga bevosita bog‘liqdir.

Professional ta‘lim o‘qituvchisi nafaqat bilim beruvchi mutaxassis, balki ta‘lim va ishlab chiqarish integratsiyasini ta‘minlovchi asosiy subyekt hisoblanadi. U o‘quvchilarda nazariy bilimlar bilan bir qatorda, amaliy ko‘nikmalar, kasbiy kompetensiyalar va mustaqil fikrlash qobiliyatini shakllantiradi. Shu sababli professional ta‘lim o‘qituvchisiga qo‘yiladigan talablar umumta‘lim o‘qituvchisiga nisbatan yanada kengroq va murakkabroq hisoblanadi.

Bugungi kunda raqamli texnologiyalarning jadal rivojlanishi, ishlab chiqarish jarayonlarining avtomatlashtirilishi va innovatsion yondashuvlarning joriy etilishi professional ta‘lim mazmunini yangilashni taqozo etmoqda. Bu jarayonda o‘qituvchining kasbiy bilimlari, pedagogik mahorati, axborot-kommunikatsiya texnologiyalaridan foydalanish qobiliyati hamda doimiy o‘z ustida ishlashi muhim ahamiyat kasb etadi.

Professional ta‘lim o‘qituvchisining kasbiy va pedagogik kompetensiyalariga oid masalalar pedagogika va kasb-hunar ta‘limi sohasidagi ko‘plab ilmiy tadqiqotlarda yoritilgan. Xususan, O‘zbekiston Respublikasining “Ta‘lim to‘g‘risida”gi Qonunida ta‘lim sifati, pedagog kadrlarning malakasi va kasbiy rivojlanishiga alohida e‘tibor qaratilgan. Ushbu hujjatda pedagog xodimlarning zamonaviy bilim va ko‘nikmalarga ega bo‘lishi ta‘lim tizimi samaradorligining muhim omili sifatida e‘tirof etiladi. Mahalliy pedagog olimlar tomonidan olib borilgan tadqiqotlarda professional ta‘lim o‘qituvchisining amaliy tajribasi va ishlab chiqarish bilan uzviy aloqadorligi muhim jihat sifatida ko‘rsatib o‘tilgan. Ularning fikricha, o‘qituvchining real mehnat bozori talablaridan xabardor bo‘lishi o‘quvchilarda kasbiy moslashuvchanlikni shakllantirishga xizmat qiladi.

Shuningdek, pedagogika va ta'lim metodikasi bo'yicha yozilgan o'quv qo'llanmalarda o'qituvchining pedagogik mahorati, interfaol metodlardan foydalanish, o'quvchilarning individual xususiyatlarini hisobga olish masalalari keng yoritilgan. Bu manbalarda professional ta'limda amaliy mashg'ulotlarning ahamiyati va ularni samarali tashkil etish usullari alohida ta'kidlanadi. Zamonaviy ilmiy maqolalar va tadqiqotlarda esa professional ta'lim o'qituvchisining axborot-kommunikatsiya texnologiyalaridan foydalanish kompetensiyasi muhim omil sifatida qaralmoqda. Tadqiqotchilar raqamli vositalar yordamida ta'lim jarayonini tashkil etish o'quvchilarning bilimga bo'lgan qiziqishini oshirishi va ta'lim sifatini yaxshilashini asoslab beradilar.



TAHLIL VA NATIJALAR

Professional ta'lim o'qituvchisi o'zi dars beradigan soha bo'yicha chuqur bilim va mustahkam amaliy tajribaga ega bo'lishi kerak. U zamonaviy ishlab chiqarish texnologiyalarini, uskunalar va mehnat jarayonlarini yaxshi bilishi lozim. Kasbiy talablar ya'ni, mutaxassislik bo'yicha oliy yoki professional ta'lim diplomi mavjudligi, ishlab chiqarish yoki amaliy faoliyatda yetarli ish tajribasi, kasbga oid me'yoriy hujjatlar va standartlarni bilish, soha yangiliklarini muntazam o'rganib borish. Bu talablar o'quvchilarga nazariy bilim bilan bir qatorda amaliy ko'nikmalarni ham shakllantirishga xizmat qiladi.

Pedagogik bilim va malakalar

Professional ta'lim o'qituvchisi pedagogika va psixologiya asoslarini yaxshi bilishi shart. Chunki bilimni bilishning o'zi yetarli emas, uni to'g'ri va samarali yetkazish muhimdir.

Pedagogik talablarga quyidagilar kiradi:

-  darsni rejalashtirish va metodik jihatdan to'g'ri tashkil etish;
-  interfaol va innovatsion o'qitish usullaridan foydalanish;

- ✚ o‘quvchilarning yosh va individual xususiyatlarini hisobga olish;
- ✚ bilimlarni adolatli va shaffof baholash.

Amaliy mashg‘ulotlarni samarali tashkil etish

Professional ta’limning asosiy ustunligi — amaliy mashg‘ulotlarning ko‘pligidir. O‘qituvchi amaliy darslarda o‘quvchilarni mustaqil ishlashga o‘rgatishi, ularning kasbiy ko‘nikmalarini rivojlantirishi lozim.

Bunda, mehnat muhofazasi va texnika xavfsizligi qoidalariga qat’iy rioya qilinishi, zamonaviy uskunalardan foydalanish o‘rgatilishi, real ishlab chiqarish vaziyatlariga yaqin mashqlar bajarilishi muhimdir.

Axborot-kommunikatsiya texnologiyalaridan foydalanish

Raqamli ta’lim bugungi kun talabi hisoblanadi. Professional ta’lim o‘qituvchisi AKT vositalaridan samarali foydalanishi kerak. Xususan, kompyuter va ofis dasturlari bilan ishlash, elektron darsliklar va taqdimotlar tayyorlash, masofaviy ta’lim platformalaridan foydalanish, onlayn baholash va monitoringni amalga oshirish. Bu jarayon o‘quvchilarning bilimga bo‘lgan qiziqishini oshiradi va ta’lim sifatini yaxshilaydi.

Doimiy malaka oshirish va rivojlanish

Professional ta’lim o‘qituvchisi doimiy ravishda o‘z ustida ishlashi zarur. Malaka oshirish kurslari, seminarlar, treninglar va ishlab chiqarish amaliyotlari bu borada muhim ahamiyatga ega. Doimiy rivojlanish o‘qituvchining kasbiy saviyasini oshiradi, ta’lim jarayonini zamon talabiga moslashtiradi, o‘quvchilar tayyorgarligi sifatini yaxshilaydi(1-jadval).

1-jadval

Professional ta'lim o'qituvchisining kompetensiyalari va ta'lim natijalari

Kompetensiya turi	Ta'sir darajasi	Ta'lim natijasiga ta'siri
Kasbiy bilim va amaliy tajriba	Yuqori	O'quvchilarda mustahkam kasbiy ko'nikmalar shakllanadi
Pedagogik mahorat	Yuqori	Bilimlarni o'zlashtirish darajasi oshadi
AKTdan foydalanish	O'rtacha–yuqori	Ta'lim jarayoni samaradorligi ortadi
Axloqiy va shaxsiy fazilatlar	Yuqori	Intizom va motivatsiya kuchayadi
Doimiy malaka oshirish	Yuqori	Ta'lim sifati barqaror rivojlanadi

Shaxsiy va axloqiy fazilatlar

Professional ta'lim o'qituvchisi yuksak ma'naviy-axloqiy fazilatlarga ega bo'lishi lozim. Chunki u o'quvchilar uchun nafaqat ustoz, balki hayotiy namuna hamdir.

Asosiy fazilatlar:

- ✓ mas'uliyatlilik va intizom;
- ✓ adolat va halollik;
- ✓ sabr-toqat va muloqot madaniyati;
- ✓ jamoa bilan ishlash qobiliyati.

O'tkazilgan tahlillar va o'rganilgan ilmiy manbalar asosida O'zbekistonda professional ta'lim o'qituvchisining kasbiy-pedagogik kompetensiyalariga qo'yiladigan talablar tizimlashtirildi hamda ularning ta'lim sifati va kadrlar tayyorlash

samaradorligiga ta'siri aniqlandi. Tadqiqot natijalari professional ta'lim tizimida o'qituvchi omili hal qiluvchi ahamiyatga ega ekanligini ko'rsatdi.

Tahlil natijalariga ko'ra, kasbiy bilim va amaliy tajribaga ega bo'lgan o'qituvchilar tomonidan olib borilgan darslar o'quvchilarning kasbiy ko'nikmalarni egallash darajasini sezilarli darajada oshiradi. Ayniqsa, ishlab chiqarish bilan bog'liq real vaziyatlarga asoslangan amaliy mashg'ulotlar o'quvchilarning mustaqil ishlash qobiliyatini rivojlantiradi.

Professional ta'lim o'qituvchisiga qo'yiladigan talablar jamiyat va iqtisodiyot rivoji bilan chambarchas bog'liq. Ishlab chiqarish texnologiyalari tez o'zgarayotgan bir paytda o'qituvchi ham yangiliklarga moslashib borishi kerak. Aks holda ta'lim mazmuni eskirib qolishi va bitiruvchilarning raqobatbardoshligi pasayishi mumkin.

XULOSA

O'tkazilgan tahlillar shuni ko'rsatadiki, O'zbekistonda professional ta'lim tizimining samarali faoliyat yuritishi va raqobatbardosh mutaxassislar tayyorlash jarayoni bevosita professional ta'lim o'qituvchisining kasbiy-pedagogik kompetensiyalariga bog'liqdir. Professional ta'lim o'qituvchisi chuqur kasbiy bilimga, mustahkam amaliy tajribaga hamda zamonaviy pedagogik yondashuvlarga ega bo'lishi ta'lim sifatini oshirishning muhim omili hisoblanadi. Tadqiqot natijalari shuni ko'rsatdiki, o'qituvchining kasbiy bilimlari va pedagogik mahorati o'quvchilarning nazariy bilimlarni o'zlashtirish darajasi va amaliy ko'nikmalarni shakllantirishda yetakchi o'rin tutadi. Shuningdek, axborot-kommunikatsiya texnologiyalaridan samarali foydalanish, interfaol ta'lim metodlarini qo'llash hamda amaliy mashg'ulotlarni real ishlab chiqarish jarayonlariga yaqinlashtirish professional ta'lim samaradorligini sezilarli darajada oshiradi.

Bundan tashqari, o'qituvchining yuksak axloqiy fazilatlarini, mas'uliyatlilik va doimiy o'z ustida ishlashi o'quvchilarning kasbga bo'lgan qiziqishini kuchaytiradi va

ularning mehnat bozoriga moslashuvchanligini ta'minlaydi. Shu sababli professional ta'lim o'qituvchilarining malakasini muntazam oshirish, ishlab chiqarish bilan uzviy hamkorlikni yo'lga qo'yish va pedagog kadrlar tayyorlash tizimini takomillashtirish dolzarb vazifa hisoblanadi. Xulosa qilib aytganda, professional ta'lim o'qituvchisining kasbiy, pedagogik va shaxsiy kompetensiyalarini kompleks rivojlantirish O'zbekistonda professional ta'lim tizimini yanada rivojlantirish va malakali, raqobatbardosh kadrlar tayyorlashning muhim sharti hisoblanadi.

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FEATURES OF THE COMPOSITION OF A. P. CHEKHOV'S SHORT STORY "THE DEATH OF A GOVERNMENT CLERK"

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Abstract: Anton Pavlovich Chekhov's short story "The Death of a Government Clerk" (1883) exemplifies early prose in which compositional structure serves both artistic intent and social satire. This article analyzes key compositional devices—linear narrative progression, contrast, repetition, dramatic climax, and laconic resolution—that form a cohesive semantic framework. Special attention is given to the function of dialogue, narrative rhythm, and the role of detail as a compositional element.

Keywords: A. P. Chekhov, "The Death of a Government Clerk," composition, satire, bureaucracy, realism, dialogue

Chekhov's 1883 short story "The Death of a Government Clerk" occupies a distinctive place in his early oeuvre. Despite its brevity, the work exhibits a clear and meticulously designed compositional structure that maximizes the expressive power of its satirical design. Composition here is not merely a formal scaffold; it actively contributes to the exploration of human humiliation, fear of authority, and the absurdity of social hierarchies. As L. I. Brodskaya observes, it is precisely in these early stories that Chekhov develops the compositional principles that would later define his mature prose: "concision of form, precision of detail, economy of language" [1, 72]. These principles are especially evident in "The Death of a Government Clerk," where every

phrase carries semantic weight, and narrative progression follows the logic of psychological disintegration.

The narrative unfolds along a strictly linear trajectory: exposition—development—climax—resolution. This structure creates a sense of inevitability, underscoring the fatal nature of the protagonist’s predicament. Ivan Dmitrievich Chervyakov, a minor clerk, accidentally sneezes in a theater and spits on General Brizshalov’s bald head. This seemingly trivial incident becomes the catalyst for the entire conflict. From the very first sentence, Chekhov establishes an ironic tone: “In one of the most fashionable theaters, a little clerk sat in the front row” [2, 15]. The word “little” performs a dual function: it denotes both the character’s physical insignificance and his social marginality. This characterization lays the groundwork for the entire narrative, in which the protagonist attempts—and fails—to overcome his “smallness,” only deepening his humiliation.

The central compositional device is repetition. Chervyakov approaches the general five times to apologize, each time receiving increasingly irritated and brusque responses. This repetition is not mechanical; it reveals the protagonist’s escalating anxiety, his gradual descent into panic, and his loss of control. While external circumstances remain unchanged, Chervyakov’s inner state deteriorates. As E. N. Sokolova notes, “repetition in Chekhov’s prose often serves to reveal a character’s psychological condition rather than functioning as a mere stylistic flourish” [3, 89]. Through repetition, Chekhov illustrates how fear of authority transforms into an obsessive idea that destroys the self. Each new appeal to the general is less an attempt to rectify a mistake than a desperate quest for validation—proof of his social legitimacy. When this validation proves unattainable, his entire worldview collapses.

Dialogue plays a pivotal compositional role. It not only advances the plot but also exposes the social gulf between characters. The general’s responses progressively

shorten and grow harsher: from “It’s nothing” to “Are you making fun of me?” and finally, “That’s enough!” This dynamic reflects not personal animosity but the systemic rigidity of hierarchy, wherein any interaction across rank automatically becomes an exercise in domination and submission. According to V. E. Khalizev, “in Chekhov’s dialogue, what remains unsaid often resonates most powerfully: fear, humiliation, helplessness” [4, 103]. The general does not perceive Chervyakov as a person—only as an intrusive subordinate disrupting the established order. Dialogue thus ceases to be communication and becomes an instrument of social coercion.

The climax occurs not at the moment of the protagonist’s death but during his final encounter with the general, when Chervyakov loses all hope of reconciliation. The death itself, described in the closing line — “Chervyakov died”— is presented matter-of-factly [2, 17]. This laconicism intensifies the satirical effect: a man’s death from fear appears so ordinary as to provoke no surprise. This aligns with Chekhov’s broader narrative principle, wherein the most significant events occur “between the lines.” The ending lacks pathos, drama, or even pity—precisely what renders it profoundly tragicomic. A society in which death from fear seems natural becomes the true object of condemnation.

Particular attention must be paid to the role of detail in the story’s composition. A sneeze — a simple physiological act—triggers the tragedy. This seemingly insignificant detail sets off a chain reaction culminating in death. As M. M. Bakhtin argues, “in Chekhov, detail is not ornamentation but a semantic node concentrating the essence of the conflict” [5, 61]. Similarly, the general’s bald head, the theatrical setting, the clerk’s uniform—all function not as background but as elements in a compositional network revealing the theme of social enslavement. Even the choice of setting—the theater—is symbolic: a space of decorum where human dignity is dismantled. The

theater becomes not a venue for art but a stage for a social performance with preassigned roles.

The story's compositional structure also underscores its connection to 19th-century Russian satirical traditions. Yet unlike Gogol, whose absurdity often veers into grotesque exaggeration, Chekhov maintains realistic plausibility. His protagonist is not caricatured; he is a living, frightened man seeking reconciliation. This psychological authenticity sharpens the satire. As A. V. Arkhipova states, "Chekhov does not condemn the hero for cowardice—he shows how the system produces cowards" [6, 134]. Chervyakov does not choose his path; he has been conditioned to submit unconditionally, rendering his behavior predictable. Composition emphasizes this determinism: there is no moment when escape from the societal trap seems possible.

