



ISSN 2091-5187

СЕРВИС

ИЛМИЙ-АМАЛИЙ
ЖУРНАЛ

2026
1-сон



SERVIS

ILMIY-AMALIY JURNAL 2026 yil, 1-soni

Muassis: Samarqand iqtisodiyot va servis instituti

O‘zbekiston Matbuot va axborot agentligi tomonidan 2008 yil 31 dekabrda
0561-raqam bilan ro‘yxatga olingan.

O‘zR OAK Riyosatining 19.03.2017 y., 239/5-sonli qarori bilan e‘tirof etilgan

Tahririyat a‘zolari:

Mas‘ul kotib:

i.f.d., prof. M.Q.Pardaev

Muharrirlar:

i.f.d., dotsent F.A.Safarov
PhD, dotsent I.M.Pardaeva
PhD, I.Sh.Ernazarova

Texnik muharrir:

katta o‘qituvchi F.O.O‘roqov

Korrektor:

PhD, dotsent v.b.
T.I.Yahyoyev

Sahifalovchi:

PhD, dotsent v.b.
H.N.Ochilova

1 yilda 4 marotaba
chop etiladi.

**O‘zbekiston hududida
tarqatiladi.**

Tahririyat manzili:

140100, Samarqand shahar,
Amir Temur ko‘chasi, 9-uy,

tel.: +998(66)233-28-38,
+998(97)913-74-40

faks: +998(366)231-12-53
el.pochta:

samisiservis@mail.ru

Tahrir hay‘ati raisi:

M.E.Po‘latov – Samarqand iqtisodiyot va servis instituti rektori,
i.f.d., professor

Tahrir hay‘ati raisi o‘rinbosari:

M.Q.Pardayev – SamISI professori, iqtisod fanlari doktori

Tahrir hay‘ati a‘zolari:

