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**“O‘ZBEKISTONDA BARQAROR RIVOJLANISH  
MAQSADLARIGA ERISHISH VA YASHIL IQTISODIYOTNI  
RIVOJLANTIRISHNING ISTIQBOLLI YO‘NALISHLARI”**

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The green economy's transformative power lies in its ability to reduce environmental footprints while redistributing economic opportunities. For Uzbekistan, this means not only preserving its natural heritage—such as the Aral Sea basin—but also positioning itself as a regional leader in sustainability. Future research should explore quantitative impacts of these policies and their scalability across Central Asia.

### **Conclusion**

Sustainable development, underpinned by the green economy, offers a pathway to reconcile humanity's needs with planetary limits. Drawing from global leaders and Uzbekistan's nascent efforts, this article highlights the importance of integrated strategies that balance economic, ecological, and social priorities. For Uzbekistan, the journey toward a green future demands innovation, international collaboration, and societal commitment. By adopting best practices and tailoring them to its unique context, Uzbekistan can not only safeguard its environment but also ensure prosperity for generations to come.

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## **PROMOTING CONFUCIANISM AND MODERN CORPORATE MANAGEMENT BASED ON SUSTAINABLE DEVELOPMENT GOALS IN UZBEKISTAN**

**Annotation.** This article discusses Confucianism and modern corporate management, the foundations of Confucianism, countries that use management systems based on Confucian values and principles, the relationship and characteristics of the process of Confucianism and modern

corporate management, scientific and theoretical knowledge of what features of Confucian management are applied in the management process in our country.

**Keywords:** Confucianism, modern corporate, management, Ren (仁), Li (礼), Yi (义), Zhi (智), Hing (信), moral values, social responsibility.

**Annotatsiya.** Ushbu maqolada Konfutsiylik va zamonaviy korporativ boshqaruv, konfutsiylik asoslari, Konfutsiylik qadriyatlar va tamoyillariga asoslangan menejment tizimidan foydalanuvchi davlatlar, Konfutsiylik va zamonaviy korporativ boshqaruv jarayonidagi o'zaro bog'liqlik va alohida xususiyatlar, mamlakatimizda konfutsiylika boshqaruvning qaysi xususiyatlaridan aynan boshqaruv jarayonida qo'llanililishiga oid ilmiy-nazariy bilimlar izohlab berilgan.

**Kalit so'zlar:** Konfutsiylik (Konfutsiylik), zamonaviy korporativ, menejment, Ren (仁), Li (礼), Yi (义), Zhi (智), Xin (信), axloqiy qadriyatlar, ijtimoiy mas'uliyat.

**Аннотация.** В этой статье рассматриваются вопросы конфуцианства и современного корпоративного управления, основы конфуцианства, страны, использующие системы менеджмента, основанные на конфуцианских ценностях и принципах, взаимосвязь и особенности процесса конфуцианства и современного корпоративного управления, научно-теоретические знания о том, какие особенности конфуцианского управления применяются в процессе управления в нашей стране.

**Ключевые слова:** Конфуцианство (Confucianism), современный корпоратив, менеджмент, Рен (仁), Ли (礼), И (义), Чжи (智), Хин (信), моральные ценности, социальная ответственность.

### **Introduction.**

Confucianism, a philosophy founded by Confucius, emphasizes moral integrity, social harmony, and hierarchical relationships. These principles have significantly influenced the corporate governance models, particularly in East Asian countries. Understanding the interplay between Confucianism and modern corporate governance can offer valuable insights into ethical management practices and organizational culture.

Core Principles of Confucianism.

Ren (仁) - Humanity/Benevolence. Emphasizes kindness, compassion, and empathy towards others. In corporate governance, this translates to ethical treatment of employees, customers, and stakeholders.

Li (礼) - Ritual/Proper Conduct. Focuses on maintaining social order through rituals and proper behavior. In the corporate context, it can be seen as adherence to company policies, ethical standards, and professional conduct.

Yi (义) – Righteousness. Stresses the importance of doing what is morally right. In business, this involves fair practices, integrity, and ethical decision-making.

Zhi (智) – Wisdom. Encourages continuous learning and knowledge. Corporations can implement this through professional development programs and fostering a culture of innovation.

