

Yashil

IQTISODIYOT va TARAQQIYOT

Ijtimoiy, iqtisodiy, siyosiy, ilmiy, ommabop jurnal

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- 08.00.01 Iqtisodiyot nazariyasi
- 08.00.02 Makroiqtisodiyot
- 08.00.03 Sanoat iqtisodiyoti
- 08.00.04 Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 Ekonometrika va statistika
- 08.00.07 Moliya, pul muomalasi va kredit
- 08.00.08 Buxgalteriya hisobi, iqtisodiy tahlil va audit
- 08.00.09 Jahon iqtisodiyoti
- 08.00.10 Demografiya. Mehnat iqtisodiyoti
- 08.00.11 Marketing
- 08.00.12 Mintaqaviy iqtisodiyot
- 08.00.13 Menejment
- 08.00.14 Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 Turizm va mehmonxona faoliyati



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MUNDARIJA

Organizational Behavior and Leadership.....	10
Ibrokhim Gulomov	
Baliqchilikda klasterlarni tashkil etishning nazariy asoslari.....	18
Olim Murtazayev, Muydinov Olim Bekmuratovich	
Оценка состояния привлечения инвестиций в сферу туризма Узбекистана и механизмы управления	24
Арзиматов Бобирмирзо Зокирджон угли	
Biologik aktivlar buxgalteriya hisobni milliy va xalqaro standartlarga muvofiq takomillashtirish masalalari ...	27
Axmadaliyeva Zebo Abduxalimovna	
Aholi yashash joylarida yong'in risklarini bartaraf etish xizmatlardan foydalanish imkoniyatlari	32
Aziz Zikriyoev	
O'zbekistonda ilmiy darajali kadrlar tayyorlash tizimi boshqaruvining tashkiliy tuzilmasi va vazifalari.....	40
Beknaeva Shaxnoza Vladimirovna	
Mintaqaviy turizmning iqtisodiyot rivojlanishiga ta'siri (O'zbekiston turistik xizmatlar bozori misolida).....	45
D. B. O'roqova	
Qishloq xo'jaligi mahsulotlarini ko'paytirishning asosiy yo'llari.....	50
Ibrohimov Boburmirzo Baxtiyor o'g'li, Sayfiddinov Sarvarbek Anvarbek o'g'li	
Sanoat korxonalarining aksiyalar bozoridagi faoliyati tahlili: muammolar va yechimlar	55
Igitov Jurabek Kuzibekovich	
Qurilishda modernizatsiya va diversifikatsiya qilish asosida yangi ishlab chiqarish quvvatlarini oshirish	63
Islamov Ozodjon	
Sanoat korxonalari innovatsion salohiyatini oshirishning tashkiliy-iqtisodiy mexanizmini takomillashtirish yo'llari.....	67
J. K. Boymurodov	
Mamlakatda yashil iqtisodiyotni rivojlantirish yo'nalishlari	72
Kadixodjayeva Nilufar Raxmatullayevna	
BlokchEYn texnologiyalari yordamida raqamli iqtisodiyotni o'zgartirish	77
Karabayev Rustam Zafarovich, Saitkamolov Muxammadxo'ja Sobirxo'ja o'g'li	
Raqamli iqtisodiyot sharoitida zamonaviy mehnat bozorining rivojlanishi	84
Layli Mirzayeva	
Xizmat ko'rsatish sohasini rivojlantirishda investitsion resurslardan samarali foydalanish mexanizmlari.....	88
Luiza Komilovna Xaydarova	
Umumta'lim muassasalari sonining ekonometrik tahlilini pedagogik metodlar yordamida amalga oshirish....	93
Ravshanova Muhayyo Maxmanazarovna	
O'zbekiston tarixiy shaharlarida turistik faoliyati shakllanishi va ularni boshqarishning nazariy asoslari.....	98
Meliqulov G'ayrat Abdug'aforovich	
Iqtisodiy rivojlanish va ilmiy tadqiqot rivojlanishining havo ifloslanish darajasiga ta'siri	105
Murodullayev Kamoliddin Sherzod o'g'li, Sadibekova Bibisora Djapparovna, Turdiqulov Farrux Ravshanjon o'g'li	
Hududlarni rivojlantirish va "yashil iqtisodiyot"ni shakllantirishning ekologik muammolari.....	110
Maxkamov Saidafzal Saidkamol o'g'li, Yigitaliyeva Dilnavo Mansurjon qizi	
Ekoturizm obyektlarining tasniflanishi va alohida xususiyatlari	116
Qodirov Azizjon Anvarovich	
Mamlakatimiz oliy ta'lim tizimida sifat menejmentidan foydalanishning konseptual asoslari	121
Saidqulova Firoza Farmonovna	
Bo'lajak iqtisodchilarning kasbiy kompetensiyalari.....	125
Shukurova Marifat Xodjiakbar qizi	
Ta'limning bosqichlari va ularning inson kapitalini shakllantirishdagi ahamiyati	129
To'rayeva Hurriyat To'yqulovna	
Hududlarda to'g'ridan to'g'ri xorijiy investitsiyalarni jalb etish dasturini amalga oshirishda marketingni rivojlantirish yo'llari	136
Xamidov O. X., Tojiyeva A. F.	
Investitsiyalar marketingining strategik aspektlari.....	143
Xodjamberdiyeva Dilnoza Bahtiyorovna	
Xorijiy investitsiyalarni jalb etishda investitsion muhit jozibadorligini oshirishga nazariy qarashlar	149
A. Bektemirov, A. A. Abdurahmonov	
Qishloq xo'jaligi raqobatbardoshligini oshirishning ilg'or xorij tajribasi.....	154
Abdulloev Asliddin Junaydullayevich, Ochilov Narzullo Fayzulloyevich	
Sanoat ishlab chiqarish tizimining investitsion xususiyatlari.....	159
Yodgorova Xalima To'liqinova	
Turizm sohasi uchun yuqori malakali kadrlarni tayyorlashda davlat va xususiy sherikchilikning o'zaro bog'liqligi tahlili.....	165
Raxmatov Adxam Itolmasovich	