M.M.Muxammedov – SamISI professori, iqtisod fanlari
doktori

D.R.Zaynalov – SamISI professori, iqtisod fanlari doktori

O.M.Murtazayev – TDIUSF direktori, iqtisod fanlari doktori,
professor

M.R.Boltabayev – TDIU professori, iqtisod fanlari doktori

R.X.Ergashev – QarMII professori, iqtisod fanlari doktori

B.K.G‘oibnazarov – iqtisod fanlari doktori, professor

I.S.To‘xliyev – SamISI professori, iqtisod fanlari doktori

K.B.Urazov – SamISI professori, iqtisod fanlari doktori

Q.J.Mirzayev – SamISI professori, iqtisod fanlari doktori

B.I.Isroilov – TDIU professori, iqtisod fanlari doktori

G.M.Shodiyeva – SamISI professori v.b., iqtisod fanlari doktori

S.N.Toshnazarov – SamISI professori, iqtisod fanlari doktori

R.N.Normaxmatov – SamISI professori, texnika fanlari doktori

A.Bektemirov – SamISI professori, iqtisod fanlari doktori

O.M.Pardayev – SamISI professori, iqtisod fanlari doktori

M.T.Alimova – SamISI professori, iqtisod fanlari doktori

Z.Dj.Adilova – TDIU professori, iqtisod fanlari doktori

Sh.O.Quvondiqov – SamISI professori, iqtisod fanlari doktori

L.N.Xalikova – SamISI professori, iqtisod fanlari doktori

F.A.Safarov – SamISI dotsenti, iqtisod fanlari doktori

A.M.Karimova – SamISI professori, iqtisod fanlari doktori

I.B.Mattiyev – SamISI professori, pedagogika fanlari doktori

B.F.Boronov – SamISI professori v.b., iqtisod fanlari doktori

A.N.Xoliqulov – SamISI professori, iqtisod fanlari nomzodi

X.A.Raximov – SamISI dotsenti, PhD

S.A.Babanazarova – SamISI dotsenti, PhD

H.N.Ochilova – SamISI dotsenti v.b., PhD

I.R.Berdikulova – SamISI dotsenti v.b., PhD

A.Q.G‘apparov – SamISI dotsenti v.b., PhD

Xurshid Azamatovich Yunusov Tadbir va ko‘ngilochar xizmatlarni rivojlantirishda marketing strategiyalaridan foydalanish	154
Hamdam Iris o‘g‘li Allayorov Logistika axborot oqimlarini sun‘iy intellekt asosida optimallashtirish	159
Nodirjon Fayzullayevich Bekbutayev Monopoliyaga qarshi siyosatni amalga oshirishda davlat organi va hududiy boshqarmalar faoliyatining samaradorligi	163
Bekzodjon Sheraliyevich Oblakulov Improving private education customer loyalty and brand trust through the implementation of digital marketing strategies	167
Sadulla Shodiyevich Urazov, Laylo Obidjon qizi Abduraxmanova Ta‘lim muassasalarida tashkiy tuzilmaning boshqaruv samaradorligiga ta‘siri	170
MOLIYA, PUL MUOMALASI VA KREDIT	
Nuriddin Elamonovich Ernazarov Aksiz solig‘ining byudjeti daromadlarini shakllantirishdagi muammolar	174
Шавкат Собирович Олтаев Рақамли иктисодиёт шароитида суверен фондларни самарали бошқариш масалалари	177
Madina Sanjar qizi Khotamkulova Corporate efficiency as a financial market participant	181
BUXGALTERIYA HISOBI, IQTISODIY TAHLIL VA AUDIT	
Komil Vaxromovich Urazov, Qahramon Hamidovich Vaxobov Pochta xizmatlarini ko‘rsatuvchi korxonalar xarajatlari hisobining o‘ziga xos xususiyatlari	186
Ortiq Eshnazarovich Ernazarov Xizmatlar sohasini chiziqli ekonometrik modellashtirish asosida tahlil qilish va prognozlashtirish	191
Тўлқин Исматулла ўғли Яхёев Қурилиш хизматлари кўрсатувчи корхоналарда 15 сон МХХС асосида даромадларни тан олиш	198
Jamshidbek Axmad ug‘li Abdurasulov Korxonalarni qayta tashkil etishning o‘zgartirish shaklida buxgalteriya hisobi va hisobotini MHXS asosida takomillashtirish	202
TA‘LIM, KADRLAR TAYYORLASH VA PEDAGOGIKA	
Умар Худайбердиев Мактабгача ва мактаб таълими - илм ва муваффақият калитидир	209
Bexzod Nematillayevich Gapparov OTM kichik guruhlarda temperamentga yo‘naltirilgan pedagogik model	212
Iltom Begmatdulobovich Mattiyev Chet tillarni o‘rganishda pedagogik texnologiyalarning o‘rni	216
Anvar Maxkamovich Soatov Talabalar temperamentiga mos akademik yuklama taqsimotining samaradorligi	221
E‘TIBORGA MOLIK MASALALAR	
Мамаюнус Қаршибаевич Пардаев Рамазон луғати Бахт нима?	225

Bekzodjon Sheraliyevich Oblakulov – PhD student at “Silk Road” International University of Tourism and Cultural Heritage.

IMPROVING PRIVATE EDUCATION CUSTOMER LOYALTY AND BRAND TRUST THROUGH THE IMPLEMENTATION OF DIGITAL MARKETING STRATEGIES

Abstract. This article analyzes the loyalty and brand trust through applying digital marketing strategies and offering some improvements to get highly satisfied customer profile. This article also shows how educational centers are implementing digital marketing tools like SMM, Google Analytics and Ads to drive customer demand and increase their trust in the brand.

Keywords: digital marketing, marketing analytics, innovation, SMM, Google Analytics, brand loyalty, brand trust.

