

Management Tasks and Theoretical Basis

Azamjonov Ulug‘bek Usmonjon o‘g‘li

Senior teacher of Public Safety University of the Republic of Uzbekistan

**Abdug‘afforov Akbar Abdumalik o‘g‘li, Abdullayev Diyor Xamdam o‘g‘li, Abdullayev
Islom Shermamat o‘g‘li**

Cadet of Public Safety University of the Republic of Uzbekistan

Abstract: this article covers the concept, content and essence of management. In addition, management tasks and theoretical foundations are explained in detail. The description of management in economic, social, spiritual-educational, psychological fields is mentioned. Management subject and object, as well as management methods are explained. Henri Fayol's management principles are explained.

Keywords: management theory, Management problems, market economy, task, organizational-technical management, socio-economic management, management work, research methods, knowledge method, management methods.

Management (English "management" - to manage, manage, organize) is:

- practical activities aimed at certain goals of production and trade management;
- the set of management principles, methods, tools and forms of the science of management theory;
- is the leading structure of the enterprise, joint-stock company in the current practice of our country.

The concept of "management" has firmly entered our lives and has become common for Uzbek work-related activities. But it should be taken into account that we are talking about a new philosophy, in which new systems of values and priorities will be implemented. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.¹

In this regard, it is necessary to dwell in more detail on the meaning of the term "management". Some authors consider the Uzbek word "management" and English "management" to be synonyms. In fact, their content is somewhat different. Using the term "management" we follow the established trend in international practice, according to which a completely certain range of events and processes is envisaged under it. In fact, the term "management" will not be a satisfactory substitute for the term "management", since in the latter case it is about managing socio-economic processes within the means and framework of a modern organization. In this

¹ Usmonjon o‘g‘, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academica Globe: InderScience Research*, 2(05), 427-431.

case, the market type of economic management based on industrialized organization of production or commerce will be an adequate economic basis of management.

Thus, the term "management" is used to refer to the management of a modern organization, while other terms are used for other purposes, for example: "government administration" - public administration and "public administration" - social administration. In our conditions, it is necessary to use the terms "organization", "regulation", "management" and "administrative management". Nevertheless, if the state, community and other organizations want to achieve their goals with lower costs, higher efficiency of operation and regulation by the state, it is necessary to use some principles and methods of management. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.²

Taking into account the above, in this work the term "management" is also used in the sense of "management" with a certain degree of conditionality.

The first interest in management was observed in 1911. At the same time, Frederick W. Taylor published his book "Principles of Scientific Management", which is traditionally considered the beginning of the recognition of Management as an independent field of science and research. Of course, the concept of managing it in a systematic way in order to effectively achieve the goals of the organization did not appear immediately. This concept has been developing for a long time, from the middle of the 19th century to the 20th years of our century. The main force behind the early interest in management was the Industrial Revolution in England. However, the idea that the Management itself makes a significant contribution to the development and success of the organization appeared for the first time in America.

The emergence and formation of management as a science, a field of scientific research, partly as a response to the needs of big business, partly as an attempt to use the advantages of technology created during the industrial revolution, partly as the achievement of a few curious people who were eager to find the most efficient ways of doing things.

The concept of management in a narrow sense is the ability to correctly choose the direction of activity, to be able to make decisions and to control the management of the planning, organization and control processes necessary to achieve the goals of an organization. It depends on what to do and the progress of this process. As Peter F. Drucker, one of the theorists of management and its organization in the world, says that management is a broad concept, "Management is a special type of activity that transforms an unorganized chaotic mass into an effective and efficient group focused on one goal, a society, and a social organization. "is an element that stimulates changes". Management is an important influencing force not only within the framework of the enterprise, but also the entire society, the state, which guides it to its chosen path, goals and aspirations, and turns the economy into a strong and stable working mechanism.

It is necessary to study management by connecting it with the economic basis of society, taking into account two organizational-technical and socio-economic aspects of management.

Organizational and technical management is distinguished by the division of labor and cooperation in the preparation of products to obtain a clear consumer value. Socio-economic management is related to existing production relations and determines management goals. Organizational and technical management is a type of activity that allows creating conditions for increasing labor productivity and production efficiency. The purpose of socio-economic management is to create conditions for workers to work effectively, to form a reliable national system of social protection for them, to ensure employment and to support the disadvantaged

² Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 1-12.

sections of the population. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.³

The essence of management expands with the level of socio-economic relations, the development of production forces and the complexity of economic relations. If management is aimed at creating competition between producers and maximizing profits in the context of different forms of ownership of the means of production in the production process, it is the elements of the market infrastructure that can satisfy the needs of society in exchange for production in the entire economic system and their mutual interaction. will be aimed at the stable operation of the mechanism that ensures communication, taking into account the interests of every citizen, group, association, organization and institution, and their place on the world stage. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁴

The basis of management is legal science based on objective economic, social and other laws. Taking into account the study of these laws and their manifestation in specific situations, business leaders determine the strategy and tactics of managing the republic's economy.

