

INNOVATION SCIENCE AND TECHNOLOGY

ISSUE 6, PART 1 / JUNE 2026

 Acceptance of papers



**Acceptance of
papers**

Published monthly



Topics

economics,
technology, social
sciences



EDITOR-IN-CHIEF:

Mirzaliyev Sanjar Makhmatjon ugli

DEPUTY EDITOR-IN-CHIEF:

Makhmudov Nosir Makhmudovich
DSc., Prof., Academician

DEPUTY EDITOR-IN-CHIEF:

Ochilov Bobur Bakhtiyor ugli – Senior
lecturer at TSUI

THE SCIENTIFIC-POPULAR ELECTRONIC
JOURNAL **"INNOVATION SCIENCE AND
TECHNOLOGY"** HAS BEEN REGISTERED
UNDER THE NUMBER **C-5669633** BY THE
AGENCY FOR INFORMATION AND MASS
COMMUNICATIONS (AOKA) OF THE
REPUBLIC OF UZBEKISTAN, EFFECTIVE
FROM OCTOBER 9, 2024.

CONTACTS

Phone: **+998 50 737 87 88**

Website: <https://ist-journal.uz>

Email: innovationist2025@gmail.com

The scientific electronic journal "Innovation Science and Technology" has been included in the list of scientific publications recommended for the publication of main scientific results of dissertations for the award of PhD and DSc degrees in economics and technical sciences, in accordance with the Resolution No. 370 of the Presidium of the Higher Attestation Commission of the Republic of Uzbekistan, dated May 8, 2025.

Editorial board:



Sharipov Kongiratbay Avezimbetovich,
Doctor of Technical Sciences (DSc), Professor



Abdurakhmanova Gulnora Kalandarovna, Doctor of
Economic Sciences (DSc), Professor



Cham Tat Huei,
Doctor of Philosophy (PhD), Professor (Malaysia)



Muhammad Imran Sadiq
Doctor of Philosophy in Economics (PhD), Professor,
Malaysia



Ahmed Aziz Ismail
Doctor of Technical Sciences (DSc),
Professor (Egypt)



Lee Chin
Doctor of Philosophy in Economics (PhD), (Malaysia)



Asongu Simplice
Doctor of Philosophy in Economics (PhD), Cameroon



Rui Dang
Doctor of Chemistry (DSc), Professor, China



Zahoor Ahmed
Doctor of Philosophy in Economics (PhD), Turkey



Shujaat Abbas
Doctor of Philosophy in Economics (PhD), Russia



Tina A Coffelt
Doctor of Philosophy in Educational Sciences (PhD),
USA



Abdikarimova Dinara Rustamxanovna
Doctor of Economic Sciences (DSc), Professor

Kurbonbekova Mohichehra Turobjonovna
Doctor of Economic Sciences (DSc), Professor

Alimardonov Ilkhom Muzrabshokovich
Doctor of Economic Sciences (DSc), Professor



Razakova Barno Sayfieva
Doctor of Philosophy in Economics (PhD)



Khasanov Sarvar Ulugbek ugli
Doctor of Philosophy in Economics (PhD)



Kholikova Rukhsora Sanjarovna
Associate Professor (PhD)

