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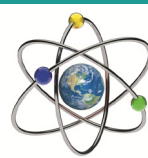
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- 13.00.00 Pedagogika fanlari
- 13.00.01 Pedagogika nazariyasi. Pedagogik ta'limotlar tarixi
- 13.00.02 Ta'lim va tarbiya nazariyasi va metodikasi (sohalar bo'yicha)
- 13.00.03 Maxsus pedagogika
- 13.00.04 Jismoniy tarbiya va sport mashg'ulotlari nazariyasi va metodikasi
- 13.00.05 Kasb-hunar ta'limi nazariyasi va metodikasi
- 13.00.06 Elektron ta'lim nazariyasi va metodikasi (ta'lim sohaları va bosqichlari bo'yicha)
- 13.00.07 Ta'limda menejment
- 13.00.08 Maktabgacha ta'lim va tarbiya nazariyasi va metodikasi
- 13.00.09 Ijtimoiy pedagogika
- 07.00.00 Tarix fanlari
- 19.00.00 Psixologiya fanlari
- 01.00.00 Fizika-matematika fanlari
- 02.00.00 Kimyo fanlari
- 03.00.00 Biologiya fanlari
- 09.00.00 Falsafa fanlari
- 10.00.00 Filologiya fanlari
- 11.00.00 Geografiya fanlari

M

AKTABGACHA VA AKTAB TA'LIMI

Pedagogika, psixologiya fanlariga ixtisoslashgan ilmiy jurnal



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MUNDARIJA

The Use of Innovative Pedagogical Technologies in the Development of Critical Thinking	16
<i>Gulnar Atakhanova Orinbaevna</i>	
Current Aspects of Designing and Implementing Extracurricular Educational Activities at the Primary General Education Level.....	20
<i>Amankosova Dinara Gabitovna</i>	
Maktabgacha ta'lim tizimida tarbiyachi shaxsiyati va kasbiy mahorati shakllanishining nazariy asoslari....	24
<i>Axmadaliyeva Moxlaroy To'xtapolatovna</i>	
Pedagogical Model and Stages of Teaching Subjects Through a Project-Based Approach	28
<i>Bannayev Qosimjon</i>	
Lotin tili va zamonaviy tibbiy terminologiya: tarixi, vazifasi va amaliy ahamiyati	31
<i>Eshmurodova Shirin Oybekovna</i>	
Motor alaliyaning nonutqiy simptomatikasi	34
<i>Isayeva Mushtariy Alisher qizi</i>	
Talabalar etnomadaniy kompetentligini rivojlantirishning pedagogik-psixologik omillari	38
<i>Isomiddinov Asliddin Baxriddin o'g'li</i>	
Texnologiya darslarida o'quvchilarning texnik savodxonligini robototexnika elementlari asosida rivojlantirish.....	41
<i>Jabborova Umida</i>	
Fizika fanini mutaxassislik fanlari integratsiyasi asosida o'qitishda bo'lajak muhandislarning kasbiy kompetentligini rivojlantirishning ilmiy-nazariy asoslari	45
<i>Xayrullayev Asliddin Isatullayevich</i>	
Talaba tomonidan mutaxassislik tilini o'zlashtirishda monologik nutqni o'rgatishning samarali usullari masalasi haqida.....	51
<i>Karimov N. M.</i>	
Zamonaviy pedagog kadrlar tayyorlashda kasbiy motiv va motivatsiyaning o'rni	54
<i>Melikova Einora Shuxratovna</i>	
Bo'lajak ingliz tili o'qituvchilarini tayyorlashda pragmatik kompetensiyaning roli.....	58
<i>Mustafayeva Nilufar Ulashovna</i>	
O'quvchilarda iqtisodiy tafakkurni rivojlantirishning pedagogik strategiyalari	62
<i>Nishonova Dilafuz</i>	
Computer-Based Formative Assessment: Advantages and Challenges in Teaching English to High School Students	66
<i>Obidjonova Shokhista Bakhtiyorovna</i>	
Metata'lim texnologiyalari asosida bo'lajak maktabgacha ta'lim mutaxassislarini tayyorlash tizimini takomillashtirish.....	70
<i>O'rolboyeva Durdona Sayfiddin qizi</i>	
Sun'iy intellekt asosidagi darslarning an'anaviy darslarga nisbatan samaradorligini qiyosiy tahlil qilish.....	73
<i>Rasulev Bobirjan Atxamovich</i>	
Pedagogik faoliyatda pedagogning kasbiy taraqqiyoti motivatsiyasining psixologik xususiyatlari	78
<i>Rustamova Surayyo Shaxobiddinovna</i>	
Innovatsion kompetentlik tushunchasi va uning ilmiy-pedagogik asoslari.....	84
<i>Soliyev Eliyor Ravshan o'g'li</i>	
Nutqida nuqsoni bo'lgan bolalar eshituv idrokini o'yinlar yordamida rivojlantirishning samarali usullari	88
<i>Xalilova Shahnoza</i>	
Zamonaviy ta'limda kommunikativ kompetensiyaning o'rni va ahamiyati.....	92
<i>Yaqubova Nigoraxon Ibrohimjon qizi</i>	
Soliq yuki – mamlakat soliq soliq tizimining asosiy mezonidir	97
<i>Suyunov Otabek Shuxrat o'g'li</i>	
Bo'lajak o'qituvchilarda kasbiy kompetensiyalarini rivojlantirish va takomillashtirish yo'llari	101
<i>Ibodova Sarvinoz Sayfilloyevna</i>	
Oliy ta'lim muassasalarida gosital pedagogika fanini o'qitishning dolzarb masalalari va uning uslubiy ta'minoti	106
<i>Inogamova Dilfuza Rahmatullaevna</i>	



Chizma geometriya va kompyuter grafikasi: an'anaviy fan va zamonaviy texnologiyaning uyg'unlashuvi .	111
Raximov A. M., Tairova N. S., Sabirova D. U., Xasanova S. T., Tashpulatov R. X.	
Геймификация в обучении английскому языку на начальном этапе обучения	114
Курбанова Назира Низомиддиновна	
Talabalarda tanqidiy va evristik fikrlashni shakllantirishda raqamli texnologiyalarning o'rni	117
Adjiev Nayrullo Nazrulloevich	
Konstruktiv yondashuv asosida tabiiy fanlar (science)ni o'qitish metodikasi.....	122
Amirullayeva Barno Abdulhaqovna	
Kimyo o'qitishda o'quvchilarning ijodiy faoliyatini shakllantirishning tajriba-sinov natijalari.....	126
Artiqov Maqsud Bahodirovich, Babanazarova Ayzada Omirbaevna	
Kichik maktab yoshidagi o'quvchilarni bilingvist sifatida shakllantirishda til o'rganish ko'nikmalari va kompetentsiyalarining rivojlanishi	131
Axmadjonova Gulira'no Muxtorjon qizi	
Talabalarining ijtimoiy kompetensiyalarini shakllantirishda kooperativ ta'limning metodik yondashuvlari.....	135
Botiraliyeva Gulobar Mahamadismoil qizi	
Talabalarni intellektual faoliyatga tayyorlashda ijtimoiy sherikchilikning pedagogik va metodik asoslari	139
Dilbarjonov Avazbek Ravshanbek o'g'li	
Teacher-Centered and Child-Centered Methods in Early Childhood Education: Insights From Finland and Uzbekistan	143
Djaparova Gulnoza	
Maktabgacha ta'lim tashkilotlarida "Metodik mahorat kuni" va "Metodik mahorat soati"ni tashkil etish	150
Do'stov Davron Zulhaydarovich	
Theoretical, Methodological, and Practical Factors of Differentiated Education	155
Ergash Shonazarovich Khasanov	
Maktabgacha yoshdagi bolalarning intellektual qobiliyatini rivojlantirishda kognitiv yondoshuv	160
Gulbahor Xamidova	
Mustaqil ta'lim – mustahkam bilim.....	164
Halima Shukurova Sunatullayevna	
Integrating Google Classroom and Project-Based Learning for Enhanced Synchronous and Asynchronous Education.....	168
Inomkhojaeva Shodiyakhon Abdukodirkhoja qizi	
O'quvchilarning innovatsion fikrlash ko'nikmalarini takomillashtirishning nazariy asoslari.....	174
Mamadaliyev Axadjon G'aniboyevich	
Hududiy rivojlanishda innovatsion yondashuvlarni strategik boshqaruvga integratsiya qilish yo'llari.....	177
Mo'minov Fazliddin Xusniddin o'g'li	
O'rta yoshdagi ayollarda harakat faoliyatini rivojlantirishda milliy o'yinlarning pedagogik ahamiyati	184
Mustafoev Sherali	
Pedagogical and Psychological Foundations of Developing Higher-Order Thinking Skills in Students.....	188
Nasimova Zarina Isomiddin kizi	
Pedagogik ijodkorlikning kasbiy professionallikda namoyon bo'lish xususiyatlari.....	193
Numonova Dildor Umurzoqovna	
Ko'zi oqiz boshlang'ich sinf o'quvchilarining kommunikativ kompetentsiyasini o'rganishning nazariy asoslari	196
Qarshiboyev Asliddin	
Maktabgacha ta'lim tashkilotlarida ta'lim-tarbiya jarayonini tashkil etish masalalari.....	200
Qilichova Marxabo Xudayqulovna	
The Transformation of Existential Thought in British Literature: Iris Murdoch's Philosophical Humanism and the Reinterpretation of Freedom	204
Rahmonqulova Zarnigor Nasimjon qizi	
Sportchilarning elektron platformalardan foydalanishning metodik tahlili	209
Saydullayev Zafar Erkinovich	
Adabiy ta'limda estetik tarbiya	216
Sharipov Elmurod Sa'dulla o'g'li	
O'qituvchi-trenerning ko'p qirrali kasbiy-pedagogik funksiyalari	220
Sulaymonov Jaxongir Solijonovich	
Uzluksiz kasbiy rivojlanishda art-pedagogikaning o'qituvchilar hissiy farovonligiga ta'siri	223
Suvanova Kamola Raimqul qizi	