In the socio-political sphere:

- getting rid of the mechanism and structures of administrative command, authoritarian system;
- transition to democratic-legal principles and norms of state building;
- building the foundations of the transition to civil society, etc.

In the socio-economic sphere:

- freedom of economic activity;
- diversity of ownership;
- ensuring price freedom;
- transition to competition;
- transition to multi-sectoral economy and market relations, etc.

In the spiritual sphere:

- education of independent and new thinkers, getting rid of fanaticism and highly politicized ideology.

In the field of international relations:

- refraining from being separated from the development of the whole world, withdrawing oneself and standing against it;
- entering the world community and opening the way for equal cooperation.

The transition to market relations is aimed at creating an improved economic mechanism that ensures the effective interaction of production and the market, state management and self-management of enterprises. Some types of psychotherapy can help a person learn what defense

³ Said o‘g‘li, S. S., & Abdurasul o‘g‘li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

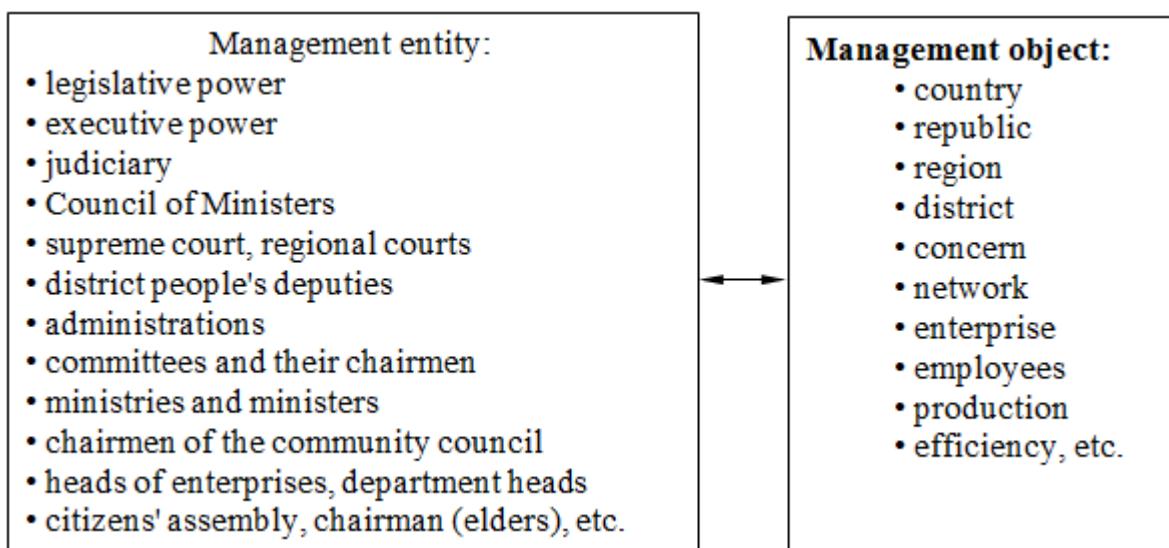
⁴ Dilmurod o‘g‘li, Q. B., & Usmon o‘g‘li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.⁵

Any science has its subject, theory and methods. The subject determines what this subject deals with and what field it belongs to. The theory determines the laws of occurrence of processes and events in this field.

Based on the theory, research methods should show how the scientific and practical activities of people are carried out, it is necessary to develop a system of various means and methods of generalizing and studying phenomena in this field of science. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.⁶

The subject of the science "Management" is to study the laws (laws), principles and relations of management at all levels of economic management. Management relations are an integral part of socio-economic relations and have various economic, organizational, social, labor, psychological and other forms. Management relationships represent a complex set of relationships and interactions between employees under the manager, so Management is primarily the management of people.



There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter" is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.⁷

⁵ Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

⁶ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

⁷ Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

The management object consists of labor teams and individual employees. Only the material elements of production, i.e. labor tools and objects, are affected by means of their labor activity. The object of management includes meaning from the micro-reality to the macro-reality (material world, society) level. Management entities and their heads are management entities.