CONTENTS

BUDGETING BASED ON THE BALANCED SCORECARD SYSTEM IN STRATEGIC MANAGEMENT ACCOUNTING.....	8
Pardaeva Shakhnoza Abdinabievna	
TURIZM SOHASIDA TARJIMA NAZARIYASINING O'RNI	13
Bahronova Charos Mirabbos qizi	
THE ROLE OF ESG PRINCIPLES AND DIGITAL TECHNOLOGIES IN THE DEVELOPMENT OF CORPORATE SOCIAL MANAGEMENT SYSTEMS	16
Shokhrukh Abdisalimovich Muratkosimov	
A COMPARATIVE SEMANTIC FIELD ANALYSIS OF "BENEFIT" ACROSS ENGLISH AND UZBEK CULTURES	23
Mohira Husanovna Divanova	
ROSSIYA TIJORAT BANKLARIDA DEPOZIT OPERATSIYALARINI RIVOJLANTIRISHNING O'ZIGA XOS JIHATLARI	30
Rahimov Akmal Matyaqubovich	
USE OF ARTIFICIAL INTELLIGENCE TECHNOLOGIES AGAINST CYBER THREATS IN THE PUBLIC SECTOR.....	37
Nuratdinov Xushnid Begzadovich, Erejepov Kewlimjay Kaymatdinovich	
PUL-KREDIT SIYOSATI INSTRUMENTLARIDAN FOYDALANISH AMALIYOTINI TAKOMILLASHTIRISH ..	42
A.A. Ismailov	
"O'ZBEKISTON TEMIR YO'LLARI" AJNING AMALIY IQTISODIY HOLATI TAHLILI VA OPSIONLARNI ANIQLASH	48
Bobojonova Zarnigor Shokirovna	
COMPARATIVE ANALYSIS OF DEEP LEARNING ALGORITHMS FOR AUTOMATED SKIN DISEASE DIAGNOSIS FROM DERMOSCOPIC IMAGES.....	56
Nazirova Elmira Shodmonovna, Abdusalomova Shokhista Boboyor qizi	
STRATEGY FOR THE DEVELOPMENT OF THE FINANCIAL MARKET OF UZBEKISTAN IN THE CONTEXT OF DIGITAL AND GREEN TRANSFORMATION	61
Muftaydinov Mansur Kiyomidinovich	
TOURISM POTENTIAL OF UZBEKISTAN AND FINANCIAL FACTORS FOR ITS DEVELOPMENT	68
Bau Long	
CASH FLOWS OF "TERRITORIAL ELECTRIC NETWORKS" JSC: COMPREHENSIVE ACCOUNTING ANALYSIS AND METHODOLOGICAL APPROACHES TO IMPROVEMENT.....	75
Djuraev Davlat Djonibekovich	
MONETARY POLICY INSTRUMENTS.....	78
A.A. Ismailov	
ECONOMIC EFFICIENCY OF IMPLEMENTING INNOVATIVE TECHNOLOGIES IN THE SERVICE SECTOR OF REGIONS	83
Abikayumov Bekzod Turdiniyozovich	
KNOWLEDGE STRATEGY AND ITS SYSTEM OF INDICATORS IN STRATEGIC MANAGEMENT ACCOUNTING.....	89
Pardaeva Shakhnoza Abdinabievna, Pardaeva Zulfizar Alimovna	

KNOWLEDGE STRATEGY AND ITS SYSTEM OF INDICATORS IN STRATEGIC MANAGEMENT ACCOUNTING

Pardaeva Shakhnoza Abdinabievna

Tashkent state university of economics, associate professor
of the department of "Bank accounting and audit", DSc

E-mail: shahnoza.pardayeva.94@gmail.com

ORCID: 0000-0002-0654-8152

Pardaeva Zulfizar Alimovna

Tashkent state university of economics, associate professor
of the department of "Financial accounting and reporting"

E-mail: pardayevazulfizar978@gmail.com

ORCID: 0000-0003-1465-6548

Abstract. This article discusses the knowledge strategy and the system of indicators representing it in strategic management accounting within business entities. The article also provides relevant conclusions and recommendations on the transformation of accounting data into knowledge, the formation of knowledge within the strategic management accounting system, strategic accounting, analytical information and knowledge generation in the strategic management system, as well as the main financial and non-financial indicators of business entity performance.

Keywords: strategic management accounting, knowledge strategy, business entity, financial indicators, non-financial indicators, control indicators, financial results.

Annotatsiya. Mazkur maqolada xo'jalik yurituvchi subyektlarda strategik boshqaruv hisobida bilimlar strategiyasi va uni ifodalovchi ko'rsatkichlar tizimi tadqiq etilgan. Shuningdek, maqolada hisob ma'lumotlarini bilimga aylantirish jarayoni, strategik boshqaruv hisobi tizimida bilimlarni shakllantirish, strategik hisob, tahliliy axborot va bilimlarni strategik boshqaruv tizimida yaratish masalalari hamda xo'jalik yurituvchi subyektlar faoliyatining asosiy moliyaviy va nomoliyaviy ko'rsatkichlari bo'yicha tegishli xulosa va tavsiyalar berilgan.

Kalit so'zlar: strategik boshqaruv hisobi, bilimlar strategiyasi, xo'jalik yurituvchi subyekt, moliyaviy ko'rsatkichlar, nomoliyaviy ko'rsatkichlar, nazorat ko'rsatkichlari, moliyaviy natijalar.

