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TAHRIR HAY'ATI:

01.00.00 – FIZIKA-MATEMATIKA FANLARI
Ayupov Shavkat Abdullayevich, fizika-matematika fanlari doktori, akademik
A'zamov Abdulla, fizika-matematika fanlari doktori, akademik
Zohidov Erkin A'zamovich, fizika-matematika fanlari doktori, professor

02.00.00 – KIMYO FANLARI
Normaxamatov Nodirali Soxobataliyevich, kimyo fanlar doktori, professor
Tojibayev Komiljon Sharobitdinovich, kimyo fanlar doktori, akademik

03.00.00 – BIOLOGIYA FANLARI
Abdurahmonov Ibrohim Yo'lchiyevich, biologiya fanlari doktori, akademik
Sulaymonov Botirjon Abdushukurovich, biologiya fanlari doktori, akademik

04.00.00 – GEOLOGIYA-MINERALOGIYA FANLARI
Fayziyev Abdulhaq Radjabovich, geologiya-mineralogiya fanlari doktori, professor
Husanov Sultonboy To'xtayevich, geologiya-mineralogiya fanlari doktori, professor

05.00.00 – TEXNIKA FANLARI
Allayev Qahramon Rahimovich, texnika fanlari doktori, akademik
Majidov Inom Urishevich, texnika fanlari doktori, professor
Turobjonov Sadritdin Maxamatdinovich, texnika fanlari doktori, akademik
Shaumarov Said Sanatovich, texnika fanlari doktori, professor

06.00.00 – QISHLOQ XO'JALIGI FANLARI
Namozov Shodmon Ergashovich, qishloq xo'jaligi fanlari doktori, akademik
Shoumarov Hikmat Bahromovich, qishloq xo'jaligi fanlari nomzodi, professor

07.00.00 – TARIX FANLARI
Ziyo Azamat Hamid o'g'li, tarix fanlari doktori, akademik
Sagdullayev Anatoliy Sagdullayevich, tarix fanlari doktori, akademik
Yusupova Diloram Yunusovna, tarix fanlari doktori, akademik

08.00.00 – IQTISODIYOT FANLARI
Abdurahmonov Qalandar Xodjayevich, iqtisod fanlari doktori, akademik
Musayev Behzod Anvarovich, iqtisod fanlari nomzodi
To'xliyev Nurislom, iqtisod fanlari doktori, akademik
Yusupov Ahmadbek Tadjiyevich, iqtisodiyot fanlari doktori, professor
G'ulomov Saidahror Saidahmedovich, iqtisod fanlari doktori, akademik

09.00.00 – FALSAFA FANLARI
Nazarov Qiyom Normirzayevich, falsafa fanlari doktori, professor
Saifnazarov Ismoil Saifnazarovich, falsafa fanlari doktori, professor

10.00.00 – FILOLOGIYA FANLARI
Mengliyev Baxtiyor Rajabovich, filologiya fanlari doktori, professor
Sirojiddinov Shuhrat Samariddinovich, filologiya fanlari doktori, akademik
Xidirov Rajab Gulmatovich, filologiya fanlari nomzodi, dotsent (Tojikiston)

11.00.00 – GEOGRAFIYA FANLARI
Nigmatov Asqar Nigmatullayevich, geografiya fanlari doktori, professor
Tojiyeva Zulxumor Nazarovna, geografiya fanlari doktori, professor

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12.00.00 – YURIDIK FANLAR
Rustamboyev Mirzayusuf Hakimovich, yuridik fanlar doktori, professor
Saidov Akmal Xolmatovich, yuridik fanlar doktori, akademik
Xolmo'minov Jumanazar Toshtemirovich, yuridik fanlar doktori, professor
Qodirov Bobiromon Bekmurodovich, yuridik fanlar doktori, professor

13.00.00 – PEDAGOGIKA FANLARI
Djurayev Risboy Haydarovich, pedagogika fanlari doktori, akademik
Ibraimov Xolboy, pedagogika fanlari doktori, akademik
Musurmonova Oynisa, pedagogika fanlari doktori, professor
Umarov Bahrom Norboyevich, pedagogika fanlari bo'yicha falsafa doktori, dotsent