Raqamlashtirish muhitida umumta'lim maktablarida ta'lim sifatini oshirish	226
<i>Xamidova Komila Maxmudovna</i>	
Oliy ta'limda kvest texnologiyasi yordamida fizika fanining murakkab tushunchalarini o'zlashtirish samaradorligini oshirish metodikasi.....	231
<i>Yo'ichiyev Shaxriyor Xusanovich, O'rinboyeva Kumushoy Sultonbek qizi</i>	
Совершенствование профессиональных компетенций будущих инженеров на основе интегративного подхода	235
<i>Умарова Гулчехра Абитовна</i>	
Kichik maktab yoshidagi o'quvchilarning aqliy qobiliyatining psixologik xususiyatlari	238
<i>Alanazarova Sholpan Artikbaevna, Artiqbaeva Miyassar Jumanazarovna</i>	
Biologiya ta'limida innovatsion metodlarni joriy etishda ta'lim menejmentining roli	241
<i>Allayorova Maloxat Normaxmat qizi</i>	
Integrating Innovative Technologies for the Enhancement of Speech and Communication Skills Among Learners With Intellectual Disabilities in Uzbekistan: Pedagogical Approaches and Developmental Outcomes	244
<i>Donisheva Gulruy Akhrorkulovna</i>	
Bo'lajak boshlang'ich sinf o'qituvchilarini o'quvchilar o'qish savodxonligini rivojlantirishga metodik jihatdan tayyorlash	247
<i>Doniyarov Mavlonbek Arabovich</i>	
Kimyoviy birikmalarda bog'lar sonini hisoblashning yangi matematik usullari	252
<i>Ergashev Vahob Ergashevich</i>	
Boshlang'ich sinf o'qituvchilarining mantiqiy tafakkurini rivojlantirish pedagogik muammo sifatida	257
<i>G'aniyeva Maftuna Abduaziz qizi</i>	
Pedagogika oliy o'quv yurtlarida steam fanlarini raqamli texnologiyalar asosida o'qitishning metodik asoslari	261
<i>Jamolova Sitara Muzaffar qizi</i>	
Boshlang'ich sinf o'quvchilarining matematik tafakkurini rivojlantirishda didaktik o'yinlar va interaktiv metodlardan foydalanish samaradorligi	264
<i>Mamadiyrov Jamol</i>	
Zamonaviy ta'lim jarayonida talabalar mustaqil faoliyatini rivojlantirishda pedagogik yondashuvlar	268
<i>Mamayusupova Nafisa Abdulatifovna</i>	
Para yengil atletikachilarda nayza uloqtirish texnikasini takomillashtirish uslubiyati	271
<i>Qiyomova Shohsanam Yarash qizi</i>	
Difficulties in Enhancing Communicativeness of Pre-Service English Teachers	275
<i>Kurbonova Maftuna Fakhriddinovna, Mirzayeva Gulshan Azamatovna</i>	
Principles of Teaching Basic Foreign Language Skills (EFL)	278
<i>Samandarova Gulsara Ismatilloevna</i>	
O'quvchilarning innovatsion ta'lim muhitida tayanch kompetensiyalarini shakllantirishning dolzarbligi	282
<i>Toshpulatova Farida Radjabovna</i>	
Корпоративная культура педагогов и внутренняя стабильность ДОО	286
<i>Буранова Шохноза Абдуразаковна</i>	
Развивать личностные качества учащихся на уроках географии	290
<i>Шадиева Нигора Шариповна</i>	
Raqamli texnologiyalar yordamida oliy ta'lim sifatini oshirishda innovatsion yondashuvlar	295
<i>Baytileuova Gulnaz Quralbay qizi</i>	
Yangi avlod pedagoglarini tayyorlash: kompetensiyalar va qadriyatlarining roli	298
<i>Ro'ziboyeva Ma'mura Abdunabiyevna</i>	
Astronomiya fanini o'qitishda integrativ yondashuvdan foydalanib o'qitishning ta'lim tizimidagi o'rni	301
<i>Barakayeva Sarvinoz To'liqunovna</i>	
Alohida e'tiborga muhtoj bolalar bilan ishlashda yangi pedagogik texnologiyalarni qo'llash	305
<i>Usmonov Salohiddin Dushan o'g'li, Namozova Sevinch Asqar qizi</i>	
Ma'naviy-axloqiy sifatlarni tarbiyalashda pedagogik qadriyatlarining ustuvorligi	310
<i>Jumayeva Gulnara Tursunpulatovna</i>	
Talabalarni maktabgacha ta'lim tashkilotlarini maqsadli boshqarishga tayyorlashning nazariy asoslari	314
<i>Mahmudova Zulfiya Xomitovna</i>	
Pedagogical Methodology Improve Students' Professional Mobility in Acquisition of Specialty	319
<i>Khidirova Muhabbat Murodillayevna</i>	



Boshlang'ich sinf ona tili darslarida pedagogik texnologiyalardan foydalanish	322
Ismoilova Surmaxon Amonovna, Yusupova Mohinur	
Qoraqalpoqlarning dehqonchilik marosimlari	326
Orinboyeva Go'zal Polatovna	
The Complexity of Training Teaching Staff for Work in Public Schools Organized in Medical Stations in Uzbekistan.....	330
Inogamova Dilfuza Rakhmatullaevna	
Boshlang'ich ta'lim texnologiya fanini o'qitishda STEM yondashuvi orqali o'quvchilarda mustaqil va tanqidiy fikrlash ko'nikmalarini rivojlantirish.....	335
Jabbarova Zuhra Omondullayevna	
Eshitishda nuqsoni mavjud bolalarni nutqini shakllantirish metodikasi	338
Z. N. Mamarajabova	
5–7-sinf qizlarida raqamli texnologiyalar ta'sirida tarbiya jarayonining o'ziga xosliklari.....	341
Abdurazzoqova Marg'uba Muxammad qizi	
Maktabgacha yoshdagi bolalarda emotsional intellektni rivojlantirish diagnostikasi: metodlar va natijalar ..	345
Abduxamidova Dilorom Abdumuminovna	
PISA topshiriqlari asosida o'quvchilarda tadqiqotchilik ko'nikmalarini shakllantirish	349
Axunjanova Shirmonoy Isroiljonovna	
Bo'lajak surdotarjimonlar uchun faoliyat turlarini tanlashda ko'maklashish	354
Dehqanova Muborakxon G'iyosiddinova	
Mustaqil ta'limni tashkillashtirishda tarjimadan foydalanish jarayonlari	357
Erkayev Elmirza Temirovich	
Bo'lajak boshlang'ich sinf o'qituvchilarining kasbiy faoliyat samaradorligini oshirishda kreativ va tanqidiy fikrlash kompetensiyalarining o'rni.....	361
Jumayeva Muxlisa Shokir qizi	
Tasks, Exercises, and Activities in the English Classroom: Differences, Similarities, and Effective Use	366
Qodirov Olim Odilovich	
Maktabgacha yoshdagi bolalarda kommunikativ kompetentlikni rivojlantirish masalalari	372
Safarova Mohichehra Xonzafarovna	
Malaka oshirish tizimida boshlang'ich sinf o'qituvchilarini tabiiy-ilmiy savodxonligini rivojlantirish masalalari.....	376
Saidova Dilnoza Maripovna	
O'zbekiston va Yaponiya dzyudo trenerlarining mashg'ulot jarayonlarini qiyosiy tahlili.....	380
Sharipov Xabibullo Abduqahhorovich	
"Kompyuter lingvistikasi"ning rivojlanish tendensiyasi.....	386
Xusanboyeva Muxlisa Ikrojon qizi	
Педагогические технологии стратегического развития взаимного сотрудничества организаций дошкольного образования и родителей.....	392
Тухлиев Муслимбек Шерзод угли	
Oliy ta'limda inklyuziv ta'lim tizimini joriy etish muammolari	397
Dilbar Nurkeldiyeva	
Ixtisoslashtirilgan ta'lim muasasalarida tarbiyaning o'rni.....	401
Laylo Sharopovna Nurmuxamedova	
Intellektida kamchiligi bo'lgan bolalarning ijtimoiylashuvida muloqotning shakllanish xususiyatlari	405
Shahnoza Amirsaidova	
Aqli zaif bolalarga ta'lim jarayonida o'yin faoliyatini shakllantirishning ahamiyati.....	409
Ziyodullayeva E'zoza Ne'matjonovna	
Pedagogik texnologiyalar metodlarini tanlash va qo'llashning umumiy mezonlari	412
Abdullayeva Komila Tursunovna	
Didaktik o'yinlar vositasida 2-sinf o'quvchilarida bog'lanishli nutq ko'nikmalarini shakllantirishning pedagogik imkoniyatlari	416
Askarova Gulayim Arislan qizi	
Yugurib kelib uzunlikka sakrovchilarda tezkorlikni samarali va jadal rivojlantirishni ilmiy asoslash.....	420
Avazov Shukrullo Ibatovich, Nuraliyeva O'g'iloy Shomurotovna, Mustafayev Ismoil Nuralio'g'li	
Boshlang'ich sinflarda kreativ ta'limning o'ziga xos xususiyatlari va zaruriyati.....	425
Axmedova Mastura Jamoliddinova	
Imkoniyati cheklangan o'quvchilarda tabiatshunoslik kompetensiyasini shakllantirishning pedagogik shart-sharoitlari	430
Azizova Dilnora	

