



THE SYSTEM OF ORGANS OF LOCAL SELF-GOVERNMENT IN THE REPUBLIC OF UZBEKISTAN

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Abstract. The mahalla model, which has ushered in a new stage in the legal development of the Republic of Uzbekistan within the framework of the New Uzbekistan development strategy, is acquiring particular significance due to its distinctive characteristics, uniqueness, and effectiveness. It is noteworthy that this system formally operates exclusively in Uzbekistan. As a unique model of national self-governance at the community level, the mahalla is grounded in the centuries-old traditions and customs of the Uzbek people and performs important organizational, socio-economic, and educational functions. This article provides a comprehensive analysis of the reforms and transformations implemented within the mahalla system, as well as the state programs adopted in this sphere, which have been identified as one of the priority directions of public policy. Furthermore, the paper examines the role and importance of the mahalla institution in the socio-political life of Uzbekistan and highlights the growing attention devoted to its development in contemporary conditions.


Keywords: mahalla institution, legal foundations of the mahalla model, state program, "human–society–state".

The present research has provided a comprehensive analysis of the theoretical, methodological, and practical foundations for developing and implementing development strategies in large companies. The study examined the evolution of management approaches, the transformation of strategic management in the context of globalization and digitalization, and the increasing role of innovative and project-based methodologies in achieving sustainable competitive advantage.

In modern economic conditions characterized by rapid technological advancement, global competition, and increasing uncertainty, large companies are required to adopt flexible, adaptive, and innovation-driven strategies. Traditional management models, while effective in ensuring stability and operational efficiency, are no longer sufficient to address the challenges posed by dynamic market environments. Therefore, the integration of innovative management approaches into strategic development processes has become a necessity rather than an option.

The research findings highlight several key theoretical and practical insights regarding the development strategies of large companies.

First, traditional strategic management models remain relevant in providing structural stability, clear hierarchical control, and standardized operational processes. These models are



particularly effective in industries where production processes are repetitive, predictable, and require strict regulation. However, their limitations become evident in highly competitive and rapidly changing environments, where flexibility, speed of decision-making, and innovation are critical factors. In such contexts, centralized decision-making and rigid organizational structures often hinder the ability of companies to respond promptly to market changes.

Second, project-based and innovation-driven management approaches have emerged as essential components of modern strategic development. These approaches enable companies to break down strategic objectives into manageable projects, allocate resources efficiently, and ensure result-oriented execution. Project-based management facilitates better coordination, accountability, and performance monitoring, making it particularly suitable for implementing complex strategic initiatives.

Third, the study demonstrates that hybrid management models, which combine elements of traditional and project-based approaches, offer the most effective solution for large companies. By integrating stability with flexibility, these models allow organizations to maintain operational efficiency while simultaneously fostering innovation and adaptability. Hybrid models also support cross-functional collaboration, enhance communication, and improve overall organizational responsiveness.

Fourth, the research identifies several key challenges that hinder the effective development and implementation of strategies in large companies. These challenges include insufficient human capital development, resistance to change within corporate culture, lack of alignment between organizational structures and strategic objectives, financial constraints, and limited adoption of digital technologies. Addressing these challenges requires a systematic and comprehensive approach that considers both internal and external factors.

Fifth, digital transformation and the use of artificial intelligence have become critical drivers of strategic success. Advanced technologies such as data analytics, machine learning, and automation enable companies to improve decision-making, predict risks, optimize resource allocation, and enhance overall performance. The integration of digital tools into strategic management processes significantly increases efficiency and competitiveness.

In addition to these findings, the research emphasizes the importance of organizational readiness in implementing strategic development initiatives. Successful strategy execution depends not only on the quality of strategic planning but also on the organization's ability to adapt its structure, culture, and processes to new requirements.

Based on the conclusions derived from this study, the following practical recommendations are proposed:

Development of comprehensive strategic development programs

Large companies should design and implement integrated long-term strategic programs that clearly define their vision, mission, goals, and priorities. These programs should include detailed action plans, performance indicators, and evaluation mechanisms to ensure effective implementation.



Institutionalization of strategic and project-based management

Organizations should establish dedicated units such as Project Management Offices (PMO) or strategic development departments responsible for coordinating and overseeing strategic initiatives. These units should ensure consistency in management practices and facilitate the integration of project-based methodologies into strategic processes.

Strengthening human capital and competencies

Continuous investment in human capital development is essential for achieving strategic objectives. Companies should implement training programs, workshops, and certification courses based on internationally recognized standards such as PMP, PRINCE2, and Agile. Developing leadership skills, critical thinking, and innovation capabilities among employees is also crucial.

Acceleration of digital transformation

The adoption of digital technologies should be prioritized to enhance strategic management processes. Tools such as Microsoft Project, Jira, Trello, and Asana can be used to improve planning, monitoring, and communication. Additionally, integrating artificial intelligence and data analytics into decision-making processes will provide valuable insights and improve efficiency.

Implementation of phased strategic transformation

Strategic initiatives should be implemented gradually through pilot projects. This approach allows organizations to test new methods, evaluate outcomes, and minimize risks before scaling up. A phased implementation strategy ensures smoother transitions and better adaptation to change.

Ensuring financial sustainability and resource optimization

Effective resource management is critical for successful strategy implementation. Companies should develop detailed budgeting plans for each strategic initiative, prioritize high-impact projects, and explore external funding sources such as investments, partnerships, and government programs.

Enhancing information security and governance transparency

In the digital age, protecting information assets is of paramount importance. Organizations should establish robust information security frameworks, implement risk management systems, and ensure transparency in strategic decision-making processes.

Promoting a culture of innovation and collaboration

Transforming corporate culture is essential for successful strategy execution. Companies should encourage open communication, teamwork, and employee participation in decision-making processes. Incentive systems should be aligned with strategic goals to motivate employees and foster innovation.

Adoption of hybrid management models

Combining traditional and modern management approaches enables organizations to achieve both stability and adaptability. Hybrid models provide a balanced framework for managing routine operations and innovative projects simultaneously.



Continuous monitoring and evaluation of strategic performance

Establishing clear Key Performance Indicators (KPIs) and performance evaluation systems is essential for measuring the effectiveness of strategies. Regular monitoring, feedback mechanisms, and corrective actions should be integrated into the strategic management process.

In conclusion, the development and implementation of strategies in large companies require a multidimensional and integrated approach. The combination of traditional management principles with innovative and digital solutions creates a powerful framework for achieving sustainable growth and long-term success. By adopting flexible management models, investing in human capital, and leveraging technological advancements, large companies can enhance their competitiveness, adapt to changing environments, and secure a strong position in the global market.

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