Management methods encourage people and society to fulfill the requirements of the laws of objective social and economic development. They represent a certain method, style, way to achieve the goal. So, the management method is a special way of seeking coordination of the activities of workers and employees in the process of achieving the goal set for the management object in general. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.⁸

1. The system method is used in solving management problems and is based on the system as a whole. In developed countries, there are: systematic complex, systematic content, systematic functional, systematic communicative and other forms.
2. The complex method of research studies events and their relationships with each other not only with this method of science, but with other sciences that study the same phenomena.
3. The structural method of research consists in dividing complex phenomena into parts.
4. Situational approach is to determine the optimal methods of management activity depending on internal and external conditions.
5. Integrative approach - this research method is management based on taking into account the indicators of other methods.
6. Modeling is a method of managing the managed object using various schemes, graphs and drawings, preparation of rough materials.
7. Mathematical approach - mathematical methods and computers are widely used for optimal decision making.
8. The observation method is a method of collecting information about the management object on a planned, scientific, organized basis.
9. Experiment - application of the methods that have passed the model experiment in relation to the object managed on the basis of management. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.⁹

In addition, the most basic knowledge method of management is the dialectical method, which helps management to reveal the essence of the studied social phenomena. Management methods can be divided into administrative-organizational, economic, social-psychological and legal forms according to the specific characteristics of influence. The skill of management consists in having the ability to acquire all his methods, to evaluate and apply them correctly, to find the most effective one in each specific situation.

The practical aspects of management are aimed at solving the following specific tasks: transitioning the economy to market relations, making profit, increasing production efficiency, strengthening the social protection of the population, raising the moral level of people, etc.

⁸ Ravshanjon о‘г, J. R. M., & Rustam о‘г‘li, S. U. (2022). Socio-Psychological Reasons for the Origin of “Relations Contrary to the Charter”. *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

⁹ Usmonjon о‘г, A. U. B., & Obidjon о‘г‘li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.

The main tasks of its theoretical aspects are as follows:

- Studying the theoretical foundations of management;
- study and practice the main methods of management in the conditions of the market economy;
- Acquisition of professional knowledge in the field of management activities;
- Provide an understanding of management principles and functions;
- Communications and their use in the management process to develop skills;
- about the style and culture of professional skills in leadership activities imparting knowledge;
- To study and analyze the management system in the economy of the Republic of Uzbekistan;
- studying foreign experiences, teaching based on their comparison, teaching, etc. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.¹⁰

Based on its goals, tasks, and functions, the science of "Management" develops in an integral connection with other general economic, humanitarian, natural, and mathematical sciences. The methodological basis of the science is determined by the sciences of economic theory, management, and market theory. In addition, it is related to such disciplines as sociology, psychology, personnel management, econometrics, and network economics. Because management is mainly the management of people and society, organization of work, creation of workplaces and conditions, control over the performance of specified tasks, application of performance indicators in the evaluation of activity results, and management psychology. requiring culture to have its own style and studying them is the basis for the joint development of the science of "Management" theory in connection with the above-mentioned disciplines. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.¹¹

As we learned from our information on the history of management, the concept of the possibility of using scientific principles to increase the productivity of the organization appeared when management as a science was still in its infancy. The systematic application of the scientific method to management problems was the basis of scientific management. But the origin of the school of management thought is recent.

Management science appeared in England during the Second World War when a group of scientists was tasked with solving complex military problems such as the optimal placement of civil defense and firing positions, the depth of detonation of anti-ship bombs, and the optimization of the convoy of transport convoys. In the 1950s and 1960s, the methodology was updated, turning into a number of unique methods, and began to be used more widely in solving problems in industry and making decisions in various situations. Today, the models and methods of management science are used to solve the following issues: managing traffic flows in cities

¹⁰ Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

¹¹ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

and optimizing traffic schedules at airports, creating work schedules for classes and auditoriums at universities, managing stored goods in supermarkets and department stores, producing new types of products, various in the allocation of costs for the advertising of products, in the planning of material supply, in the distribution of equipment and labor resources for the production of various products in the factory, in the preparation of the game schedule of the football league for the season, etc. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.¹²

The center of management science is "to provide the leaders of the organization with a scientific basis for solving the problems related to the mutual relations of the organizational components for the benefit of the organization as a whole." This is important for all organizations, but applying this principle to large organizations can be difficult due to the high degree of specialization. According to Churchman, Ackoff, and Arnoff:

"In the organization, each functional unit (department, department or sector) is obliged to perform a part of the general work. Each of these parts is necessary to achieve the overall goals of the organization. However, the result of this division of labor is that each functional unit develops its own goals. For example, the production department is usually engaged in reducing production costs and increasing the volume of production. The marketing department tries to minimize the unit costs of the sales volume, and it tries to maximize the volume. The finance department tries to optimize the organization's investment policy. The HR department makes every effort to hire good employees at minimum costs and keep them in the organization. These goals do not always agree with each other in essence and often contradict each other.