Mamlakatimizda turizm tashkilotlari faoliyatini qo'llab-quvvatlash maqsadida marketing instrumentlari orqali samarali tizim yaratish.....	169
Suyunova Kamilla Baxromovna	
Qishloq xo'jaligida agrokimyo xizmatlar ko'rsatishning iqtisodiy samaradorligini oshirish yo'llari	173
Tabayev Azamat Zaripbayevich	
Yashil iqtisodiyotga investitsiyalarni jalb qilishni faollashtirish muammolari	178
Xomitov K. Z., Masharipova S. R.	
Considerations on the Problem of Illegal Migration and Human Trafficking	183
Azamatova Gulmira Bayirbekovna, Otarbayeva Guljan Kobeyevna	
Sustainable Development and Environmental Economics in Uzbekistan: A Focus on Carbon Pricing and Renewable Energy	186
Muhammadiyev Po'latjon Ilhomjon o'g'li, Urganbayeva Dilnoza Toxtasinovna	
The use of Digital Technologies in the Provision Of Utilities to the Population	192
Mamanazarov Oybek Shomurodovich, Inoyatova Durdona Shoxaydarovna, Alijonov Jamshid Alijon o'g'li	
The Current State of the Digital Economy in the Agrarian Sphere: Problems and Solutions	196
Babadjanov Abdirashid Musayevich	
Behavioral Theory of the Firm.....	201
Egamberdieva Oydin Abror qizi	
The Role of Information Technologies in Increasing the Capitalization of Commercial Banks	207
Egamova Makhfurat Esanovna	
Финансовые риски в исламском финансировании для внедрения в Республики Узбекистан	211
Абдуллоев Фуркат Олимджонович	
Совершенствование методологии экспертизы инвестиционных проектов	216
Бекимбетова Гулнора Маратовна	
Методические подходы к формированию механизмов стратегического управления развитием химической отрасли.....	223
Бибутова Шахло Саъдуллаевна	
Меры по снижению доли теневой экономики в стране.....	228
Махмудова Юлдузхон Бахромжон кизи, Сафаров Гиёсиддин Абдуллаевич ўгли	
Формирование национальной инновационной системы – одна из приоритетных задач повышения конкурентоспособности Республики Узбекистан	232
Н. М. Махмудов, А. А. Алиев, З. А. Мирзоев	
Мониторинг и анализ современного состояния и развития промышленности в Узбекистане.....	237
Назарова Раъно Рустамовна, Исмоилова Малика Дилшодовна	
Цифровая платформа как инструмент трансформации бизнес-процессов.....	243
Раупов Жамшид Рашидович	
Роль применения ключевых показателей эффективности труда на предприятиях.....	249
Рахматуллаева Шахноза Хамидовна	
Влияние цифровой трансформации на инвестиционную привлекательность Узбекистана.....	255
Саиткамолов Мухаммадхожа Сабиrhoджа угли, Маркабаева Жансая Айбек кызы	
Организация и координация методической помощи при управлении педагогическими кадрами	261
Хакимова Майя Юрьевна	
Интеграция узбекистана в мировое экономическое содружество путем унификации бухгалтерского учета на основе МСФО	266
Зарипова Саёхат Зафаровна	
Tijorat banklari tomonidan investitsiya loyihalarini moliyalashni rivojlantirish imkoniyatlari.....	271
Abduqodirova Ozoda Anvarjon qizi	
Tijorat banklari tomonidan jismoniy shaxslarga ajratilgan kreditlarning joriy tahlili.....	276
Abdusalomov Jaxongir O'ktam o'g'li	
Globalashuv sharoitida mamlakatimizda sug'urta bozorini raqamlashtirishning ahamiyati.....	282
Anvarova Z.	
The Role of Parents and Teachers in Promoting a Healthy Lifestyle in Children	286
Axtamov Djamshed Baxromovich	
A Study of the Importance of Green Economy in Uzbekistan Sustainable Economic Development and its Measurement Indicators in Relation to Environment.....	291
Ataniyazova Maksuda Baltayevna, Tairova Zarnigor Mammot qizi	
Konsolidatsiyalashgan moliyaviy hisobot tuzishning zarurligi.....	296
Avazov Ilxom Ravshanovich	
Foydani soliqqa tortish obyekti sifatidagi iqtisodiy tarkibi.....	301
Axrorov Zarif Oripovich	
Surxondaryo viloyatida aholining uy-joy bilan ta'minlanganlik darajasini tahlili.....	309
Ibragimov Qobil To'xtamishovich	
Review of Methodological Approaches to Enterprises Financial Condition Analysis.....	314
Ismailova Maxbuba Mirxalilovna	