Аннотация. В данной статье исследуются стратегия знаний и система показателей, отражающих её в стратегическом управленческом учёте хозяйствующих субъектов. Также представлены выводы и рекомендации по вопросам трансформации учётных данных в знания, формирования знаний в системе стратегического управленческого учёта, стратегического учёта, формирования аналитической информации и знаний в системе стратегического управления, а также по основным финансовым и нефинансовым показателям деятельности хозяйствующих субъектов.

Ключевые слова: стратегический управленческий учёт, стратегия знаний, хозяйствующий субъект, финансовые показатели, нефинансовые показатели, контрольные показатели, финансовые результаты.

INTRODUCTION

In the context of economic modernization and increasing global competition, the strategic management accounting system should be considered not only as a mechanism for collecting, processing, and providing information but also as an important system for generating and disseminating knowledge that supports strategic decision-making. In modern business conditions, information alone is insufficient for ensuring sustainable competitive advantages. Organizations increasingly require analytical knowledge that enables managers to understand complex business processes, identify opportunities and risks, and respond effectively to changes in the internal and external environment.

The effectiveness of a chosen strategy is closely related to the ability of a business entity to continuously acquire, develop, and utilize knowledge. Strategic management accounting plays a significant role in this process by transforming accounting data into analytical information and strategic knowledge. Through the integration

of financial and non-financial information, strategic management accounting provides a comprehensive basis for evaluating organizational performance, forecasting future developments, and supporting long-term value creation.

In strategic management theory, these issues are reflected in the concepts of strategic knowledge, knowledge-based management, and knowledge management strategy. These concepts emphasize that knowledge has become one of the most valuable intangible assets of modern organizations. Effective knowledge management contributes to improving organizational learning, enhancing innovation capacity, and strengthening competitive positions in rapidly changing markets.

Furthermore, the development of digital technologies, big data analytics, and artificial intelligence has significantly expanded the role of strategic management accounting in knowledge creation. Modern accounting systems are increasingly focused on identifying key performance indicators, measuring intellectual capital, and generating strategic insights that support managerial decision-making. As a result, knowledge strategy has become an integral component of strategic management accounting, linking information resources with organizational objectives and sustainable development goals.

Therefore, the study of knowledge strategy and its system of indicators in strategic management accounting is of particular importance for improving the quality of managerial decisions, increasing organizational effectiveness, and ensuring long-term competitiveness in a knowledge-based economy.

LITERATURE REVIEW

The theoretical and practical aspects of the effective organization and implementation of strategic management accounting in business entities have been extensively discussed in the scientific works of foreign scholars.

It is advisable to approach the content of strategic management accounting in business entities from both broad and narrow perspectives. As Russian economists I.N. Bogataya and L.O. Ivashinenko noted, "Strategic management accounting in a broad sense should serve to form both financial and non-financial information that provides opportunities for the strategic management of a specific object through planning, organization, analysis, control, and regulation" [1, 2].

"In a narrow sense, strategic management accounting is an integrated system for collecting, measuring, processing, and preparing financial and non-financial information necessary for senior managers to analyze, control, and manage the processes of achieving the strategic mission of the enterprise, as well as for owners to assess the level of return on capital" [3].

Economists N.P. Lyubushin, V.B. Lesheva, and V.G. Dyakov identified the following profit and income indicators: 1) net income from product sales; 2) gross profit from product sales; 3) profit from core activities; 4) profit from financial activities; 5) overall economic profit; 6) extraordinary profit; 7) profit before taxation; and 8) net profit [4].

As the local economist A.Kh. Pardaev noted, "...the financial aspect plays a decisive role in choosing among alternative management decisions. Furthermore, the importance of financial management and its role as a subsystem of the management process of an economic entity are determined by its ability to coordinate financial processes within economic activities" [5, 6].

RESEARCH METHODOLOGY

The article presents conclusions and recommendations based on the results of the research. The study involved examining the views of economists on strategic management accounting, observing relevant processes, analyzing socio-economic conditions through the study of the structural composition of financial results, and conducting a comparative analysis in conjunction with the author's research findings.