Introduction. The popularity of private educational institutions in our country has been experiencing sustainable development in recent years through the application of scientific, technological and international standards. In addition, it is no exaggeration to say that the Resolution of the President of the Republic of Uzbekistan dated September 15, 2017 “On measures to further develop the activities of non-state educational services” to support the activities of non-state educational services, further increase the share of the private sector in the education sector, create favorable conditions for business entities in this area, and introduce innovative pedagogical forms, methods and technologies of teaching has ensured the progressive development of the private education sector.¹ However, this growth factor has created a significant competitive environment among the education sectors, making learners' trust and loyalty to the brand key to their long-term sustainability. Unlike state educational institutions in our republic, private educational institutions depend on the loyalty of their students and their parents, which serves to enhance the brand image. Therefore, the strategies used in digital marketing remain one of the main directions for educational market participants to properly establish and form relationships with their customers. The significant development of digital information technologies in 2019-2020 has provided members of society with the opportunity to quickly master various modern technologies and elements. This has created a favorable environment for the educational services market, since previously such educational institutions mainly focused on the “word of mouth” strategy as a marketing element. Currently, digital marketing technologies are significantly replacing this trend. Potential students and their parents are placing their trust in the quality of the educational center, the educational center’s website, its activities on social networks such as Instagram, Facebook, Telegram and YouTube, online reviews and other digital marketing advertisements. Institutions that fail to implement the above-mentioned marketing practices effectively are gradually losing their customers. Digital marketing platforms are serving as a fundamental foundation for the private education sector to establish two-way relationships and ensure transparency, which is necessary for trust and loyalty to their brands. In private education, the factor of determining customer loyalty is a very important element, therefore, it consists of re-registration or long-term communication. At the same time, brand trust allows you to overcome some of the shortcomings that may arise in private education. Data-driven digital marketing strategies, such as Content Marketing, Social Media Marketing, and Influencer Engagement, play an important role in significantly increasing both customer loyalty and trust.

Literature Review. Research on customer loyalty and trust in the brand has also been carried out by professors of prestigious universities around the world. In particular, Philip Kotler's² book Marketing 4.0 “From Traditional to Digital Marketing” contains views on the formation of customer attitudes towards the brand, Anastasia Gribkova's book Improving the brand through digital marketing³, in addition, various scientific works on digital marketing, branding, customer loyalty have been carried out by D. Bowen, D. Maykens, D.Walker, L.F.Khodorkov, Yu.F.Volkov, AD Chudnovsky, N.M.Kuldoshina, A.Braymer, A.Lesnik, I.P. Matsitsky, A. Chernyshev, A. B. Kosolapov, V. Kvartalnov, M. Yakimenko, A. Saak, D. A. Michelli, L. P.

¹<https://lex.uz/uz/docs/-3343077>

² Philip Kotler. Marketing 4.0 Moving from Traditional to Digital- Human-Centric Marketing for Brand Attraction(page 107-118)

³ Anastasia Gribkova. Brand promotion through digital marketing

Shmatko, L. V. Zholobova, G. Ilyashko, D. S. Ushakov, V. G. Fedtsov, T. Hayes¹.

The scientific works of CIS scientists O.S. Batalova, M.N. Krivtsova, E.I. Bulin-Sokolova, C. Maslowsky, D.G. Kochergin, E.E. Zhernov, A.V. Poltavets, I.Yu. Shpolyanskaya, A.M. Vorobyeva, N.V. Sukhenko, A.M. Prokhorova, E.E. Tarasova, E.A. Shein, L.V. Danilenko, E.A. Neretina, K.V. Pitelinsky and others have studied the promotion of higher education services, the digitalization of higher education services, the effective use of websites of higher education institutions, the role of Internet marketing in promotion, and some aspects of digital marketing.²