Innovatsion rivojlanish sharoitida xizmat ko'rsatish sohasini tasniflanishining nazariy va ilmiy asoslari.....	319
Masharipova Manzura Alimbayevna	
Korxonalarda benchmarking strategiyalarini qo'llashning ijtimoiy-iqtisodiy mexanizmlari.....	325
Narziyeva Dilafiruz Muxtorovna	
Davlat budjetining soliqsiz daromadlari shakllanishini takomillashtirish yo'llari.....	330
O'ktamova Nargiza Narzulla qizi	
Mamlakatimizda sanoat ishlab chiqarishi korxonalarining rivojlanish holati tahlili.....	334
Olimov Maqsudjon Komiljon o'g'li	
Moliyaviy natijalar to'g'risidagi hisobotni moliyaviy hisobotning xalqaro standartlar talablari asosida tuzish.....	339
Pardayeva Zulfizar Alimovna	
Raqamlashtirish sharoitida qo'shma korxonasi faoliyatining tahlili.....	343
Rashidov Jamshid Xamidovich	
Kichik biznes va xususiy tadbirkorlikning rivojlanishida oilaviy tadbirkorlikning o'rni.....	348
Raximov Baxromjon Ibroximovich, Saloxiddinov Zuxriddin Nuriddin o'g'li	
Raqamli iqtisodiyot sharoitida xizmat ko'rsatishning ilmiy asoslari.....	352
Suyunov Asror Baxtiyorovich	
Raqamli iqtisodiyot sharoitida telekommunikatsiya sohasini rivojlantirish ilmiy asoslari.....	356
Toshmatov Salohiddin Zayniddinovich	
Raqamli iqtisodiyot sharoitida innovatsiyalarni joriy etishning huquqiy masalalari.....	360
Turg'unov Saloxiddin Jamol o'g'li, Mirzayeva Mohidil Vohidovna	
Zamonaviy sharoitlarda korxonalarining moliyaviy baqarorligini yaxshilash masalalari	366
Usmanova Guljahon Ulug'bek qizi	
Franshizalarni jalb qilishda davlat boshqaruvi tizimida marketing tadqiqotlarining ahamiyati	371
Xodjayev Anvar Rasulovich	
Transport Decarbonization Strategy	377
Yarashova Vasila Kamalovna, Muradov Bekzod Xidirnazar ugli	
Temir yo'l transportida ishlab chiqarish faoliyatining iqtisodiy samaradorligini oshirish	382
Yermatova Dilnoza Axmadjonovna	
Iqtisodiyotda davlat ishtirokini qisqartirish va xususiy tadbirkorlikni rivojlantirish istiqbollari	387
Yuldashev Xusniddin Abdullayevich	
Issiqlik ta'minoti xizmatlarini ko'rsatish samaradorligi va sifatini baholash ko'rsatkichlari tizimi.....	390
Abdulaziz Abdumo'minovich Matro'ziyev	
Issiqlik ta'minoti xizmatlari sifatiga ta'sir etuvchi omillar va ularni baholash	394
Abdulaziz Abdumo'minovich Matro'ziyev	
Jismoniy shaxslarning mol-mulkiga soliq solishni takomillashtirish.....	399
Abdullayev Zafarjon Alijonovich, Zaydullayev Abduhabib Boliqul o'g'li	
Sug'urta tashkilotlarida hisob siyosatini ishlab chiqishning ahamiyati.....	404
Abduraimova Maftunaxon Axmatovna	
Bank risklarini boshqarishning xalqaro tajribalari.....	409
Abdurasulov Jaxongir Abduvaliyevich	
Tadbirkorlik subyektlari ijtimoiy ma'sulligini ta'minlash mexanizmining amal qilish darajasi.....	416
Bayisbayev Javlon Nurlanovich	
Qishloq aholisining qishloq xo'jaligida bilim va innovatsiyalarni o'zlashtirishiga ta'sir etuvchi omillarni iqtisodiy baholash (Samarqand viloyati misolida).....	421
Bozorova Lobar Nuralevna	
Направления совершенствования инновационных стратегий в деятельности промышленных предприятий.....	427
Дониерова Зухрабону Алишер кизи	
Mol-mulk solig'ining korxonalar faoliyatiga ta'siri.....	432
Qudiyarov Kishibay Ramatullayevich	
Banklar reytingini aniqlash va barqarorligini ta'minlashning ustuvor yo'nalishlari.....	438
Maxmudov Omon Tuxtayevich	
Iqtisodiyotni modernizatsiyalash sharoitida tijorat banklarining aktiv va passiv operatsiyalarini innovatsion usullar orqali boshqarishni takomillashtirish	442
Mo'minova Ma'suda Baxtiyarovna	
Auditorlik tekshiruvini dasturiy ta'minot asosida tashkil etish: muammo va yechimlar.....	447
Nazarova Kamola Sattorali qizi	
Ishlab chiqarish infratuzilmasini rivojlantirishning davlat tomonidan tartibga solish konsepsiyasi.....	453
Normurodov Xusan Eshmaxmatovich	
O'zbekiston Respublikasida kichik biznes va xususiy tadbirkorlikning ahamiyati hamda uni rivojlantirish istiqbollari.....	460
Nurullayeva Shaxnoza, Saydullayeva Saodat	



