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**MIRZO ULUGBEK SAMARKAND STATE UNIVERSITY OF  
ARCHITECTURE AND CIVIL ENGINEERING**

**DIYAROVA MAKHLIYO ISLAMOVNA**

**WAYS TO IMPROVE THE FINANCIAL EFFICIENCY OF  
MANAGEMENT ACTIVITIES OF CONSTRUCTION ENTERPRISES**

**08.00.13 – “Management” and 08.00.07 – “Finance, money circulation and credit”**

**ABSTRACT OF THE DISSERTATION  
of the doctor of philosophy (PhD) on economic sciences**

The topic of the doctoral dissertation in economic sciences is registered with the Higher Attestation Commission under the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan under number B2024.4.PhD/Iqt4786.

The dissertation was completed at the Samarkand State University of Architecture and Civil Engineering.

The abstract of the dissertation is posted in three languages (Uzbek, Russian, English (resume)) on the website of the Scientific Council (<https://nordicuniversity.org/uz>) and on the information and education portal "Zionet" ([www.ZiyoNet.y3](http://www.ZiyoNet.y3)).

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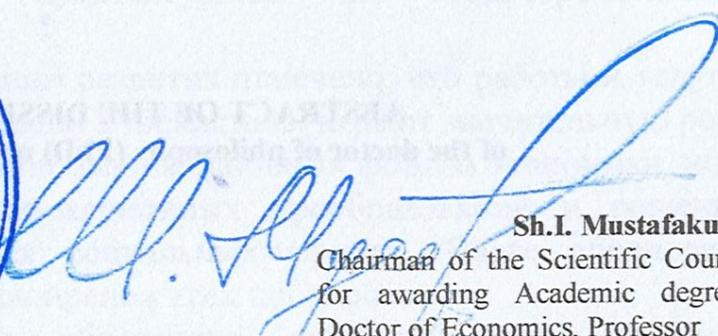
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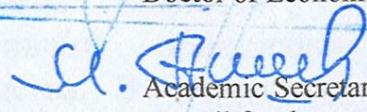
The defence of the thesis will take place on "14" 11 14<sup>00</sup> hours 2025 at the meeting of on time Scientific council PhD.03/29.12.2022.I.157.01 for awarding scientists degrees at Nordic Intrnational university. Address: 100077, Tashkent city, Chust Street, house 17, building 3, 1st floor. Tel.: (55) 508-44-00, e-mail: [info@nordicuniversity.org](mailto:info@nordicuniversity.org).

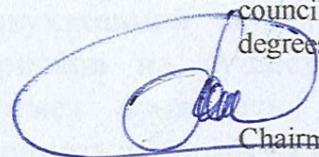
The typescript variant of the dissertation is available at Information and resource Center of the International Nordic University ( registered No. 12 ). Address: 100077, Tashkent city, Chust Street, house 17, building 3, 8st floor. Tel.: (55) 508-44-00.

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## INTRODUCTION (abstract of the PhD dissertation)

**The purpose of the research** is to develop scientifically based proposals and recommendations for improving the financial efficiency of management activities of construction enterprises.

**The object** of the study is the national economy, in particular the activities of housing construction enterprises in the Samarkand region.

**Scientific novelty of the research work consists of the following:** The scientific novelty of the research lies in the following:

A scientifically substantiated proposal has been made to reduce the average selling price of housing for buyers by applying a housing location characteristics table with coefficients: “1.0 – in the city center”, “0.9 – 2 km from the city center”, “0.8 – 4 km from the city center”, and “0.7 – 5 km from the city center”.

A proposal has been justified to shorten the timeframe for meeting the requirements of consumer-clients based on the application of a two-stage model aimed at optimizing financial costs with regard to their specific sources of formation and risk assessment, as well as minimizing delays in the construction process and material losses through comprehensive monitoring.

A scientifically grounded proposal has been made to introduce a system of incentives for vehicle drivers on a scale of  $0 \leq P_{\text{bonus}} \leq 0.25$  if  $P_k = 1.0$  or  $P_k > 1.0$ , with employee performance being assessed according to “tariff rate”, “bonus amount”, and “working time norm” in order to increase labor productivity and ensure effective management of work processes in construction enterprises.

A proposal has been made to implement a five-level housing model based on Maslow’s hierarchy of needs as a strategic management solution for the optimal allocation of housing provided to the population, taking into account the housing characteristics table.