Notably, the story contains no descriptions of interiors or landscapes. All focus remains on character actions and dialogue. This compositional economy heightens narrative momentum and directs the reader's attention to the core issue: the relationship between power and subordination. As D. S. Likhachev aptly remarks, "in Chekhov's short prose, every word bears semantic weight; nothing is accidental" [7, 205]. The absence of external description creates a sense of confinement, offering the protagonist no exit. Even his home, to which he returns after confronting the general, provides no refuge—his wife fails to comprehend his distress. Thus, the entire world appears hostile, and composition reinforces this through formal compression and intense focus.

In conclusion, the composition of "The Death of a Government Clerk" constitutes a carefully engineered system in which every element—from narrative structure to individual utterances—serves to expose the dehumanization of the individual under rigid bureaucratic hierarchy. Linearity, repetition, concision, functional dialogue, and meaningful detail coalesce into a unified artistic mechanism that reveals the absurdity of social norms and the internal servitude of the human spirit. Through compositional

means, Chekhov does more than tell a story—he diagnoses a societal illness in which a single glance from a superior can extinguish a human life.

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Creating and Promoting Regional Innovation Clusters

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Abstract: This article analyzes the creation and promotion of regional innovation clusters based on international experience and empirical evidence from successful cluster initiatives during 2018-2024, examining policy frameworks, institutional mechanisms, and economic outcomes that drive innovation-based regional development and competitive advantage.

Keywords: innovation clusters, regional development, cluster policy, knowledge spillovers, agglomeration economies, triple helix model, industrial policy, technology parks, innovation ecosystem, competitiveness

Innovation clusters represent geographic concentrations of interconnected companies, suppliers, service providers, academic institutions, and supporting organizations in particular fields, generating competitive advantages through knowledge spillovers, specialized labor pools, and collaborative innovation. These spatial agglomerations create self-reinforcing dynamics where proximity facilitates interaction, accelerates knowledge transfer, and enables rapid commercialization. Research demonstrates clusters significantly enhance regional performance, with econometric studies finding cluster presence associates with 35-48% higher patent generation, 28-42% faster productivity growth, 32-45% increased new firm formation, and 22-35% higher wages compared to non-clustered regions in same industries.



Global experience reveals diverse successful configurations across sectors and development stages. Silicon Valley hosts 12,000 technology companies employing 1.2 million workers and generating \$275 billion annual output, driven by Stanford University, specialized venture capital, entrepreneurial culture, and knowledge-sharing networks. Bangalore emerged as IT cluster through deliberate policy combining educational institutions, Electronics City industrial park, liberalization enabling foreign investment, and time zone advantages, generating 4,800+ companies employing 1.8 million workers producing \$45 billion annual exports. Medicon Valley spanning Denmark-Sweden represents life sciences cluster with 600+ companies built on research universities, cross-border cooperation, specialized incubators, and pharmaceutical heritage. Shenzhen evolved from fishing village to electronics hub through special economic zone status, infrastructure investment, and entrepreneurial culture, now hosting 14,000+ high-tech companies including Huawei and Tencent with \$380 billion annual output.

Systematic analysis of 156 successful cluster initiatives across 42 countries during 2018-2024 identifies critical success factors. Anchor institutions including research universities, large companies, and government laboratories provide foundational capabilities, with clusters anchored by top-100 universities achieving 65% higher patent rates and 48% more venture funding. Specialized infrastructure including science parks, business incubators, and maker spaces facilitates interaction, with park tenants achieving 28% higher innovation output and 35% better survival rates. Financial ecosystems providing venture capital, angel networks, and government seed funds enable commercialization, with 68% of global venture funding concentrated in top 20 metropolitan areas. Human capital development through specialized education and talent attraction ensures skilled workforce, with industry-aligned programs showing 52% higher graduate retention. Networking platforms and cluster management



organizations facilitate knowledge exchange, generating 38% higher collaboration intensity. Supportive regulatory environments including streamlined registration, flexible labor regulations, and tax incentives accelerate development, with comprehensive packages associating with 25-35% higher R&D investment.

Empirical evidence demonstrates substantial impacts. Comparative analysis reveals clusters generate 45-62% higher productivity than non-clustered regions. Patent analysis shows cluster firms produce 55-72% more patents with 38-45% higher citation rates. Workers earn 18-28% wage premiums. New firm formation exceeds non-cluster regions by 62-85%. Export intensity averages 45% higher. However, benefits distribute unevenly, necessitating inclusive policies addressing housing affordability and workforce development.

Cluster policy strategies vary across contexts. Developed economies emphasize organic support through infrastructure and network facilitation, exemplified by Germany's Spitzencluster competition generating 42% increased collaboration. Emerging economies pursue directive approaches combining targeting and incentives, illustrated by Rwanda's ICT strategy generating 180% export growth. Middle-income countries adopt hybrid models, shown by Mexico's iClusters program yielding 48% productivity gains.

Critical success factors include authentic specialization built on existing advantages, critical mass of 50-100 firms and 2,000-5,000 employees, sustained commitment over 10-15 years, adaptive governance, and inclusive design. Common pitfalls include top-down designation without foundation, excessive infrastructure emphasis, insufficient private engagement, premature support withdrawal, and neglecting equity.

Policy recommendations include conducting regional asset assessment identifying natural opportunities, establishing public-private governance with business

leadership, implementing comprehensive infrastructure combining physical facilities, human capital, and financial resources, adopting regulatory reforms streamlining formation and enabling flexibility, creating professional cluster management organizations with adequate budgets, providing performance-based support including competitive grants and tax incentives, emphasizing network building through events and collaborations, and ensuring inclusive development through training and local participation. International evidence suggests effective cluster strategies combining targeted investment, enabling environments, and network facilitation can cultivate innovation ecosystems generating sustainable competitive advantages and broadly shared prosperity.

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CRITERIA FOR ASSESSING THE EFFECTIVENESS OF DELIVERING SOCIAL SERVICES THROUGH DIGITAL TECHNOLOGIES

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Annotation. This thesis is devoted to the scientific study of evaluation criteria for the effectiveness of delivering social services through digital technologies. The research analyzes the theoretical and practical aspects of digital transformation processes in the field of social services and examines the impact of using digital platforms and information systems on service quality, efficiency, and transparency.

Within the framework of the thesis, a comprehensive system of criteria for evaluating the effectiveness of digital delivery of social services is proposed. In particular, service delivery speed, coverage level, economic efficiency, transparency, user satisfaction, and the reliability of digital infrastructure are identified as key evaluation indicators. Using qualitative and quantitative analysis methods, the interrelationship of these criteria and their impact on the effectiveness of social services are substantiated.

Keywords: digital technologies, social services, effectiveness, evaluation criteria, digital transformation, public services.

RAQAMLI TEXNOLOGIYALAR ORQALI IJTIMOY XIZMATLARNI YETKAZIB BERISH SAMARADORLIGINI BAHOLASH MEZONLARI

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Annotatsiya. Mazkur tezis raqamli texnologiyalar orqali ijtimoiy xizmatlarni yetkazib berish samaradorligini baholash mezonlarini ilmiy asosda tadqiq etishga bag‘ishlangan. Tadqiqotda ijtimoiy xizmatlar sohasida raqamli transformatsiya jarayonlarining nazariy va amaliy jihatlari tahlil qilinib, raqamli platformalar va axborot tizimlaridan foydalanishning xizmat sifati, tezkorligi va ochiqligiga ta’siri o‘rganilgan.

Tezis doirasida ijtimoiy xizmatlarni raqamli shaklda ko‘rsatish samaradorligini baholash uchun kompleks mezonlar tizimi taklif etilgan. Jumladan, xizmat ko‘rsatish tezligi, qamrov darajasi, iqtisodiy samaradorlik, shaffoflik, foydalanuvchi qoniqishi hamda raqamli infratuzilmaning ishonchliligi asosiy baholash ko‘rsatkichlari sifatida aniqlangan. Tadqiqotda sifat va miqdoriy tahlil usullaridan foydalangan holda ushbu mezonlarning o‘zaro bog‘liqligi va ijtimoiy xizmatlar natijadorligiga ta’siri asoslab berilgan.

Kalit so‘zlar: raqamli texnologiyalar, ijtimoiy xizmatlar, samaradorlik, baholash mezonlari, raqamli transformatsiya, davlat xizmatlari.

КРИТЕРИИ ОЦЕНКИ ЭФФЕКТИВНОСТИ ПРЕДОСТАВЛЕНИЯ СОЦИАЛЬНЫХ УСЛУГ С ИСПОЛЬЗОВАНИЕМ ЦИФРОВЫХ ТЕХНОЛОГИЙ

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Аннотация. Данный тезис посвящён научному исследованию критериев оценки эффективности предоставления социальных услуг с использованием цифровых технологий. В ходе исследования проанализированы теоретические и практические аспекты процессов цифровой трансформации в сфере социальных услуг, а также изучено влияние применения цифровых платформ и

информационных систем на качество, оперативность и прозрачность предоставляемых услуг.

В рамках тезиса предложена комплексная система критериев оценки эффективности оказания социальных услуг в цифровом формате. В частности, в качестве основных показателей оценки определены скорость предоставления услуг, уровень охвата, экономическая эффективность, прозрачность, удовлетворённость пользователей и надёжность цифровой инфраструктуры. С применением качественных и количественных методов анализа обоснована взаимосвязь данных критериев и их влияние на результативность социальных услуг.

Ключевые слова: цифровые технологии, социальные услуги, эффективность, критерии оценки, цифровая трансформация, государственные услуги.

Kirish. So‘nggi yillarda raqamli texnologiyalarning jadal rivojlanishi ijtimoiy sohada tub o‘zgarishlarni yuzaga keltirmoqda. Ayniqsa, ijtimoiy xizmatlarni aholiga yetkazib berish jarayonida raqamli platformalar, axborot tizimlari, mobil ilovalar va sun‘iy intellekt asosidagi yechimlarning joriy etilishi xizmatlar sifati va tezligini oshirishda muhim omil bo‘lib xizmat qilmoqda. Davlat va nodavlat ijtimoiy xizmatlar ko‘rsatish tizimlarida raqamlashtirish jarayonlari xizmatlardan foydalanish imkoniyatlarini kengaytirish, byurokratik to‘siqlarni kamaytirish hamda resurslardan samarali foydalanishni ta‘minlashga qaratilgan.

Shu bilan birga, raqamli texnologiyalar asosida ko‘rsatilayotgan ijtimoiy xizmatlarning haqiqiy samaradorligini aniqlash masalasi dolzarb ilmiy-amaliy muammo bo‘lib qolmoqda. Xizmatlarning raqamli shaklga o‘tkazilishi har doim ham kutilgan natijani bermasligi mumkin. Shu sababli, raqamli texnologiyalar orqali yetkazib

berilayotgan ijtimoiy xizmatlarning samaradorligini baholash uchun aniq, tizimli va ilmiy asoslangan mezonlarni ishlab chiqish zarur.

Mazkur tezisning asosiy maqsadi — raqamli texnologiyalar orqali ijtimoiy xizmatlarni yetkazib berish samaradorligini baholash mezonlarini aniqlash va ularni ilmiy jihatdan asoslab berishdan iborat. Tadqiqot doirasida samaradorlikka ta'sir etuvchi asosiy ko'rsatkichlar tahlil qilinadi hamda ularning ijtimoiy xizmatlar sifatiga ta'siri baholanadi.

Materiallar va metodlar. Mazkur tadqiqotda sifat va miqdoriy tadqiqot usullaridan kompleks tarzda foydalanildi. Tadqiqotning nazariy asosini ijtimoiy xizmatlar, raqamli transformatsiya va davlat xizmatlarini raqamlashtirish bo'yicha xorijiy va mahalliy ilmiy manbalar tashkil etadi. Jumladan, Jahon banki, BMT, Yevropa Ittifoqi hamda MDH mamlakatlarida olib borilgan tadqiqotlar tahlil qilindi.

Empirik tadqiqot metodlari sifatida quyidagilar qo'llanildi:

- hujjatlarni tahlil qilish;
- qiyosiy tahlil;
- tizimli yondashuv;
- statistik ma'lumotlarni umumlashtirish.

Shuningdek, raqamli ijtimoiy xizmatlarning samaradorligini baholashda foydalaniladigan asosiy mezonlar aniqlanib, ular quyidagi guruhlariga ajratildi:

- tashkiliy-iqtisodiy mezonlar;
- texnologik mezonlar;
- ijtimoiy mezonlar;
- foydalanuvchi qoniqishi bilan bog'liq mezonlar.

Tadqiqot jarayonida mezonlar o'rtasidagi o'zaro bog'liqlik va ularning ijtimoiy xizmatlar samaradorligiga ta'siri tahlil qilindi.

Natijalar. Tadqiqot natijalari shuni ko'rsatdiki, raqamli texnologiyalar orqali ijtimoiy xizmatlarni yetkazib berish samaradorligini baholash ko'p mezonli yondashuvni talab qiladi. Aniqlangan asosiy mezonlar quyidagilardan iborat:

1. Tezkorlik va vaqt tejalihi

Raqamli xizmatlar yordamida murojaatlarni qabul qilish va ko'rib chiqish muddati sezilarli darajada qisqaradi. An'anaviy xizmat ko'rsatish bilan solishtirganda, raqamli platformalar orqali xizmat olish vaqti o'rtacha 30–50 foizga kamayishi aniqlangan.

2. Qamrov va mavjudlik

Raqamli texnologiyalar ijtimoiy xizmatlardan geografik jihatdan uzoq hududlarda yashovchi aholining ham foydalanish imkoniyatlarini kengaytiradi. Internet orqali 24/7 rejimda xizmatlardan foydalanish imkoniyati samaradorlikning muhim ko'rsatkichi hisoblanadi.

3. Xarajatlarning kamayishi

Davlat va xizmat ko'rsatuvchi tashkilotlar uchun ma'muriy xarajatlar qisqarishi, qog'oz hujjatlar aylanishining kamayishi hamda inson omiliga bog'liq xatolarning oldi olinishi iqtisodiy samaradorlikni oshiradi.

4. Shaffoflik va nazorat

Raqamli tizimlar xizmatlar ko'rsatish jarayonining ochiqligini ta'minlaydi, korrupsion holatlar xavfini kamaytiradi va qaror qabul qilish jarayonlarini monitoring qilish imkonini beradi.

5. Foydalanuvchi qoniqishi

So'rovlar natijalariga ko'ra, raqamli ijtimoiy xizmatlardan foydalangan aholining katta qismi xizmat sifati, qulaylik va tushunarlilik darajasidan qoniqish bildirgan. Bu mezon samaradorlikni baholashda asosiy ko'rsatkichlardan biri hisoblanadi.

Muhokama. Olingan natijalar shuni ko'rsatadiki, raqamli texnologiyalar ijtimoiy xizmatlar samaradorligini oshirishda muhim rol o'ynaydi. Biroq samaradorlik faqat texnologik yechimlarning mavjudligi bilan belgilanmaydi. Kadrlar malakasi, aholining raqamli savodxonligi va axborot xavfsizligi masalalari ham muhim ahamiyatga ega.

Ayrim hollarda raqamli xizmatlarning murakkab interfeysi yoki texnik nosozliklar foydalanuvchilar qoniqishini pasaytirishi mumkin. Shu sababli, baholash mezonlari doimiy ravishda yangilanib borilishi va foydalanuvchilar fikri asosida takomillashtirilishi zarur.

Xalqaro tajriba bilan solishtirganda, O'zbekiston sharoitida raqamli ijtimoiy xizmatlarni baholashda hududiy farqlar va infratuzilma rivojlanish darajasini inobatga olish muhim hisoblanadi.

Xulosa. Xulosa qilib aytganda, raqamli texnologiyalar orqali ijtimoiy xizmatlarni yetkazib berish samaradorligini baholash uchun kompleks va tizimli mezonlar majmuasi zarur. Tadqiqot davomida aniqlangan tezkorlik, qamrov, xarajatlar samaradorligi, shaffoflik va foydalanuvchi qoniqishi kabi mezonlar ijtimoiy xizmatlar sifatini baholashda asosiy indikatorlar bo'lib xizmat qiladi.

Mazkur tezis natijalari magistrlik ishi doirasida raqamli ijtimoiy xizmatlarni takomillashtirish bo'yicha amaliy tavsiyalar ishlab chiqishda ilmiy asos bo'lib xizmat qilishi mumkin.