Tijorat banklari inson kapitali samaradorligini baholashda KPI ko'rsatkichlaridan foydalanish mexanizmlari.....	467
Turaeva Mastura Kurbanovna	
Сущность и особенности инвестиционно-строительного процесса.....	471
А. Бектемиров, Б.М.Абдувалиев	
Tijorat banklarida muammoli kreditlarni boshqarishning dolzarb masalalari.....	478
Saidov Hayotjon Raxmatulloyevich	
Tijorat banklarida kredit operatsiyalari hisobini takomillashtirish.....	482
Sa'dullayeva Asaxon Muzaffarovna	
Ko'p tarmoqli fermer xo'jaliklarining raqobatbardoshlikni baholash usullari	485
Abdulloyev Asliddin Junaydullayevich, Teshayev Mirolim Djumayevich	
Tadbirkorlik subyektlarida soliq yukini optimallashtirish mexanizmi	490
To'xsanov Qudratillo Nozimovich	
Davlat sektorida ichki audit tadbirlarini umumiy rejalashtirish	495
Xamidova Z. U.	
Aholi moliyaviy savodxonligini oshirish va uning ahamiyati.....	501
Xudayarova Xurshida Abdunazarovna	
Kambag'allikni qisqartirishning xorijiy mamlakatlar tajribasi.....	505
Xudoyberdiyev Jamshid Juraboy o'g'li	
Oliy ta'lim muassasalarida buxgalteriya hisobi va ichki auditni takomillashtirish.....	511
Shaymatova Nargiza Ashurovna	
Raqamli iqtisodiyot sharoitida sug'urta xizmatlari.....	516
Shodmonova Odina G'ofur qizi	
Fuqarolar davlat pensiya ta'minoti tizimining amaldagi holati tahlili.....	520
Sholdarov Dilshod Azimiddin o'g'li	
Aholiga bank xizmatlari ko'rsatishning ijtimoiy ahamiyati.....	525
Eldor Uskanov	
Innovatsion boshqaruvning ilg'or xorijiy tajribalari	530
Yusupova Jamila Karamatdinovna	
Neft-gaz korxonalari moliyaviy-iqtisodiy faoliyati natijalari tahlili ("O'ZBEKNEFTGAZ" AJ misolida)	534
Umurzoqov Jamoliddin Sherbekovich	
Korxonalarda savdo marketing faoliyati samaradorligini baholash.....	541
Sobirov Azizbek Avzbekovich	
Moliyaviy firibgarliklarga qarshi kurashishda raqamli texnologiyalardan foydalanish imkoniyatlari.....	548
Gadaev Ismat Yadgarovich	
Hududlarda islom iqtisodiyoti tamoyillari asosida amalga oshirilgan investitsion loyihalar: to'siqlar va yechimlar	551
Irgasheva Gulbahor Sodiqovna	
O'zbekistonda investitsiyalardan samarali foydalanish asosida oziq-ovqat sanoati samaradorligini oshirish yo'llari	554
Kobilova Nasiba Xurramovna	
Foreign Economic Relations as a Factor of Effective Functioning of the Economy.....	561
Bakhodurova Sulkhiya Azizkhodjaevna, Li Marina Rudolfovna, Mukhtarova Donata Ravshanbekovna, Romashkin Roman Anatolyevich	
Modern Approaches to the Organization and Development of the Consumer Services Market.....	566
Musyeva Shoiraz Azimovna	
Ishlab chiqarish siklini qisqartirishning iqtisodiy samaradorligi.....	570
Odina Nabiyeovna Tuychiyeva, Nazarova Latofat Toirjon qizi	
Asalarichilik mahsulotlari bozorida marketing strategiyasini amalga oshirish.....	575
Rashidova Xadicha Tursunalievna	
Iqtisodiyotni modernizatsiyalash sharoitida bank faoliyatini iqtisodiy-matematik modelashtirish yo'llari	581
Raxmanov Mexridin Sindarovich	
Korporativ boshqaruv amaliyoti bo'yicha hisobot tuzish bo'yicha xorijiy tajriba	586
Tashmatov Rustam Xusanovich	
Iqtisodiyotda davlat ishtirokini qisqartirish va xususiy tadbirkorlikni rivojlantirish istiqbollari	592
Yuldashev Xusniddin Abdullayevich	
Iqtisodiyotda turizm o'rnini statistik baholash uslubiyoti.....	595
Zilola Jumanova	
Финансовые риски в исламском финансировании для внедрения в Республики Узбекистан	602
Абдуллоев Фуркат Олимджонович	
Блокчейн-технология и информационная безопасность в цифровой экономике Узбекистана.....	607
Кадилов Алишер Исмаилович	
Цифровая платформа как инструмент трансформации бизнес-процессов	611
Раупов Жамшид Рашидович	