Bo'lajak shifokorlarda tibbiy – deontologik kompetensiyalarni shakllanishida tibbiy amaliyotning ahamiyati.....	435
Babadjanova Gulchexra Baxtiyarovna	
Bolaning aqliy rivojlanishini yoritadigan ko'rsatkichlar	440
Bozorboyev Javlon Davlatali o'g'li	
Bo'lajak oligofrenopedagoglarning kasbiy-metodik kompetensiyalarini rivojlantirish xususiyatlari.....	445
Daminova Maftuna Asqarali qizi	
Kreativ pedagogika fani va mantiqiy fikrlash kompetentligi orasidagi bog'liqlik.....	449
Diyora Egamberdiyeva	
Oilani mustahkamlovchi va ajralishiga olib keluvchi omillar	454
Haqberdiyev Jamoliddin Abdug'affor o'g'li	
Quality Management as a Functional and Attributive Characteristic of Modern Management.....	458
Jabbarbergenova Bibimaryam Amangeldievna	
Bo'lajak boshlang'ich sinf o'qituvchilarining ijodiy faoliyatini rivojlantirishda pedagogik va psixologik jarayonlar	464
Mamedova Maxfuza Erkinovna	
Huquqiy ong va madaniyatni shakllantirishda yuridik ta'limning roli: tahlil va takliflar	470
Mansurova Zilola Akromxonovna	
Pedagogik ta'limda klaster yondashuvi: O'zbekiston va jahon tajribasi	474
Nafisa Tokhirova Dilshod qizi	
Bo'lajak boshlang'ich sinf o'qituvchilarining kasbiy kompetentligini rivojlantirishning nazariy-pedagogik asoslari: zamonaviy yondashuvlar va innovatsion imkoniyatlarning integratsiyasi asosida shakllanish jarayoni.....	478
Norqulov Lutfullo Mamarajabovich	
Montessori metodikasi va undagi bolalar sensomotorikasini rivojlantirishga doir tajribalar tahlili	484
Parmonova Laylo Ilxomovna	
Molekulyar fizikani modellashtirish orqali o'qitish metodikasini takomillashtirish.....	488
Q. U. Tog'ayeva	
Milliy tarbiyada raqamli vositalardan foydalanishning pedagogik imkoniyatlari	493
Qo'shnazarova Nozima Maxmutjon qizi	
Learning Intercultural Communication Through Social Media: the Approach of Modern Students	498
Raxmonqulova Feruza Akmal qizi	
Aqliy rivojlanishda muammolari bor maktab o'quvchilarida geometrik tushunchalarni shakllantirishning nazariy asoslar.....	502
Shodiyeva Navbaxor Xabibulla qizi	
Logopedning kasbiy faoliyatida deontologiya va kompetentlikning roli va ahamiyati	506
Temurova Gulchexra Xudoyqulovna, Isomitdinova Shaxinabonu Zavqiddin qizi	
STEAM ta'limida lego konstruktlorlarining o'rni va ahamiyati.....	511
Toshpulatova Farida Radjabovna	
Diagnostikasi va reabilitatsiya qilishda eshitishda nuqsoni bo'lgan bola va ularning ota-onalari bilan bog'liq muammolar.....	514
Toshpulova Nodira Sultonmurod qizi	
Talabalarni maktabgacha ta'lim tashkiloti va ota-onalar hamkorligi o'rtasidagi o'zaro munosabat shakllari.....	518
Turdiqulova Luiza Zayniddinovna	
O'zbekistonda ESG tamoyillarining ta'limga integratsiyasi: yutuqlar, muammolar va istiqbollari	522
Tursunova Shahzoda Baxromovna	
Maktabgacha yoshdagi aqli zaif bolalarning fazoviy tasavvurlarini shakllantirish	526
Xamidova Muyassar Polsaidovna	
Mustaqil ta'limni tashkil etishning asosiy didaktik prinsiplari.....	530
Yuldashev Shukrullo	
Комплексная методика развития и обучения юных футболистов	536
Ортиков Умиджон Худойбердиевич	
Особенности деятельности детей с нарушением зрения	544
Юсупова Назира	
Integration of Music and Language: Creative Approaches to Teaching English to Music Students	548
Akbarova Moxichexra	