14.00.00 – TIBBIYOT FANLARI
Akilov Xabibulla Ataullayevich, tibbiyot fanlari doktori, professor
Nazirov Feruz Gafurovich, tibbiyot fanlari doktori, akademik

15.00.00 – FARMATSEVTIKA FANLARI
Abdullabekova Viloyat Nurillabekovna, farmatsevtika fanlari doktori, professor
Tulaganov Abduqodir Abdurahmonovich, farmatsevtika fanlari doktori, professor

16.00.00 – VETERINARIYA FANLARI
Daminov Asadullo Suvonovich, veterinariya fanlari doktori, professor
Jabborov Shuhrat Abdumajidovich, veterinariya fanlari doktori, professor
G'afurov Aktam G'afurovich, veterinariya fanlari doktori, professor

17.00.00 – SAN'ATSHUNOSLIK FANLARI
Ahmedova Nigora Rahimovna, sanatshunoslik fanlari doktori, professor
Hakimov Akbar Abdullayevich, san'atshunoslik fanlari doktori, akademik

18.00.00 – ARXITEKTURA
Nozilov Dodo Avazovich, arxitektura fanlari doktori, professor
Uralov Axtam Sindarovich, arxitektura fanlari doktori, professor

19.00.00 – PSIXOLOGIYA FANLARI
Abdusamatov Hasanboy Usmonjon o'g'li, psixologiya fanlari doktori, professor
Barotov Sharif Ramazonovich, psixologiya fanlari doktori, professor
Karimova Vasila Mamanosirovna, psixologiya fanlari doktori, professor
Halimova Mashraboy Vohidovna, psixologiya fanlari doktori, professor
Lazar Drajeta, psixologiya fanlari doktori, professor, Belgrad, Serbiya
Karpinskiy Konstantin Viktorovich, psixologiya fanlari doktori, professor, Grodno, Belarussiya
Suletbayeva Ella Serikbayevna, psixologiya fanlari doktori, dotsent

22.00.00 – SOTSIOLOGIYA FANLARI
Bekmurodov Mansur Bobomurodovich, sotsiologiya fanlari doktori, professor
Toshmuhamedova Dilorom Gafurdjanovna, sotsiologiya fanlari doktori

23.00.00 – SIYOSIY FANLAR
Fayzullayev Alisher Omonullayevich, siyosiy fanlar doktori, professor
Hasanov Otabek Abdurashidovich, siyosiy fanlar doktori
Paxrutdinov Shukritdin Ilyasovich, siyosiy fanlar doktori, professor
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24.00.00 – ISLOMSHUNOSLIK FANLARI

Ibrohimov Ne'matulla, filologiya fanlari doktori, akademik
Islomov Zohidjon Mahmudovich, filologiya fanlari doktori, professor

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ADVANCING GLOBAL BUSINESS MANAGEMENT THROUGH DIGITAL INNOVATIONS AND CULTURAL DYNAMICS: PROSPECTS AND CHALLENGES

Nuriddinov Burhonjon Baxtiyor o‘g‘li,
Tadqiqotchi

Abstract. In the era of globalization and digital transformation, global business management is being reshaped by digital innovations and cultural dynamics. This study explores how technologies such as AI, big data, and cloud computing influence international business strategies and leadership styles. It highlights that while digitalization enhances efficiency and competitiveness, it also presents challenges like data security risks and cultural barriers. The article concludes that success in global business requires a balanced approach, integrating technological advancement with culturally intelligent leadership.

Keywords: Global business management, digital innovations, cultural dynamics, artificial intelligence, cross-cultural management.