O'zbekistonda zamonaviy kabel va sim mahsulotlari ishlab chiqaruvchi korxonalar faoliyatiga nazar.....	617
Rashidova Odina Olimjon qizi	
Современные тенденции развития валютных отношений в Узбекистане	622
Камалов Камоладдин Кахрамонович	
Sug'urta sohasining O'zbekiston iqtisodiyotidagi o'rni.....	626
Sharobiddinov Akramjon Goyibbayevich	
Kichik biznes va tadbirkorlikni rivojlantirishning xorij tajribasi va undan	
O'zbekistonda foydalanish yo'nalishlari	630
Fayziyeva Aziza Azamat qizi	
Modeling the Stackelberg strategy in a linear model (linear city) Hotteling.....	635
Musayeva Shaira Azimovna, Usmonova Dilfuza Ilkhomovna	
Mulkning kapitallashuvi darajasini iqtisodiy jihatdan amalga oshirish samaradorligini baholash uslublari.....	644
Norboyev Odil Abrayevich	
Tijorat banklarining kredit portfelini amaliy holati va ekonometrik tahlillari: ATB "Aloqabank" misolida.....	649
Norov Akmal Ruzimamatovich, Norova Nozima Nabiyevna	
O'zbekistonda "yashil iqtisodiyot" muhitida kreditlash va moliyalashtirish imkoniyatlari	654
Taxir Urkinbayev	
Budjet tashkilotlarida ichki nazorat tizimini tashkil qilishning xususiyatlari.....	658
Abduraxmanov Ramazon Abdullayevich	
Chinese Commercial Banks Experience in Asset Diversification	663
Uktamova Nozima Narzulla kizi	
Sanoat taraqqiyotida ishlab chiqarish korxonalari ustuvor rivojlantirish istiqbollari.....	667
Yadgarov Akram Akbarovich	
Анализ деятельности коммерческих банков Узбекистана по кредитованию физических лиц.....	673
Базарова Нигора Равшановна	
Mahalliy va xorijiy investitsiyalarni jalb etishning innovatsion jarayonlarga ta'sirini baholash.....	684
Bobobekov Ergash Abdumalikovich	
Raqamli iqtisodiyot sharoitida innovatsiyalarning iqtisodiy samaradorligini oshirish yo'llari	689
Kuziyeva Nargiza Ramazanovna, Xusanov Faxriddin Jamoliddin o'g'li	
Tashqi mehnat migratsiyasi.....	694
O. N. Djurayev	
Raqamli iqtisodiyotda sanoat tarmog'ining davlat tomonidan qo'llab-quvvatlanishini baholash	699
Otaboyeva Dildora	
Nobank kredit tashkilotlarining moliyaviy xizmatlari sifatini oshirishning xorijiy mamlakatlar tajribasi	705
Raimov Xurshid Muxtorovich	
Tijorat banklarida moliyaviy injiniringni qo'llash istiqbollari	711
Saipnazarov Sherbek Shaylavbekovich	
O'zbekiston Respublikasi moliya bozorida tijorat banklari faoliyati: muammo va yechimlar	716
Toymuxamedov Ibroxim Rixsiboevich, Jumaev Islombek Akram o'g'li	
Agrar ta'lim tizimida boshqaruv samaradorligini oshirish yo'llari	723
Boltayev Nurali Shiramatovich, Beglayev Uchqun Xurramovich, Abdiyev Izzat Risqiboyevich	
O'zini o'zi band qilgan shaxslardan olinadigan soliqlarni takomillashtirish orqali	
yashirin iqtisodiyotni jilovlash masalalari	731
Davranov Iskandar Jumayevich	
Iqtisodiy konsentratsiyalarni tartibga solish va nazorat qilishni takomillashtirish.....	738
Luqmanov Sharifxon A'zam o'g'li	
Role of Private and Public Kindergartens in Early Childhood Development	744
Makhmudova Munisakhon Abbos qizi	
"Yashil" enegriya quvvatlarini barpo etish iqtisodiy barqarorlikni ta'minlash asosi sifatida.....	749
Muminova Elnoraxon Abdukarimovna, Umarova Dilnoza Oybek qizi	
Xo'jalik yurituvchi subyektlarda CVP-tahlilni tashkil etishning muammoli jihatlari	754
Qlichev Baxtiyor Pardayevich	
Korxonada likvidlik riskini minimallashtirish orqali uning moliyaviy barqarorligini saqlab qolish	759
Latipova Shaxnoza Maxmudovna	
Развитие международных торгово-экономических связей Республики Узбекистан	766
Ким Татьяна Валерьевна, Гофуржонова Шахрибону Бахромжон кизи	
Kapital qurilishni boshqarish samaradorligini oshirishning dolzarb masalalari	774
A. Bektemirov, M. U. Sarimsoqov	
O'zbekiston mehnat bozorida yoshlarning ish bilan bandlik darajasini oshirish.....	780
Mambetjanov Qahramon Qurbandurdiyevich, Bahromov Shahzod Fazliddinovich	
Роль имиджа в улучшении инвестиционной привлекательности высших учебных заведений.....	787
Жанзаков Бекзот, Жонузиков Мирзабек	
Innovatsion kichik tadbirkorlikni qo'llab-quvvatlash bo'yicha xorij tajribasi va	
uni mamlakat iqtisodiyotida qo'llash imkoniyati.....	795
Toshaliyeva Saodat Toxirovna, Eshqulova Dilorom Abduravupovna	