Ingliz tilida yozuv malakalarini takomillashtirishda baholash metodikasi.....	553
<i>Alimardonova Malika Botir qizi</i>	
Yosh kurashchilarni jismoniy va aqliy rivojlantirishda basketbol o'yinining ahamiyati	560
<i>Haqnazarov Qurbon Qo'shayevich</i>	
Voleybol murabbiylarining innovatsion fikrlash qobiliyatini shakllantirish usullari	566
<i>Haqqulov Akbar Abdiraupovich</i>	
Sociolinguistic Competence and Intercultural Communicative Competence: Intertwining Concepts and Practical Implications	571
<i>Kuchmurodova Gulnora Khatamovna</i>	
Ilk qadam davlat dasturida steam ta'lim elementlaridan foydalanish imkoniyati	575
<i>Nazarova Aziza Sohib qizi</i>	
Kasbiy rivojlanish jarayonida rahbar shaxsiy sifatlarini rivojlantirishning zamonaviy yo'nalishlari.....	579
<i>Roziqova Nazokat Alisher qizi</i>	
Deontologik yondashuvning nazariy-pedagogik asoslari va uning ta'lim tizimidagi ahamiyati	583
<i>Tashpulatova Nodira Olimjon qizi</i>	
Kasbiy-pedagogik tayyorgarlikda fanlararo integratsiya asosida boshlang'ich ta'lim yo'nalishi o'qituvchilarining metodik salohiyatini oshirish yo'llari.....	586
<i>Xashimova Aziza Alisherovna</i>	
Природа и механизм действия биологических иммуностимуляторов на организм животных	590
<i>Койилова Мехринисо Джураевна</i>	
Badiiy asarlar ustida ishlash jarayonida boshlang'ich sinf o'quvchilarining emotsional intellektini shakllantirish mezonlari	594
<i>Jamalova Kamola Shahobiddinovna</i>	
Bo'lajak o'qituvchilarning tanqidiy fikrlashini rivojlantirish asosida fizika o'qitish metodikasini takomillashtirish	600
<i>Musurmonova Shaxnoza Dilshod qizi</i>	
Futbolchilarda texnik tayyorgarlikni takomillashtirishning ilmiy-metodik asoslari.....	606
<i>Babayev Anvarjon Axmedovich</i>	
Semantik afaziya va uni bartaraf etish yo'llari	611
<i>Umida O'tabasarova Mexmanovna, G'anieva Gulrux Tavakkaljon qizi</i>	
Сравнительный анализ национальных видов борьбы Японии.....	616
<i>Даминов Илхом Аширалиевич</i>	
Pedagogik jarayonda kognitiv rivojlanishga ta'sir qiluvchi omillar va bu faoliyatni rivojlantiruvchi interaktiv metodlar va texnologiyalar	621
<i>Abdiraimova Gulrux Samad qizi</i>	
Aqli zaif kichik maktab yoshidagi bolalarda o'qishni o'zlashtirishga motivatsion tayyorlikni shakllantirish ...	625
<i>Abdunazarov Abdumutal Olimovich, Xaitboyeva Kumushxon Farxodjon qizi</i>	
Psixik rivojlanishida kechikishi bo'lgan bolalar nutqini rivojlantirishda neyrokorreksiya mashg'ulotlarning ahamiyati	628
<i>Akramova Xafiza Samadovna, Jumanova Mashhura Shokir qizi</i>	
Pedagogik amaliyotning bo'lajak o'qituvchilar tayyorlash tizimidagi o'rni	632
<i>Aliyeva Mavjudaxon Baxromjon qizi</i>	
O'zbek tili darslarida media matnlardan foydalanish usullari.....	637
<i>Allakhova Bagdagul Djoldasbayevna</i>	
Media axborot vositalarining bolalar va o'smir yoshlarga ta'siri.....	640
<i>Arobova Shohsanam Akram qizi</i>	
Biologiya ta'limida tizimli-faoliyatli yondashuvning nazariy-metodologik asoslari.....	645
<i>Asrorova Odinaoy Otabek qizi</i>	
Maktabgacha yoshdagi dizartirik bolalarning so'z boyligini rivojlantirish yo'llari	650
<i>Azizova Nilyufar Mirziyadovna</i>	
Ijtimoiy pedagog faoliyatida innovatsion yondashuvlar	656
<i>Bahriddinova Gavhar Oydinova</i>	
Ta'lim tizimida deontologik yondashuvlarning pedagogik imoniyatlari.....	659
<i>Boboxujayev Johnmirzo Umar o'g'li</i>	
Zamonaviy ta'limda imkoniyati cheklangan bolalarga nisbatan inklyuziv yondashuv.....	662
<i>Djurayeva Hurshida</i>	
Libos va aksessuarlar orqali milliy estetik didni shakllantirishning pedagogik mexanizmlari	666
<i>Doniyorova Shahnoza Erkin qizi</i>	

Mantiqiy fikrlashni rivojlantiruvchi mashg'ulotlarni tashkil etish bosqichlari mazmuni	672
Dosbayeva Shahnoza Abdurahimovna	
Maktabgacha ta'lim yoshidagi bolalarga chet tili o'rgatishning pedagogik-psixologik asoslari.....	675
Ergasheva Xilola Yunusxonovna	
Use of Artificial Intelligence in Teaching English as a Foreign Language for Uzbekistan General Schools.....	679
Feruz Zokirova Adham qizi	
Efferent motor afaziya va uni bartaraf etish yo'llari.....	682
G'anieva Gulrux Tavakkaljon qizi	
O'quvchilarda ekologik kompetensiyani shakllantirish: biologiya darslarida global ekologik muammolar tahlili.....	686
Ibragimova Sitara Akmal qizi	
Ba'zi 3D-metallarining 2-amino-5-allitio-1,3,4-tiadiazol bilan kompleks birikmalarini o'rganish	690
Jumaniyazova Gulxumar Karimbayevna	
Tizimli bilish kompetentligining mazmuni va uning maktabgacha ta'limdagi o'rni	696
Mirazimova Muxabbat Normatovna	
O'qituvchilik mahorati va axloqiy madaniyatning mushtarakligi.....	700
Nabiyev Islom Karimovich	
Qarshi shahrida turizm menejerlarining kasbiy malakasini uzluksiz takomillashtirishni ta'minlash	706
Normurodova Zebo Eshmaxmatovna	
Boshlang'ich sinf o'quvchilarida moslashuvchan kompetensiyalarni shakllantirishning metodik asoslari....	710
Nuriddinova Diyora Isaqali qizi	
Mediasavodxonlik vositasida bo'lajak boshlang'ich sinf o'qituvchilarining tanqidiy fikrlashini rivojlantirishning pedagogik xususiyatlari.....	714
Pardayev Asror Ikromovich	
Boshlang'ich sinf ona tili darslarida kommunikativ kompetensiyalarni shakllantirish metodikasi	718
Qayumova Mahfuzaxon Alisher qizi	
Yuqori sinf o'quvchilarining ma'naviy kompetentligini jadidlarning pedagogik qarashlari asosida shakllantirish metodikasi (Temurbeklar maktablari misolida)	724
Quldashev Murodjon G'aniyevich	
Bugungi voleybolda to'p uzatish texnikasi va aniqligini 13–14 yoshdan boshlab aylanish harakatlari ta'sirida shakllantirish afzalligi	727
Rejapov O'tkirbek G'ayratjon o'g'li	
Boshlang'ich sinf o'quvchilariga bolalar o'yin folklorini o'rgatishda tolerantlikni rivojlantirishning metodik usullari va texnologiyalari.....	733
Ro'ziboyeva Madina Salimovna	
Pedagogik muloqot tushunchasi va uning o'ziga xos xususiyatlari	737
Ro'zimatova Maxpuza	
Intellektual qadriyatlarning talaba yoshlar aksiologik hayotiy pozitsiyasini shakllantirishdagi roli	743
Rustam Latipov Mamadaliyevich	
Bo'lajak tasviriy san'at o'qituvchilarini tayyorlashda AI-platformalarni integratsiyalashning amaliy mexanizmlari	747
Rustamov Kamoliddin Ziyodillo o'g'li	
Maktab biologiya ta'limida individuallashtirish texnologiyasidan foydalanish metodikasi.....	754
Savutova Malohat Erkinovna	
Bo'lajak o'qituvchilarning turizm sohasiga bo'lgan munosabatini o'rganishning ijtimoiy-pedagogik metodikasi.....	760
Shodiyorov Rustam Xasan o'g'li	
Bo'lajak harbiy xizmatchilarda deontologik yondashuvlar asosida raqamli muloqot madaniyatini shakllantirish.....	764
Soyibnazarov Baxtiyor Abdunazar o'g'li	
Pedagogika oliy o'quv yurtlarida umumiy yer bilimi fanidan amaliy mashg'ulotlar tizimini kasbiy faoliyatga yo'naltirishning dolzarb masalalari.....	770
Sultanova N. B.	
Ijtimoiy reabilitatsiyani amalga oshirishda tibbiy-psixokorreksion maslahat ishlar mazmuni.....	775
Suvanqulova Shaxnoza Karimqulovna	
Blokcheyn texnologiyasining ta'lim jarayonida qo'llanilishi va imkoniyatlari	780
Suyumov Jo'rabek Yunusaliyevich	