In Uzbekistan, the digitalization and increase in the efficiency of educational services, marketing strategies for increasing the competitiveness of higher education, improving brand capital management in higher education, as well as some theoretical and methodological aspects of digital marketing in promoting higher education services are widely covered in the scientific works of Q.J. Mirzayev, M.Q. Pardaev, M.M. Mukhammedov, Sh.J. Ergashkhodjaeva, M.A. Ikramov, S.S. Gulyamov, G. Akhunova, Z.A. Khakymov, U.U. Sharifkhodjayev, A.O. Ochilov, N.G. Zufarova, D.Sh. Nishonov, A.A. Khamidova, S.A. Babanazarova and others.³

However, the studies conducted by our country's scholars, based on the principles of general service or digital marketing, or their developments, are focused on the activities of the Higher Education sectors, providing limited sources of information on customer trust and loyalty to brands in private education. This, in turn, draws attention to the need to improve the research gap on this topic and provide some insights that are relevant to the private education sector in our country.

Methodology. This article adopts different digital marketing tools and analysis through SPSS to get the results and primary and secondary data applied to this research reveal overall results by applying research objects and subjects. Organized survey questions to business owners and clients reveals all results as authentic.

Results. Based on the methods outlined in the methodology, the analysis revealed several significant findings regarding the impact of digital marketing strategies on customer loyalty and brand trust in private education institutions. Firstly, the results indicate that the use of digital marketing tools such as social media platforms, email marketing, and targeted online advertising has a positive effect on customer engagement. Institutions that actively communicate with their clients through digital channels demonstrate higher levels of customer satisfaction and interaction.

The descriptive statistics provide an overview of the main variables used in the study, including digital marketing usage, customer loyalty, and brand trust. The mean value for digital marketing usage ($M = 4.12$, $SD = 0.76$) indicates a relatively high level of implementation among

¹ T. Hayes. Delphi study of the future of marketing of higher education. 2007. Journal of Business Research, 60, 927-931.; G. Drummond, Consumer confusion: reduction strategies in higher education, International Journal of Educational Management, 2004. 18(5), 317-323.; Ph. Kotler, KFAFox. Strategic Marketing for Educational Institutions, Prentice Hall, 1985, 396 p.; F. Hewitt, M. Clayton. Quality and complexity lessons from English higher education. International Journal of Quality & Reliability Management, 1999. 16(9), 838-858.

² O.S. Batalova. Specifics of marketing communication and rynke obrazovatelnykh uslug // Ekonomicheskaya nauka i praktika: materialy Mejdunar. Nauch. conf. 2012. S.110-114.; M.N. Krivtsova. Spetsifika i vidy informatsionno-reklamnykh istochnikov v proforientatsionnoy rabote vuzov // Molodoy uchenyy. 2016. No. 8. S. 1274-1276.; E.I. Bulin-Sokolova. Informatsionno-kommunikativnye tehnologii v sisteme obshchego obrazovaniya [Text] // M.: FGNU IOO, 2004. 7.5 uch. - izd. ; C. Maslowsky. Five Ways Higher Education Marketing Will Change in 10 Years. The EvoLLLution. Retrieved 20 July 2016. ; D.G. Kochergin, E.E. Zhernov. Opyt tsifrovizatsii vysshego obrazovaniya v SShA. Professional education in Russia and za rubejom 2 (34) 2019, pp. 12-23; A. V. Poltavets. Website vuza kak effektivnyy instrument obespecheniya