Перспективы развития банковского сектора в Узбекистане для иностранных туристов	802
Муминов Шахзод Низомиддинович, Каримова Азиза Махомадризовевна	
Innovatsion faoliyat moliyaviy modellari va mexanizmlarini rivojlantirishning konseptual asoslari	806
Ruzibayeva Nargiza Xakimovna	
Qishloq xo'jaligi tarmoqlarini innovatsion rivojlantirish bo'yicha xorijiy tajribalar va ulardan respublikamizda samarali foydalanish yo'llari	814
Ishniyazov Baxrom Normamatovich	
Turistik xizmatlarining o'ziga xos xususiyatlari va marketing tadqiqotlari	819
Berdikulova Iroda Rayimqulovna	
Qoraqalpog'iston qishloq xo'jaligi: asosiy muammolar va rivojlanishining ustuvor yo'nalishlari	823
Yeshimbetov Uktamjon Xudaybergenovich	
Iqtisodiyotning erkinlashtirilishi sharoitlarida kichik biznes sektori rivojlanishining imkoniyatlari	832
Botirova R. A., Sirojiddinov I. Q.	
Kriptovalyuta va blokcheyn tadqiqotlari: tendensiyalar va istiqbollar	835
Berdikulov Jurabek	
Bank risklarni monitoring qilish tizimini takomillashtirish	837
Hamroyev Sherzod Axtamovich	
O'zbekiston hududlariga xorijiy investitsiyalarni jalb qilishda ko'p qavatli "yashil" fermer xo'jaliklarini tashkil etishning ahamiyati	843
Turdimuratova Aziza Alisherovna	
Surxondaryo viloyatining mahalliy budget daromadlarini oshirish yo'llari va uni arima modeli asosida prognozlash	846
Abdunazarova Shahnoza Norqo'chqor qizi	
Qishloq xo'jaligi tarmog'ining mamlakat iqtisodiyotidagi o'rni va undagi tarkibiy o'zgarishlarni statistik baholash	856
Zakirova Umida Maxamadaminovna	
O'zbekiston Respublikasida xizmat ko'rsatish korxonalarining ijtimoiy-iqtisodiy mohiyati	863
Pardayev Jamshid Muzaffarovich	
Turizm bozorini rivojlantirishda mehnat bozorining tutgan o'rni va ahamiyati	872
Berdikulova Iroda Rayimqulovna, Berdikulov Jurabek	
Проблемы расчета определения и планирования прибыли предприятий в условиях модернизации экономики	876
Алиева С. С.	
Роль применения информационных технологий "BLOCKCHAIN" в совершенствовании системы бухгалтерского учета Республики Узбекистан	881
Холбеков Расул Олимович	
Sanatoriy-sog'lomlashtirish muassasasida ichki audit qanday amalga oshiriladi: usullari	886
Shafkarov Faxriddin Xudayberdievich	
Tashqi savdo operatsiyalarining yagona elektron axborot tizimida umidsiz qarzdorlik masalasi	892
Tashmuxamedov Dilmirod Mirabzalovich	
Принципы формирования отчета о финансовых результатах в национальной и зарубежной практике	897
Эргашева Шахло Тургуновна	
Xalqaro raqamli integratsiyaning O'zbekiston an'anaviy banklarning raqobat muhitiga ta'siri	907
Abdujabbarov Abdurasul Abdurashid o'g'li	
O'zbekistonda turizm sohasida kadrlar tayyorlash tizimini takomillashtirish: muammolar va strategiyalar	915
Eshmurodov Rustam Sayfiddin o'g'li	
Yoshlar turizmini rivojlantirishda ommaviy va alternativ turizmning o'rni hamda volontyorlikning xususiyatlari	918
Allayor Norboyev Ismoilovich	
Parrandachilik statistikasi ko'rsatkichlar tizimini shakllantirishning nazariy asoslari	922
Bobomuratov Imomqul Islamovich	
Iqtisodiyotda kambag'allik darajasini qisqartirishda moliya bozori instrumentlaridan foydalanish imkoniyatlari	927
Shaxnoza Qobilova	
Sohibqiron Amir Temur va Adam Smitning soliqlarga bo'lgan qarashlarining xususiyatlari to'g'risidagi fikrlar	932
Alimov Ilxomjon Ikromovich	
O'zbekiston Respublikasida zamonaviy bank xizmatlarinin rivojlantirish istiqbollari (O'ZMILLIYBANK AJ misolida)	938
Kadirov Laziz	
Milliy barqaror rivojlanish sohasidagi maqsad va vazifalarni amalga oshirishda iqtisodiy indikatorlar tahlili	941
Xoshimov Sobir Murtazayevich	



The Role of Artificial Intelligence in Digital Transformation.....	945
Raimjonova Madina Asrarovna	
Tadbirkorlikda innovatsion faoliyatni moliyalashtirish masalalari	949
Otaxanov Sardorbek Maxammadali o'g'li	
Tadbirkorlik faoliyati samarasini oshirishda iqtisodiyotni rivojlantirishning strategik yo'nalishlari	952
I. M. Kamoliddinov, Sodiqov Maqsudjon Abduolimovich	
Tadbirkorlik subyektlarini soliq mexanizmi orqali rivojlantirish masalalari.....	955
Akbarov Akramjon Ibroximjonovich	
Yashil investitsiya samaradorligini oshirish masalalari.....	959
Ibrohimov Muhammadjon Abdullajanovich	
Yengil sanoat korxonalarini rivojlantirish va eksport imkoniyatlarini oshirish yo'llari	962
K. M. Umarkulov	
"Yashil" iqtisodiyotni rivojlantirishda tadbirkorlik faoliyati va uning hissasini oshirish masalalari	966
G. T. Mamajanova	
Kichik biznes faoliyatini qo'llab-quvvatlashda mahalliy boshqaruv bilan mushtarak jihatlarning o'ziga xos xususiyatlari	970
Ubaydullayev Akmal Tulkinboyevich	
Aholini ijtimoiy qo'llab-quvvatlashning tashkiliy-huquqiy asoslarini takomillashtirish masalalari.....	976
Tursunov Abdulla Qoraboshevich	
Институциональные концепции устойчивого развития в рамках стратегического управления экономикой региона	980
Сеитова Лейла Пулатовна	
Hududlarda turistik destinatsiyalarni majmuaviy rivojlantirishda raqobatbardoshlik strategiyasini takomillashtirish istiqbollari	988
Mirzayev Abdullajon Topilovich	
Современное состояние развитие системы железнодорожного транспорта	992
Саримсакова Малохат Хикматуллаевна	
Relevance of Benchmarking in Industrial Enterprises	995
Uktamjonova Zulayxo Anvarjon qizi	
Aholini ijtimoiy qo'llab-quvvatlashning tashkiliy-huquqiy asoslarini takomillashtirish masalalari.....	1000
Tursunov Abdulla Qoraboshevich	
Maktabgacha ta'lim tashkilotlarida davlat xususiy sheriklik asosida byudjetdan ajratilayotgan mablag'larning holati tahlili	1004
Xalilova Sh. G'	
Направления обеспечения конкурентоспособности во внешнеэкономических связях.....	1007
Ахмедов Икром Акрамович	
O'zbekistonda natijaga yo'naltirilgan budjetlashtirish mexanizmini rivojlantirish.....	1021
Primova Nigora Ikrom qizi	
Kichik biznes korxonalarida B2B bozorini tizimli tashkil etishning uslubiy jihatlari.....	1028
Zakirova Gulnoza Qudratovna	
Current Trends in Agrotourism in Uzbekistan: Demand, Needs, and Motives of Agritourists	1032
Iroda Abdieva Gayrat kizi	
Современное состояние достойного труда специалистов транспорта в условиях цифровизации.....	1037
Абдуллаева Нигора Шамсиддиновна	
Обоснование методов оценки совершенствования конкурентоспособности предприятий легкой промышленности	1041
Тухтасинова Мухайё Мирзасултоновна	
Проблемные аспекты трансформации финансовой отчетности бизнеса юридических лиц	1047
Шин Инесса Олеговна	
Cross-Cultural Management is a Separate Field of Science and Discipline.....	1053
Umarova Zulaykho, Rakhmanova Zilola	