Oila va xotin-qizlar tizimida kollaborativ madaniyatning o'ziga xos xususiyatlari	783
<i>Tojibayeva Nazokatxon</i>	
Boshlang'ich sinf o'quvchilarining tafakkurini rivojlantirishda interfaol metodlarning o'ri	787
<i>To'xtasinova Nigoraxon Azizxon qizi</i>	
Oliy o'quv yurtlarida analitik kimyo fanini o'qitishning samaradorlik ko'rsatkichlari	793
<i>Umrbekova Maftuna Ulug'bek qizi</i>	
Antroposentrik yondashuv asosida o'quvchilarda insonparvarlik fazilatlarini shakllantirish yo'llari	796
<i>Xamidova Nigora Ibrohimovna</i>	
Обучение говорению на русском языке абитуриентов с помощью настольных игр	800
<i>Абдулаходова Шохида</i>	
Особенности педагогической деятельности и их виды	803
<i>Мавжудова Ш. С., Мирходжаева Д.</i>	
Развитие критического мышления младших школьников на уроках читательской грамотности	808
<i>Мухаммадиева Марифат Мурод кизи</i>	
Искусство подбора слов: стилистические и семантические возможности перифраз	811
<i>Юлдашева Дилноза Бекмуродовна</i>	
Zamonaviy pedagogik texnologiyalar asosida talabalarda refleksiv tafakkurni rivojlantirishning vazifalari va pedagogik imkoniyatlari	815
<i>Abdullayeva Ziroatxon Qurbonovna</i>	
The Human Factor in AI-Mediated English Instruction: Balancing Technology and Pedagogical Expertise	818
<i>Ikramova Aziza Aminovna</i>	
Madaniyat tushunchasi va uni xorijiy til o'qitishda o'rganish zarurati	823
<i>Ma'murova Farangiz Ne'matovna</i>	
O'quvchilarda tanqidiy tafakkurni shakllantirish: zamonaviy pedagogik yondashuvlar va ularning samaradorligi	827
<i>Ostonova Ma'mura Ulug'bek qizi</i>	
Ko'zi ojiz boshlang'ich sinf o'quvchilarining kommunikativ kompetentsiyasini o'rganishning nazariy asoslari	830
<i>Qarshiboyev Asliddin</i>	
Farzand tarbiyasida ota-onaning pedagogik-psixologik malakalari	834
<i>Xojimirzayeva Shaxnoza Shokir qizi</i>	
Darsdan tashqari mashg'ulotlarda o'quvchilarni kasb-hunarga yo'llashning tashkiliy-ilmiy asoslari	839
<i>Xolmatov Pardaboy Qoraboevich</i>	
Методология типологического и сравнительного анализа детского фольклора	844
<i>Азмиева Э. Э.</i>	
Maktabgacha ta'lim elementar matematik tushunchalarni rivojlantirish zarurati	851
<i>Xoldarova F. M.</i>	
Multimadaniy muhitda pedagoglarning tanqidiy fikrlash ko'nikmalarini shakllantirish mexanizmlari	854
<i>Gulyamova Nafisa Burikulovna</i>	
Maktabgacha yoshdagi bolalarda milliy qadriyat tushunchalarini shakllantirishda oila va mahallaning roli	858
<i>Rizayeva Xusniya Ubayevna</i>	
Raqamli pedagogika: zamonaviy ta'limda innovatsion texnologiyalar roli	861
<i>Maxmudova Dilnoza Xaytmirzaevna</i>	
Badiiy adabiyot – maktabgacha yoshdagi bolalarda estetik dunyoqarashni shakllantiruvchi omil sifatida	865
<i>Xujamberdiyeva Shahnoza Kupaysinovna</i>	
Yangi O'zbekistonda inklyuziv ta'lim islohatlar bosqichida	868
<i>Boyqulov Azamat Maxram o'g'li</i>	
Maktabgacha ta'lim tashkilotlari direktor o'rinbosarlarining menejerlik ko'nikmalarini rivojlantirishning xorijiy tajribasi va uni mahalliy sharoitda qo'llash imkoniyatlari	871
<i>Maxamadaliyeva Ezoza Rustamxo'ja qizi</i>	
Oliy badiy pedagogik ta'lim muassasasida bo'lajak tasviriy san'at o'qituvchilarini maktab o'quvchilarida illyustrativ rasm ishlashga oid kompetensiyalarini shakllantirishga tayyorlashning mazmuni	875
<i>Sobirov Sarvar Tursunmurotovich</i>	
Kasb-hunar maktablarida fizika fanini steam integratsiyasi asosida o'qitishning nazariy-didaktik asoslari	878
<i>Mamatxunov Yorkin Abduraimjanovich, Soliyeva Mubinabonu Zokirjon qizi</i>	
Inklyuziv ta'lim sharoitida olib boriladigan pedagogik faoliyat imkoniyatlari	885
<i>Abidova Nilufar Zakirovna</i>	

Maktabgacha ta'lim tashkilotlarida tarbiyalanuvchilarni kasbga yo'naltirish: pedagogik yondashuvlar va amaliy tajribalar.....	888
Ahmedova Lola Abdivasi qizi	
Aqli zaif o'quvchilarni ijtimoiy-maishiy kompetensiyasini shakllantirishning asosiy komponentlari va samarali omillari.....	893
Anvarova Dilfuza Akramjanovna	
O'quv topshiriqlari orqali 6-sinf o'quvchilarining pragmatik kompetensiyasini rivojlantirishning ilmiy-metodologik asoslari.....	896
Ashirboyeva Nafisa Aminboyevna	
Talabalarda ijtimoiy faollik ko'nikmalarini takomillashtirish va uning amaliy ahamiyati.....	900
Ergasheva Maftunaxon Avazbekovna	
Talabalarda zamonaviy pedagogik texnologiyalar asosida reflektiv tafakkurni rivojlantirish	904
Ergasheva Nigora Dilshodjon qizi	
Maktabgacha katta yoshdagi bolalarni kasbga qiziqishlarini rivojlantirishning pedagogik va psixologik xususiyatlari.....	907
Isabekova Dilafruz Shermirzayevna, Gazibekova Gulavza Ergashovna	
Innovatsion ta'lim texnologiyalarini qo'llashning nazariy asoslari.....	913
Murodov Akmal Djayliboyevich	
Maktabgacha ta'lim yoshdagi intellektida nuqsoni bo'lgan bolalarning estetik muomala madaniyatini tarbiyalash.....	917
Po'latova Parida	
Fizika fanini o'qitishda raqamli ta'lim vositalarining samaradorligi.....	920
Saparova Gulmira Baxtiyorovna	
Rus tilini o'qitishda an'anaviy va audiovizual usullarning qiyosiy tahlili	923
Umarov Aziz Avazovich	
An Analysis of The Importance of Teaching English at the Primary Level.....	927
Vasila Almetova Sunnatullayevna	
Muammoli ta'lim texnologiyalarini ta'lim jarayonida qo'llash.....	931
Adizova Nodira Baxtiyorovna	
"Informatika va axborot texnologiyalari" fanidan iqtidorli o'quvchilar bilan ishlashning ilmiy-pedagogik yondashuvlari	936
Akmaljon Xushvaqto'v	
Iqtidorli talabalar bilan ishlash pedagogik muammolari	939
Delov To'liqin Erkinovich	
Rinolaliya nutq nuqsonining anatomik jihatdan kelib chiqishi	945
Kabirova Zarnigor Raxmonjon qizi	
Methodology for Teaching Modal Verbs in English Lessons	949
Kholnazarova Vazira Bozor qizi	
The Use of Mobile Apps to Build Vocabulary Proficiency	953
Kosimov Sunnat Ravshan ugli	
Disability Terminology in Uzbek: Etymological Evolution and Future Trends	957
Kuchkarova Xurshida	
Bo'lajak muhandislarni grafik dasturlar yordamida loyihaviy-konstruktorlik kompetentligini rivojlantirish (muhandislik va kompyuter grafikasi fani misolida)	964
Madaminov Javlonbek Zafarjonovich	
Ijodiy tafakkurni rivojlantirishda interaktiv darsliklarning pedagogik imkoniyatlari	968
Mirzaakbarov Dilshod Dovlatboyevich	
Sog'lom turmush tarzi – jismoniy madaniyati sohibi sifatida jismoniy mashqlar komplekslarini tuzish va bajarishda amal qilinadigan qoidalar	971
Musayev Zarifjon Tursunaliyevich	
Bo'lajak defektologlarning pedagogik mas'uliyatini oshirish	974
Nodira Mirboboyeva	
Bo'lajak o'qituvchilarni kreativ yondashuv asosida innovatsion faoliyatga tayyorlash texnologiyasini takomillashtirish modeli	977
Odamboyeva Mehribon Norimon qizi	
O'quvchini muloqot qilish ko'nikmalarini shakllantirishda kitobxonlikning o'rni.....	981
Qurbanova O'g'iloy Axrorovna	