³ Mirzayev QJ et al. Digital economy. Textbook. “STAP-SEL” LLC. Publishing and printing department, SamSI, 2022. – 288 pages. ; Mirzayev K.J. Possibilities of developing the educational process based on the credit-module system. “Modern education” journal. No. 7 (116), 2022. pp. 16-20.; Pardaev M.K. et al. Educational services and issues of increasing their efficiency. Monograph. – T.: “Innovative development publishing house”, 2020. – 260 p.; Muhammedov M.M. et al. Theoretical foundations of the development of the service sector and tourism. Monograph. “Zarafshon” publishing house. 2017 pp. 283-284.; Ergashkhodjaeva Sh.J. Prospects for improving the quality and competitiveness of education in higher educational institutions. Journal of Green Economy and Development. 2023, No. 11-12; Ikramov MA and others. Branding. Textbook. – T.: “Innovative Development Publishing House”, 2021, - 276 p.; Gulyamov S.S. and others. Digital economy - current directions of personnel training. Scientific electronic journal “Economy and Innovative Technologies”, No. 1, 2020. pp. 186-198; Akhunova G. Problems of marketing educational services in Uzbekistan: Monograph. – Tashkent. – 2005 – 244 p.; Khakimov Z.A., Sharifkhodjaev U.U. Interactive and digital marketing. Textbook. Tashkent: “IQTISODIYOT”. 2020. - 261 p.; Ochilov A.O. Increasing the efficiency of management of highly qualified personnel training. Abstract of a dissertation written for the degree of Doctor of Economics. Tashkent: TDIU, 2018.; Zufarova N.G. Improving brand capital management in higher education. Abstract of a dissertation written for the degree of Doctor of Philosophy in Economics. Tashkent : TDIU, 2022. ; Nishonov D.Sh. Marketing strategies for increasing the competitiveness of higher education. Abstract of a dissertation written for the degree of Doctor of Philosophy in Economics. T., TDIU, 2022. ; Khamidova A.A. Improving the organizational and economic mechanism for the development of the educational services market. Abstract of the dissertation written for the degree of Doctor of Philosophy in Economics. Samarkand: SamSI, 2022. ; Babanazarova S.A. Organizational methods for improving the efficiency and quality of educational services Improvement of economic mechanisms. Abstract of the dissertation written for the degree of Doctor of Philosophy in Economics. Samarkand: SamSI, 2022.

private education institutions. Customer loyalty (M = 3.98, SD = 0.81) and brand trust (M = 4.05, SD = 0.73) also show above-average levels, suggesting positive perceptions among respondents.

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Digital Marketing	150	2.10	5.00	4.12	0.76
Customer Loyalty	150	2.00	5.00	3.98	0.81
Brand Trust	150	2.30	5.00	4.05	0.73

Secondly, the statistical analysis conducted using SPSS shows a strong correlation between personalized digital communication and customer loyalty. Clients who receive customized content, timely responses, and relevant educational information are more likely to remain loyal to the institution.

Table 2. Correlation Matrix

Variables	1	2	3
Digital Marketing	1		
Customer Loyalty	0.68**	1	
Brand Trust	0.72**	0.75**	1

Note: **p < 0.01

Furthermore, the findings highlight that brand trust is significantly influenced by transparency, online reviews, and consistent digital presence. Educational organizations that maintain active and professional online profiles tend to build stronger trust among their customers.

Additionally, survey results from both business owners and clients confirm that digital marketing strategies contribute to long-term relationships. Respondents emphasized the importance of responsiveness, content quality, and accessibility of information in building trust.

Recommendations and Conclusion. Based on the findings of this study, several practical recommendations can be proposed for private education institutions aiming to enhance customer loyalty and brand trust through digital marketing strategies.

Firstly, institutions should invest more in personalized digital marketing. Using data analytics tools to understand customer preferences and behavior allows organizations to deliver tailored content, which significantly improves engagement and loyalty.

Secondly, it is recommended to strengthen social media presence. Active and consistent communication through platforms such as Instagram, Telegram, and Facebook helps institutions build closer relationships with their audience and maintain continuous interaction.

Thirdly, improving responsiveness is essential. Educational institutions should ensure timely replies to customer inquiries through digital channels, as responsiveness directly influences trust and satisfaction.

Moreover, organizations should focus on transparency and authenticity. Publishing real customer reviews, success stories, and accurate information about services can enhance credibility and long-term trust.