CROSS-CULTURAL MANAGEMENT IS A SEPARATE FIELD OF SCIENCE AND DISCIPLINE

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Abstract: This article provides an overview of the history of cross-cultural management as a separate field of study. It highlights the importance of cross-cultural management in a globalizing world and takes the reader through the stages of research studies devoted to this field that have evolved into a separate discipline across the universities in developed economies.

Key words: culture, management, corporate culture, national culture, multicultural structures, human resources, cultural differences, mentality.

Annotatsiya: Ushbu maqolada madaniyatlararo menejment tarixi alohida tadqiqot sohasi sifatida ko'rib chiqilgan. U globalashayotgan dunyoda madaniyatlararo menejmentning muhimligini ta'kidlab, rivojlangan mamlakatlar universitetlarida alohida fanga aylangan ushbu sohaga bag'ishlangan tadqiqot bosqichlari bilan kitobxonni tanishtirib o'tadi.

Kalit so'zlar: madaniyat, menejment, korporativ madaniyat, milliy madaniyat, ko'p madaniyatli tuzilmalar, inson resurslari, madaniy farqlar, mentalitet.

Аннотация: В данной статье представлен обзор истории межкультурного менеджмента как отдельной области исследования. Она подчеркивает важность межкультурного менеджмента в глобализирующемся мире и знакомит читателя с этапами исследований, посвященных этой области, которые превратились в отдельную дисциплину в университетах развитых стран.

Ключевые слова: культура, менеджмент, корпоративная культура, национальная культура, мультикультурные структуры, человеческие ресурсы, культурные различия, менталитет.

In writing this article the range of publications of foreign and domestic scientists related to Cross-Cultural Management has been used. In particular textbooks and results of scientific papers have been thoroughly revised. For instance, the publications of Martin J. Gannon and Karen. L Newman's "Handbook of Cross-Cultural Management", Marie Joelle Browaeys, and Roger Price's "Understanding Cross-Cultural Management" (fourth edition), Veronica Velo's "Cross-Cultural Management", V.G. Bunina's "Cross-Cultural Management and Cross-Cultural Communication", Rafiul Abedin Chokder and Paulina Vanessa Díaz Tapia's "The role of corporate culture in managing cultural diversity, "Intercultural communication" in S. Bochner (ed.), Cultures in contact: Studies in cross-cultural interaction (pp. 61 79). Oxford: Pergamon have been widely utilized.

In modern society, the problem of cross-cultural management associated with the functioning of multinational, multicultural structures of modern international organizations has become increasingly relevant. The success of international business depends on understanding of the peculiarities of the national culture of other countries, the ability to adapt to the cultural differences of nations. It is the national culture that significantly affects the behavior of people and decision-making in the organization.

Moreover, it is worth noting that society is changing, digitalization of all life processes is taking place, and diversity of nations, languages, origins, gender, and appearances is becoming a norm of life. At this point, there is a clear consideration that the creators of global artificial intelligence cannot be allowed to be exclusive of one gender, ethnicity, age, or culture.

Thus, given the intersectionality of ethnocultural factors on digitalization, particularly the algorithmization of society, the question arises of how to manage these processes effectively and what technologies to use in doing so.

But, despite the growing interest and the number of studies, in domestic sociology, the problem of managing cross-cultural relations in an organization is still in the initial stage of development.



Each nationality has special behavioral and interpersonal individual behavioral traits, which also depend on the national culture. The behavioral patterns play a vital role in the functioning of any organization. In international companies where the composition of employees is largely diverse, the behavioral issues, cultural differences, and perceptions grow in importance and managers may face challenges in running a company. To understand, and most importantly, to effectively manage human resources in a transnational corporation, it is necessary to regulate their behavior following the individual cultural peculiarities of representatives of the national culture.