Xin (信) – Trustworthiness. Highlights the importance of being honest and trustworthy. Trust is fundamental in building relationships with employees, clients, and partners.

### **Main part.**

Integration in Modern Corporate Governance. Hierarchical Structure and Respect. Confucianism. Emphasizes respect for authority and hierarchical relationships. Corporate Governance. Many East Asian companies have a clear hierarchical structure, where respect for seniority and authority is paramount. Ethical Leadership. Confucianism. Leaders should act with integrity and set a moral example. Corporate Governance. Ethical leadership involves transparent practices, accountability, and fostering an ethical corporate culture.

Corporate Social Responsibility (CSR). Confucianism. Stresses the importance of contributing to societal well-being. Corporate Governance. CSR initiatives reflect a company's commitment to social responsibility, aligning with the Confucian value of Ren. Employee Development. Confucianism: Values education and continuous improvement. Corporate Governance. Companies invest in training and development programs to enhance employee skills and knowledge, reflecting the value of Zhi.

Trust and Relationships. Confucianism. Trust and loyalty are fundamental in personal and professional relationships. Corporate Governance. Building trust within the organization and with external stakeholders is crucial for long-term success. Distinct Features. Individualism vs. Collectivism. Confucianism. Focuses on collectivism and the greater good. Modern Governance. While Western models may emphasize individualism and personal achievement, East Asian models often prioritize group harmony and collective success.

Innovation and Flexibility. Confucianism. May emphasize tradition and established practices. Modern Governance. Balances traditional values with the need for innovation and adaptability in a rapidly changing business environment. Inequality and Meritocracy. Confucianism. Accepts hierarchical inequality as a societal norm. Modern Governance. While hierarchy exists, there is a growing emphasis on merit-based advancement and equal opportunities.

Countries Applying Confucian Management Principles.

China. Strong influence of Confucian values in business practices and leadership styles. Emphasis on hierarchical structures and respect for authority.

Japan. Incorporates Confucian values such as harmony (Wa) and continuous improvement (Kaizen). Practices like lifetime employment and seniority-based promotion reflect Confucian ideals.

South Korea. Confucian principles are evident in the respect for hierarchy and seniority. Emphasis on family-like corporate culture and loyalty.

Taiwan. Combines Confucian values with modern business practices. Focus on ethical behavior and social responsibility.

Singapore. Although multicultural, Confucian values influence corporate governance and ethical standards. Emphasis on meritocracy and social harmony.

Confucianism provides a strong ethical foundation for modern corporate governance, particularly in East Asian contexts. The integration of Confucian principles such as humanity, proper conduct, righteousness, wisdom, and trustworthiness can enhance ethical decision-making and foster a positive organizational culture. Balancing these traditional values with the demands of modern business practices creates a robust framework for effective corporate governance.

Important Links and Features between Confucian Values and Modern Corporate Governance.

Confucian values provide a moral and ethical foundation that can significantly enhance modern corporate governance. Below are the important links and features between Confucian values and modern corporate governance:

1. Ethical Leadership. Confucian Value: Ren (仁) - Humanity/Benevolence. Link. Ethical leadership involves treating employees, customers, and stakeholders with kindness, compassion, and respect. Feature. Leaders are expected to act as moral role models, ensuring that their behavior sets a positive example for the entire organization.

2. Adherence to Rules and Proper Conduct. Confucian Value. Li (礼) - Ritual/Proper Conduct. Link. Adherence to company policies, ethical standards, and professional conduct is crucial in maintaining order and integrity within the organization. Feature. Corporate governance frameworks often include codes of conduct and ethical guidelines that align with Confucian principles of proper behavior.

3. Fairness and Integrity. Confucian Value. Yi (义) – Righteousness. Link. Fair practices and integrity in decision-making processes are vital for building trust and maintaining a positive reputation. Feature. Transparent and fair business practices, including fair treatment of

employees and ethical dealings with clients and partners, reflect Confucian ideals of righteousness.

4. Continuous Learning and Development. Confucian Value. Zhi (智) – Wisdom. Link. Encouraging continuous learning and professional development helps cultivate knowledgeable and skilled employees. Feature. Training programs, professional development opportunities, and a culture of innovation and learning are essential components of modern corporate governance.