GLOBAL BIZNES BOSHQARUVINI RAQAMLI INNOVATSIYALAR VA MADANIY DINAMIKA ORQALI RIVOJLANTIRISH: ISTIQBOLLAR VA MUAMMOLAR

Annotatsiya. Globallashuv va raqamli transformatsiya davrida global biznes boshqaruvi raqamli innovatsiyalar va madaniy dinamika ta’sirida tubdan o‘zgormoqda. Mazkur tadqiqot sun’iy intellekt, katta ma’lumotlar (big data) va bulutli texnologiyalarning xalqaro biznes strategiyalari hamda yetakchilik uslublariga ta’sirini tahlil qiladi. Raqamlashtirish samaradorlik va raqobatbardoshlikni oshirish bilan birga, ma’lumotlar xavfsizligi va madaniy to‘siqlar kabi qator muammolarni ham keltirib chiqaradi. Maqolada global biznesda muvaffaqiyatga erishish uchun texnologik taraqqiyotni madaniy intellektga ega boshqaruv bilan uyg‘unlashtirish zarurligi asoslanadi.

Kalit so‘zlar: Global biznes boshqaruvi, raqamli innovatsiyalar, madaniy dinamika, sun’iy intellekt, madaniyatlararo boshqaruv.

РАЗВИТИЕ ГЛОБАЛЬНОГО БИЗНЕС-УПРАВЛЕНИЯ ПОСРЕДСТВОМ ЦИФРОВЫХ ИННОВАЦИЙ И КУЛЬТУРНОЙ ДИНАМИКИ: ПЕРСПЕКТИВЫ И ПРОБЛЕМЫ

Аннотация. В эпоху глобализации и цифровой трансформации управление глобальным бизнесом претерпевает значительные изменения

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под воздействием цифровых инноваций и культурной динамики. В статье исследуется влияние таких технологий, как ИИ, большие данные и облачные вычисления, на стратегии международного бизнеса и стили лидерства. Авторы отмечают, что цифровизация не только повышает эффективность и конкурентоспособность, но и создает такие проблемы, как риски кибербезопасности и культурные барьеры. Делается вывод, что успех в глобальном бизнесе требует сбалансированного подхода, сочетающего технологический прогресс с культурным интеллектом в управлении.

Ключевые слова: Глобальное бизнес-управление, цифровые инновации, культурная динамика, искусственный интеллект, кросс-культурный менеджмент.

In the contemporary era of globalization and rapid technological advancement, the landscape of global business management is experiencing profound transformation. The integration of digital innovations into business processes has fundamentally reshaped how organizations operate, compete, and expand across international markets. Technologies such as artificial intelligence (AI), big data analytics, cloud computing, blockchain, and digital platforms have become essential drivers of efficiency, innovation, and strategic decision-making in modern enterprises. These tools not only enhance operational productivity but also enable businesses to respond more effectively to dynamic market conditions and consumer demands.

At the same time, globalization has intensified interactions among diverse cultures, making cultural dynamics a crucial factor in global business management. Organizations operating in multiple countries are increasingly required to navigate complex cultural environments where values, communication styles, leadership expectations, and business ethics vary significantly. Cultural diversity can serve as a source of innovation and competitive advantage; however, it can also create misunderstandings, conflicts, and managerial challenges if not properly addressed. Therefore, understanding cultural dynamics has become an integral part of effective international business strategy.

The intersection of digital innovation and cultural diversity presents both profound opportunities and complex challenges for contemporary international business. On one hand, the acceleration of digital transformation has effectively dismantled geographical barriers, fostering seamless global connectivity. The integration of artificial intelligence, big data analytics, and cloud computing into business workflows enables real-time collaboration across borders, empowering organizations to optimize decision-making processes, enhance operational efficiency, and respond with agility to the volatile shifts in the global marketplace.

However, this rapid technological advancement simultaneously introduces significant systemic risks. The proliferation of digital infrastructure has brought

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critical concerns regarding data privacy and cybersecurity to the forefront of international management. Furthermore, the persistent "digital divide" between developed and emerging economies highlights growing disparities in technological access and adoption. Most notably, the implementation of standardized digital systems within multicultural environments demands a highly nuanced, culturally sensitive approach. Without careful consideration of local cultural values, communication norms, and workplace behavioral patterns, even the most sophisticated digital tools may encounter resistance, leading to suboptimal performance or systemic rejection by diverse workforce groups.