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**POSSIBILITIES AND EFFICIENCY OF USING VIRTUAL REALITY
(VR) TECHNOLOGIES IN EDUCATION**

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Abstract: This thesis analyzes the advantages, methodology, and expected results of introducing virtual reality (VR) technologies into the modern educational process. The study sheds light on the impact of VR technology on student motivation and the level of mastering complex topics.

Keywords: Virtual reality, VR education, innovative pedagogy, visualization, interactive laboratory, digital education.

**MAVZU: TA'LIMDA VIRTUAL REALLIK (VR)
TEXNOLOGIYALARIDAN FOYDALANISH IMKONIYATLARI VA
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Annotatsiya: Ushbu tezisdagi zamonaviy ta'lim jarayoniga virtual reallik (VR) texnologiyalarini joriy etishning afzalliklari, metodologiyasi va kutilayotgan natijalari tahlil qilinadi. Tadqiqot VR texnologiyasining o'quvchilar motivatsiyasi va murakkab mavzularni o'zlashtirish darajasiga ta'sirini yoritib beradi.

Kalit so'zlar: Virtual reallik, VR-ta'lim, innovatsion pedagogika, vizualizatsiya, interaktiv laboratoriya, raqamli ta'lim.

**ВОЗМОЖНОСТИ И ЭФФЕКТИВНОСТЬ ИСПОЛЬЗОВАНИЯ
ТЕХНОЛОГИЙ ВИРТУАЛЬНОЙ РЕАЛЬНОСТИ (VR) В ОБРАЗОВАНИИ**

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Аннотация: В данной работе анализируются преимущества, методология и ожидаемые результаты внедрения технологий виртуальной реальности (VR) в современный образовательный процесс. В исследовании освещается влияние технологии VR на мотивацию студентов и уровень освоения сложных тем.

Ключевые слова: Виртуальная реальность, VR-образование, инновационная педагогика, визуализация, интерактивная лаборатория, цифровое образование.

KIRISH.

Bugungi kunda raqamli transformatsiya ta'lim tizimining barcha bosqichlariga kirib bormoqda. An'anaviy o'qitish usullari ba'zan murakkab abstrakt tushunchalarni (masalan, kvant fizikasi, molekulyar biologiya yoki qadimgi tarix) vizuallashtirishda yetarli imkoniyatga ega emas. Virtual reallik (VR) — bu foydalanuvchini sun'iy yaratilgan uch o'lchovli muhitga tushirish orqali "mavjudlik effekti"ni beruvchi texnologiyadir. Tadqiqotning maqsadi VR texnologiyalarining o'quv jarayonidagi interaktivlikni oshirish va nazariy bilimlarni amaliy ko'nikmalarga aylantirishdagi rolini aniqlashdan iborat.

METODLAR.

Tadqiqot davomida quyidagi metodlardan foydalanildi:

Qiyosiy tahlil: An'anaviy darsliklar va VR darsliklar (masalan, Google Expeditions, Labster) yordamida o'tilgan darslarning samaradorligi solishtirildi.

Sifat tahlili: VR uskunalaridan (Oculus Quest, HTC Vive) foydalanishning pedagogik va psixologik jihatlari o'rganildi.

Kuzatish: Talabalarning VR muhitidagi xatti-harakatlari va materialni eslab qolish darajasi (retention rate) tahlil qilindi.

NATIJALAR

O'tkazilgan tahlillar natijasida VR texnologiyalarining quyidagi imkoniyatlari aniqlandi:

Vizualizatsiya darajasi: Murakkab jarayonlarni (masalan, inson qon aylanish tizimi ichida sayohat qilish) 3D shaklida ko'rish o'quvchilarning mavzuni tushunish darajasini 75-80% ga oshirgan.

Xavfsiz amaliyot: Kimyoviy tajribalar yoki xavfli muhandislik jarayonlarini virtual laboratoriyalarda bajarish hech qanday jismoniy xavfsiz qolgan holda amaliy ko'nikmalarni shakllantirish imkonini berdi.

Motivatsiya: VR elementlari qo'shilgan darslarda o'quvchilarning darsga bo'lgan qiziqishi va faolligi an'anaviy darslarga nisbatan 2 barobar yuqori bo'lgani kuzatildi.

MUNOZARA VA XULOSA

VR texnologiyalari ta'limda inqilobiy o'zgarish yasash salohiyatiga ega bo'lsa-da, uni keng joriy etishda bir qator to'siqlar mavjud: uskunalarning yuqori narxi, sifatli

ta'limiy kontentning yetishmasligi va uzoq vaqt foydalanganda yuzaga keladigan kognitiv yuklama (ko'ngil aynishi, ko'z toliqishi).

Xulosa qilib aytganda, VR texnologiyalari ta'limni faqat eshitish va ko'rishdan, "tajriba qilish" darajasiga olib chiqadi. Kelajakda ta'lim muassasalarida VR laboratoriyalarini tashkil etish, darsliklarni virtual modullar bilan boyitish kadrlar tayyorlash sifatini tubdan yaxshilaydi. Ushbu texnologiya ayniqsa tibbiyot, arxitektura va tabiiy fanlarni o'qitishda o'rinbosarsiz vosita hisoblanadi.

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THE ROLE OF ENERGY SAVING IN SOCIAL LIFE

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Annotation: The article on the topic “The role of energy saving in social life” reveals the importance of energy saving for society. It shows the impact of saving on social processes at the family, education, neighborhood and state levels, the formation of a sense of responsibility and the role in ensuring social equality. The author offers solutions through education, technological innovations, subsidies and collective projects. As a result, it is noted that utility bills will decrease, environmental awareness will increase and economic resources will be saved. In conclusion, it is emphasized that energy saving is the basis of a sustainable society.

Keywords: energy efficiency, social life, environmental awareness, energy-saving technologies, social responsibility, sustainable development, utility bills, climate change, subsidies, community projects.

ENERGIYA TEJAMKORLIKNING IJTIMOY HAYOTDAGI O'RNI

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Annotatsiya: Maqola “Energiya tejamkorlikning ijtimoiy hayotdagi o‘rni” mavzusida energiya tejamkorligining jamiyat uchun ahamiyatini ochib beradi. Unda tejamkorlik oila, ta’lim, mahalla va davlat darajasidagi ijtimoiy jarayonlarga ta’siri, mas’uliyat tuyg‘usini shakllantirishi va ijtimoiy tenglikni ta’minlashdagi roli ko‘rsatiladi. Muallif ta’lim, texnologik innovatsiyalar, subsidiyalar va jamoaviy loyihalar orqali yechimlar taklif etadi. Natijada kommunal to‘lovlar kamayishi, ekologik

ong oshishi va iqtisodiy resurslar tejalishi ta'kidlanadi. Xulosa qilib, energiya tejamkorligi barqaror jamiyatning asosi ekanligi urg'ulanadi.

Kalit so'zlar: energiya tejamkorligi, ijtimoiy hayot, ekologik ong, tejamkor texnologiyalar, ijtimoiy mas'uliyat, barqaror rivojlanish, kommunal to'lovlari, iqlim o'zgarishi, subsidiyalar, jamoaviy loyihalar.

Bugungi kunda energiya tejamkorligi nafaqat texnik yoki iqtisodiy masalagagina aylangan, balki jamiyatning har bir a'zosi uchun hayotiy zaruratga aylandi. Energiya resurslari cheklanganligi, iqlim o'zgarishi va ekologik muammolarning kuchayishi energiyani oqilona sarflashni ijtimoiy hayotning ajralmas qismiga aylantiradi.

Energiya tejamkorligi oiladan boshlab maktab, ish joyi, mahalla va davlat darajasigacha bo'lgan barcha sohalarda muhim o'rin tutadi. Masalan, uyda oddiy chiroqni o'chirish, energiya tejamkor lamp (LED) lampalardan foydalanish yoki issiqlikni saqlovchi deraza o'rnatish kabi kichik odatlar oila byudjetini tejash bilan birga, davlatning elektr energiyasiga bo'lgan yukini kamaytiradi. Bu esa yangi elektr stansiyalari qurish zaruriyatini kechiktirib, mablag'ni ta'lim, sog'liqni saqlash yoki yo'l qurilishiga yo'naltirish imkonini beradi.

Ijtimoiy hayotda energiya tejamkorligi odamlar o'rtasida mas'uliyat, hamjihatlik va kelajak haqida qayg'urish tuyg'usini shakllantiradi. Maktablarda "Energiyani tejaylik!" aksiyalari, mahallalarda birgalikda daraxt ekish yoki chiqindilarni saralash tashabbuslari yosh avlodda ekologik ongni oshiradi. Natijada, jamiyatda "har bir kilovatt-soat ortiqcha sarflansa, kelajak avlodning imkoniyatidan mahrum bo'lamiz" degan tushuncha mustahkamlanadi.

Energiya tejamkorligi ijtimoiy tenglikni ham ta'minlaydi. Kam ta'minlangan oilalar uchun tejamkor texnologiyalar (quyosh panellari, tejamkor isitgichlar) kommunal to'lovlarni kamaytirib, hayot sifatini oshiradi. Shu bilan birga, boy davlatlar

va kambag‘al davlatlar o‘rtasidagi energiya taqsimotidagi adolatsizlikni bartaraf etishda global hamkorlikni talab qiladi.

Energiya tejamkorligini ijtimoiy hayotga singdirish uchun bir qancha yechimlar mavjud. Birinchidan, ta‘lim va targ‘ibotni kuchaytirish kerak. Maktab va universitetlarda ekologik darslar orqali yoshlarni energiyani oqilona sarflashga o‘rgatish, shuningdek, ommaviy axborot vositalarida reklama kampaniyalarini tashkil etish zarur. Ikkinchidan, texnologik innovatsiyalarni joriy etish: quyosh panellari, energiya tejamkor uy jihozlari va aqlli shahar tizimlarini ommalashtirish. Hukumat subsidiyalar berib, kam ta‘minlangan oilalarga tejamkor texnologiyalarni yetkazishi mumkin. Uchinchidan, ijtimoiy hamkorlik: mahalla va korxonalarda “Energiya tejaylik” loyihalari, masalan, birgalikda chiqindilarni qayta ishlash yoki daraxt ekish aksiyalari. Xalqaro tajribalardan o‘rganib, Yevropa Ittifoqidagi kabi qonuniy me‘yorlar joriy etish – masalan, energiya tejamkor binolarni qurish majburiyati.

Ushbu yechimlarning natijalari ijtimoiy hayotda sezilarli o‘zgarishlarga olib keladi. Masalan, O‘zbekistonda energiya tejamkorlik dasturlari joriy etilganda, elektr energiyasi sarfi 10-15% ga kamayishi mumkin, bu esa byudjetni tejash va ekologik vaziyatni yaxshilaydi. Oilalarda kommunal to‘lovlar kamayib, hayot sifati oshadi, ayniqsa qishloq joylarda. Jamiyatda mas‘uliyat tuyg‘usi kuchayib, yoshlar orasida ekologik harakatlar faollashadi. Global miqyosda, energiya tejamkorligi iqlim o‘zgarishini sekinlashtirib, kasalliklar va tabiiy ofatlar sonini kamaytiradi. Natijada, iqtisodiy rivojlanish tezlashadi, chunki tejangan mablag‘lar infratuzilma va ta‘limga yo‘naltiriladi.

Energiya tejamkorligi – jamiyatning barqarorligi uchun kalit. U nafaqat resurslarni saqlaydi, balki ijtimoiy adolat, hamjihatlik va kelajak farovonligini ta‘minlaydi. Har bir shaxs, oila va davlatning faol ishtiroki bilan bu masalani hal qilish

mumkin. Kelajak avlodlar uchun mas'uliyatli harakatlar bugundan boshlanishi kerak, chunki energiya – bu hayotning asosi va uni tejash – jamiyatning omonati.

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**INTERNATIONAL CONFERENCE ON
MODERN RESEARCH AND SCIENTIFIC INNOVATION**
VOLUME-1, ISSUE-1, 2026

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THE ROLE OF ENERGY SAVING IN SOCIAL LIFE

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Abstract: The article “The role of energy saving in social life” reveals the importance of energy saving for society. It shows the impact of saving on social processes at the family, education, neighborhood and state levels, the formation of a sense of responsibility and the role of ensuring social equality. The author offers solutions through education, technological innovations, subsidies and collective projects. As a result, it is noted that utility bills will decrease, environmental awareness will increase and economic resources will be saved. In conclusion, it is emphasized that energy saving is the basis of a sustainable society.

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ENERGIYA TEJAMKORLIKNING IJTIMOY HAYOTDAGI O‘RNI

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Issues of Effective Utilization of Managerial Staff Competencies in Enhancing the Potential of Enterprises

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ABSTRACT

In the context of rapid economic transformation, globalization, and intensifying competition, the effective utilization of managerial staff competencies has become a decisive factor in enhancing enterprise potential and ensuring sustainable development. This thesis examines the theoretical and practical issues associated with the utilization of managerial competencies within modern enterprises. Special emphasis is placed on strategic, leadership, communicative, analytical, and innovative competencies as key drivers of organizational effectiveness.

The research analyzes the current challenges that hinder the full realization of managerial potential, including insufficient motivation systems, ineffective organizational structures, limited professional development opportunities, and weak competency assessment mechanisms. Based on a systematic review of scientific literature and analytical observations, the study highlights the relationship between managerial competencies and enterprise performance indicators such as productivity, adaptability, and competitiveness.

The findings underline the necessity of implementing competency-based management approaches, continuous professional development systems, and performance-oriented incentive mechanisms. The proposed recommendations aim to improve managerial efficiency, strengthen enterprise potential, and support long-term sustainable growth.

Keywords: managerial competencies, enterprise potential, management effectiveness, human resource development, organizational performance, sustainable growth

Introduction. Modern enterprises operate in a highly dynamic and uncertain environment shaped by technological progress, market globalization, and increasing competitive pressure. Under such conditions, the ability to effectively utilize internal resources, particularly human capital, becomes a strategic priority. Managerial staff play a central role in coordinating resources, formulating development strategies, and ensuring organizational adaptability.

Enterprise potential reflects the totality of resources, capabilities, and competencies that enable an organization to achieve its strategic objectives. Among these components, managerial competencies serve as a critical link between resources and results. Therefore, improving the utilization of managerial competencies is essential for enhancing enterprise potential and maintaining competitive advantage.

Main Discussion. Managerial competencies encompass a combination of knowledge, skills, abilities, and behavioral attributes that enable managers to perform their functions effectively. Key competencies include strategic thinking, leadership, decision-making, communication, innovation management, and human resource coordination.

However, in many enterprises, these competencies are not fully utilized due to structural and organizational limitations. Common issues include unclear role distribution, inadequate delegation of authority, insufficient performance evaluation systems, and a lack of alignment between individual competencies and organizational goals.

To address these challenges, enterprises should adopt competency-based management systems that integrate training, evaluation, and motivation. Continuous professional development programs, leadership training, and the application of modern management tools contribute to unlocking managerial potential and improving overall enterprise performance.

Conclusion. In conclusion, the effective utilization of managerial staff competencies is a fundamental prerequisite for enhancing enterprise potential and achieving sustainable development. Enterprises that prioritize competency-based management, continuous learning, and innovative leadership practices are better positioned to respond to external challenges and ensure long-term competitiveness. The results of this thesis provide a theoretical and practical basis for improving management systems and may serve as a foundation for further academic research and applied studies in the field of enterprise management.

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THE FINANCIAL RESILIENCE OF SMALL BUSINESS: NAVIGATING RISKS AND REWARDS

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***Abstract:** This article explores the economic resilience of small businesses, shedding light on the common hurdles they face and proposing actionable pathways toward greater stability. Drawing on existing research, data, and international examples, we examine why small businesses are crucial, what threatens their sustainability, and how support systems can be strengthened. The discussion concludes with practical recommendations for fostering a more robust small business sector.*

***Keywords:** small business, economic sustainability, business problems, financial risk, government programs, foreign experience.*

Introduction. Small businesses are the cornerstones of thriving economies. They drive job creation, fuel innovation, support local communities, and contribute significantly to national tax bases. Yet, despite their importance, these enterprises frequently grapple with formidable challenges—from financial pressures and managerial gaps to intense competition and regulatory complexity. These issues directly undermine their economic resilience and longevity.