5. Trust and Credibility. Confucian Value. Xin (信) – Trustworthiness. Link. Building trust within the organization and with external stakeholders is fundamental for long-term success. Feature. Ensuring honesty, transparency, and reliability in all business interactions helps establish a trustworthy reputation.

6. Social Responsibility. Confucian Value. Ren (仁) - Humanity/Benevolence. Link. Corporate social responsibility (CSR) initiatives demonstrate a company's commitment to the well-being of society. Feature. Engaging in community service, environmental sustainability efforts, and social welfare programs reflects the Confucian value of benevolence.

7. Respect for Hierarchical Relationships. Confucian Value. Respect for Authority and Hierarchical Relationships. Link. Respecting hierarchical structures within the organization ensures smooth operations and clear lines of authority. Feature. While promoting meritocracy, maintaining respect for seniority and authority is crucial for organizational harmony.

8. Harmony and Teamwork. Confucian Value. Emphasis on Harmony (He). Link. Promoting harmony and teamwork within the organization fosters a collaborative and supportive work environment. Feature. Encouraging cooperation, resolving conflicts amicably, and valuing collective success over individual achievement are key aspects of modern corporate governance.

9. Family-like Corporate Culture. Confucian Value. Familial Piety and Loyalty. Link. Creating a family-like corporate culture where employees feel a sense of belonging and loyalty enhances job satisfaction and retention. Feature. Building strong interpersonal relationships and fostering a sense of community within the organization reflects Confucian ideals of familial loyalty.

10. Long-term Orientation. Confucian Value. Emphasis on Long-term Relationships and Stability. Link. Focusing on long-term goals and sustainable growth aligns with the Confucian value of stability and continuity. Feature. Strategic planning, investment in employee development, and sustainable business practices ensure long-term success and stability.

Application of Confucianism in Uzbekistan. Confucianism, with its roots in Chinese philosophy and ethics, focuses on values such as respect for authority, filial piety, social harmony, and moral integrity. While Uzbekistan has its unique cultural and historical background, certain aspects of Confucianism can be integrated into its societal and management practices to enhance social cohesion and organizational effectiveness. Here are some potential applications:

Educational System. Respect for Teachers and Elders. Confucian Principle. Confucianism emphasizes respect for teachers and elders as a cornerstone of a harmonious society. Application in Uzbekistan. Strengthening the respect for teachers and educational authorities can improve the educational environment. Initiatives can include public recognition of teachers' contributions and integrating lessons on respecting elders into the curriculum.

Moral Education. Confucian Principle. Moral education is central to Confucian thought, focusing on developing virtuous and responsible individuals. Application in Uzbekistan. Incorporating moral education into school curricula can help instill values of honesty, responsibility, and respect in students, fostering a more ethical society.

Government and Leadership. Meritocracy and Ethical Leadership. Confucian Principle. Confucianism advocates for merit-based leadership and ethical governance. Application in Uzbekistan. Promoting meritocracy in government appointments and emphasizing ethical leadership can enhance governance. Leadership training programs can focus on ethical decision-making and integrity.

**Social Harmony. Confucian Principle.** Maintaining social harmony is a key goal in Confucianism, achieved through proper conduct and relationships. Application in Uzbekistan. Government policies and community programs can focus on promoting social cohesion and resolving conflicts through dialogue and mutual respect.

**Corporate Management. Collectivism and Teamwork. Confucian Principle.** Confucianism values collectivism and the importance of working together harmoniously. Application in Uzbekistan. Encouraging teamwork and a collective approach in business management can lead to more cohesive and productive work environments. Corporate training can include team-building exercises and fostering a culture of mutual support.

**Respect for Hierarchy. Confucian Principle.** Respect for hierarchy and authority is central in Confucian thought. Application in Uzbekistan. Businesses can implement clear hierarchical structures where authority and responsibility are well-defined, ensuring that respect for superiors is balanced with consideration for subordinates' well-being.

**Family and Social Structure. Filial Piety. Confucian Principle.** Filial piety, or respect for one's parents and ancestors, is a fundamental value. Application in Uzbekistan. Promoting filial piety can strengthen family bonds and ensure care for the elderly. Policies supporting family values and elder care services can be developed.