In this evolving context, global business leaders are increasingly required to cultivate a unique set of competencies that bridge the gap between technological literacy and cultural intelligence (CQ). Adaptive leadership, strategic flexibility, and refined cross-cultural communication skills have transitioned from elective attributes to essential requirements for navigating international organizations in the digital era. Companies that demonstrate the capacity to integrate cutting-edge digital innovations while concurrently respecting and leveraging cultural nuances are significantly more likely to achieve sustainable growth and maintain a robust competitive advantage.

This article aims to provide a comprehensive analysis of the role of digital innovations in transforming global business management paradigms. By examining the multifaceted impact of cultural dynamics on organizational performance, the study elucidates the key prospects and challenges inherent in this convergence. Ultimately, it offers insights into how global enterprises can effectively adapt to the changing international landscape, arguing that a balanced strategy—one that harmonizes technological advancement with deep cultural understanding—is the definitive catalyst for long-term success in the digital age.

In recent years, global business management has undergone a profound transformation driven by digital innovations. Digital technologies have become deeply integrated into nearly all business functions, including marketing, finance, production, logistics, and human resource management. Tools such as artificial intelligence (AI), big data analytics, cloud computing, and automation systems have significantly increased operational efficiency and improved decision-making processes in modern organizations.

Artificial intelligence-based systems enable companies to analyze consumer behavior, predict market trends, and develop personalized strategies. Large multinational corporations increasingly rely on AI to optimize marketing campaigns and enhance customer experience. As a result, businesses are able to respond more effectively to changing consumer demands and maintain competitive advantage in global markets. Big data technologies allow organizations to process vast amounts of information and make data-driven strategic decisions. Cloud computing, on the other hand, eliminates geographical barriers by enabling real-time collaboration between global teams. These

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technologies together create a highly interconnected and efficient business environment.

Digital transformation has fundamentally reconstructed the architecture of traditional business models. Conventional operations are increasingly migrating from physical to digital platforms, where e-commerce, automated marketing, and cloud-based services serve as the primary drivers of global market penetration. This technological shift has democratized access to international markets, enabling small and medium-sized enterprises (SMEs) to bypass traditional barriers to entry. Furthermore, the digital economy has catalyzed the emergence of innovative business models, including platform-based ecosystems, "freemium" revenue strategies, and subscription-oriented service delivery.

However, this transition is not without significant impediments. Organizations frequently encounter systemic challenges such as escalating cybersecurity threats, stringent data privacy regulations, and the widening "digital divide," which continues to limit technological parity across diverse global regions. Consequently, firms must cultivate a state of perpetual adaptability to remain competitive within a rapidly evolving digital landscape.

Parallel to these technological shifts, cultural dynamics remain a critical determinant of success in global business management. Each national environment possesses unique nuances regarding communication styles, ethical frameworks, leadership expectations, and decision-making heuristics. Multinational corporations (MNCs) that fail to integrate cultural intelligence into their global strategies often encounter friction in operational execution.

For instance, organizational performance is heavily influenced by how these cultural dimensions are addressed. In cultures favoring high-power distance and hierarchical structures, directive leadership may be standard, whereas, in egalitarian or collectivist cultures, participative and consensus-driven leadership styles typically yield superior outcomes.

When managed effectively, cultural diversity acts as a powerful catalyst for innovation. A workforce composed of individuals from varied cultural backgrounds contributes a diversity of perspectives, which fosters creative problem-solving and reduces the propensity for "groupthink." Conversely, if left unmanaged, these differences can exacerbate workplace misunderstandings, lead to interpersonal conflicts, and hinder cross-border collaboration. Therefore, successful global business leaders must balance technological implementation with a sophisticated understanding of cultural context, ensuring that digital tools are not only technically sound but also culturally resonant and inclusive across the global enterprise.

The relationship between digital technologies and cultural dynamics requires a balanced and adaptive approach in global business management. While digital tools facilitate communication and collaboration across borders, they do not completely eliminate cultural differences. For example, communication

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styles, perceptions of time, and work ethics may vary significantly across cultures, even in virtual environments. Therefore, companies must ensure that their digital strategies are culturally sensitive and adaptable.