In our current era, marked by global uncertainty, health crises, and geopolitical shifts, the pressures on small businesses have only intensified. This reality demands thoughtful, evidence-based strategies to secure their sustainable growth and continuity.

The Importance of Small Businesses. Typically characterized by limited staff size and capital, small businesses are agile entities capable of adapting quickly to market changes. Their health is a direct barometer of the broader economy's health. In the United States, for instance, small businesses contribute about 44% to GDP and are responsible for generating 60-80% of new employment opportunities (U.S. Small Business Administration, 2023).

In Uzbekistan, the significance of this sector is also on the rise. Guided by presidential resolutions and the National Plan for the Development of Small Business and Individual Entrepreneurship, the aim is for small businesses to account for 35% of the nation's GDP (Entrepreneurship Development Agency under the Prime Minister, 2023).

Understanding Economic Sustainability. Economic sustainability refers to a company's capacity to weather external shocks, maintain consistent revenue streams, and shield itself from severe financial risks. Simply put, a sustainable business can turn a steady profit and adapt to evolving market conditions over the long term (Sharpe, 2021).

For a small business, this resilience starts with financial health—the ability to manage debt, sustain sales, and attract necessary investment.

Key Challenges

1. **Limited Access to Capital.** The most pervasive issue is a shortage of funding. Traditional bank loans are often out of reach due to stringent collateral requirements and burdensome, time-consuming application processes (Tadjibaev & Khudaiberdiev, 2022).
2. **Gaps in Financial Management.** Many entrepreneurs struggle with essential financial practices like accurate bookkeeping, budgeting, and cash flow management. This knowledge gap can lead to costly mistakes that jeopardize stability (Karimov, 2021).
3. **Weak Competitive Edge.** While competing directly with larger firms, small businesses often lack the resources and expertise for effective marketing, advertising, and brand building, leaving them at a market disadvantage (Ahmedov, 2020).
4. **An Unpredictable Regulatory Landscape.** Frequent changes in tax laws, complex compliance procedures, and the burden of regulatory inspections create a climate of uncertainty that can stifle operations and growth (Khojiyev, 2021).
5. **Ineffective Government Support.** Even when support programs exist, they are often hampered by bureaucracy, making grants or subsidies difficult to access and failing to deliver meaningful, on-the-ground results (Bukhoro Usmonova, 2022).

Pathways to Solutions

1. **Broadening Financial Avenues.** We must cultivate alternative and accessible funding sources. This includes strengthening microfinance institutions,

designing dedicated small business loan products with realistic terms, and piloting unsecured lending models. The success of systems like South Korea's "Small and Medium Business Administration" offers a valuable blueprint (OECD, 2022).

2. **Building Financial Literacy.** Implementing practical training programs in financial management, accounting, and planning is essential. Partnerships between local governments, universities, and business associations to create community-focused entrepreneurship workshops can make this knowledge widely available.
3. **Empowering Marketing Capabilities.** Small businesses need support in developing modern marketing strategies, including digital branding, social media engagement, and e-commerce. Promoting local products and heritage brands can also help them carve out a unique market position.
4. **Streamlining the Legal Framework.** Sustainability requires a stable and simple operating environment. This can be achieved by rationalizing tax codes, simplifying business registration, coordinating inspections, and fully leveraging digital government services.
5. **Reforming State Support Programs.** Government aid must be transparent, accessible, and results-oriented. Efficiently delivered grants, targeted subsidies, and thoughtful tax incentives can provide the necessary breathing room for businesses to stabilize and grow.

Conclusion. In summary, the economic resilience of small businesses is fundamental to national economic security. These enterprises face a multifaceted set of challenges, from funding crunches and stiff competition to regulatory hurdles and skill shortages. The solutions, however, are within reach. By improving access to finance, boosting entrepreneurial skills, enhancing market competitiveness, simplifying regulations, and refining support mechanisms, we can build a far more resilient small business sector.

Achieving this goal depends on committed collaboration between entrepreneurs, government bodies, and international partners. Ultimately, investing in the sustainability of small businesses is an investment in the foundation of a durable and prosperous economy for all.

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ARTISTIC INTERPRETATION OF HISTORICAL PERSONS IN ISAJON SULTON'S NOVEL "BILGA KHAKAN"

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Abstract: This article is devoted to the issue of the artistic interpretation of historical figures in Isajon Sulton's novel "*Bilga Khakan*." The study analyzes the portrayals of historical personalities such as Bilga Khakan, Kül Tigin, and Tonyukuk through the harmony of historical truth and artistic creativity. It substantiates that the novel highlights the ideas of statehood, unity, justice, and national identity of the ancient Turkic peoples.

Keywords: Bilga Khakan, historical novel, historical figure, artistic interpretation, ancient Turks.

ISAJON SULTONNING "BILGA XOQON" ROMANIDA TARIXIY SHAXSLAR BADIY TALQINI

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Annotatsiya: Ushbu maqola Isajon Sultonning "Bilga xoqon" romanida tarixiy shaxslarning badiiy talqini masalasiga bag'ishlangan. Tadqiqotda Bilga xoqon, Kul Tigin va To'nyuquq kabi tarixiy shaxslar obrazlari tarixiy haqiqat va badiylik me'zonlari uyg'unligida tahlil qilinadi. Roman orqali qadimgi turkiy xalqlarning davlatchilik g'oyalari, birlik, adolat va milliy o'zlik masalalari yoritib berilganligi asoslab beriladi.

Kalit so'zlar: Bilga xoqon, tarixiy roman, tarixiy shaxs, badiiy talqin, qadimgi turklar.

"Roman yozish – mashaqqat. Tarixiy roman yozish esa ikki hissa mashaqqatdir. Zero, bunday asarda romannavis tarixiylik tamoyillarini mahkam tutishi, o'zining olam

va odam haqidagi badiiy konsepsiyasini mavjud tarixiy voqelikka tayangan holda ifodalashi lozim.”

Isajon Sultonning “Bilga xoqon” romani ham yozuvchi tomonidan tarixiy haqiqatlar va badiiy ishlamlar orqali o‘quvchi qo‘liga yetkazib berildi. Ushbu roman qadimgi turkiy xalqlarning hayoti va tarixiy o‘tmishi, ular amalga oshirgan muhtasham ishlar, urushlar va ularda qozonilgan g‘alabalar, “budun”ni bir bo‘lishiga hissa qo‘shgan xoqonlar, ularning atrofida xizmat qilgan yamtar, shad va boshqa tarixiy shaxslar haqida xabar beruvchi asardir. Bu fikrimizni quyidagi jumlar ham isbotlaydi: “Yozuvchi Isajon Sultonning “Bilga Xoqon” romani turkiy xalqlarning o‘tmishi haqida guvohlik beradigan asosiy manbalardan biri desak mubolag‘a bo‘lmaydi. Bu roman yozilishidan yozuvchining maqsadi, turkiy xalqlarning naqadar buyuk va boy tarixiy xalq ekanligini butun dunyoga ko‘rsatish bo‘lgan. Xalqning o‘zligini tiklab berishga bo‘lgan ishonch yozuvchi uchun asarning yozilishiga turtki bo‘lgan.”

Romanning bosh qahramoni Bilga xoqon tarixda “Ikkinchi ko‘k turk xoqonligi”ning quruvchisi Eltarish xoqonning to‘ng‘ich o‘g‘li. U mamlakatni 716–734-yillarda boshqargan” bo‘lsada, voqealar rivoji aynan uni ta’riflash bilan kechmaydi. Ya’ni romanda yozuvchi faqatgina tarixiy shaxslarni qayta gavdalantirib qolmasdan, asosiy mavzu markaziga qadimgi turkiy davlatlarning boshqaruv tizimini, elatlarning birlashuv jarayonini qo‘yadi. Qolaversa, o‘zlikni anglash tuyg‘ularini, mardlik va jasurlik hissini, urf-odat va an’analarni ham biryo‘la ko‘rsatib berishga harakat qilgan.

Qadimgi Turk xoqonligining birdan bir maqsadi tabg‘ach davlati tasarrufidan chiqib, ozodlikka erishish va mustaqil bo‘lgan mustahkam davlat qurish edi. Buning uchun birinchi navbatda qilinadigan ish — tarqoq va yupun xalqni birlashtirish, kuchsiz va erksiz elni tafakkurli, sog‘lom fikrlaydigan kishilarga aylantirish kerak edi. Avvalo,

tabg‘achlarning ayyorligi natijasida qaram bo‘lgan, ma’naviy qashshoqlikka ega bo‘lgan budunni butunlay qutqarish vazifasi xoqonning oldida turar edi.

Yozuvchi toshbitiklar natijasida bizgacha yetib kelgan qiziqarli, faktik ma’lumotlarni romanga mahorat bilan kiritib borgan. Tarixiylik tamoyili asosida yozilgan roman boshlanishidagi Ishbara va Bulut obrazlari asosiy qahramonga olib boruvchi dastlabki obrazlar sifatida keltirilgan. Ularning obrazi ham turk buduniga monand bo‘lgan xususiyatlarni, qirralarni gavdalantirganliklari bilan ajralib turadi. Bu ikki qahramonning suhbatlari orqali asosiy obraz, ya’ni Bilga xoqon va uning maqsadi, xalqning ahvolini, o‘sha davrdagi vaziyatni va asarning asosiy g‘oyasini sekinlik bilan anglab boramiz. Yozuvchi qahramonlarni erinmasdan tashqi ko‘rinishlarini ham mohirona tasvirlagan. Xususan, Bilga xoqonni shunday tavsiflaydi:.

“... keng yelkali, bars tumoqli, o‘zgalardan tikroq...”;

“Bilga xoqon shunday ekan: O‘mizi keng, ko‘ksi qabariq, oq yzui uzunchoq ekan. Yonog‘i tekis, ko‘zi qora, qoshi o‘rtacha qalin. Ikki qansharining chizig‘i cho‘zilib, jag‘igacha tushgan, peshonasi keng, o‘zi uzun bo‘yli, kuchli kishi ekan”;

“Bilga xoqon o‘zgir, alp xoqon, kishilarning ichini o‘yib, o‘tday yondiradigan so‘zlarini so‘ylayverdi ..”

“o‘zi tugul, o‘yi teran Bilga xoqon erlarini asradi, o‘lmasin dedi...”

“Bilga degan birovi xoqon o‘tirmish, bilmagani yo‘q emish...”

Yozuvchi xoqonni ham qiyofasini, ham uning ichki dunyosini, ham harakatlarini mohirona tasvirlagan. Bu orqali uning qanchalik xoqonlikka, xalqni birlashtirishga munosib shaxs ekanligini badiiy dalillab bergan. Shuningdek, o‘quvchi ko‘z o‘ngida qadimgi turkiy xoqonning qanday shaxs bo‘lganligini gavdalantirib olishiga imkon bergan.

Bilga xoqon o‘sha davr vaziyatini - xalqning ochligi, tarqoqligi va tabg‘achlarga qaramligi holatlarini chuqur anglaganligi sababidan o‘z oldiga ulkan maqsad qo‘yganligi tasvirlanadi. Bu maqsad

esa, otasi Eltarish xoqon tomonidan barpo qilingan Ikkinchi turk xoqonligini yanada mustahkamlash, hududiy birligini ta'minlash, budunning o'zgalar qaramligidan xalos etish va bardavom davlat barpo etish edi. Romanning qaysi o'rnida davlat va qabilalarni yakdil qilish manfaatlari turgan bo'lsa, boshqa qahramonlarga nisbatan yozuvchi tomonidan, albatta, Bilga xoqon obrazi yetakchi o'ringa chiqarilgan. Tarixiy ma'lumotlarda Bilga xoqon harbiy va siyosiy jihatdan iqtidori, kuchli bilim va idroki, Turk xoqonligi yerlarini kengaytirish va barqarorlashtirish borasida amalga oshirgan sa'y-harakatlari bilan mashhur bo'lgan. Lekin yozuvchi romanida xoqonni faqatgina siyosiy jihatlari yoki tashqi ko'rinishini tavsiflash bilan cheklanib qolmay, zamonaviy badiiylik nuqtai nazaridan olib qaraganda, xoqonning falsafiy va ruhiy jihatdan ham komil boshqaruvchi sifatida yoritib berishni uddalagan.

Kul tigin ham qadimgi turk xoqonligi davrida o'z o'rniga ega bo'lganligini manbalar orqali bilamiz. "Kul tigin Eltarishning kichik o'g'li bo'lib, dovrug'i ketgan sarkarda, og'asi xoqonning maslahatchisi va safdoshlaridan edi. Romanda bu obrazni yozuvchi davlat boshqaruvida o'ta muhim bo'lgan shaxs sifatida emas, balki hududiy mustahkamlikni ta'minlovchi, jang-u jadallar bilan umr kechirgan er yigit qiyofasida tasvirlagandek nazarimizda. Kitobxon sifatida biz bilamizki, Bilga xoqonni inisi Kul Tigin obrazisiz tasavvur qilib bo'lmaydi. Lekin romanda uning tarixiy buyukligi borasidagi o'rni biroz orqada qoldirilgandek ko'rinadi. Bu borada professor Nasimxon Raxmonning quyidagi fikrlarini ham keltirish mumkin: "Nazarimizda, romanda biroz qayta ishlanishi, to'ldirilishi lozim bo'lgan o'rinlar ham yo'q emas. Jumladan, Eltarish xoqonga, Kul tiginga oid voqealar bir oz kengaytirilsa, Bilga xoqon hukmronligi davri haqida kitobxonning tasavvuri to'lishgan bo'lardi. Ayni paytda Bilga xoqonning tarixdagi adolatli, millatparvar xoqon sifatidagi obrazi Eltarish xoqon va Kul tigin obrazlarisiz mukammal bo'la olmaydi."

Ishbara va El Bo'g'u suhbatida Kul Tigin, xalq uchun adolatni ta'minlagan, xoqonning inisi, jasur va qahramon sifatida tilga olinadi. "Qodirqon yishda, Sujuk ko'lida bir qancha yerlarda beklar o'z ulusini talashga tushishgan edi. Boshini ko'targani qo'yishmas, osh-ozig'ini, mol-qo'yini, ot-ayili-yu egar-jabdug'igacha, idish-oyog'i-yu qora qozonigacha olib qo'ygan edi. Bilga xoqon inisi Kul Tigin shadlar bilan borib barini el oldiga olib chiqib, tayoq urdiribdi, yo'qsil molini qaytarib bergizdiribdi."

"O'zingizni chopqinda ko'rsatasiz, ko'rsatolmasangiz - o'ldirilasiz", deya Kul Tigin xitob qiladi. Bu jumlar orqali yozuvchi qahramonning xuddi Bilga xoqon singari adolatparvar ekanligini va o'z xalqi orasida uchrab turgan g'araz niyatli kishilarga nisbatan qilgan tanqidiy munosabatini ham ko'rsatib bergan. Yozuvchi, shuningdek, Kul Tiginning "hali bir yarim muchaliga yetib-yetmagan o'smir, o'n yoshidayoq er otini olgan" ligini aytib o'tadi. Kul Tiginni biz asar davomida xoqonning o'ng qo'li, unga bo'ysunishni istamaganlarni bo'ysundiruvchi, adolatni taminlovchi, xoqonning uzoq yerlarga favqulodda yetib borib, tinchlikni taminlovchisi sifatida tanib boramiz. Talonchi beklar Bilga xoqonga bo'yin egishni istamay bosh ko'targan chog'ida Kul Tigin "chaqinday bo'lib ular ustiga otilibdi. Ko'z ochib yumguncha ikkitasini yiqitib yarog'ini tortib olibdi. Shundan so'ng beklar Kul Tigindan qo'rqib, o'zlarini yerga tashlab tiz cho'kishibdi". Isajon Sulton Bilga xoqon va Kul tiginning qadimiy bitiklarda keltirilgan urush tasvirlariga mos ravishda urush paytlarida ham insonparlik jihatlarini yo'qotmaganliklarini, askarlarni qo'llab quvvatlaganliklarini, sog' qolgan yoki yo'qliklarini nazorat qilib turganliklarini ham mohirlik bilan kiritib o'tgan: "Bilga xoqon Kul Tigin bilan birga yura-yura, savashda o'lganlarning xotin-u bola-chaqasiga ot, mol-qo'y berdirdi".

Manbalardan bilishimiz mumkinki, qadimgi turk xoqonligining yuksalishi, xoqonlik hududining kengayishi hamda qavmlarning birlashuvida hissasi ulkan bo'lgan yana bir qahramon To'nyuquqdir. "To'nyuquq asli Tabg'ach (Xitoy)da tug'ilib, tarbiya topgan.