In decision-making modeling and fit-for-purpose methods, service professionals identify alternative decisions that balance competing goals by attempting to evaluate possible trade-offs as goals diverge. Understanding the approach from the point of view of management science will help you to effectively deal with office professionals and work with them to clearly articulate effective solutions to organizational problems.

In terms of management, the approach to desegregating schools actually includes four different perspectives. At Buyer, management is considered from four different points of view. These are scientific management, administrative management, human relations and ethics, and schools of management science or quantitative methods.

A process-like approach views management as a continuous series of interrelated management functions.

In the systematic approach, it is emphasized that managers should consider the organization as a set of interrelated elements, such as people, structure, issues and technology, aimed at achieving different goals in a changing external environment.

The situational approach draws attention to the fact that the suitability of various methods of management is determined by the situation. Due to the abundance of various factors in the external environment, as well as in the organization itself, there is no single "best" method of managing the organization. The most effective method in a particular situation is the method that is most suitable for this situation.

In the first half of the 20th century, four distinct schools of management thought developed.

¹² Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

Contributions of different directions

School of Scientific Management
1. The use of scientific analysis to determine better ways to perform a task. 2. To select the most suitable workers for the performance of tasks and ensure their training. 3. Providing workers with the necessary resources for effective performance of tasks. 4. Systematic and correct use of financial incentives to increase productivity. 5. Separation of planning and reflection from the work itself.
Classical school of management
1. Development of management principles. 2. Classification of management functions. 3. A systematic approach to the Management of the entire organization.
School of Human Relations and School of Moral Sciences
1. Use interpersonal relationship management techniques to increase satisfaction and productivity. 2. The application of the sciences of human ethics to the management and formation of the organization in such a way that each worker can be fully used according to his competence.
School of Management Science
1. Deepening the understanding of complex management processes due to the development and application of models. 2. Development of quantitative methods as an aid to leaders making decisions in complex situations.

In chronological order, they are listed as follows: School of Scientific Management, School of Administration, School of Psychology and Human Relations, and School of Management Science (or Quantitative School).

Scientific Management (1885 - 1920). Scientific Management F.U. Taylor, Frank and Lilia Gilbreth are closely related to the work of Henry Gantt. The creators of this scientific school of management believed that many manual operations could be perfected using observation, measurements, logic, and analysis, and they tried to achieve their efficient performance. The first methodological period of scientific management is the analysis of the content of work and the identification of its main components. For example, Taylor carefully measured how much iron ore or coal a person could lift in a shovel of different dimensions. And the Gilbreths invented the microchronometer. Using it in conjunction with a motion picture camera, they knew exactly what actions were taken in specific operations and how much time was spent on them.

Based on the information obtained, they changed work operations to eliminate redundancies and sought to improve work efficiency by using standard procedures and equipment. For example, Taylor found that if workers used shovels with a capacity of 21 pounds (about 8.6 kg). the maximum amount of iron ore and coal can be increased. Compared to the previous system, this gave a phenomenal breakthrough.

Scientific Management did not ignore the human factor. An important contribution of this school was the regular use of incentives to increase the productivity and volume of production. Also, the possibility of short breaks and inevitable breaks in production was foreseen, therefore, the amount of time allocated to the completion of the assigned tasks was realistically and fairly determined. This allowed management to set production standards that could be met, and anyone who exceeded the minimum would be paid extra. An important element in this approach is that those who produce more are rewarded more. The authors of works on scientific management also recognized the importance of choosing people who are physically and mentally suitable for the work they are doing, and they also emphasized the great importance of training.

Scientific Management also advocated the separation of planning and critical thinking functions from actually doing things. Taylor and his contemporaries recognized that the work of

management is indeed a distinct specialty, and that the organization as a whole will succeed if each group of workers concentrates on what it does best. This approach was in stark contrast to the old system where workers planned their own work. The Ministry of Innovative Development was created, the main directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.¹³

The concept of scientific management became a turning point, due to which management was widely recognized as an independent field of scientific research. For the first time, effective managers and scientists saw that the methods and approaches used in science and technology can be used effectively in the practice of achieving organizational goals.

