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O‘ZBEKISTONDA BIZNES BOSHQARUVINI RAQAMLASHTIRISH: MUAMMOLAR VA RIVOJLANISH ISTIQBOLLARI

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ANNOTATSIYA: Ushbu maqolada O‘zbekistonda biznes boshqaruvini raqamlashtirish jarayoni, uning zamonaviy biznes faoliyatidagi ahamiyati hamda mavjud muammolar tahlil qilinadi. Raqamli texnologiyalarning korxonalar boshqaruvi, mehnat unumdorligi, xarajatlarni optimallashtirish va raqobatbardoshlikni oshirishdagi o‘rni yoritib beriladi. Shuningdek, biznesni raqamlashtirish jarayonida uchrayotgan texnik, moliyaviy, kadrlar va kiberxavfsizlik bilan bog‘liq muammolar ko‘rib chiqiladi. Maqolada O‘zbekistonda raqamli biznes boshqaruvini rivojlantirish istiqbollari hamda samaradorlikni oshirishga qaratilgan takliflar bayon etiladi.

Kalit so‘zlar: raqamlashtirish, biznes boshqaruvi, raqamli texnologiyalar, raqamli transformatsiya, elektron tijorat, kiberxavfsizlik, innovatsiya, boshqaruv samaradorligi.

АННОТАЦИЯ: В данной статье анализируется процесс цифровизации управления бизнесом в Узбекистане, его значение в современной предпринимательской деятельности, а также существующие проблемы. Освещается роль цифровых технологий в управлении предприятиями, повышении производительности труда, оптимизации расходов и увеличении конкурентоспособности. Также рассматриваются технические, финансовые, кадровые проблемы и проблемы, связанные с кибербезопасностью, возникающие в процессе цифровизации бизнеса. В статье представлены перспективы развития цифрового управления бизнесом в Узбекистане, а также предложения, направленные на повышение его эффективности.

Ключевые слова: цифровизация, управление бизнесом, цифровые технологии, цифровая трансформация, электронная коммерция, кибербезопасность, инновации, эффективность управления.

ABSTRACT: This article analyzes the process of digitalization of business management in Uzbekistan, its importance in modern business activities, and existing challenges. It highlights the role of digital technologies in enterprise management, increasing labor productivity, optimizing costs, and enhancing competitiveness. The article also examines technical, financial, human resources, and cybersecurity-related challenges encountered in the process of business digitalization. Furthermore, the article presents the prospects for developing digital business management in Uzbekistan and provides proposals aimed at improving its efficiency.

Keywords: digitalization, business management, digital technologies, digital transformation, e-commerce, cybersecurity, innovation, management efficiency.

KIRISH: Bugungi kunda raqamli texnologiyalarning jadal rivojlanishi iqtisodiyotning barcha sohalari, jumladan, biznes boshqaruvi tizimiga ham katta ta’sir ko‘rsatmoqda. Raqamlashtirish korxonalarning boshqaruv jarayonlarini takomillashtirish, mehnat unumdorligini oshirish, xarajatlarni kamaytirish, mijozlar bilan munosabatlarni yaxshilash hamda tezkor va samarali qarorlar qabul qilish imkonini bermoqda. Shu sababli zamonaviy biznes sharoitida raqamli texnologiyalardan samarali foydalanish korxonalarning raqobatbardoshligini ta’minlovchi muhim omillardan biriga aylanmoqda. O‘zbekistonda ham so‘nggi yillarda iqtisodiyot va tadbirkorlik faoliyatini raqamlashtirishga alohida e’tibor qaratilmoqda. Elektron tijorat, elektron to‘lov tizimlari, avtomatlashtirilgan boshqaruv dasturlari, sun’iy intellekt, bulutli texnologiyalar va boshqa raqamli yechimlarning biznes jarayonlariga joriy etilishi korxonalar faoliyatini yangi bosqichga olib chiqmoqda. Biroq raqamli transformatsiya jarayonida texnik

infratuzilmaning yetarli darajada rivojlanmaganligi, malakali IT mutaxassislarining yetishmasligi, kiberxavfsizlik muammolari, moliyaviy xarajatlarning yuqoriligi va ayrim korxonalarda raqamli boshqaruv madaniyatining shakllanmaganligi kabi muammolar ham mavjud. Mazkur maqolada O‘zbekistonda biznes boshqaruvini raqamlashtirishning hozirgi holati, uning korxonalar faoliyatiga ta’siri, mavjud muammolar hamda raqamli boshqaruvni rivojlantirish istiqbollari tahlil qilinadi. Shuningdek, biznes jarayonlarini raqamlashtirish samaradorligini oshirish bo‘yicha taklif va tavsiyalar ishlab chiqiladi.