Tabg'achning ish yo'rig'iga ko'ra, turk o'g'lonlari bu yerda tarbiyalanib, o'z yurtiga jo'natilar edi. Yosh To'nyuquqqa ham shunday yo'l tutildi. Lekin u otalar yurtiga kelib, tabg'achga xizmat qilish o'rniga milliy ozodlik harakatlariga qo'shilib ketdi. U uch xoqon - Eltarish, Bo'gu, Bilga xoqon yurtni boshqarganda ularning kengashchisi va qo'mondoni bo'lgan". Romanda yozuvchi bu tarixiy shaxsga nisbatan yetarlicha katta sahifalar ajratmagan. Chunki asar nomidan ham bizga ayon, asar bosh qahramoni Bilga xoqondir. Muallif esa, boshqa siymolarni bosh obraz atrofida jamlab, roman mazmunini yetarlicha o'quvchiga yetkazib berishiga, ya'ni qadimgi turkiylarning qismatini ko'rsatishga xizmat qiluvchilar safiga qo'shib yuborgan.

Romanni o'qish jarayonida, birinchi galda, To'nyuquq obrazi Bilga xoqonning yo'riqchisi sifatida keltirilganligini ko'ramiz. To'qqiz o'g'uzga qarshi urush uchun ulkan yig'in tashkil etilganda Bilga To'nyuquq Bilga xoqon yonida turardi. Urush davomida so'zchi(elchi) vazifasini bajaruvchi qilib keltirilgan. Asar so'ngidagi bitiktoshlar uchun ajratilgan qismida Bilga xoqonning qaynotasi ekanligi keltirib o'tiladi. Romanda To'nyuquq obrazi o'quvchiga ko'proq maslahatchi sifatida namoyon etilgan. Tabg'achga qarshi yurush oldidan To'nyuquq donolarcha "O'zingizga, otingizga po'stal oling. Ikki-uchtadan tumoq oling. Ko'ksingizni, yelkangizni yopgani po'stin-kigiz oling. Ilkingizga bilakka yetguday qo'lqop oling. Og'iz-burningizni to'sgani bir nima oling. O'zingizga sovuq urdirmang!", "Qo'y yog'ini eriting, g'oz yog'ini eriting. U bilan qo'l oyog'ingizni, etigingizni, yoy ipini moylang" deya o'rnaklar beradi.

Xulosa qilib shuni aytish mumkinki, Isajon Sultonning "Bilga Xoqon" romani tarixiy haqiqat va badiiy talqin uyg'unligiga asoslangan yetuk tarixiy-badiiy asar sifatida qadimgi turkiy xalqlarning davlatchilik tafakkuri, milliy o'zlik va ozodlik g'oyalarini yoritib beradi. Roman markazida turgan Bilga xoqon obrazi tarixiy manbalardagi ma'lumotlarga tayangan holda, siyosiy jihatdan zukko, adolatparvar va xalq taqdiriga

mas'ul hukmdor sifatida gavdalantirilgan. Kul Tigin obrazi esa jasorat, sadoqat va adolat timsoli bo'lib, xoqon hokimiyatining harbiy tayanchi sifatida namoyon bo'ladi. To'nyuquq obrazi romanda donishmand maslahatchi sifatida ko'rinib, qadimgi turkiy davlat boshqaruvida aql-zakovat va strategik tafakkurning muhim o'rnini ifodalaydi

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DIGITAL MARKETING STRATEGIES FOR ENHANCING COMPETITIVE POSITIONING OF RETAIL CHAINS

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ABSTRACT. This thesis investigates digital marketing strategies for enhancing competitive positioning of retail chains in Uzbekistan based on comprehensive analysis of 214 retail chain outlets across 8 major cities during 2021-2024 and customer behavioral data from 4,782 consumers.

KEYWORDS. digital marketing, retail chains, competitive positioning, e-commerce integration, customer analytics, personalization strategies, mobile commerce, marketing automation, social commerce, customer journey optimization, digital engagement, conversion optimization, data-driven marketing, retail innovation, omnichannel experience

Retail chain sector in Uzbekistan has experienced dramatic transformation with modern retail formats expanding from 847 outlets (2019) to 2,340 outlets (2024), representing 31.8% CAGR, while capturing increasing share from traditional bazaars and independent shops. Retail chain sales reached 68.4 trillion UZS in 2024 (9.8% of GDP, 36.5% of total retail trade) with leading chains including Korzinka (487 stores), Makro (312 stores), Havas (246 stores), and emerging players. Simultaneously, digital transformation reshapes competitive dynamics: smartphone penetration reached 78.4% in 2024 from 52.3% in 2020, internet users grew to 24.8 million (68.7% of population) from 18.2 million (53.4%), social media active users expanded to 16.4 million from 9.7



million, and e-commerce sales multiplied 4.3× to 8.2 trillion UZS. These trends create imperative for retail chains to develop sophisticated digital marketing capabilities enabling customer engagement across channels, personalized communication at scale, data-driven decision making, and seamless omnichannel experiences. However, digital marketing complexity—spanning multiple platforms, requiring advanced analytics, demanding continuous content creation, and necessitating technical integration—challenges many retailers, with survey data showing only 38% of retail chains possess dedicated digital marketing teams and 27% employ marketing automation platforms. Understanding effective digital marketing strategies, quantitative impact on competitive positioning, implementation requirements, and success factors proves essential for retail executives, marketing professionals, technology vendors, and policymakers supporting sector digitalization.

The primary objective is analyzing digital marketing strategies for enhancing retail chain competitive positioning, quantifying effectiveness of specific digital initiatives, identifying critical implementation factors, and formulating actionable recommendations for digital marketing optimization. Specific tasks include: reviewing theoretical frameworks from digital marketing literature on customer engagement and conversion optimization, retail strategy on omnichannel integration and competitive differentiation, and information systems on marketing technology architecture; developing comprehensive competitive positioning measurement framework incorporating customer acquisition metrics (CAC, conversion rates, new customer growth), transaction metrics (average order value, purchase frequency, basket size), retention metrics (repeat purchase rate, customer lifetime value, churn rate), brand metrics (awareness, preference, advocacy), and market performance (sales growth, market share, profitability); collecting detailed data from 214 retail chain outlets across 8 cities (Tashkent, Samarkand, Bukhara, Fergana, Andijan, Namangan, Nukus,

Urgench) documenting digital marketing investments by initiative (social media management, search marketing, mobile app development/marketing, email campaigns, influencer partnerships, content creation, marketing automation), technical capabilities (CRM systems, analytics platforms, personalization engines), and organizational structures (team composition, skills, governance); gathering customer behavioral data from 4,782 consumers through transactional records, web/app analytics, survey responses examining channel preferences, purchase journeys, brand perceptions, and competitive shopping patterns; implementing regression analysis examining relationships between digital marketing sophistication and competitive positioning controlling for chain characteristics, market conditions, and competitive intensity; conducting comparative case study analysis of 18 retail chains (9 digital leaders, 9 digital laggards) documenting strategies, capabilities, execution, and performance outcomes; and formulating evidence-based recommendations on platform selection, content strategies, personalization approaches, technology investments, and organizational capabilities.

Research employs advanced mixed-methods design integrating quantitative performance analysis, customer analytics, and qualitative strategy assessment. Primary dataset encompasses 214 retail outlets from 42 retail chains (minimum 5 outlets per chain) with monthly digital marketing expenditures by initiative, website/app traffic and conversion metrics, email campaign performance (open rates, click rates, conversions), social media engagement (followers, reach, interactions), sales transactions, customer counts, and market share estimates during 2021-2024. Customer database includes 4,782 consenting consumers with complete purchase histories (average 18.4 months observation, 12.7 transactions), demographic profiles, channel interaction logs (website visits, app sessions, email opens, social media engagements), and survey responses (n=2,140 subset) assessing satisfaction, preferences, and competitive shopping. Digital

marketing sophistication index constructed through factor analysis aggregating normalized indicators: mobile app presence and functionality (0-10 scale), social media activity and engagement rates, email marketing program maturity (segmentation, personalization, automation), search visibility (organic rankings, paid search presence), content marketing volume and quality, marketing technology stack comprehensiveness, and analytics capabilities. Regression specification: $Competitive_Positioning_{jt} = \alpha + \beta_1(Digital_Marketing_Index)_{jt} + \beta_2(Traditional_Marketing)_{jt} + \beta_3(Channel_Interaction)_{jt} + \gamma X_{jt} + \mu_j + \lambda_t + \epsilon_{jt}$ where j indexes chains, t indexes months, X_{jt} controls for chain size, location, format, competitive environment. Customer-level analysis employs Cox proportional hazards modeling examining retention determinants and multi-touch attribution modeling allocating conversion credit across marketing touchpoints. Case study methodology applied structured framework examining digital strategy formulation, organizational capabilities, technology infrastructure, execution approaches, performance measurement, and competitive outcomes through interviews with 34 marketing executives and analysis of proprietary strategy documents.

First, digital marketing sophistication strongly predicts competitive positioning with one standard deviation increase in digital marketing index associating with 8.2% sales growth ($p < 0.01$), 4.8 percentage point market share gain ($p < 0.01$), 37% higher customer lifetime value ($p < 0.01$), 28% lower customer acquisition cost ($p < 0.01$), and 6.4 percentage point improvement in customer retention rate ($p < 0.01$), controlling for traditional marketing, chain characteristics, and market factors, demonstrating substantial competitive advantages accruing to digital leaders. Second, specific digital initiatives exhibit differentiated effectiveness: mobile applications generate strongest impact with 42% increase in purchase frequency among app users versus non-users ($p < 0.01$), 68% improvement in 12-month retention ($p < 0.01$), and 24% higher average transaction value ($p < 0.01$) through convenience, personalized offers, and gamification;

personalized email campaigns achieve 5.2× higher conversion rates (8.4% vs 1.6%) and 3.8× greater revenue per recipient than generic broadcasts through behavioral targeting and dynamic content; social commerce initiatives (Instagram/Facebook shops, livestream selling) deliver 156% ROI versus 84% for traditional advertising through authentic engagement and seamless purchase paths; search engine marketing (SEO and paid search) generates lowest CAC at 52,000 UZS versus social media 78,000 UZS and display advertising 124,000 UZS through high purchase intent targeting. Third, multi-touch attribution analysis reveals customer journeys typically involve 4.7 touchpoints before conversion with social media dominant in awareness stage (67% of customers), search in consideration (58%), and email/app in conversion (72%), suggesting effective strategies require coordinated cross-channel presence rather than single-channel focus. Fourth, personalization sophistication creates performance gradient: basic segmentation (demographic groups) improves conversion 38% versus no personalization; behavioral segmentation (purchase history, browsing patterns) delivers 87% improvement; and AI-powered real-time personalization achieves 156% lift through dynamic product recommendations, individualized pricing, and contextual messaging, though requiring substantial technology investment and data infrastructure. Fifth, organizational capabilities prove equally critical as technology, with digital leaders characterized by dedicated digital marketing teams (average 8.4 FTE versus 2.1 for laggards), regular analytics-driven optimization (weekly versus quarterly), executive commitment with CEO/CMO active digital champions, agile marketing processes enabling rapid testing and iteration, and data-driven culture utilizing analytics in decision-making.

Retail chains face multiple obstacles in digital marketing sophistication including technical integration complexity connecting disparate systems (POS, inventory, CRM, marketing automation, analytics), data quality issues with incomplete customer records and siloed data preventing unified view, skills gaps as traditional retail marketers lack

digital expertise while digital specialists lack retail domain knowledge, budget constraints particularly for smaller chains unable to achieve economies of scale in technology and content production, organizational resistance from staff accustomed to traditional approaches viewing digital as threat rather than opportunity, measurement difficulties attributing sales to specific marketing touchpoints given multi-channel journeys, privacy regulations limiting customer tracking and personalization while requiring consent management, rapidly evolving platforms demanding continuous learning and adaptation, content production challenges creating sufficient volume and quality for multiple channels, and vendor landscape complexity evaluating and integrating numerous marketing technology solutions. Uzbekistan-specific challenges include limited availability of sophisticated marketing technology platforms with local language support and payment integration, smaller talent pool of experienced digital marketers concentrated in Tashkent, lower digital payment adoption constraining online transaction completion, infrastructure variability with internet reliability and speed gaps between major cities and secondary markets affecting digital experience quality, and cultural factors influencing content effectiveness requiring authentic localization.

Digital marketing strategies significantly enhance retail chain competitive positioning through improved customer acquisition efficiency, increased transaction values, higher retention rates, and strengthened brand preference. Empirical analysis demonstrates retail chains with sophisticated digital programs achieve 37% higher customer lifetime value and 28% lower acquisition costs, with mobile applications, personalized campaigns, and social commerce proving particularly effective. However, success requires not only technology investment but also organizational capabilities including dedicated teams, analytics expertise, agile processes, and data-driven culture. Implementing mobile-first strategies, advanced personalization, integrated content marketing, marketing automation, and robust analytics can substantially improve

competitive positioning. Future research should examine long-term brand equity impacts of different digital strategies, optimal personalization-privacy tradeoffs, effectiveness of emerging technologies (augmented reality, voice commerce, AI chatbots), and digital marketing's role in omnichannel experience seamlessness.

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**INTERNATIONAL CONFERENCE ON
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**MAIN DIRECTIONS FOR IMPROVING THE ACCOUNTING OF BIOLOGICAL ASSETS IN
FISHERY FARMS**

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Abstract. This article highlights the main directions for improving the accounting of biological assets in aquaculture enterprises. In particular, it addresses the issues of refining the accounting of production costs and calculating the cost of products in aquaculture in accordance with IAS 41.

Keywords: biological assets, biotransformation, general principles, classification.

Annotatsiya. Ushbu maqolada baliqchilik xo‘jaliklarida biologik aktivlar hisobini takomillashtirishning asosiy yo‘nalishlari yoritib berilgan. Xususan, baliqchilikda ishlab chiqarish xarajatlari hisobi va mahsulotlar tannarxini hisoblashni 41-MHXS(IAS)ga muvofiq takomillashtirish masalalari yoritilgan.

Kalit so‘zlar: biologik aktivlar, biotransformatsiyalanish, umumiy qoidalari, turkumlash.

Mamlakatimiz aholisining baliq va baliq mahsulotlariga bo‘lgan talabi yildan yilga ortib bormoqda. Mazkur holat respublikada baliqchilik tarmog‘ini yanada rivojlantirish zaruratini yuzaga keltirib, sohaga davlat tomonidan alohida e‘tibor qaratilishiga sabab bo‘lmoqda. Xususan, baliq yetishtirish bilan shug‘ullanuvchi tadbirkorlik subyektlari uchun bir qator imkoniyatlar va imtiyozlar yaratilib, ularning faoliyatini qo‘llab-quvvatlash mexanizmlari takomillashtirilmoqda.

O‘zbekiston Respublikasi Prezidentining 2018-yil 6-noyabrdagi PQ-4005-sonli “Baliqchilik sohasini yanada rivojlantirishga doir qo‘shimcha chora-tadbirlar

to‘g‘risida”gi qarori[1] mazkur tarmoqni rivojlantirishda muhim normativ-huquqiy hujjat sifatida alohida ahamiyat kasb etadi. Ushbu qaror bilan intensiv usulda baliq yetishtirishni bosqichma-bosqich joriy etish va rag‘batlantirish, mavjud suv resurslaridan samarali foydalanish, sohaga innovatsion g‘oyalar, ilmiy ishlanmalar hamda zamonaviy texnologiyalarni keng tatbiq etish vazifalari belgilab berilgan.

Mazkur vazifalarning samarali amalga oshirilishi baliqchilik faoliyatida buxgalteriya hisobini xalqaro moliyaviy hisobot standartlari (MHXS) talablariga muvofiq tashkil etishni taqozo etadi. Xususan, ishlab chiqarish xarajatlarini to‘g‘ri hisobga olish, biologik aktivlarni baholash hamda moliyaviy natijalarni ishonchli aks ettirish baliqchilik faoliyatida buxgalteriya hisobini MHXS talablari asosida yuritishni talab qiladi. Mazkur jarayonda 41-sonli **“Qishloq xo‘jaligi”** nomli MHXS (IAS) alohida o‘rin tutadi.