ANALYSIS AND RESULTS

In the context of globalization and the increasingly fierce international competitive environment, we believe that the accumulation, creation, and expansion of knowledge within business entities have become one of the most important factors in the effective organization and implementation of strategic management accounting. In this regard, the study of the approaches of various scientists and economists to this issue shows that various approaches to this issue have been proposed, but not only among theoreticians, but also among practitioners, a unified understanding and approach to interpreting its essence have not yet been established. For example, a number of practitioners suggest illustrating the importance of knowledge in the formation of a database for strategic management accounting and its essence in the following diagram (Figure 1):

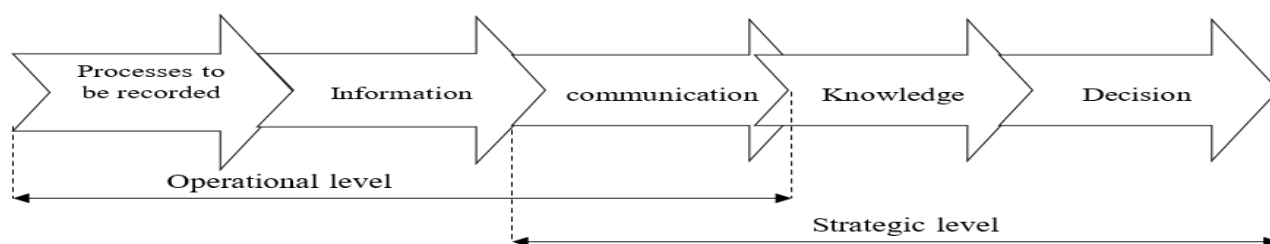


Figure 1. The process of transforming accounting data into knowledge.

The essence of the process of transforming accounting data into knowledge, depicted in Figure 1 above, is that in the decision-making process of the corporate system, all factors are taken into account, that is, not only information on financial indicators, but also the influence of all internal and external factors affecting the financial and economic activities of the business entity.

At the initial stage, data on business processes is collected. After that, such information is transformed into analytical data that undergoes professional expertise. Then, their transformation into new organizational knowledge is carried out by integrating the previously obtained information about corporate strategy and the competitive environment in the management information system. At the final stage, the collected organizational knowledge is used in making strategic decisions.

In our initial research, we also approached the essence of this issue in a similar manner. However, the study of foreign experience on this issue has shown that we need to change our approaches to its interpretation. In particular, according to the views of these authors, it can be assumed that the “knowledge potential” of an economic entity is manifested only in part of the process of transforming accounting data into knowledge, depicted in Figure 1 above, or rather, in the process of making strategic management decisions after information has been provided, and its level determines only the effectiveness of this stage. In our opinion, the “knowledge potential” of an economic entity affects all stages of the process of transforming accounting data into knowledge and ultimately determines the effectiveness of the strategic management decision made at the final stage. It is worth recognizing that accountants-analysts of companies in Western countries with developed market economies have strategic flexibility skills, quickly perceive, evaluate and analyze the impact of external factors, and based on their results, identify ways to optimize the company’s internal resources and propose efficiency-enhancing models. The knowledge potential of specialists employees with such potential is ultimately considered an important factor in increasing the strategic potential of companies, and they make continuous efforts to enhance it.

Based on these considerations, we believe that the process of knowledge formation in the strategic management accounting system can be interpreted in a generalized form as shown in Figure 2.

Figure 2 presents the general essence of strategic management accounting, which is formed by combining three important processes:

- the formation of strategic management accounting data;
- the integration of this data with the internal organizational knowledge system;
- the process of strategic decision-making.