INTRODUCTION Today, the rapid development of digital technologies has a significant impact on all sectors of the economy, including the business management system. Digitalization makes it possible to improve management processes in enterprises, increase labor productivity, reduce costs, improve customer relations, and make quick and effective decisions. Therefore, in modern business conditions, the effective use of digital technologies is becoming one of the important factors ensuring the competitiveness of enterprises. In recent years, Uzbekistan has also been paying particular attention to the digitalization of the economy and entrepreneurial activities. The introduction of e commerce, electronic payment systems, automated management software, artificial intelligence, cloud technologies, and other digital solutions into business processes is bringing the activities of enterprises to a new level. However, the digital transformation process also faces a number of challenges, such as insufficiently developed technical infrastructure, a shortage of qualified IT specialists, cybersecurity issues, high financial costs, and the lack of a digital management culture in some enterprises. This article analyzes the current state of business management digitalization in Uzbekistan, its impact on enterprise activities, existing challenges, and prospects for the development of digital management. It also develops proposals and recommendations aimed at improving the efficiency of business process digitalization.

ASOSIY QISM:

O‘zbekistonda biznes boshqaruvini raqamlashtirishning ahamiyati.

Hozirgi raqobatbardosh iqtisodiyot sharoitida korxonalarni samarali boshqarish uchun an’anaviy boshqaruv usullarining o‘zi yetarli bo‘lmay qolmoqda. Raqamli texnologiyalarning biznes jarayonlariga joriy etilishi boshqaruv qarorlarini tez va aniq qabul qilish, mavjud resurslardan oqilona foydalanish hamda korxona faoliyatini doimiy nazorat qilish imkonini beradi. Ayniqsa, ma’lumotlarni elektron shaklda yig‘ish va tahlil qilish rahbarlarga korxonaning moliyaviy holati, mijozlar talabi va bozor o‘zgarishlari haqida tezkor ma’lumot olish imkonini yaratadi. Biznes boshqaruvini raqamlashtirish faqat kompyuter yoki dasturiy ta’minotlardan foydalanish bilan cheklanmaydi. Bu jarayon korxonaning boshqaruv tizimini tubdan takomillashtirishni, ish jarayonlarini avtomatlashtirishni va xodimlarning zamonaviy texnologiyalar bilan ishlash ko‘nikmalarini rivojlantirishni talab qiladi. Masalan, elektron hujjat aylanishi, CRM tizimlari, buxgalteriya dasturlari, onlayn savdo platformalari va bulutli texnologiyalar korxona faoliyatini yanada samarali tashkil etishga xizmat qiladi. Raqamlashtirish jarayonidagi asosiy muammolar O‘zbekistonda biznesni raqamlashtirish jarayoni rivojlanayotgan bo‘lsa-da, bu yo‘nalishda ayrim muammolar mavjud. Birinchi muammolardan biri — barcha korxonalarda zamonaviy raqamli infratuzilmaning bir xil darajada rivojlanmaganligidir. Ayniqsa, kichik biznes subyektlarida zamonaviy dastur va texnologiyalarni joriy etish uchun yetarli moliyaviy imkoniyat bo‘lmasligi mumkin. Ikkinchi muhim muammo — malakali kadrlar masalasidir. Raqamli boshqaruv tizimlaridan samarali foydalanish uchun nafaqat IT mutaxassislari, balki menejerlarning ham raqamli savodxonligi yuqori bo‘lishi zarur. Xodimlarning yangi texnologiyalarni o‘zlashtirishga tayyor emasligi ayrim hollarda raqamlashtirish jarayonining sekinlashishiga olib keladi. Bundan tashqari, kiberxavfsizlik masalasi ham alohida ahamiyatga ega. Korxonalar faoliyatida katta hajmdagi mijozlar, moliyaviy va tijorat ma’lumotlari elektron shaklda saqlanayotganligi sababli ularni