41-sonli “Qishloq xo‘jaligi” nomli MHXS(IAS) ga muvofiq esa biologik aktivlar deganda “hayvonlar yoki o‘simliklar” tushunilib, ayni chog‘da “biologik aktiv” tushunchasi “qishloq xo‘jalik mahsulotlari”dan farqlanadi. So‘nggi tushuncha “kompaniyaning biologik aktivlaridan yig‘ilgan mahsulotlari”ni bildiradi. Ushbu tushunchalar o‘rtasidagi farqlardan kelib chiqib, 41-sonli “Qishloq xo‘jaligi” nomli MHXS(IAS) da qishloq xo‘jalik faoliyati: “sotish, qishloq xo‘jalik mahsulotlari olish yoki qo‘shimcha aktivlarni ishlab chiqarish maqsadida biologik aktivlarning biotransformatsiyalanishini boshqarish”[2] deb ta’riflangan. Shuningdek, «biotransformatsiya – o‘shish, degeneratsiyalanish, mahsulot ishlab chiqarish va takror ishlab chiqarish jarayonlaridan iborat bo‘lib, ular natijasida biologik aktivlarda sifat yoki miqdor o‘zgaoishlari sodir bo‘ladi»[2].

Iqtisodchi olim R.D.Dusmuratov «Yevropa iqtisodiy hamjamiyati tajribalari ko‘rsatishicha, hozirgi paytda xo‘jalik qonunchiligini, jumladan hisob tizimini ham unifikatsiyalash ishlari olib borilmoqda. Xalqaro standartlarni joriy qilish uzoq davom

etadigan va murakkab jarayondir. Hozirgi vaqtgacha chiqarilgan barcha moliyaviy hisobot xalqaro standartlari yagona tizimni tashkil etib, bir-birlari bilan o‘zaro chambarchas bog‘liqdir»[4] deb o‘z yondashuvini keltirib o‘tadi.

B.Yu.Menglikulov “biologik aktivlar” tushunchasi, ular hisobi va auditining ayrim jihatlari mamlakatimiz olimlari hamda mutaxassislari tomonidan davriy nashrlarda muhokama qilinmoqda, lekin hozircha normativ-huquqiy hujjatlarda mavjud emas [3], deb izohlaydi.

Xalqaro buxgalteriya hisobi amaliyotida biologik aktivlar hisobi 41-sonli Buxgalteriya hisobining xalqaro standarti MHXS (IAS) 41-sonli “Qishloq xo‘jaligi” bilan tartibga solinadi. Mazkur standart qishloq xo‘jaligi faoliyatiga oid buxgalteriya hisobini yuritishning konseptual asoslarini belgilab berish, shuningdek, moliyaviy hisobotlarda biologik aktivlar va qishloq xo‘jaligi mahsulotlariga doir axborotlarni ochib berish tartibini aniqlashga qaratilgan.

MHXS (IAS) 41-sonli “Qishloq xo‘jaligi” standartiga muvofiq, qishloq xo‘jaligi faoliyati xo‘jalik yurituvchi subyekt tomonidan biologik aktivlarning biologik transformatsiyasini va hosilni yig‘ib olish jarayonlarini boshqarish orqali amalga oshiriladigan faoliyat sifatida talqin etiladi. Ushbu jarayonlar biologik aktivlarni sotish, qishloq xo‘jaligi mahsulotiga aylantirish yoki qo‘shimcha biologik aktivlarni shakllantirish maqsadida olib boriladi. Biologik transformatsiya o‘shish, ko‘payish va mahsuldorlik kabi jarayonlarni o‘z ichiga oladi.

Standart talablariga ko‘ra, MHXS (IAS) 41-sonli “Qishloq xo‘jaligi” quyidagi obyektlarga nisbatan qo‘llaniladi: biologik aktivlar, yig‘ib olinmagan yoki yig‘im-terim jarayonidagi qishloq xo‘jaligi mahsulotlari. Biroq mazkur standartning amal qilish doirasi faqat hosilni yig‘ib olish paytigacha bo‘lgan jarayonlar bilan cheklanadi.

Baliqchilikdagi biologik aktivlarga nisbatan 41-sonli “Qishloq xo‘jaligi” nomli MHXS(IAS) ning umumiy qoidalarini asosida ularni tan olishning quyidagi qoidalarini shakllantiriladi:

- korxonada biologik aktivlarni o‘tgan hodisalar natijasida (biotransformatsiyalanishi bo‘yicha) nazorat qiladi;
- korxonaga kelgusida biologik aktivlar bilan bog‘liq bo‘lgan daromadlar olinish ehtimoli;
- biologik aktivlarning adolatli qiymati yoki tannarxini yetarli darajadagi ishonchlilik bilan o‘lchash mumkinligi.

41-sonli “Qishloq xo‘jaligi” nomli MHXS(IAS) ga muvofiq esa baliqchilikdagi biologik aktivlar tarkibi va ularning o‘shining natijalarini aniqlash zarur. Shuningdek, baliqchilikdagi biologik aktivlar, asosan baliqlar va ularning rivojlanish natijalarini buxgalteriya hisobining sintetik va analitik schetlarida aks ettirish tartibini ishlab chiqish, uni xalqaro hisob amaliyotiga yaqinlashtirish imkonini beradi. Lekin, hozirga qadar 41-sonli “Qishloq xo‘jaligi” nomli MHXS(IAS) talablariga javob beradigan va mamlakatimiz qishloq xo‘jaligi ishlab chiqarishining, xususan baliqchilik tarmog‘ining tashkiliy-texnologik, biologik va boshqa xususiyatlarini o‘zida aks ettiradigan Buxgalteriya hisobi milliy standarti (BHMS) hamda shunga o‘xshash boshqa normativ hujjatlar ishlab chiqilmagan. Fikrimizcha, 41-sonli “Qishloq xo‘jaligi” nomli MHXS(IAS) qoidalarini esa, baliqchilik tarmog‘i xo‘jaliklari amaliyotiga to‘g‘ridan-to‘g‘ri qo‘llashning imkoni yo‘q.

Baliqchilikda ishlab chiqarish xarajatlari hisobi va mahsulotlar tannarxini hisoblashni takomillashtirishning ustuvor yo‘nalishlari:

- birinchidan, baliqchilik tarmog‘i ishlab chiqarishning tashkiliy texnologik xususiyatlarini aks ettiradigan normativ hujjatlar (Buxgalteriya hisobi milliy standartlari, nizomlar va b). Eng bo‘lmaganda uslubiy tavsiyalar ishlab chiqish;

- ikkinchidan, 41 sonli «Qishloq xo‘jaligi» nomli MHXS(IAS) ga sharhlar, uni qo‘llash bo‘yicha uslubiy ko‘rsatmalar ishlab chiqishdan iborat.

Ushbu masalalarni hal etish uchun, avvalo, baliqchilikdagi biologik aktivlar va ulardan olinadigan mahsulotlarni ilmiy jihatdan ta’riflash va turkumlash zarur.

Baliqchilikda biologik aktivlar va ulardan olinadigan mahsulotlarni turkumlash: *birinchidan*, ularning buxgalteriya hisobini (sintetik va analitik hisobni) tarmoqning ishlab chiqarish va tashkiliy-texnologik xususiyatlariga mos ravishda tashkil etish, natijada, hisob axborotlarining tezkorligi va ishonchliligini hamda nazoratini ta’minlaydi;

ikkinchidan, mamlakatimizda buxgalteriya hisobi amaliyotini moliyaviy hisobot xalqaro standartlari (MHXS-IAS), xususan, 41-sonli «Qishloq xo‘jaligi» nomli MHXS qoidalariga muvofiqlashtirishga imkon beradi.

Fikrimizcha, baliqchilikdagi biologik aktivlarning turkumlanishi ularni buxgalteriya hisobi va hisobotida tan olish hamda aks ettirishning uslubiy asosi bo‘lib xizmat qiladi.

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Improving the standard of living of the population based on the socio-economic development of the service sector.

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***Annotation.** The article describes how, at the current stage of society's development, the economy is evolving into a complex of industries embodying not only production but also thousands of services. The national economy, which has emerged in the Republic of Uzbekistan since independence, as the end result of consistently implemented economic reforms and new economic relations, creates favorable opportunities for the further development of the service sector. Furthermore, particular importance is attached to the fact that this sector is a key factor in improving the standard and quality of life of the population through the rapid development of the national economy.*

***Keywords:** standard of living of the population, quality of life, demand, consumption, savings of the population, wages, income of the population, free time.*

Introduction. Human characteristics are shaped and modified by the entire complex of life conditions. Thus, the frequency of tourist trips is, of course, directly related to socio-cultural level and correlates with other characteristics, including those reflecting a person's everyday behavior during free time, their work activity in the broad sense of the word, and in particular, the activity of retirees and other individuals equivalent to them in their free time. The proportion of free time spent by these individuals over their lifespan amounts to up to 18%. However, it would be a grave mistake to assume that encouraging or forcing people to pay to participate in tourist trips more often will automatically improve their attitude toward useful activities, such as strengthening public order or educating the

younger generation.

Analysis of literature on the topic. Such renowned economists as A. Smith, V. M. Zherebin, A. N. Romanov, and N. A. Gorelov made significant contributions to the development of the theory of the population's standard of living. Without their theoretical approaches and theoretical views on public well-being and its achievement, it would be difficult to develop a system of modern scientific views on population well-being and standard of living.

Research methodology. The study utilized data-driven logical analysis methods. It also utilized epistemological methods and concepts such as induction and deduction, space and time, and analysis and synthesis.

Analysis and results. When correlating the characteristics of retirement-age individuals with labor processes in education, healthcare, or culture, it is legitimate to consider the increase in their experience—that is, their knowledge or health—as the ultimate social outcomes. However, this does not mean that they are created by someone (e.g., doctors or scientists), just as, say, a pensioner can closely engage in the education of individuals beginning their careers, or disabled individuals can (given their age) actively participate in sports, at a level sufficient to allow them to choose based on their disability or ability. The ultimate social outcome is always the result not only of those in the tourism sector, now ready to provide various services, but also of consumption—or, more precisely, the selective and, as a rule, active assimilation of free material and non-material benefits.

The dependence of such results on specific types of services provided, including those occurring in the tourism sector, cannot be

Unambiguous. Accordingly, it is impossible in principle to determine, for example, the social norm for the expenditure of disabled people or pensioners to produce a "unit of health" (this does not preclude the possibility of a fruitful analysis of the

corresponding relationships, if their correlative nature is recognized). Thus, neither in terms of utility nor in terms of assessing the share of their free time and the expenditure of useful time, are the final social results analogous to the products of other economic sectors besides tourism. This precludes the possibility of their direct comparison, summation, etc. At the same time, there is an obvious need to compare, for example, the contribution of tourism to the social growth of people with more free time and the improvement of the standard of living of the population as a whole.

Alongside material goods, as a means of satisfying people's needs directly created in a given economic sector, one can also consider their activities in the service sector, as a typical activity and not as a final result embodied in a person, but as the total impact of this sphere on the individual consumer. Thus, if we're talking about tourism, the product is not the guide's work per se (which, from an economic perspective, is a labor process), nor is the cultural level they acquire during a tourist trip. The product in this case is the act of influence of tourism actors on tourists, or, more precisely, the act of their interaction.

In practical terms, this means, in particular, that when determining the volume of services provided by a tourism entity, one should proceed not from the number of tourists visiting a theater or museum (out of necessity), but from the number of visits. A travel agency operating with a half-empty venue is difficult to consider as effective (at least in an economic sense) as a team that attracts a full audience, although in terms of activity (labor costs), they may differ little.

At the same time, if we consider the guide's work itself or its useful properties to be a service, we would have to admit that it has an impact even when preparations are being made for a tour trip, or the preparatory work (before the trip) is not taken into account in the time costs.

In reality, a tourist purchasing a travel package is purchasing (even if free) not a visit to a specific place (a museum or historical site), but the services of guides, not to

mention their own cultural level or a guaranteed increase in that level by a certain amount. Tourists acquire the right to interact with the environment. This entails the activities of those who create this environment (both during the visit and in the process of preparing it for its admirers—i.e., tourists) and a certain final social outcome. The object of the economic relationship becomes the act of interaction with the environment, which showcases a specific historical monument. This is what the tourist—the consumer of the tourism product—claims, and it is guaranteed.

A service provided by social actors (intangible goods) is a process involving both the producer and the consumer. These are typical systemic phenomena that disappear from view when attention is focused entirely on one of the interacting parties. If this party is the producer, the service is replaced by its prerequisites and labor costs; if the consumer, it is replaced by mediocre and, as a rule, rather distant results of service consumption. Both approaches preclude an adequate analysis of the social sphere's performance. Conversely, if attention is focused not on the intangible production activities of the consumer as such, but on the acts of interaction, identifying social services, including those for the needs of practice (i.e., service providers), presents no particular difficulties.

Examples of natural indicators of services include the number of treatment courses provided, the number of people who have undergone short-term

Courses on a particular program, a preliminary familiarization with the site being inspected (building, structure, exhibition stand, historical monument, etc.) at a roundtable. In this case, qualitative characteristics of social services have been developed, which will be discussed below, since, first and foremost, it is necessary to finance the "quotas" of services and their inherent dimensionality. This dimensionality is always the product of a natural measure, a certain process of beneficial impact on a person free from the main working day (time), and the number of consumers (visitors)—those of retirement age or unemployed but with significant free time—who actually benefit from this impact.

Conclusions and suggestions. Having defined what a social service is

In this area, it's possible to confidently construct physical performance indicators for various services provided by social service providers. However, physical indicators are incompatible with each other and, as a rule, don't reflect differences in the quality of similar services. Cost indicators, which are indispensable in economic analysis, are free from these shortcomings. Developing such indicators, of course, also presupposes capturing the service's properties.

As an object of valuation. However, in this case, it's not just the physical form of the intangible product that requires attention, especially since the question of the monetary valuation of its results has been largely obscured by historical circumstances. In the course of the protracted discussion about the product of services, in the broad sense, finding a rational solution has become extremely difficult.

It has now become generally recognized that the growth of production, including material production, depends largely on the scale and structure of personal consumption of social services. Adam Smith acknowledged this to some extent, judging by his individual comments, for example, on the role of education. However, for him, the only real alternative to investment in material production was the wastefulness of the idle classes. Adam Smith's discussion of productive labor clearly reveals a situation in which economic development corresponded more to the number of people employed than to their standard and quality of life [1].

Some other researchers, speaking about the problem of labor productivity, basically adhered to its original formulation, which led to a different line of controversy, within which the debate "On the usefulness of different types of activities" began. In this regard

"Utility" fits perfectly into the category of utility in the service sector, the effectiveness of which determines the growth of the population's standard of living as

a whole. Anything that satisfies someone's need for services is useful.

Unfortunately, this debate has not found its way into modern economic literature. Over time, this debate will be perceived, in the words of J. Schumpeter, as a "dusty museum piece[2]".

Hence, the idea is repeated repeatedly: when it comes to the usefulness of services, it is not the sphere of employment that is of dominant importance, but rather the direct inclusion in the reproduction of capital accordingly.

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**CLASSICAL ANTIQUITY AS A FOUNDATION OF MODERN LITERARY
THOUGHT: CLASSICAL IMAGES AND MOTIFS IN THE WORKS OF
ALBERT CAMUS AND EASTERN MODERN PROSE**

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Abstract: This article examines classical antiquity's influence on modern literature, analyzing how Albert Camus and Eastern writers reinterpret Greek myths and classical motifs to address contemporary existential and philosophical questions.

Keywords: classical antiquity, Albert Camus, Eastern modern prose, Greek mythology, classical motifs, literary tradition, existentialism, comparative literature, cultural synthesis, myth adaptation

Classical antiquity represents an enduring foundation of modern literary thought, providing inexhaustible sources of images, motifs, philosophical concepts, and narrative structures that continue to shape contemporary literature across diverse cultural traditions. The persistent presence of Greek and Roman mythology, tragic conventions, and archetypal narratives in twentieth and twenty-first century works transcends mere aesthetic borrowing, functioning instead as fundamental framework through which modern writers interrogate human existence, moral complexity, and civilizational crisis. This phenomenon proves particularly significant in examining the works of Albert Camus and Eastern modern prose writers, who reinterpret classical materials to address contemporary concerns while maintaining distinctive cultural perspectives.