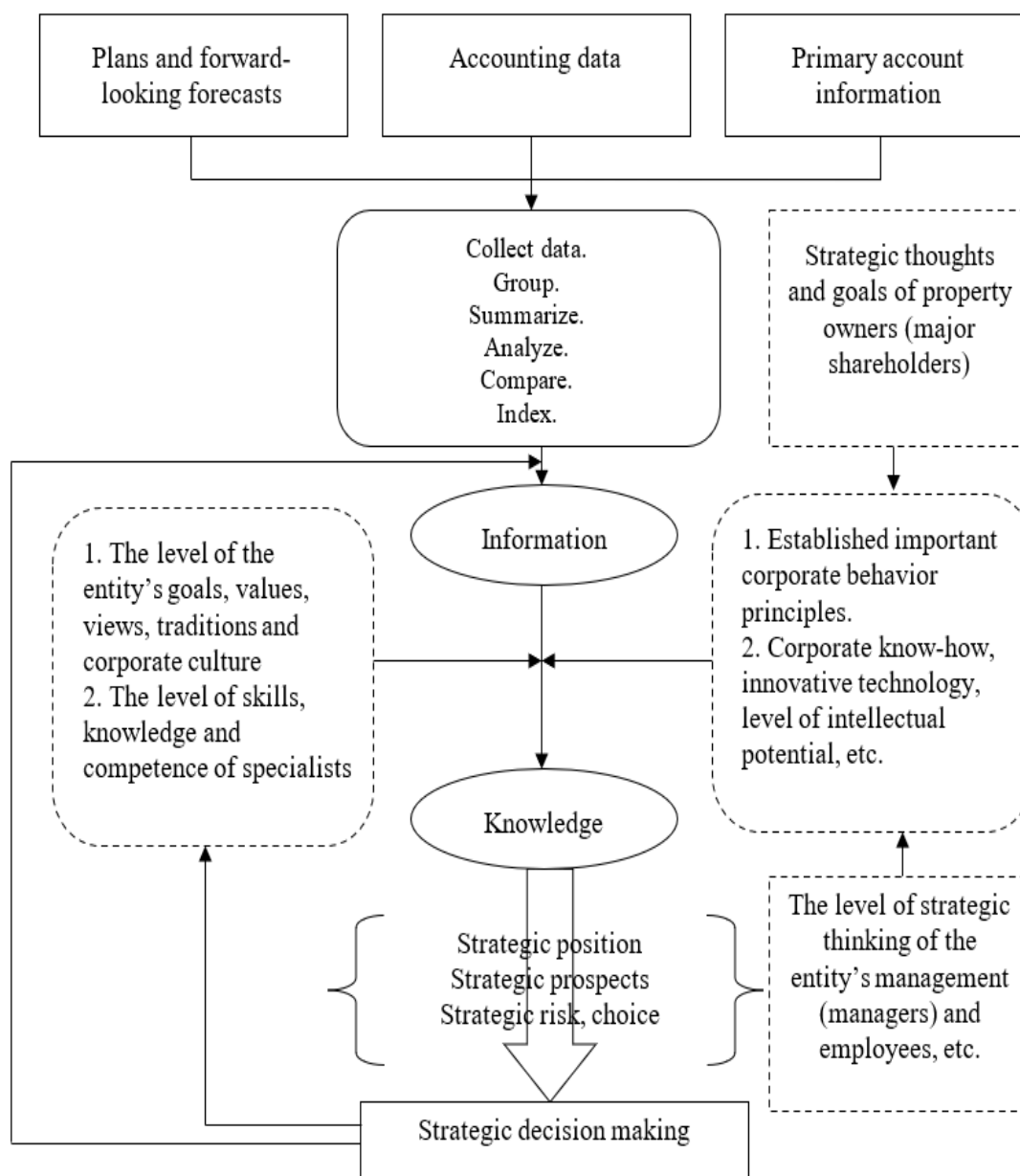


Figure 2. The process of knowledge formation within the strategic management accounting system.

Despite the fact that these processes are closely interconnected, they are implemented independently of each other, in internal organizational knowledge, through a continuous transformation of accounting data. As can be seen from the data in Figure 2, the fact that an economic entity has sufficient material, financial and labor resources to achieve its strategic goal is not a guarantee of future success. Undoubtedly, the availability of material, financial and labor resources in achieving a strategic goal is an important factor in achieving it, but we believe that the important corporate principles of behavior formed in this economic entity, corporate know-how, the level of innovative technologies, the level of intellectual potential, as well as the level of strategic thinking of management (managers) and specialist employees, their professional competencies, as well as the prevailing values, views, traditions and corporate culture in the collective also play a major role, and we believe that the influence of these indicators must be taken into account.

As illustrated in Figure 2, these processes are implemented through both explicit and implicit strategic and ethical guidelines.

An effectively organized and maintained strategic management accounting system in business entities should provide managers (leaders) with information in at least 3 dimensions to make strategic management decisions:

- taking into account the interests of owners (shareholders);
- taking into account the existing resources and knowledge potential of the business entity;
- taking into account the external environment and factors affecting business operations (Figure 3).

As a result of the research, it was concluded that the knowledge-based approach not only expands the scope of the subject of strategic management accounting, but also makes it possible to fully substantiate its nature and its place in the overall strategic management system.