himoya qilish muhim vazifaga aylanmoqda. Ma’lumotlarning yo‘qolishi yoki noqonuniy foydalanilishi korxonaning moliyaviy holati va obro‘siga salbiy ta’sir ko‘rsatishi mumkin. Biznes boshqaruvini raqamlashtirishning rivojlanish istiqbollari Kelajakda O‘zbekistonda biznes boshqaruvini raqamlashtirish yanada kengayishi kutilmoqda. Sun’iy intellekt, katta ma’lumotlar (Big Data), bulutli texnologiyalar va avtomatlashtirilgan boshqaruv tizimlaridan foydalanish korxonalarga bozorni chuqurroq tahlil qilish va kelajakdagi talabni oldindan prognoz qilish imkonini beradi. Raqamli texnologiyalardan samarali foydalanish uchun korxonalarda xodimlarning raqamli ko‘nikmalarini oshirish, zamonaviy dasturiy ta’minotlarni joriy etish va kiberxavfsizlikni kuchaytirish zarur. Ayniqsa, kichik va o‘rta biznes subyektlariga raqamli texnologiyalarni joriy etishda moliyaviy va maslahat ko‘magini kuchaytirish muhim hisoblanadi. Shuningdek, rahbarlar raqamlashtirishni faqat texnik yangilik sifatida emas, balki korxonaning uzoq muddatli rivojlanish strategiyasining muhim qismi sifatida ko‘rishlari lozim. Chunki raqamli boshqaruvning asosiy maqsadi texnologiyani joriy qilish emas, balki uning yordamida boshqaruv sifatini, korxona samaradorligini va raqobatbardoshligini oshirishdan iborat.

MAIN PART The Importance of Digitalizing Business Management in Uzbekistan In the current competitive economic environment, traditional management methods alone are no longer sufficient for effective enterprise management. The introduction of digital technologies into business processes enables management decisions to be made quickly and accurately, existing resources to be used efficiently, and enterprise activities to be continuously monitored. In particular, collecting and analyzing data electronically allows managers to obtain timely information about the financial condition of an enterprise, customer demand, and market changes. Digitalization of business management is not limited to the use of computers or software. This process requires fundamental improvements in the enterprise management system, automation of work processes, and development of

employees' skills in working with modern technologies. For example, electronic document management, CRM systems, accounting software, online sales platforms, and cloud technologies contribute to organizing enterprise activities more efficiently. Main Problems in the Digitalization Process Although the process of business digitalization is developing in Uzbekistan, there are still certain challenges in this area. One of the main problems is that modern digital infrastructure is not equally developed in all enterprises. In particular, small businesses may not have sufficient financial resources to implement modern software and technologies. The second important problem is the shortage of qualified personnel. To effectively use digital management systems, not only IT specialists but also managers need to have a high level of digital literacy. In some cases, employees' lack of readiness to adopt new technologies can slow down the digitalization process. In addition, cybersecurity is also of particular importance. Since large amounts of customer, financial, and commercial data are stored electronically in business activities, protecting this information has become an important task. Loss of data or unauthorized access to it can negatively affect the financial condition and reputation of an enterprise. Prospects for the Development of Business Management Digitalization In the future, the digitalization of business management in Uzbekistan is expected to expand further. The use of artificial intelligence, Big Data, cloud technologies, and automated management systems will enable enterprises to analyze the market more deeply and forecast future demand in advance. To use digital technologies effectively, enterprises need to improve employees' digital skills, implement modern software, and strengthen cybersecurity. In particular, it is important to strengthen financial and advisory support for small and medium-sized enterprises in implementing digital technologies. Furthermore, managers should view digitalization not merely as a technical innovation, but as an important part of the enterprise's long-term development strategy. The main purpose of digital

management is not simply to introduce technology, but to use it to improve the quality of management, enterprise efficiency, and competitiveness.

Xulosa Yuqoridagi tahlillardan ko‘rinib turibdiki, O‘zbekistonda biznes boshqaruvini raqamlashtirish korxonalar faoliyatining samaradorligi va raqobatbardoshligini oshirish uchun muhim omil hisoblanadi. Shu bilan birga, raqamli texnologiyalarni joriy etish jarayonida infratuzilma, malakali kadrlar, moliyaviy imkoniyatlar va kiberxavfsizlik bilan bog‘liq muammolarni hal etish talab etiladi. Mazkur muammolarni bosqichma-bosqich bartaraf etish, zamonaviy raqamli yechimlardan samarali foydalanish hamda xodimlarning raqamli kompetensiyalarini rivojlantirish orqali biznes boshqaruvining yangi, yanada samarali modelini shakllantirish mumkin. Shu jihatdan, kelgusida raqamlashtirish jarayonlarini takomillashtirish O‘zbekiston biznesining barqaror rivojlanishi va xalqaro raqobat muhitida munosib o‘rin egallashida muhim ahamiyat kasb etadi.

CONCLUSION The above analysis shows that digitalizing business management in Uzbekistan is an important factor in increasing the efficiency and competitiveness of enterprises. At the same time, the process of implementing digital technologies requires addressing problems related to infrastructure, qualified personnel, financial capabilities, and cybersecurity. By gradually eliminating these problems, effectively using modern digital solutions, and developing employees’ digital competencies, it is possible to create a new and more effective model of business management. In this regard, improving digitalization processes in the future will play an important role in ensuring the sustainable development of Uzbek businesses and enabling them to achieve a worthy position in the international competitive environment.

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