Classical or administrative school in management (1920-1950). The authors who wrote about scientific management devoted their research mainly to production management. They worked to improve productivity at a lower level than management. With the establishment of the administrative school, experts began to systematically develop approaches to improve the overall management of the organization.

Taylor and Gilbreth began their careers as ordinary workers, and this undoubtedly influenced their perceptions of organization and management. In contrast to them, the authors of the school of administrative management, which is more familiar as the classical school, had direct work experience as top managers of management in big business. Henri Fayol, whose name is associated with the creation of this school and who is sometimes called the father of management, headed a large French coal mining company.

Urwick was a management consultant in England. A.K. James D. Mooney, who co-authored research with Reilly, worked at General Motors under Alfred P. Sloan. Supporters of the classical school, like the creators of the theory of scientific management, were not too concerned about the social aspects of management. In addition, their work is not based on scientific methodology to a certain extent, it is based on personal observations. "Classics" tried to look at organizations from the perspective of a bright future, and they also tried to determine the general characteristics and legitimacy of organizations. The goal of the classical school was based on the universal principles of management, while it was based on the idea that adherence to these principles would lead to the undoubted success of the organization.

These principles touch on two main aspects. One of them was the development of a rational system of organization management. Having determined the basic principles of business, theorists—"classics" were sure to find the best way to divide the organization into departments and working groups. Traditionally, these functions were finance, production and marketing. Determining the main functions of Management is closely related to this. Fayol's main contribution to management theory is that he considered management as a universal process, which consisted of several interrelated functions such as development and organization.

The second category of classical principles related to the structure of the organizational structure and the management of employees. An example of this can be the principle of sole leadership, according to which a person should receive orders from only one boss and only obey him. The example summarizes Henri Fayol's 14 Principles of Management, many of which are still useful despite the changes that have occurred since Fayol first described them.

Henri Fayol's principles of management

¹³ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

1. Division of labor. Specialization is as natural as it gets. The goal of job sharing is to get more and better work done in this effort. This is achieved by reducing the number of goals to which attention and efforts are directed.
2. Authority and responsibility. Authority is the right to command, and responsibility is its opposite. Where authority is given, there is responsibility.
3. Discipline. Discipline implies obedience and respect for agreements reached between the firm and its workers. Establishing these agreements that bind firms and workers that create disciplinary formalities should remain one of the most important tasks of industry leaders. Discipline also provides for fairly applied sanctions.
4. Solo leadership. An employee should receive orders only from a direct supervisor.
5. Unity of direction. Each group operating within the framework of one goal should be united by a single plan and have one leader.
6. Subordination of personal interests to common interests. The interests of one worker or group of workers cannot prevail over the interests of a larger company or organization.
7. Rewarding employees. To ensure the loyalty and replacement of workers, they must receive a fair wage for their service.
8. Centralization. Centering is as natural as cocktail distribution. However, the appropriate level of centralization will vary depending on the specific circumstances. Therefore, there is a question about the right balance between centralization and decentralization. It is a problem of determining the standards that will ensure the best possible results.
9. Scalar chain. A scalar chain is a series of persons in leadership positions. This chain extends from the person in the highest position to the leader of the lower level.
10. Order. There is a place for everything and everything in its place.
11. Justice. Justice is a combination of goodness and righteousness.
12. Stability of workplace for employees. Frequent absenteeism of personnel reduces the efficiency of the organization. An average boss who sticks to his job is definitely better than a popular, talented manager who doesn't stick to his job and quickly quits.
13. Initiative. Initiative means developing a plan and ensuring its successful implementation. It gives strength and energy to the organization.
14. Corporate consciousness. Union is strength. This is the result of the harmony of the employees.

Source: Henri Fayol. General and Industrial Management (London: Pitman, 1949), pp. 20-41.

CONCLUSION

In conclusion, it should be said that the management is to make people interested in conscious work and entrepreneurship, to control their responsibility for work, to ensure that their knowledge and skills have a positive effect on their activities, and to organize incentives. The subject of this science consists of a set of theoretical and practical principles that represent the forms and methods of organizing management in all stages of economic management. A leader who has mastered the methods of management and knows how to use them effectively has a great impact on the development of the entire economy, not only in production.

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