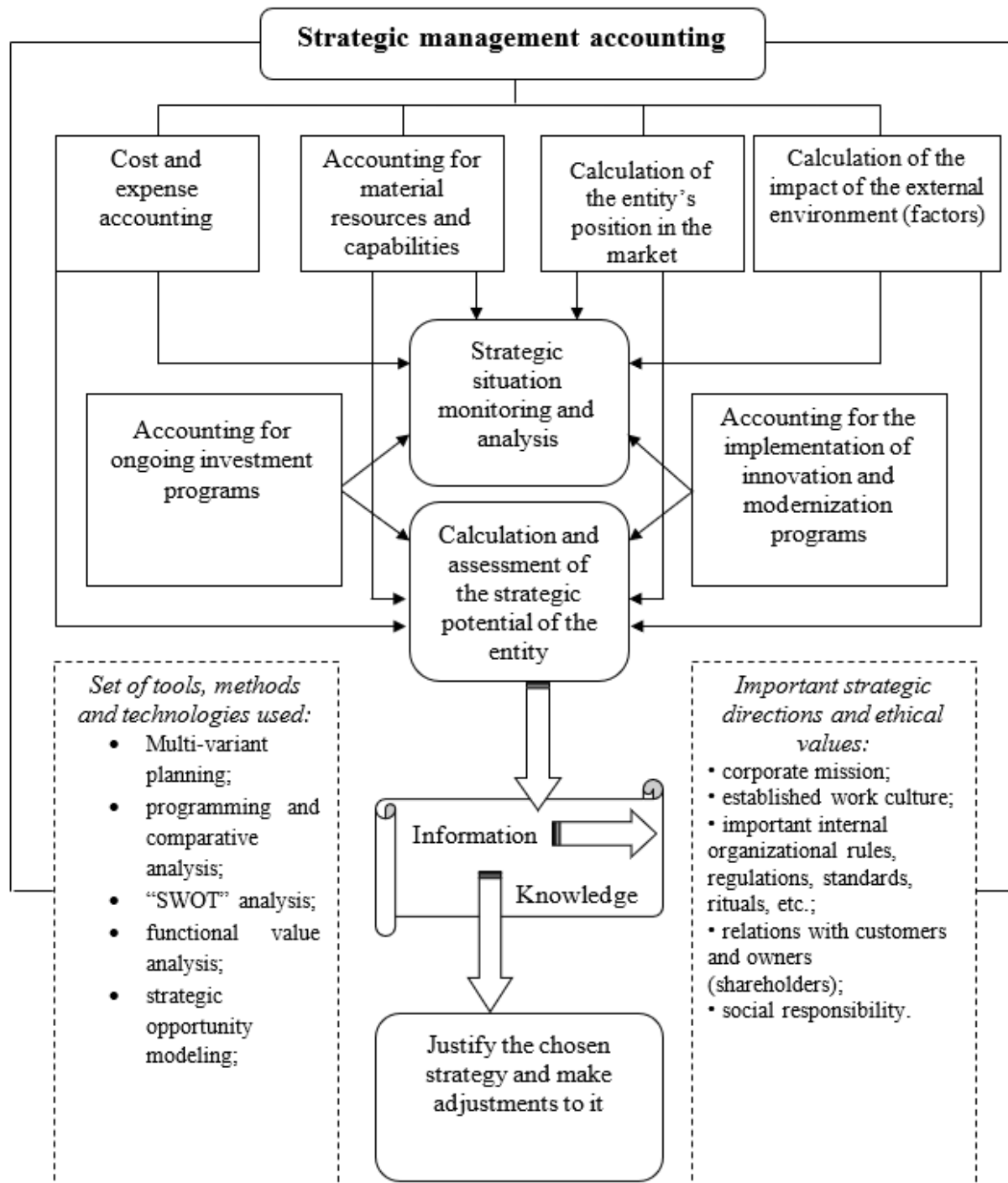


Figure 3. Strategic accounting, analytical information, and knowledge formation within the strategic management system.

It is important to take into account the factors that we have paid special attention to above, namely, those that have an "unconventional nature", or rather, those that represent the knowledge potential of the business

entity.

As can be seen from the data in Figure 3, the set of indicators that make up the knowledge potential of an economic entity consists of items that require a separate approach and calculations. In particular, the block of indicators that determine the image of an economic entity combines items such as the level of corporate unity in the economic entity, the level of established labor and executive discipline, the quality of relationships with customers and owners, the level of performance of managers and specialists in their duties, their intellectual potential, foreign language proficiency, communication skills, and ethical values, as well as social responsibility, compliance of the regulations established in the economic entity with the standards of world civilization.