In this context, hybrid management models are becoming increasingly important. These models combine technological efficiency with cultural intelligence, enabling organizations to operate effectively in diverse international environments. Digital innovations and cultural diversity offer numerous opportunities for global business development. These include: Faster access to global markets, reduced operational costs, improved customer engagement, innovation in products and services, expansion of remote and global teams

At the same time, several challenges must be addressed: Cybersecurity and data protection risks, digital inequality between countries and regions, cultural misunderstandings in international teams, resistance to technological change, lack of unified global standards. To overcome these challenges, organizations must invest in strategic planning, continuous employee training, and advanced digital infrastructure.

In today's global business environment, effective leaders must possess both technological competence and cultural intelligence. Modern leaders are expected to demonstrate the following skills: Understanding and effective use of digital technologies, strong cross-cultural communication skills, ability to adapt to rapidly changing environments, atrategic thinking and innovative decision-making, capacity to manage and motivate diverse teams. In conclusion, global business management has evolved into a complex system that integrates economic, technological, and cultural dimensions. Success in this environment depends on the ability to harmonize digital innovation with cultural awareness and adaptive leadership.

In conclusion, the rapid development of digital technologies and the increasing complexity of cultural dynamics have fundamentally reshaped the nature of global business management. Today's business environment is no longer defined solely by economic factors, but also by technological advancement and cultural diversity, which together form the foundation of modern international competitiveness. Digital innovations such as artificial intelligence, big data analytics, cloud computing, and digital platforms have significantly enhanced the efficiency, speed, and scalability of business operations across the world.

At the same time, cultural dynamics remain a decisive factor in determining the success or failure of global organizations. As businesses expand across borders, they encounter diverse cultural values, communication styles, and management expectations. These differences can either strengthen organizational performance through innovation and creativity or create barriers such as misunderstandings and conflicts if they are not properly managed. Therefore, cultural intelligence has become an essential competence for leaders and managers operating in international environments.

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The study highlights that the integration of digital innovation and cultural awareness creates both significant opportunities and complex challenges. On one hand, digital transformation enables organizations to reach global markets, improve decision-making processes, and enhance collaboration among geographically dispersed teams. On the other hand, it introduces challenges such as cybersecurity risks, unequal access to technology, and the need for continuous adaptation to rapidly changing digital systems. Additionally, cultural diversity requires organizations to develop flexible and inclusive management strategies.

A central finding of this analysis is that the paradigm of successful global business management is increasingly defined by the equilibrium between rapid technological advancement and the nuanced complexity of human and cultural factors. Organizations that adopt a "technology-first" approach, often neglecting the underlying cultural fabric of their international subsidiaries, frequently encounter significant communication voids, operational friction, and diminished employee engagement. Conversely, enterprises that successfully synthesize digital strategies with profound cultural sensitivity are better positioned to foster sustainable growth, enhance cross-border synergies, and achieve long-term institutional success.

Furthermore, the imperative role of leadership within this shifting landscape cannot be overstated. Modern global executives must navigate an increasingly complex environment that demands a sophisticated trifecta of competencies: comprehensive digital literacy, strategic foresight, and heightened cultural intelligence (CQ). These leaders serve as the vital bridge between disparate technological ecosystems and culturally diverse talent pools. Their capacity for adaptive leadership—characterized by the ability to pivot strategies in response to market volatility, manage multicultural teams through inclusive communication, and leverage technological tools to drive localized innovation—is the fundamental determinant of operational effectiveness.

Ultimately, the future trajectory of global business management is predicated on the harmonious integration of digital transformation and cultural understanding. This dual-approach model—often termed as "High-Tech, High-Touch"—recognizes that while digital tools provide the infrastructure for global connectivity, cultural understanding provides the necessary context for effective interaction.

Organizations that proactively embrace this convergence will be significantly better positioned to mitigate global risks, anticipate market disruptions, and capitalize on emerging opportunities in an increasingly interconnected economy. By treating cultural intelligence as a core asset rather than an ancillary management concern, companies can create a resilient organizational culture that sustains its competitive advantage, regardless of the technological intensity of the markets in which they operate.

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