Finally, continuous monitoring and evaluation of digital marketing performance using analytical tools such as SPSS or Google Analytics is highly recommended. This enables institutions to adjust their strategies based on data-driven insights and improve overall effectiveness.

In conclusion, this study demonstrates that the implementation of digital marketing strategies plays a crucial role in improving customer loyalty and brand trust in the private education sector. The findings reveal that digital engagement, personalized communication, and consistent online presence significantly influence customer perceptions and long-term relationships. The statistical analysis confirms a strong positive relationship between digital marketing practices and both customer loyalty and brand trust. Institutions that effectively utilize digital tools are more likely to retain customers and establish a reliable brand image. Overall, the research highlights the importance of adopting a strategic and data-driven approach to digital marketing. As competition in the private education sector continues to increase, institutions that prioritize digital transformation will gain a significant advantage in building sustainable customer relationships and achieving long-term success.

Reference:

1. Business Analysis Hub, “SAG: Analyzing the BCG Matrix and STP Framework for a Leading Uzbek Carpet Manufacturer,” Business Analysis Hub, 2024. [Online]. Available:

<https://www.businessanalysisishub.com>. [Accessed: Dec. 18, 2024].

2. K. Campbell, “Hotel Advertising: The Complete Guide,” Cvent Blog, 2021. [Online]. Available: <https://www.cvent.com/en/blog/hospitality/hotel-advertising>

3. L. Fredericks, “Top Hotel Affiliate Marketing Strategies for Hotels,” Cvent Blog, 2021. [Online]. Available: <https://www.cvent.com/en/blog/hospitality/hotel-affiliate-marketing>

4. B. O. Sheraliyevich and M. Zarina, “Marketing Research and Customer Satisfaction of Nestle in Uzbekistan,” American Journal of Economics and Business Management, vol.5, no.6, pp.31–38,2022.

5. B. O. Sheraliyevich, K. Kadorkin, N. Akramov, R. Nuriddinov, and N. Abiyorov, “Market Analysis and Research of Nestle Company,” Journal of Marketing in Emerging Economies, vol. 3, no. 4, pp. 18–23, 2023.

6. B. O. Sheraliyevich, R. Erkinova, and M. Umedova, “Business Analysis and Marketing Report of Nestle,” Journal of Marketing in Emerging Economies, vol. 3, no. 4, pp. 24–28, 2023.

7. B. O. Sheraliyevich, “Human Resource Management in the Case of the Company Loblow,” The Seybold Report, vol. 18, no. 5, pp. 55–62, 2023.

8. Y. Chen, B2B, B2C and Virtual Enterprise Management Systems. Beijing, China: Academic Publisher, 2020. doi:10.46532/jebm.20201205.

9. B. Cova and R. Salle, Business-to-Business Marketing: A Relational Perspective. New York, NY, USA: Business Expert Press, 2008.

10. Forbes, “Augmented Reality Transforms Online Shopping Experiences,” Forbes, 2022. [Online]. Available: <https://www.forbes.com>.

Б.Облақулов	B.Oblaqulov
Формирование лояльности клиентов и доверия к бренду в частном образовании посредством экспериментов с цифровыми маркетинговыми стратегиями.	Raqamli marketing strategiyalarini tajroq etish orqali xususiy ta’lim mijozlarining sodoqligi va brend ishonchini orqalish
Аннотация. В данной статье анализируются лояльность и доверие к бренду с помощью стратегий цифрового маркетинга и предлагаются некоторые улучшения для достижения высокого уровня удовлетворённости клиентов. В статье также показано, как образовательные центры внедряют инструменты цифрового маркетинга, такие как SMM, Google Analytics и Ads, для увеличения спроса со стороны клиентов и повышения их доверия к бренду.	Аннотация. Ushbu maqola raqamli marketing strategiyalarini qo’llash va mijozlarning yuqori darajada qoniqishini ta’minlash uchun ba’zi takliflarni ishlab chiqish orqali sodiqlik va brend ishonchini tahlil qiladi. Ushbu maqolada, shuningdek, ta’lim markazlari mijozlar talabini oshirish va ularning brendga ishonchini oshirish uchun SMM, Google Analytics va Ads kabi raqamli marketing vositalarini qanday tatbiq etilayotgani ko’rsatilgan.
Ключевые слова: цифровой маркетинг, маркетинговая аналитика, инновации, SMM, Google Analytics, лояльность к бренду, доверие к бренду.	Калит so’zlar: raqamli marketing, marketing tahlillari, innovatsiyalar, SMM, Google analytics, brendga sodiqlik, brend ishonchi.