Sharq mutafakkirlari asarlari vositasida boshlang'ich sinf o'quvchilarining ijtimoiy faollik ko'nikmalarini rivojlantirishning afzalliklari	985
Rejabboyeva Muxarram Odiljon qizi	
Pedagogik ta'lim jarayonida raqamli nazorat tizimlaridan foydalanish samaradorligi va rivojlantirish yo'nalishlari	989
Samijonov Azizbek Ismoiljon o'g'li	
Dizartriya nutq kamchiligini bartaraf etishda muassasa, logoped va oilaning hamkorligi	992
Shermatova Yukut Sabirovna	
Kulolchilik va an'anaviy o'yinchoqlarni o'quvchilar kasb tanlash jarayonida qo'llash metodikasi	995
Soliyeva Diyora Bobur qizi	
O'zbekistonda inkluziv ta'lim va uning me'yoriy-huquqiy asoslari	998
Temirov Nabijon Soliyevich, Esonova Klaraxon Mahmamin qizi	
Oila va xotin-qizlar tizimida kollaborativ madaniyatning o'ziga xos xususiyatlari	1001
Tojibayeva Nazokatxon	
Sun'iy intellekt yordamida talaffuz va tinglab tushunish ko'nikmalarini rivojlantirish metodikasi	1005
Tojiyev Olimjon Haqberdi o'g'li	
Boshlang'ich ta'lim tizimi muammo va istiqbollari sotsiologik tadqiqotlar asosida	1008
Voxidova Muqaddas Rasuljon qizi	
Oliy ta'lim talabalarida integrativ yondashuv asosida tanqidiy fikrlash kompetentligini rivojlantirish metodikasi	1011
Xalimova Mashraboy Vaxidovna, Botirova Mavluda To'xtasin qizi	
5–6 yoshli bolalarda ekologik madaniyatni rivojlantirishda o'yinli texnologiyalarini qo'llashning pedagogik shart-sharoitlari	1015
Xolboyeva Gulnora Ulashovna, Dolliyeva Xayrigul Namoz qizi	
Bo'lajak tarbiyachilarda kasbiy kompetentlikning namoyon bo'lishi psixologik fenomen sifatida	1018
Xoshimova Y. I.	
Inklyuziv ta'lim sharoitida pedagogik va psixologik yondashuvlarning mazmuni	1023
Xudoyqulova Aziza Anvar qizi	
Pedagogik ta'limda mediakompetentlikni shakllantirish jarayonida raqamli resurslardan foydalanish samaradorligi	1026
Yuldashov Sherzod Sattorovich	
Особенности развития эмоционального интеллекта у дошкольников	1029
Жамолова Зарнигор Баходир кизи	
Стратегии лингвистического моделирования в обучении русскому языку и их роль в формировании идентичности студентов	1033
Рузметова Наргиза Ахмедовна, Рузметова Хилола Абдушориповна	
Bo'lajak boshlang'ich ta'lim o'qituvchilarini matematik mushohada yuritishga o'rgatish	1038
Dehqonova Mahliyo Shuhrat qizi	
Tarbiyachi inklyuziv kompetentligi va zamonaviy ta'limda uning o'rni	1041
Haydarova Namuna	
Using Story-Based Role-Play Activities to Enhance Speaking Skills of Primary School Learners	1044
Mohigul Nizomiddinova	
Axborot va telekommunikatsion vositalari imkoniyatlaridan foydalanish orqali talabalarni badiiy qadriyatlarga qiziqtirish	1049
Soliyeva Maftuna Tirkash qizi	
Ruhiy rivojlanishning susayish sabablari va klinik xarakteristikasi	1053
Xamrayeva Iroda Sayfullayevna	
Ona tili darslarida zid ma'noli so'zlarning o'quvchilar nutqini rivojlantirishdagi vazifalari	1056
Xusanova Gulruxsor To'liqin qizi	
Ta'lim tizimida neyrolingvistik dasturlash (NLD)ning ilmiy-metodologik asoslari	1059
Xolikova Dilobarxon Maxsitovna	
Boshlang'ich sinf o'quvchilarida milliy identitet va vatanparvarlikni shakllantirish texnologiyalari	1062
Primkulova Iroda Berdimurodovna	
Informatika o'qitishda veb texnologiyalardan foydalanishning ahamiyati	1067
Xatamqulova Gulsanamxon Salimjonovna	
Talabalarining ingliz tilida o'qish ko'nikmalarini rivojlantirishda interaktiv metodlardan foydalanish	1071
Esmuratov Muzaffar Elamonovich	

Bo'lajak maxsus pedagoglarni korreksion mashg'ulotlarda logotexnik mashqlar tizimidan foydalanishga tayyorlash omillari.....	1073
Maxmudov Xurshidjon Shuxratovich	
Inklyuziv ta'lim jarayonida boshlang'ich sinf o'quvchilarini antroposentrik yondashuv asosida tarbiyalash mexanizmi	1076
Oppoxo'jayev Xojixuja Azimjon o'g'li	
Nutqida muammosi mavjud bolalarning ijtimoiy adaptatsiya xususiyatlarini o'rganishning pedagogik asoslari	1081
Ne'matullayeva Mushtariy Laziz qizi	
Mutaxassislik modullarini integrativ o'qitishning mazmuni va shart-sharoitlari	1084
Maxmudova Madinaxon Sobirxonovna	
Talabalarda divergent tafakkurni rivojlantirish usullari	1091
Adizova Nigora Baxtiyorovna	
Milliy tarbiya tizimida milliy tilning o'rni (jadid pedagoglari qarashlari misolida)	1096
Almuratova Gulbaxor Mansur qizi	
Kompetensiyaviy ishlab chiqarish bo'yicha pedagogika kollejlari o'quvchilarining o'quv-bilish "yaratish" faol modeli	1100
Ashirov Abdurashid Ravshanovich	
Bo'lajak ingliz tili o'qituvchilarida deontologik madaniyatning tarkibiy qismlari va pedagogik, psixologik tahlili	1106
Axadova Mahliyo Xalimovna	
Scientific and Methodological Foundations of the Development of Universal Competencies of Students..	1109
Bakhtiyor Suvonkulov	
Maktabgacha 5-6 yoshdagi bolalarni badiiy adabiyot bilan tanishtirishning yosh bilan bog'liq xususiyatlari va tarbiyachining mahorati	1113
Daminova Shoxista Farxodovna	
Gospital pedagogika – shifoxona va maktab o'rtasidagi ko'prikdir	1117
Dilmurod Alimov	
Rus tili o'qituvchilarining kasbiy faoliyati asoslari	1121
Ergashov Ma'murjon Mominjonovich	
Muhandislik ta'limida smart-ta'lim texnologiyalari va adaptiv loyihalash kompetensiyasining nazariy-metodologik asoslari	1125
G. Sh. Tursunova	
6–7 yoshli bolalarda ikkinchi tilni o'rgatish orqali ijodiy tafakkurni rivojlantirish: metodik yondashuvlar	1130
G'aniyeva Shahlo Abduqahhor qizi	
Sun'iy intellekt vositalari orqali bo'lajak o'qituvchilarda axborotlar bilan ishlash kompetensiyasini shakllantirish	1138
Inadullayeva Sevara Qahramonovna	
Jadid adabiyotini o'qitishda dekonstruktiv yondashuv va samarali pedagogik strategiyalar	1141
Isabayeva Asida Yusufjonovna	
Kimyo ta'limida natriy va uning birikmalarini o'qitishda pinbord usulining metodik imkoniyatlari.....	1146
Iskandarov Aybek Yuldashevich, Axmedova Nargiza Rustamovna	
Sifat menejmenti zamonaviy menejmentning funksional xarakteristikasi sifatida.....	1149
Jabbarbergenova Bibimariyam Amangeldiyevna	
Development of Speed-Strength Abilities of Qualified Wrestlers in Sports Improvement Groups.....	1155
Jumadurdiyev Bahodir Xolmamatovich. Komilov Aziz Xoshimovich	
Odam va hayvonlar fiziologiyasi fanining oliy ta'lim tizimidagi o'rni va didaktik ahamiyati	1160
Kaljanov Damir Maxsetbayevich	
Psychological Preparation of Young Judo Players Before and During Competitions	1165
Komilov Aziz Xoshimovich, Jumadurdiyev Bahodir Xolmamatovich	
Boshlang'ich sinf o'quvchilarining kreativ fikrlash qobiliyatlarini rivojlantirish	1171
Komilova Farog'at Numonjon qizi	
Tarbiya innovativ metodlarining oilada tutgan o'rni.....	1176
Marimbayeva Bibidona Rinat qizi	
Tibbiyot texnikumi o'quvchilarining mustaqil ishlari orqali kognitiv ko'nikmalarini shakllantirish metodikasi	1180
Matchanova Malika Maxmudovna	
Pedagogik innovatsiyalar va yangi metodologik yondashuvlar: Design Thinking, Project-Based Learning, Problem-Based Learning onlayn shaklda	1183
Muydinjonov Ziyodjon Rafiqjon o'g'li	