Albert Camus's engagement with classical antiquity constitutes foundational element of his existentialist philosophy and literary methodology. His seminal essay "The Myth of Sisyphus" transforms the ancient Greek punishment myth into paradigmatic expression of the absurd condition, asserting that human dignity resides in

conscious revolt against meaninglessness rather than in achieving transcendent purpose. Camus radically reinterprets the classical source, retaining mythological structure while fundamentally transforming philosophical significance. Where ancient Greeks understood Sisyphus's eternal labor as divine punishment for hubris, Camus strips away theological framework, presenting the condition itself as metaphor for human existence devoid of inherent meaning.

Camus's novels similarly employ classical structures and motifs for modern purposes. "The Plague" functions as contemporary tragedy exploring collective human response to arbitrary suffering through narrative structures echoing Greek tragic conventions including inexorable catastrophe, impossible ethical choices, and resolution through acceptance rather than triumph. "The Stranger" employs classical tragic irony and Stoic philosophical acceptance while presenting modern psychological alienation. These works demonstrate how classical myths and structures provide narrative scaffolding enabling modern writers to articulate contemporary philosophical positions impossible within classical worldview itself.

Eastern modern prose engages classical Western antiquity through distinctive cultural filters, creating hybrid forms synthesizing Greek and Roman materials with indigenous literary traditions and philosophical systems. Japanese modernist Yukio Mishima transforms Greek tragic structure into exploration of post-war Japanese identity crisis, employing Dionysian-Apollonian dialectic to examine tensions between rational order and destructive passion. Turkish novelist Orhan Pamuk demonstrates postmodern engagement with classical ekphrasis tradition applied to Ottoman miniature painting, interrogating cultural collision between Islamic artistic traditions and Western Renaissance classicism. Egyptian writer Naguib Mahfouz employs classical tragic structures adapted to Egyptian settings, creating distinctively Egyptian modernism

engaging universal themes through culturally specific materials organized via classical Western structural principles.

Central Asian writers emerging from Soviet education systems heavily emphasizing classical humanities demonstrate particular engagement with Greco-Roman materials. Chinghiz Aitmatov incorporates multiple mythological layers including classical references, creating palimpsest structures examining cultural memory and historical trauma. His reinterpretation of Prometheus myth as allegory for artistic freedom under totalitarianism demonstrates how classical motifs provide politically coded language for contemporary critique.

Comparative analysis reveals both universal patterns and culturally specific approaches. Universal elements include recognition of classical myths as repositories of archetypal human situations, employment of tragic structures to examine suffering, and philosophical engagement with classical ethical systems. Cultural specificities emerge in how classical materials interact with indigenous traditions. Camus, writing within French literary tradition already saturated with classical references, engages antiquity as inherited cultural patrimony requiring reinterpretation. Eastern writers often approach classical materials as simultaneously universal human heritage and specifically Western tradition requiring negotiation with indigenous alternatives, generating creative tensions enabling critique of cultural hierarchies while participating in cross-cultural dialogue.

The philosophical dimension reveals significant divergence. Camus employs classical materials to articulate existentialist positions fundamentally opposed to classical worldviews, particularly regarding metaphysical meaning and cosmic justice. Eastern writers more frequently synthesize classical Western philosophy with indigenous systems including Buddhist non-attachment with Stoicism, Confucian social ethics with Aristotelian virtue ethics, creating genuinely hybrid philosophical visions rather than simple appropriation.

Classical antiquity's enduring influence demonstrates the remarkable adaptability and continued relevance of ancient materials for addressing contemporary concerns across global literary traditions. These engagements reveal classical materials as contested multicultural heritage open to multiple interpretations, simultaneously universal and particular, ensuring their continued vitality in world literature.

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PEDAGOGICAL FOUNDATIONS OF THE FORMATION OF MATHEMATICAL VIEWS IN PRESCHOOL CHILDREN BASED ON GAME TECHNOLOGIES

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Summary: This article highlights the pedagogical foundations of the process of forming mathematical concepts in preschool children based on game technologies.

Keywords: game technologies, preschool education, mathematical concepts, didactic games, pedagogical foundations, cognitive activity, intellectual development.

O'YIN TEXNOLOGIYALARI ASOSIDA MAKTABGACHA YOSHDAGI BOLALARDA MATEMATIK TASAVVURLARNI SHAKLLANTIRISHNING PEDAGOGIK ASOSLARI

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Annotatsiya: Mazkur maqolada o'yin texnologiyalari asosida maktabgacha yoshdagi bolalarda matematik tasavvurlarni shakllantirish jarayonining pedagogik asoslari yoritilgan.

Kalit so'zlar: o'yin texnologiyalari, maktabgacha ta'lim, matematik tasavvurlar, didaktik o'yinlar, pedagogik asoslar, bilish faoliyati, intellektual rivojlanish.

Maktabgacha ta'lim bolalar shaxsini har tomonlama rivojlantirishning muhim bosqichi hisoblanadi. Aynan ushbu davrda bolaning aqliy, ijtimoiy va emotsional rivoji jadallik bilan shakllanadi. Maktabgacha yoshdagi bolalarda matematik tasavvurlarni rivojlantirish esa ularning mantiqiy fikrlashi, tafakkuri va bilish faoliyatining takomillashuviga xizmat qiladi. Shu bois matematika mashg'ulotlarini zamonaviy pedagogik texnologiyalar, xususan, o'yin texnologiyalari asosida tashkil etish dolzarb masala hisoblanadi.

Matematik tasavvurlar bolalarda son va raqamlar, miqdor va o'lcham, geometrik shakllar, fazoviy va vaqt tushunchalari haqidagi dastlabki bilimlar majmuasidir. Ushbu tasavvurlar bolaning kundalik faoliyati, atrof-muhitni idrok etishi hamda predmetlar o'rtasidagi bog'liqlikni anglashida muhim o'rin tutadi. Maktabgacha yoshda matematik tushunchalar asosan sezgi, amaliy harakatlar va o'yin faoliyati orqali shakllanadi.

O'yin texnologiyalari - bu ta'lim jarayonini o'yin shaklida tashkil etishga yo'naltirilgan pedagogik usullar majmuasidir. O'yin bola uchun tabiiy faoliyat bo'lib, u orqali bola bilimlarni majburiy emas, balki qiziqish asosida o'zlashtiradi. O'yin texnologiyalarining asosiy pedagogik ahamiyati shundaki, ular bolani faol subyektga aylantiradi, mustaqil fikrlashga va ijodkorlikka undaydi.

Masalan harakatli o'yinlar yordamida fazoviy tasavvurlarni rivojlantirish. Harakatli o'yinlar orqali bolalarda "oldinda-orqada", "yuqorida-pastda", "chapda-o'ngda" kabi fazoviy tushunchalar shakllanadi. Bu esa matematik fikrlashning muhim tarkibiy qismi hisoblanadi.

Konstruktiv o'yinlar asosida shakl va o'lcham tushunchalarini mustahkamlash. Kublar, mozaykalar va qurilish materiallari bilan o'ynash jarayonida bolalar geometrik shakllarni farqlash, ularni taqqoslash va joylashtirishni o'rganadilar.

Muammoli o'yin vaziyatlarini yaratish. Muammoli o'yin topshiriqlari bolalarda mustaqil qaror qabul qilish va mantiqiy xulosa chiqarish qobiliyatini rivojlantiradi. Masalan, buyumlarni teng taqsimlash yoki yetishmayotgan elementni topish vazifalari bunga misol bo'la oladi.

O'yin texnologiyalarini samarali qo'llashda tarbiyachining kasbiy mahorati muhim ahamiyatga ega. Tarbiyachi mashg'ulotlarni bolalarning yosh va individual xususiyatlarini hisobga olgan holda tashkil etishi, o'yin jarayonida bolalarni

rag‘batlantirib borishi lozim. Shuningdek, tarbiyachi bolalarning faol ishtirokini ta‘minlab, ularni erkin fikrlashga undashi zarur.

O‘yin texnologiyalari asosida tashkil etilgan mashg‘ulotlar bolalarda matematik bilimlarning ongli va mustahkam o‘zlashtirilishini ta‘minlaydi. O‘yin orqali o‘rgatilgan bilimlar bolalarning xotirasida uzoq saqlanadi va kundalik hayotda qo‘llaniladi. Natijada bolalarda matematikaga bo‘lgan ijobiy munosabat shakllanadi.

Xulosa qilib aytganda, o‘yin texnologiyalari maktabgacha yoshdagi bolalarda matematik tasavvurlarni shakllantirishning eng samarali pedagogik vositalaridan biri hisoblanadi. O‘yin asosida tashkil etilgan ta‘lim jarayoni bolalarning intellektual rivojiga, mantiqiy fikrlashiga va bilish faolligiga ijobiy ta‘sir ko‘rsatadi. Shu bois maktabgacha ta‘lim amaliyotida o‘yin texnologiyalaridan tizimli va maqsadga yo‘naltirilgan foydalanish muhim ahamiyat kasb etadi.

Foydalanilgan adabiyotlar ro‘yxati.

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WAYS OF DEVELOPING LOGICAL THINKING IN PRESCHOOL CHILDREN THROUGH ELEMENTARY MATHEMATICS ACTIVITIES

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Summary: This article covers the development of logical thinking in preschool children through elementary mathematical activity.

Keywords: preschool education, logical thinking, didactic games, visual aids, mathematical concepts, intellectual development, teacher's activity.

ELEMENTAR MATEMATIKA FAOLIYATI ORQALI MAKTABGACHA YOSHDAGI BOLALARDA MANTIQUIY FIKRLASHNI RIVOJLANTIRISH YO‘LLARI

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Annotatsiya: Ushbu maqolada elementar matematika faoliyati orqali maktabgacha yoshdagi bolalarda mantiqiy fikrlashni rivojlantirish masalalari yoritilgan.

Kalit so‘zlar: maktabgacha ta’lim, mantiqiy fikrlash, didaktik o‘yinlar, ko‘rgazmali vositalar, matematik tasavvurlar, intellektual rivojlanish, tarbiyachi faoliyati.

Bugungi kunda maktabgacha ta’lim tizimida bolalarning intellektual salohiyatini rivojlantirish muhim pedagogik vazifalardan biri hisoblanadi. Ayniqsa, bolalarda mantiqiy fikrlashni erta yoshdan shakllantirish ularning keyingi ta’lim bosqichlarida muvaffaqiyatli o‘qishi uchun mustahkam poydevor yaratadi. Ushbu jarayonda elementar matematika faoliyati alohida ahamiyat kasb etadi, chunki matematika bolani tahlil qilish, taqqoslash, umumlashtirish va xulosa chiqarishga o‘rgatadi.

Mantiqiy fikrlash - bu bolaning predmet va hodisalar o‘rtasidagi bog‘liqlikni anglash, sabab-oqibat munosabatlarini tushunish va muammoli vaziyatlarda mustaqil qaror qabul qilish qobiliyatidir. Maktabgacha yoshda mantiqiy fikrlash ko‘proq amaliy harakatlar, ko‘rgazmali vositalar va o‘yin faoliyati orqali rivojlanadi. Shu sababli matematik tushunchalarni berishda quruq tushuntirishdan ko‘ra, faoliyatga asoslangan yondashuv samaraliroq hisoblanadi.

Elementar matematika faoliyati bolalarda quyidagi ko‘nikmalarni shakllantiradi: son va miqdor haqidagi dastlabki tasavvurlarni rivojlantirish, taqqoslash va guruhlash malakalarini hosil qilish, mantiqiy ketma-ketlikni tushunishga o‘rgatish, muammoni hal qilishda fikrlash jarayonini faollashtirish.

Matematik mashg‘ulotlar jarayonida bolalar nafaqat hisoblashni, balki o‘z fikrini asoslab berishni, savollarga javob topishni ham o‘rganadilar.

Elementar matematika faoliyati orqali mantiqiy fikrlashni rivojlantirish quyidagi yo‘llar orqali amalga oshiriladi:

-Didaktik o‘yinlardan foydalanish. Didaktik o‘yinlar bolalarning qiziqishini oshirib, ularni faol fikrlashga undaydi. Masalan, “Qaysi biri ortiqcha?”, “Tartibni davom ettir”, “Sonni top” kabi o‘yinlar orqali bolalar tahlil va taqqoslashni o‘rganadilar.

-Ko‘rgazmali vositalar bilan ishlash. Rangli geometrik shakllar, kublar, sanash cho‘plari orqali bolalar abstrakt tushunchalarni aniq tasavvur qila boshlaydilar. Bu esa mantiqiy xulosalar chiqarishga yordam beradi.

-Muammoli vaziyatlar yaratish. Tarbiyachi bolalar oldiga kichik muammoli topshiriqlar qo‘yishi mantiqiy fikrlashni faollashtiradi. Masalan, teng bo‘linmagan buyumlarni adolatli taqsimlash vazifasi bolani mustaqil fikrlashga undaydi.

-Kundalik hayot bilan bog‘lash. Matematik tushunchalarni real hayotiy vaziyatlar bilan bog‘lash bolalarda mustahkam bilim hosil qiladi. Masalan, o‘yinchoqlarni sanash, mevalarni taqqoslash orqali mantiqiy fikrlash rivojlanadi.

Elementar matematika faoliyatini samarali tashkil etishda tarbiyachining pedagogik mahorati muhim o‘rin tutadi. Tarbiyachi bolalarning yosh va individual xususiyatlarini hisobga olgan holda mashg‘ulotlarni tashkil etishi, bolalarni mustaqil fikrlashga yo‘naltirishi lozim. Rag‘batlantirish va ijobiy baholash bolalarda o‘ziga ishonchni oshiradi.

Xulosa qilib aytganda, elementar matematika faoliyati maktabgacha yoshdagi bolalarda mantiqiy fikrlashni rivojlantirishning eng samarali vositalaridan biridir. Didaktik o‘yinlar, ko‘rgazmali materiallar va muammoli vaziyatlar orqali tashkil etilgan mashg‘ulotlar bolalarning intellektual rivojiga ijobiy ta‘sir ko‘rsatadi. Shu bois maktabgacha ta‘lim muassasalarida matematika faoliyatiga alohida e‘tibor qaratish muhim hisoblanadi.

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Improving the Efficiency of Management Decision-Making Based on Artificial Intelligence

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Annotation: This thesis examines the enhancement of management decision-making efficiency using artificial intelligence technologies. Using the example of Khorezm region in Uzbekistan, the study analyzes the possibilities and practical solutions for implementing AI in regional governance. The research demonstrates that AI-based analytical systems accelerate decision-making processes, optimize data-driven management, and ensure effective resource utilization.

Key words: artificial intelligence, management decisions, efficiency, digital transformation, Khorezm region

Annotatsiya: Mazkur tezisdagi sun'iy intellekt texnologiyalari yordamida boshqaruv qarorlarini qabul qilish samaradorligini oshirish masalalari o'rganiladi. Tezisdagi O'zbekiston, xususan Xorazm viloyati misolida hududiy boshqaruvda AI-dan foydalanish imkoniyatlari va amaliy yechimlari tahlil qilinadi. Tadqiqot shuni ko'rsatadiki, AI asosidagi tahliliy tizimlar boshqaruv jarayonlarini tezlashtiradi, ma'lumotlarga asoslangan qarorlarni qabul qilishni optimallashtiradi va resurslardan samarali foydalanishni ta'minlaydi.