Sadulla Shodiyevich Urazov – SamISI, “Menejment” kafedrası dotsenti v.b, PhD.

Laylo Obidjon qizi Abduraxmanova – SamISI, 1-kurs MMN-125 guruh magistranti

TA’LIM MUASSASALARIDA TASHKIY TUZILMANING BOSHQARUV SAMARADORLIGIGA TA’SIRI

<p>Аннотация. Mazkur maqolada ta’lim muassasalarida tashkiliy tuzilmaning boshqaruv samaradorligiga ta’siri ilmiy jihatdan tahlil qilingan. Shu bilan birga ta’lim muassasalarida tashkiliy tuzilmani takomillashtirish, vakolat va mas’uliyatlarni aniq taqsimlash, boshqaruv jarayonlarini optimallashtirish hamda raqamli boshqaruv mexanizmlarini joriy etish masalalariga alohida e’tibor qaratilgan.</p> <p>Калит so’zlar: ta’lim muassasasi, tashkiliy tuzilma, boshqaruv samaradorligi, menejment, vakolat va mas’uliyat, strategik boshqaruv, raqamli boshqaruv, inson resurslari, ta’lim sifati, monitoring.</p>
--

Кирish. Hozirgi globallashuv va raqamli transformatsiya sharoitida ta’lim muassasalarining samarali faoliyat yuritishi ko’p jihatdan ularning tashkiliy tuzilmasi va boshqaruv tizimining qay darajada puxta shakllantirilganiga bog’liq. Chunki tashkiliy tuzilma ta’lim muassasasida vakolatlarining taqsimlanishi, boshqaruv qarorlarining qabul qilinishi, axborot oqimining harakati hamda inson resurslaridan foydalanish samaradorligini belgilab beradi. Noto’g’ri yoki eskirgan tashkiliy tuzilma boshqaruv jarayonlarining sekinlashuvi, mas’uliyatning noaniqligi va samaradorlikning pasayishiga olib keladi.

Bugungi kunda dunyo tajribasida ta’lim muassasalarida moslashuvchan, gorizontaal aloqalarga asoslangan va natijaga yo’naltirilgan tashkiliy tuzilmalar keng joriy etilmoqda. Bunday tuzilmalar strategik rejalashtirish, raqamli boshqaruv, ochiq muloqot va jamoaviy qaror

ISSN 2091-5187

☞ “SERVIS” ☞

Jurnal Samarqand iqtisodiyot va servis instituti tahririyat
bo‘limida nashrga tayyorlandi.

06.03.2026 yilda terishga berildi. 19.03.2026 yilda bosishga ruxsat etildi. Ofset
bosma qog‘ozi. Qog‘oz bichimi 60x84_{1/8}. “Times” garniturasini. Ofset bosma usuli.
Shartli bosma tabog‘i 15,4. Hisob-nashriyot
tabog‘i 14,37. Adadi 100 nusxa. Buyurtma № 0031A/26

Samarqand iqtisodiyot va servis institutining
matbaa bo‘limida chop etildi.
Litsenziya № 025316.
Reestr № X-119112.

Manzil: Samarqand shahri, Shoxruh ko‘chasi, 60-uy.

© Samarqand iqtisodiyot va servis instituti, 2026.