Maktabgacha ta'lim tashkilotlari direktorlarining kasbiy tayyorgarligi va rivojlanishidagi pedagogik shart-sharoitlar	1187
N. Sh. Djumaniyazova	
Badiiy gimnastikachilarda egiluvchanlik sifatini rivojlantirishning nazariy asoslari	1190
Nazarova Mohinur Atxam qizi	
Boshlang'ich sinf o'qituvchilarining metodik tayyorgarligini takomillashtirish texnologiyasi	1195
Nishonova Durdona Olimjon qizi	
Politeknikumlarda "Veb dasturlash" fanini o'qitishda sun'iy intellekt texnologiyalaridan foydalanish metodikasi	1201
Nuritdinova Gulnigor Taxirjanovna	
O'zbekiston Respublikasi maktabgacha ta'lim tashkilotlari uchun "Ilk qadam" davlat o'quv dasturi (uchinchi nashri) dagi o'zgarishlar	1205
Otahanova Manzura G'ofurovna	
Sog'lom turmush tarzi vositasida oliy ta'lim muassasasi talabalarining jismoniy salomatligini pedagogik strategiyalar orqali rivojlantirish metodikasi	1210
Qayumov Shohruh Abduljalol o'g'li, Norqulov Shokir Muzaffarovich, Karimova Mohinur Abduljalol qizi	
Maktabgacha ta'lim tashkilotida yozgi sog'lomlashtirish va chiniqtirish davrida ta'lim-tarbiya jarayoni sifatini ta'minlash	1214
Qurbonova Asal Dilshod qizi	
O'quvchilarining kreativligini rivojlantirish bosqichlari	1218
Safarova Madina Azamat qizi	
Fizika fanini o'qitishda zamonaviy pedagogik texnologiyalardan foydalanish	1222
Shag'ataeva Uldanay O'serbay qizi	
Oliy ta'lim tizimida klasterli yondashuvni qo'llash orqali talabalar induktiv va deduktiv fikrlash ko'nikmalarini rivojlantirishning nazariy-metodologik asoslarini takomillashtirish	1227
Shermatova Saxobaxon Rahmonberdi qizi	
Milliy qadriyatlar asosida tasviriy san'atni o'qitishning zamonaviy yondashuvlari	1231
Sherov Dilshod Reyimberganovich	
Ta'lim jarayonida o'qituvchilarni baholashda interaktiv va moslashuvchan usullar	1236
Sayfuddinova Kavsar Rahmatulloh qizi	
Nogiron bolalarni tekshirishda psixologik-pedagogik diagnostikaning ahamiyati	1239
Umarova Sabaxon Minavvarovna, Yuldasheva Dilbarxon Turg'unovna	
Ingliz tili darslarida boshlang'ich sinf o'quvchilarining muloqot qobiliyatini rivojlantirish	1242
Xalilova Muxlisa Ulug'bek qizi	
Bo'lajak o'qituvchilarning kreativ qobiliyatlarini rivojlantirish bosqichlari	1247
Xayitov Jonibek Xolboboyevich	
Pedagoglarning uzluksiz kasbiy rivojlanish jarayonini individuallashtirishning pedagogik tizimini takomillashtirish	1250
Xudoyberdiyeva Janona Rustamovna	
Bo'lajak pedagoglarning kommunikativ kompetentligini rivojlantirishning psixologik-pedagogik xususiyatlari	1254
Axmedov Akmal Yusufovich, Muhammadjonova Zarnigor Shokirjon qizi	
Boshlang'ich sinflarda matematik mantiqiy fikrlashni rivojlantiruvchi metod va vositalar	1258
Eshonqulova Shafoat Ergashevna, Eshonqulov Sherzod Ummatovich, Samandarova Shahnoza	
Muhandislik ta'limida smart-ta'lim texnologiyalari va adaptiv loyihalash kompetensiyasining nazariy-metodologik asoslari	1262
G. Sh. Tursunova	
Professional Needs of Deputy Directors at Secondary Schools	1266
Jambilov Nurillo Xabibilloevich	
Virtual reallik texnologiyalari yordamida ta'lim samaradorligini oshirish imkoniyatlari	1269
Mamadjonova Nozima Adhamovna	
AI or Corpus: Which is Better for Teaching English Vocabulary?	1272
Munajat Sultonova	
O'quvchilarni kasbga yo'nal tirishning pedagogik asoslari	1275
Raxmatullayeva Durdona Ravshanovna	
Ingliz tilida talabalarining kasbiy kompetensiyasini rivojlantirish metodikasi (sohaviy matnlarni o'qishni o'rgatish misolida)	1278
Shahobiddinova Dilnavoz Bahodir qizi	



Muhandislik grafikasi ta'limida raqamli transformatsiya: o'quv jarayonini takomillashtirishda zamonaviy pedagogik texnologiyalar (Cad, 3D modellashtirish, VR) roli	1281
Tadjiyeva Feruza Muxtarovna	
Raqamli ta'lim ekotizimi: AKT asosida axborot-ta'lim muhiti va virtual laboratoriyalarni joriy etish tajribasi	1286
Toshkentov Akmal Mamirovich	
Boshlang'ich sinf o'qituvchilarida chiroyli yozish texnologiyalarini rivojlantirish pedagogik muammo sifatida	1290
Usmonova Gulnoza Abdurashid qizi	
Теория коммуникации как методологическая основа изучения трансформации языковой нормы в эпоху цифровых медиа	1294
Дилшодбеков Темур Дилшодбек угли	
Значение усвоения учебных материалов в процессе формирования биологических понятий у учащихся	1297
У. О. Шарибаева	
Specifics of Teaching Professional Terminology to Students of Economic Specialties	1301
Хамдамов Рамзбек Мадаминжонович	
Maktabgacha ta'lim tashkilotlarida tarbiyalanuvchilarni kasbga yo'naltirish: pedagogik yondashuvlar va amaliy tajribalar	1306
Ahmedova Lola Abdivasi qizi	
Madaniyat tushunchasi va uni xorijiy til o'qitishda o'rganish zarurati	1311
Ma'murova Farangiz Ne'matovna	



PROFESSIONAL NEEDS OF DEPUTY DIRECTORS AT SECONDARY SCHOOLS

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Andijon davlat chet tillari instituti doktoranti

Abstract: This study examines the professional needs, challenges, and motivations of deputy directors for academic affairs in Uzbekistan's general secondary schools. A needs analysis survey of 204 deputy directors was carried out to evaluate their experience, educational background, competencies, and access to professional development. The results show that while many leaders are confident in conflict resolution, teacher evaluation, and resource management, they encounter persistent challenges such as excessive administrative workload, limited ICT skills, resource shortages, and uneven access to training. Despite these difficulties, deputy directors remain highly motivated by student achievement and professional responsibility. The findings underscore the urgent need for targeted postgraduate programs, equitable opportunities for professional development, investment in ICT, and reduction of bureaucratic demands. The recommendations emphasize strengthening leadership preparation and fostering school-community collaboration to improve educational quality.

Key words: deputy directors, educational leadership, needs analysis, professional development, Uzbekistan, ICT in education, school management.

Annotatsiya: Mazkur tadqiqotda O'zbekiston umumiy o'rta ta'lim maktablarida o'quv ishlari bo'yicha direktor o'rinbosarlarining kasbiy ehtiyojlari, muammolari va motivatsiyasi o'rganildi. 204 nafar direktor o'rinbosari o'rtasida ehtiyojlar tahlili so'rovi o'tkazilib, ularning tajribasi, ta'limiy tayyorgarligi, kompetensiyalari va kasbiy rivojlanish imkoniyatlariga e'tibor qaratildi. Natijalar shuni ko'rsatdiki, ko'plab rahbarlar nizolarni hal qilish, o'qituvchilar faoliyatini baholash va resurslarni boshqarishda yetarli darajada ishonchga ega bo'lsalar-da, ular ortiqcha ma'muriy yuklama, cheklangan axborot-kommunikatsiya texnologiyalari (AKT) ko'nikmalari, resurs yetishmovchiligi va malaka oshirish imkoniyatlarining bir xillik emasligi kabi muammolarga duch kelmoqda. Shunga qaramay, direktor o'rinbosarlari o'quvchilarning yutuqlari va kasbiy mas'uliyat bilan yuqori darajada motivatsiyaga ega. Xulosalarda maxsus magistratura dasturlarini joriy etish, professional rivojlanishda teng imkoniyatlarni yaratish, AKTga investitsiyalarni kengaytirish hamda byurokratik talablarni kamaytirish zarurligi ta'kidlanadi. Tavsiyalar rahbarlikka tayyorlash tizimini mustahkamlash va maktab-hamjamiyat hamkorligini rivojlantirish orqali ta'lim sifatini oshirishga qaratilgan.

Kalit so'zlar: direktor o'rinbosarlari, ta'lim rahbarligi, ehtiyojlar tahlili, kasbiy rivojlanish, O'zbekiston, ta'limda AKT, maktab boshqaruvi.