CONCLUSIONS AND RECOMMENDATIONS

A generalized concept of strategic management accounting, which is considered as a system for the formation and development of organizational knowledge about strategy, is proposed.

According to the new concept of strategic knowledge, the formation and implementation of a management strategy in an economic entity is considered to be based on the system of corporate disciplines and traditions that have arisen in this economic entity, the intellectual potential of employees and specialists, as well as the opportunities, risks and specific and uncertain resources of the economic entity.

The concept of knowledge management, on the other hand, implies the formation of internal management processes, their implementation through targeted influence on the existing internal corporate knowledge system. In this, the internal organizational knowledge system participates as an object of strategic management.

We see knowledge as a dynamic concept - in the system of strategic management accounting, not only its consolidation, but also its constant updating, updating and presentation occur. The inevitable integration of strategic management accounting into the general framework of corporate management as a system that creates new information connections and accordingly, forms new knowledge about the strategy is based on.

REFERENCES

1. Пардаева Ш.А. Хўжалик субъектларида молиявий натижаларнинг стратегик бошқарув ҳисобини такомиллаштириш. "Халқаро молия ва ҳисоб" илмий-электрон журнал. www.interfinance.uz, №3, 2021 йил, июн.
2. Пардаева Ш.А. Харажатларнинг стратегик бошқарув ҳисобини самарали ташкил қилиш йўналишлари. "Иқтисодиёт ва таълим" илмий журнали, 2022 йил 2-сон 141-145 бетлар.
3. Pardaeva Sh.A. Improving strategic management accounting of financial results in business entities. European Journal of Research Development and Sustainability (EJRDS). Impact Factor 7.455. Volume 3, issue 9 September 2022. www.scholarzest.com.
4. Пардаева Ш.А. Стратегик бошқарув ҳисобида кўрсаткичлар тизими. "Иқтисодиёт ва таълим" илмий журнали, 2023 йил 2-сон. 227-232 бетлар.
5. Ш Пардаева. Стратегик бошқарув ҳисобининг моҳияти, **вазифалари**, функциялари ва методлари. Иқтисодий тараққиёт ва таҳлил. 2023 йил 7-сон, 342-348 **бетлар**.
6. Sh Pardayeva. Strategik boshqaruv hisobini tashkil etish asoslari va tamoyillarini takomillashtirish. "Yashil iqtisodiyot va taraqqiyot" ilmiy jurnali. 1 (11-12), 2023 yil.

Proofreader: Zokir ALIBEKOV

Layout and Designer: Oloviddin Sobir ugli

2026. № 6

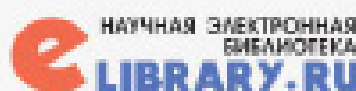
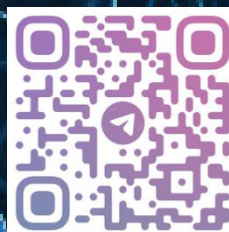
© When materials are reproduced, the INNOVATION SCIENCE AND TECHNOLOGY journal must be cited as the source. Authors are responsible for the accuracy of the information in materials and advertisements published in the journal. Editorial opinions may not always align with those of the authors. Submitted materials will not be returned to the editorial office.

To publish articles in this journal, you may submit articles, advertisements, stories, and other creative materials through the following links. Materials and advertisements are published on a paid basis.

You may subscribe to the journal at any time using the following details. Once subscribed, please send a screenshot or photo of your payment confirmation to our Telegram page @iqtisodiyot_77. Based on this, we will send the latest issue of the journal to your address each month.

“The journal “INNOVATION SCIENCE AND TECHNOLOGY” has been registered by the Agency for Information and Mass Communications under the Administration of the President of the Republic of Uzbekistan from 09.10.2024 under the registration number №390637. License number: C-5669633. PNFL: 30407832680027

Our address: Tashkent city, Yunusobod district, 19th block,
House 17.



Acceptance of articles

Published every
monthly



Directions

Social, economic, political,
technological, scientific



Scopus || Scientific electronic journal specializing in Scopus

CERTIFICATE NUMBER: №390637

**ORDER NUMBER ACCORDING TO
THE LICENSE REGISTER: C-5669633**

CONTACT:



Contact us
+998 50 737 87 88



Telegram channel
t.me/scopus_IST2100



Journal official website
<https://ist-journal.uz/index.php/IST>