Why do we highlight cross-cultural management as a separate field of science? Theoretical rethinking of the laws of communication of business cultures has started since World War II, though in reality in practice, the issues of cross-cultural management, so as managing the processes of business communication are as old as the economy itself. Business communication at all times in all cultures always has been based on the national vision of the world, national cultures, and on national mentality. Why did 40 years ago in the 50-60th of the last century this problem concentrate in a separate discipline and grow into the main object of research? Most researchers believe that this is related to globalization which has been boosted by a sharp increase in international economic relations in the post-war recovery period.

The realization of Marshall's Plan, the penetration of the American economy into foreign markets, and the elevating of these plans to the US government policy have become the pushing factor in the emergence of Cross-Cultural management. Active economic US expansion quickly revealed the first challenges and failures associated with non-economic, national-cultural particularities of various countries. This necessitated American experts to effectively work out technologies and strategies to promote economic US interests in different nation-economic environments.

In the 60-70th a group of US scientists addressed new challenges that emerged at that time and commenced practical psychological and strategic recommendations, that would lead to the minimization of costs while building transnational corporations and promoting American interests. The first studies on cross-cultural interaction emerged after active US economic expansion. On the other side of the Atlantic integration processes that started in Europe aimed at creating a common economic area, also raised issues of effective cooperation of national economies.

Over 40 years cross-cultural has gone through the path reflecting the inner logic of the development of cross-cultural communication in the era of globalization.

The 1st cornerstone was related to the research that had been done on the issues of the penetration of large national companies into foreign markets globally. At this stage, by default, the concept of "Monoculture" was applied to penetrated markets as well as the concept of "national government". The studies made at that time have collected priceless materials characterizing the traits of national mentality, including business mentality.

Founders of cross-cultural management have conducted research and made analysis of many factors influencing the mentality of a nation. They concluded that such factors are historical, geographical, religious, and folklore. The socio-economic basis of each nation's value mattered under the propaganda of abstract "universal values" and averaged "human rights". The founders of CCM inferred: all nations are different, each has its system of values elaborated over many generations and cannot be modified without coursing harm to the well-being of a nation. However, the research was limited to the statement of facts.

The second stage of the studies on CCM was related to the development of theories and typologies of corporate cultures about the issues of the international division of labor. It was noted that various national cultures gravitate towards different types of organization of economic progress, giving rise to different types of organizational behavior and forms of economic activity.

At this stage, studies on the types of corporate cultures appeared, based on the application of a national business mentality to the specific economic activity. A great achievement of CCM lies in the understanding that the corporate culture of the organization is based first of all on the national economic mentality. Secondly, corporate culture can be changed by considering its internal development paradigm.

The importance of the 80-90th research is that it reveals the interaction of corporate cultures and the application of the organization model to a particular national and

Currently, on the 3d stage, under the condition of growing migration processes and the critics of the "national government" idea, there is a necessity to comprehend a pattern of interaction of national business models not only in external economic activities but also intra-country activities, becoming more and more multiethnic and multicultural.

Cultural diversification of personnel across large and middle-sized companies raised the issue of including intercultural differences in traditional human resource management patterns, especially in the times of racial intolerance between citizens and migrants. In recent years, research on the management of "cultural diversity" has come to the forefront, aimed at developing mechanisms that would make it possible, while preserving



the national and cultural identity of certain groups of the population, to ensure sustainable and strict management control by developing some common, acceptable for representatives of different cultures “protocol” on cross-cultural management.

An additional impetus for these studies is given by the next round of geopolitical development – the processes of intercultural interaction in regional processes (in Europe, the Middle East, Latin America) show the similarity of the use of cross-cultural management mechanisms both in business and in geopolitics.

As a result of globalization, it is becoming more and more important for international managers to obtain specific cross-cultural knowledge and skills. Increasingly, effective adaptation in culturally diverse contexts is expected of individuals working in international settings, as this improves their performance. This involves - among other attributes and skills - successful interaction and coping with members of different cultural groups. Managers should therefore possess the special competencies and attributes that enable them to deal effectively with the rapid changes in the business environment and to communicate effectively on the international sphere; this is referred to as cross-cultural competence which has become a critical driver of international performance.

This is in line with the target of today's universities in the present era of globalization. In recognition of global interdependence, there is now a high degree of interest and demand for global citizenship in education (GCE) (Simon, 2014). Universities are now pursuing producing “global citizens” to the workplace (Erez, Lisak, Harush, & Gilkson, 2013), graduates who can fit everywhere.

This is to be achieved by integrating an international and intercultural dimension of high quality and a competitive structure into the teaching, the research and the service functions of all institutions working in the field of higher education (Simon, 2014).

It is not surprising that universities are now calling for “becoming a global citizen” and marketing “schools that provide international career pathways”, emphasizing a globalized education equipping students with “employable skills in the international markets”.

Uzbekistan government also takes crucial steps in improving education and intellectual human resources. Over the past decade, many reforms have been implemented by Uzbek government. The reforms aim to utilize available material economic and intellectual resources efficiently. Their main goal is to prevent further decline of the standard of life of the citizens and to soften the negative impact of external factors influencing the entire world. The President of the Republic of Uzbekistan in the official Decree № PF-4947 as of the 7th of February 2017 in “The Further Developments of the Republic of Uzbekistan” determined the Fourth Priority Direction in “The Actions Strategy”¹, which is enhancing the quality of School Education and in Specialized and Higher Education and taking measures to further prosper this sphere.

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¹ “O'zbekiston Respublikasini yanada rivojlantirish bo'yicha Harakatlar strategiyasi to'g'risida” O'zbekiston Respublikasi Prezidentining 2017-yil 7-fevraldagi PF-4947-son Farmoni.

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