Аннотация: В данном исследовании рассматриваются профессиональные потребности, трудности и мотивация заместителей директоров по учебной части общеобразовательных школ Узбекистана. Был проведён опрос среди 204 заместителей директоров с целью анализа их опыта, образовательной подготовки, компетенций и доступа к профессиональному развитию. Результаты показали, что многие руководители уверены в решении конфликтов, оценке работы учителей и управлении ресурсами, однако сталкиваются с такими проблемами, как чрезмерная административная нагрузка, ограниченные навыки в области информационно-коммуникационных технологий (ИКТ), нехватка ресурсов и неравномерный доступ к обучению. Несмотря на эти трудности, заместители директоров сохраняют высокую мотивацию, основанную на успехах учащихся и профессиональной ответственности. В заключении подчеркивается необходимость внедрения целевых магистерских программ, обеспечения равных возможностей для профессионального роста, инвестиций в ИКТ и сокращения бюрократических требований. Рекомендации направлены на укрепление системы подготовки руководителей и развитие сотрудничества школы и сообщества с целью повышения качества образования.

Ключевые слова: заместители директоров, образовательное лидерство, анализ потребностей, профессиональное развитие, Узбекистан, ИКТ в образовании, школьное управление.



INTRODUCTION

Educational leadership plays a critical role in ensuring the quality of teaching and learning in schools. In Uzbekistan, the role of deputy directors for academic affairs has become increasingly important as the education system undergoes reforms aimed at improving teacher performance, enhancing instructional practices, and raising student achievement. School leaders are expected not only to manage administrative duties but also to foster professional growth among teachers, integrate innovative teaching methods, and address challenges related to curriculum implementation, conflict resolution, and resource allocation.

Needs analysis is a valuable tool in identifying the competencies and skills required by school leaders to fulfill their responsibilities effectively. By examining their current experiences, qualifications, challenges, and motivations, it becomes possible to design targeted professional development programs. International studies also confirm that leadership capacity is directly linked to school improvement and student outcomes (Day & Sammons, 2016; Leithwood et al., 2020). However, little research has focused on the professional needs of deputy directors in Uzbekistan.

Therefore, this study aims to investigate the professional competencies, challenges, and development needs of school deputy directors in Uzbekistan. The results provide insights into how leadership training can be better aligned with the realities of schools, ensuring continuous improvement in educational quality.

LITERATURE REVIEW

Educational leadership literature consistently underscores the pivotal influence of school leaders on instructional quality and student outcomes. For example, Leithwood and colleagues demonstrate that leadership is second only to classroom teaching in its impact on student learning (2004). Meanwhile, Brauckmann et al. highlight the need for leadership theories and practices to be sensitive to contextual factors, especially in non-Western education systems (2023). In the context of Uzbekistan, official analysis of school-leadership roles shows that deputy directors support coordination of improvement plans and implement ICT and financial competencies among other duties (2024, Uzbekistan Profile). These findings suggest that deputy directors must develop broad leadership capacities to meet evolving educational demands.

Professional development (PD) of school leaders emerges as a key theme in the research. Darling-Hammond et al. argue that effective leadership preparation must integrate theory and practice, coaching, and sustained support rather than isolated workshops (2007). Complementing this, Mullen's recent review identifies critical barriers to principal PD – including time constraints, heavy administrative load, and technology demands (2024). In Uzbekistan, empirical evidence for leader-oriented PD remains sparse, pointing to a gap between global best practice and local implementation. Thus, deputy directors' professional needs must account for both leadership preparation and ongoing tailored development.

Research also points to specific competencies and contextual challenges facing educational leaders. For instance, Tichnor-Wagner et al. propose a "global competence" framework for educational leaders which encompasses digital literacy, collaboration, and culturally responsive leadership (2019). In line with this, the Uzbekistan education-profile document notes that deputy directors are expected to coordinate technological equipment, evaluate teachers, and engage parents – but face limited professional-training access, resource constraints, and administrative burdens (2024). Thus, understanding deputy directors' needs demands attention to both skills (ICT, instructional leadership) and the structural conditions (bureaucracy, resources, training access) influencing their work.

RESEARCH METHODS

This study employed a quantitative needs analysis survey to explore the professional development requirements of deputy directors for academic affairs.

Participants: A total of 204 deputy directors from general secondary schools across Uzbekistan took part in the survey. Respondents varied in years of experience from 1–3 years to more than 10 years, mostly bachelor's degree holders, with a smaller proportion holding master's degrees when it comes to educational background of participants, and the number of staff they managed ranging from fewer than 20 to more than 50 employees. A structured questionnaire was designed, consisting of both closed-ended and open-ended questions. It covered areas such as leadership experience, participation in professional development, perceived challenges, skills needed for improvement, and motivational factors. The survey was distributed via Telegram groups, and all 204 responses were collected in June 2024, and then quantitative data were analyzed using descriptive statistics (percentages, frequencies, and averages), while qualitative responses were coded thematically to identify recurring patterns regarding challenges and professional needs.

ANALYSIS AND RESULTS

Out of the 204 respondents, the majority (46.5%) reported having 4–7 years of experience in educational management. Another 18.1% had 8–10 years, and the same percentage had over 10 years, while 17.4% were relatively new with 1–3 years of experience. In terms of educational qualifications, most participants (88.2%) held a bachelor's degree, while 11.8% had a master's degree. No respondents reported having doctoral-level qualifications.

62.5% of respondents oversaw 20–35 employees, 22.2% managed 36–50 employees, and 11.8% supervised more than 50 employees. Only 3.5% reported leading fewer than 20 staff members. There was wide variation in professional development engagement. Some respondents attended more than 10 trainings per year, while others had none. In terms of leadership competencies, deputy directors were most confident in conflict resolution (53.5% rated very high) and teacher evaluation (56.3% very high). Confidence was weaker in implementing innovative teaching methods (21.5% less confident) and budgeting.

Respondents reported spending most of their time on administrative tasks, followed by communication with staff and parents, leaving little for strategic planning, whereas key issues included paperwork overload, insufficient resources, teacher shortages, difficulties in scheduling, and low teacher motivation. However, ICT and digital literacy, management and leadership, communication, foreign languages, and time management were cited as challenging tasks for them.

One interesting fact was that deputy directors were motivated by student progress, trust from colleagues, and commitment to their profession.

DISCUSSION

The findings highlight several aspects of deputy directors' professional practice. Many have mid-level experience but lack advanced academic qualifications, indicating a need for specialized postgraduate leadership programs. Their workload is dominated by administration, consistent with international findings (Pont, Nusche, & Moorman, 2008). This reduces opportunities for strategic and instructional leadership.

Access to professional development was inconsistent, echoing research emphasizing the importance of equitable and sustained training (Darling-Hammond et al., 2017). Leaders reported strong skills in conflict resolution but weaker confidence in ICT and innovation, underscoring the need for training in digital leadership (Hallinger, 2011).

Challenges with resources and teacher shortages mirror issues in developing contexts (Oduro, 2004). Despite this, intrinsic motivation was strong, aligning with self-determination theory (Deci & Ryan, 2000). Building on this motivation through recognition and support will be crucial for reforms.

Overall, the study underscores the need for context-specific professional development programs that ensure equity, emphasize ICT and communication, reduce paperwork, and strengthen school–community collaboration.

CONCLUSION AND SUGGESTIONS

This study examined the professional needs of deputy directors in Uzbekistan's general secondary schools. While they showed confidence in conflict resolution and teacher evaluation, they face challenges such as administrative overload, resource shortages, and uneven access to training. Recommendations include developing postgraduate leadership programs, standardizing access to professional development, reducing bureaucracy, investing in ICT, and enhancing collaboration with parents and communities. Addressing these areas will strengthen school leadership and improve educational quality nationwide.

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- 13.00.00 Pedagogika fanlari
 - 13.00.01 Pedagogika nazariyasi. Pedagogik ta'limotlar tarixi
 - 13.00.02 Ta'lim va tarbiya nazariyasi va metodikasi (sohalar bo'yicha)
 - 13.00.03 Maxsus pedagogika
 - 13.00.04 Jismoniy tarbiya va sport mashg'ulotlari nazariyasi va metodikasi
 - 13.00.05 Kasb-hunar ta'limi nazariyasi va metodikasi
 - 13.00.06 Elektron ta'lim nazariyasi va metodikasi (ta'lim sohaları va bosqichlari bo'yicha)
 - 13.00.07 Ta'limda menejment
 - 13.00.08 Maktabgacha ta'lim va tarbiya nazariyasi va metodikasi
 - 13.00.09 Ijtimoiy pedagogika
 - 07.00.00 Tarix fanlari
 - 19.00.00 Psixologiya fanlari
 - 01.00.00 Fizika-matematika fanlari
 - 02.00.00 Kimyo fanlari
 - 03.00.00 Biologiya fanlari
 - 09.00.00 Falsafa fanlari
 - 10.00.00 Filologiya fanlari
 - 11.00.00 Geografiya fanlari



AKTABGACHA VA AKTAB TA'LIMI

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