**Community Responsibility. Confucian Principle.** Individuals have a responsibility to contribute to the well-being of their community. Application in Uzbekistan. Encouraging community involvement and volunteerism can enhance social solidarity. Programs can be created to engage citizens in community service and development projects.

**Conflict Resolution. Mediation and Harmony. Confucian Principle.** Confucianism advocates for resolving conflicts through mediation and maintaining harmony. Application in Uzbekistan. Developing mediation programs and training mediators can help address and resolve conflicts within communities and organizations. Emphasizing the importance of peaceful conflict resolution in educational programs can also be beneficial.

### **Conclusion**

While Uzbekistan has its distinct cultural and historical identity, the integration of Confucian principles can complement existing values and practices, promoting a more harmonious, ethical, and cohesive society. By incorporating Confucian ideas into education, government, corporate management, family, and social structures, Uzbekistan can enhance social stability and organizational effectiveness. The integration of Confucian values into modern corporate governance provides a robust framework for ethical and effective management. By embracing principles such as ethical leadership, adherence to proper conduct, fairness, continuous learning, trustworthiness, social responsibility, respect for hierarchy, harmony, family-like culture, and long-term orientation, organizations can foster a positive and sustainable corporate environment. These values not only enhance the moral and ethical standards of the organization but also contribute to its overall success and stability.

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## **BARQAROR RIVOJLANISH MAQSADLARIGA ERISHISHDA TOVARLAR “YASHIL” EKSPORTINING ISTIQBOLLARI**

**Annotatsiya.** Maqolada mamlakatimizning tashqi savdo siyosatini amalga oshirish jarayoni tahlil qilingan bo'lib, milliy iqtisodiyotning barqaror o'sishi va uning jahon miqyosida raqobatbardoshligini ta'minlash uchun yuqori texnologiyali tovarlarning sotish hajmini oshirish zarurati sezilarli ta'sir ko'rsatishi tavsiflangan. “Yashil” eksport tushunchasiga aniqlik kiritilib, uning iqtisodiy va bojxona jihatlarini ko'rib chiqilgan, shuningdek, uni milliy iqtisodiyotda rivojlantirish istiqbollari yoritilgan.

**Kalit so'zlar:** barqaror rivojlanish, eksport salohiyati, “yashil” sanoat siyosati, “yashil” eksport, “yashil bojxona”, “yashil” tovar, “yashil” texnologiyalar.

### **Kirish.**

2022-2026-yillarga mo'ljallangan yangi O'zbekistonning Taraqqiyot strategiyasining qabul qilinishi mamlakatimiz uchun alohida ahamiyatga ega. Bundan tashqari, mazkur hujjatda respublikaning eksport salohiyatini yanada oshirish va 2026-yilda respublika eksporti hajmini 30 mlrd. AQSh dollariga yetkazish bo'yicha qator vazifalar belgilab berilgan. Shu bilan birga, eksport tuzilmasida tayyor mahsulot va yarim tayyor mahsulotlar ulushini 3,3 barobar oshirish, Yevropa davlatlariga GSP+ tizimi doirasida tayyor mahsulotlar eksportini kengaytirish vazifasi qo'yildi [1].

Hamkor davlatlarning kuchli eksport pozitsiyalariga qaramay, mamlakatimizning xalqaro ishlab chiqarish jarayonlariga integratsiyalashuvining salohiyati mamlakatimiz bilan xorijiy davlatlar o'rtasidagi savdo-iqtisodiy hamkorlikka asoslanganligidir. Xorijiy mamlakatlarda talab yuqori bo'lgan sanoat tovarlari, shuningdek, yuqori qo'shimcha qiymatli tovarlar bozorini rivojlantirish vazifasi milliy iqtisodiyot uchun dolzarbdir, chunki bu uning barqaror o'sishini ta'minlash va korxonalarning raqobatbardoshligini oshirish sharti hisoblanadi.

Yevropa Ittifoqi (keyingi o'rinlarda – YeI) davlatlaridan O'zbekiston Respublikasining muhim savdo hamkorlari Belgiya, Bolgariya, Germaniya, Gresiya, Kipr, Fransiya, Chexiya va Estoniya