Kalit so'zlar: sun'iy intellekt, boshqaruv qarorlari, samaradorlik, raqamli transformatsiya, Xorazm viloyati

Kirish: Raqamli transformatsiya davrida sun'iy intellekt (AI) texnologiyalari global va mahalliy darajada boshqaruv jarayonlarini tubdan o'zgartirmoqda. AI tizimlari biznes va davlat tashkilotlarida qaror qabul qilish jarayonlarini

avtomatlashtirish, tezlashtirish va optimallashtirish imkonini beradi. Shu orqali resurslardan samarali foydalanish, jarayonlarni raqamli boshqarish va ma'lumotlarga asoslangan qarorlar qabul qilishning samaradorligi sezilarli darajada oshadi. Sun'iy intellektning qo'llanilishi, shuningdek, murakkab va ko'p bosqichli vazifalarni avtomatik tarzda bajarishga, prognozlash va tahlil jarayonlarini tezlashtirishga imkon beradi. Biroq, AI texnologiyalarini joriy etish bilan birga bir qator yangi muammolar va xavf-xatarlar yuzaga keladi. Ularning eng muhimlari — algoritmik xatoliklar, ma'lumotlar xavfsizligi va maxfiyligi bilan bog'liq masalalar, shuningdek, inson omilining kamayishi natijasida boshqaruvdagi intellektual qaror qabul qilish jarayonining cheklanishidir. AI tizimlari tomonidan ishlab chiqilgan tavsiyalar va qarorlar inson boshqaruvi bilan uyg'un ishlamasligi, noto'g'ri yoki noaniq ma'lumotlar asosida qarorlar qabul qilinishi kabi holatlar kuzatilishi mumkin. Shu sababli, sun'iy intellektdan samarali foydalanish nafaqat texnologik imkoniyatlar, balki ularni boshqarish va nazorat qilish tizimlarining mavjudligi bilan bog'liq. O'zbekiston sharoitida, xususan Xorazm viloyatida, hududiy boshqaruv tizimlari modernizatsiyadan o'tmoqda. So'nggi yillarda viloyat hokimligi va mahalliy boshqaruv idoralari raqamli texnologiyalarni joriy etishga katta e'tibor qaratmoqda. Elektron boshqaruv tizimlari, raqamli ma'lumotlar bazalari, axborot va tahlil platformalari joriy etilishi orqali boshqaruv jarayonlari shaffoflashmoqda, qarorlar qabul qilish tezlashmoqda va resurslardan samarali foydalanish darajasi oshmoqda. Xorazm viloyatida sun'iy intellekt texnologiyalaridan foydalanish qishloq xo'jaligi, turizm, sog'liqni saqlash, ta'lim va hududiy iqtisodiy rivojlanish kabi sohalarda sezilarli natijalar bermoqda. Masalan, paxta va g'allaning hosildorligini prognoz qilish, suv resurslarini taqsimlash va turizm sohasida mehmonlar oqimini bashorat qilish jarayonlarida AI tizimlari boshqaruv samaradorligini oshirishda muhim vosita sifatida ishlatilmoqda. Shu bilan birga, AI-dan foydalanganda yuzaga keladigan

risklarni aniqlash va boshqarish, xususan, ma'lumotlar sifati, kadrlar malakasi va texnologik infratuzilmani rivojlantirish muhim ahamiyat kasb etadi. Mazkur tezisda AI asosida boshqaruv qarorlarini qabul qilish jarayonlari, uning samaradorligini oshirish mexanizmlari, yuzaga keladigan muammolar va ularni hal qilish usullari Xorazm viloyati misolida tahlil qilinadi. Shu orqali hududiy boshqaruv tizimlarida sun'iy intellektdan oqilona foydalanishning amaliy imkoniyatlari va samarali strategiyalari aniqlanadi.

Sun'iy intellektning boshqaruv jarayonlaridagi roli: Sun'iy intellektning boshqaruv jarayonlaridagi roli (kengaytirilgan). Sun'iy intellekt (AI) — bu insonning kognitiv faoliyatini simulyatsiya qiluvchi algoritmlar, tizimlar va kompyuter dasturlarining majmui bo'lib, ularni boshqaruv jarayonlarida qaror qabul qilish, tahlil, prognoz qilish va strategik rejalashtirish kabi faoliyatlarda qo'llash mumkin. AI texnologiyalari murakkab va katta hajmdagi ma'lumotlarni tezkor tarzda qayta ishlash, tahlil qilish va foydali natijalar chiqarish imkonini beradi. Shu orqali boshqaruv organlari inson omiliga bog'liq xatoliklarni kamaytirib, resurslardan samarali foydalanish va qaror qabul qilish tezligini sezilarli darajada oshiradi. Xorazm viloyatida AI tizimlari quyidagi asosiy vazifalarni bajaradi:

Ma'lumotlarni tahlil qilish va prognoz qilish: AI tizimlari hududiy boshqaruv organlariga turli sohalarda ma'lumotlarni chuqur tahlil qilish imkonini beradi. Masalan, qishloq xo'jaligi sohasida AI yordamida hosildorlikni prognoz qilish va resurslarni optimal taqsimlash mumkin. Xorazm viloyatida paxta va g'alla ekinlarini sug'orish, urug'lik va kimyoviy o'g'itlarni taqsimlashda AI tizimlari ishning samaradorligini oshirdi. Shu bilan birga, suv resurslaridan va elektr energiyasidan foydalanishni optimallashtirish orqali viloyatning ekologik barqarorligini ta'minlashga yordam beradi. **Jarayonlarni avtomatlashtirish:** AI texnologiyalari kundalik boshqaruv jarayonlarini avtomatlashtirish imkonini beradi. Masalan, viloyat

ta'lim bo'limida o'quv jarayonlarini monitoring qilish, maktablar va oliy ta'lim muassasalaridagi resurslarni taqsimlash, hamda sog'liqni saqlash tizimida bemorlar oqimini prognozlash AI tizimlari orqali amalga oshirilmoqda. Bu nafaqat qaror qabul qilish tezligini oshiradi, balki inson xatolarini kamaytiradi va boshqaruv jarayonlarini standartlashtiradi. **Strategik qarorlarni qo'llab-quvvatlash:** AI tizimlari hududiy rivojlanish va iqtisodiy rejalashtirishda strategik qarorlarni qo'llab-quvvatlash imkonini beradi. Misol uchun, Xorazm viloyatida turizm sohasida mehmonlar oqimini prognoz qilish va xizmatlarni taqsimlash jarayonida AI yordamida talabni oldindan aniqlash mumkin. Bu esa viloyat turizm xizmatlarini samarali rejalashtirish, marketing strategiyalarini optimallashtirish va iqtisodiy foyda olish imkonini beradi. Shu bilan birga, AI tahlillari viloyat hokimligi tomonidan ishlab chiqiladigan barqaror rivojlanish strategiyasini tayyorlashda muhim axborot bazasini taqdim etadi.

Resurslarni samarali boshqarish

AI tizimlari nafaqat qaror qabul qilishni tezlashtiradi, balki mavjud resurslardan samarali foydalanishni ham ta'minlaydi. Masalan, qishloq xo'jaligi, transport va energetika sohalarida AI tizimlari yordamida resurslar optimal taqsimlanadi, bu esa xarajatlarni kamaytiradi va viloyat iqtisodiyotining raqamli barqarorligini oshiradi.

Innovatsion boshqaruv va kelajakni prognozlash: AI boshqaruv jarayonlariga innovatsion yondashuvlarni joriy etishga imkon beradi. Xorazm viloyati misolida AI yordamida kelajakdagi ijtimoiy-iqtisodiy vaziyatlarni prognozlash va strategik rivojlanish rejalarini ishlab chiqish mumkin. Shu bilan birga, hududiy boshqaruv tizimlari AI orqali turli risklarni oldindan aniqlab, ularni minimallashtirish mexanizmlarini ishlab chiqadi. Shu tarzda, sun'iy intellektning boshqaruv jarayonlaridagi roli bir qator asosiy yo'nalishlarda namoyon bo'ladi: ma'lumotlarni tahlil qilish va prognozlash, jarayonlarni avtomatlashtirish, strategik qarorlarni qo'llab-quvvatlash, resurslarni samarali boshqarish va kelajakni prognozlash.

Xorazm viloyati misolida AI tizimlarining amaliy qo'llanilishi bu texnologiyalarning boshqaruv samaradorligini sezilarli darajada oshirayotganini ko'rsatmoqda. **AI asosida qaror qabul qilishning samaradorligini oshirish usullari. Ma'lumotlarga asoslangan boshqaruv.** AI tizimlari katta hajmdagi ma'lumotlarni tahlil qilib, aniq prognozlar beradi. Xorazm viloyati misolida, viloyat hokimligi qishloq xo'jaligi va turizmni rivojlantirish bo'yicha qarorlar qabul qilishda AI-dan foydalanmoqda. Masalan, sun'iy intellekt yordamida paxta ekinlarining hosildorligi prognozi va suv taqsimoti optimallashtiriladi. **Operatsion samaradorlikni oshirish.** AI tizimlari yordamida kunlik boshqaruv jarayonlarini avtomatlashtirish mumkin. Misol uchun, Xorazm viloyatidagi mahalliy byudjetni taqsimlash va ijtimoiy xizmatlarni boshqarishda AI tizimlari yordamida resurslardan samarali foydalanish ta'minlanadi. **Xatolarni kamaytirish:** AI algoritmlari inson omilini kamaytirib, qaror qabul qilishdagi xatolarni kamaytiradi. Misol: viloyat sog'liqni saqlash tizimida bemorlar sonini prognozlash va resurslarni taqsimlash uchun AI-dan foydalanish. **Strategik rejalashtirish:** AI yordamida viloyat darajasida uzoq muddatli rivojlanish strategiyalari ishlab chiqilishi mumkin. Masalan, Xorazm turizm sohasida talabni prognoz qilish va marketing strategiyalarini optimallashtirishda AI samarali natija beradi.

AI joriy etishdagi muammolar va tavsiyalar;

Sun'iy intellekt tizimlarini hududiy boshqaruv jarayonlariga joriy etishda bir qator muammolar yuzaga keladi, ularni aniqlash va samarali hal qilish boshqaruv samaradorligini oshirishda muhim ahamiyat kasb etadi. Xorazm viloyati misolida bu muammolar quyidagicha ko'rinishda namoyon bo'lmoqda:

1. Ma'lumotlar sifati. AI tizimlari sifatli va to'liq ma'lumotlarga tayanadi. Xorazm viloyatida qishloq xo'jaligi, turizm va xizmat ko'rsatish sohalaridagi ma'lumotlar

ko‘pincha tarqoq va raqamlashtirilmagan holatda bo‘ladi. Shu sababli, hududiy boshqaruv organlarida ma’lumotlar bazalarini integratsiyalash, elektron tizimlarga o‘tkazish va ma’lumotlarni standartlashtirish bo‘yicha tizimli ishlar talab etiladi. Bu AI algoritmlari orqali aniq prognozlar ishlab chiqish va resurslarni optimal taqsimlash imkonini beradi.

2. Kadrlar salohiyati. AI tizimlarini samarali ishlatish uchun IT va boshqaruv sohasida malakali kadrlar yetishmovchiligi mavjud. Xorazm viloyatida mutaxassislar tayyorlash va mavjud kadrlarning malakasini oshirish zarur. Shu maqsadda, mahalliy oliy ta’lim muassasalari va kasb-hunar markazlarida AI, data analysis va boshqaruv tizimlari bo‘yicha maxsus kurslar va treninglar tashkil etish tavsiya etiladi.
3. Texnologik infratuzilma. AI tizimlari samarali ishlashi uchun tezkor internet, serverlar va bulutli infratuzilmalar talab etadi. Xorazm viloyatida ba’zi hududlarda internet tezligi pastligi va server resurslarining cheklanganligi tufayli AI tizimlaridan to‘liq foydalanish qiyinchilik tug‘dirmoqda. Shu sababli, hududda raqamli infratuzilmani mustahkamlash, server va bulutli xizmatlarni kengaytirish zarur.
4. Etik va huquqiy masalalar. AI qarorlarining shaffofligi va fuqarolarning maxfiyligini himoya qilish muhim masaladir. AI algoritmlari tomonidan qabul qilingan qarorlar tushunarli bo‘lishi, ma’lumotlar xavfsizligi ta’minlanishi va shaxsiy ma’lumotlar himoyalaniishi kerak. Xorazm viloyatida AI qo‘llanilishiga oid etik kodeks va ma’lumotlar xavfsizligini nazorat qilish mexanizmlari ishlab chiqilishi tavsiya etiladi.

Xorazm viloyati misolidagi amaliy natijalar:

AI tizimlarining hududiy boshqaruv jarayonlarida qo‘llanilishi sezilarli natijalarni ko‘rsatmoqda:

1. Qishloq xo‘jaligi sohasida Paxta va g‘alla ekinlarining hosildorligini prognoz qilishda AI algoritmlari yordamida suv resurslarini taqsimlash samaradorligi 15–20% ga oshirildi. Bu natija suv va elektr energiyasini tejash, hosildorlikni maksimal darajada oshirish va resurslardan oqilona foydalanish imkonini berdi.
2. Turizm sohasida. Viloyat turizm bo‘limi AI tizimlari yordamida mehmonlar oqimini prognoz qildi. Natijada marketing strategiyasi optimallashtirildi, mehmonlar oqimi bo‘yicha xizmatlar rejalashtirildi va xizmat ko‘rsatish sifati sezilarli darajada yaxshilandi.
3. Byudjet va moliyaviy boshqaruvda AI algoritmlari yordamida hududiy byudjet resurslarini boshqarish jarayonida qaror qabul qilish tezligi taxminan 25% ga oshdi. Shu orqali moliyaviy resurslardan samarali foydalanish va boshqaruv jarayonlarining shaffofligi ta‘minlandi.
4. Umumiy iqtisodiy va boshqaruv samaradorligi. AI tizimlari yordamida viloyat hokimligi qaror qabul qilish jarayonlarida xatolarni kamaytirish, ma‘lumotlarga asoslangan strategik qarorlar qabul qilish va hududiy rivojlanish strategiyasini yanada aniq rejalashtirish imkoniyatiga ega bo‘ldi.

Shunday qilib, Xorazm viloyati misolida sun‘iy intellektning amaliy qo‘llanilishi boshqaruv jarayonlarini optimallashtirish, resurslardan samarali foydalanish va hududiy rivojlanishni jadallashtirish bo‘yicha sezilarli natijalarni bermoqda.

Xulosa: Sun‘iy intellekt texnologiyalaridan foydalanish Xorazm viloyatida boshqaruv qarorlarini qabul qilish samaradorligini sezilarli darajada oshirmoqda. Tadqiqot natijalari shuni ko‘rsatadiki, AI tizimlari yordamida ma‘lumotlarga asoslangan, tezkor va samarali qarorlar qabul qilish imkoniyati yaratildi. Qishloq xo‘jaligi sohasida hosildorlikni prognoz qilish va suv resurslarini samarali taqsimlash orqali paxta va g‘alla yetishtirish samaradorligi 15–20% ga oshdi. Turizm sohasida mehmonlar oqimini prognozlash natijasida marketing va xizmat ko‘rsatish

strategiyalari optimallashtirildi, bu esa xizmat sifatining yaxshilanishiga olib keldi. Byudjet va moliyaviy resurslarni boshqarish jarayonlarida AI algoritmlari yordamida qaror qabul qilish tezligi 25% ga oshdi, bu esa hududiy boshqaruvning shaffofligi va samaradorligini ta'minladi. Shu bilan birga, AI tizimlarini joriy etishda ma'lumotlar sifati, kadrlar tayyorligi va texnologik infratuzilma masalalari hal etilishi zarur. Raqamli transformatsiya jarayonida ma'lumotlarning aniqligi va to'liqligi, IT-mutaxassislar va boshqaruv kadrlarining malakasi, shuningdek, server va tarmoq infratuzilmasining rivojlanishi muvaffaqiyatli AI integratsiyasi uchun asosiy omillar hisoblanadi. Bundan tashqari, AI tizimlarining etik jihatlari, shaffofligi va shaxsiy ma'lumotlar xavfsizligi ham alohida e'tibor talab qiladi. Kelajakda hududiy boshqaruv va iqtisodiy rejalashtirishda AI texnologiyalarini kengaytirish Xorazm viloyatining barqaror rivojlanishini ta'minlash, resurslardan samarali foydalanish va hududiy boshqaruv qarorlarini optimallashtirish imkoniyatini beradi. Shu bilan birga, AI asosida boshqaruv qarorlarini qabul qilish tizimi viloyatdagi iqtisodiy, ijtimoiy va ekologik masalalarni oldindan aniqlash va ularga tezkor yechimlar ishlab chiqishga xizmat qiladi. Umuman olganda, sun'iy intellektning Xorazm viloyatida joriy etilishi nafaqat boshqaruv jarayonlarining samaradorligini oshirishga, balki hududning raqamli transformatsiyasini muvaffaqiyatli amalga oshirishga, ijtimoiy-iqtisodiy rivojlanishini jadallashtirishga va hududiy barqarorlikni ta'minlashga imkon yaratadi. Shu bilan birga, AI texnologiyalarini tizimli, mas'uliyatli va shaffof joriy etish viloyat boshqaruvining uzoq muddatli strategik maqsadlariga erishishda muhim vosita bo'lib xizmat qiladi.

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INTERNATIONAL CONFERENCE ON
MODERN RESEARCH AND SCIENTIFIC INNOVATION
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