**Implementation of Research Results:** Based on the scientific results obtained on improving the financial efficiency of management activities of construction enterprises:

To reduce the average selling price of residential premises for buyers, a housing location characteristics table with coefficients “1.0 – in the city center”, “0.9 – 2 km from the city center”, “0.8 – 4 km from the city center”, and “0.7 – 5 km from the city center” was proposed. This proposal was used by the private enterprise “**TEMP**” in the construction of the “**Elegant**” residential complex (Certificate of the Ministry of Construction and Housing and Communal Services of the Republic of Uzbekistan dated February 21, 2025, No. 06/2060). As a result, the average selling price of housing for buyers was reduced by **6.3%**.

To optimize financial expenses considering their specific sources of formation and risk assessment, as well as to minimize delays in the construction process and material losses through comprehensive monitoring, LLC “**TOLIB BOBO**” implemented a two-stage model during the construction of the “**Manzara**” residential complex (Certificate of the Ministry of Construction and Housing and Communal Services of the Republic of Uzbekistan dated February 21, 2025, No. 06/2060). As a result, the timeframe for satisfying consumer-client requirements was

reduced by an average of **26 days**, each consumer's housing acquisition expenses decreased by **2.48 million UZS**, and the economic efficiency of construction, work quality, and labor productivity increased.

To increase labor productivity in construction enterprises and ensure effective management of work processes, LLC **“AGROMIR BUILDINGS”** implemented an employee assessment system based on the rhythmic coefficient of working time utilization according to the criteria *“tariff rate”*, *“bonus amount”*, and *“working time norm”*, as well as an incentive system for vehicle drivers within the range  $0 \leq P_{bonus} \leq 0.25$  of the tariff rate if  $P_k = 1.0$  or  $P_k > 1.0$  (Certificate of the Ministry of Construction and Housing and Communal Services of the Republic of Uzbekistan dated February 21, 2025, No. 06/2060). As a result, the quality of drivers' work improved, the average rates of timely delivery of construction materials to sites increased by **11%**, and the level of losses during delivery decreased to **6%**, ensuring improved delivery quality and service provision.

As a strategic management solution for the optimal allocation of housing provided to the population in accordance with the housing characteristics table, the private construction enterprise **“TEMP”** introduced a five-level housing model based on Maslow's hierarchy of needs (Certificate of the Ministry of Construction and Housing and Communal Services of the Republic of Uzbekistan dated February 21, 2025, No. 06/2060). As a result, it became possible to optimally allocate housing provided to the population, reduce construction costs by **10.2%**, and increase the company's net profit by **7.0%**.

**The structure and scope of the dissertation.** The dissertation consists of an introduction, three chapters, a conclusion, a list of references, and appendices. The total volume of the work is 160 pages.

**E'LON QILINGAN ISHLAR RO'YXATI**  
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**LIST OF PUBLISHED WORKS**

**I bo'lim (I часть; Part I)**

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2. Диярова М.И. Особенности формирования инновационных методов управления субъектами строительного рынка в условиях Республики Узбекистан // International Journal of Economy and Innovation. ISSN: 2545-0573. Vol.21 (2022). GOSPODARKA I INNOWACJE. Str. 206-211. Impact Factor: 8.01. [www.gospodarkainnowacje.pl/index.php/issue\\_view\\_32/article/view/113](http://www.gospodarkainnowacje.pl/index.php/issue_view_32/article/view/113).

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5. Diyarova M.I. Qurilish sohasida kichik biznes subyektlarining innovatsion faoliyati va uni tashkil etishning asosiy tamoyillari // Qo'qon universiteti xabarnomasi. Ilmiy elektron jurnali. 2022-yil. 5-son, ISSN: 2181-1695. 36-39-betlar (OAKning 2022-yil 12-avgustdagi 321/4-son qarori).

6. Диярова М.И. Необходимость усиления стимулирующей роли финансовых рычагов управления строительным производством // "Innovatsion iqtisodiyot sharoitida iqtisodiyot tarmoqlarini moliyaviy-iqtisodiy qo'llab-quvvatlashning moliyaviy mexanizmlari" mavzusidagi Xalqaro ilmiy-amaliy anjumani materiallari to'plami. Samarqand, 2024-yil, 17-may, 500-504-betlar.

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8. Diyarova M.I. Qurilish soha korxonalarini tomonidan uy-joy qurilish bilan bog'liq xizmatlarni iqtisodiy taraqqiyotda tutgan o'rni // "Ta'lim tizimidagi islohotlar: olimlar va yoshlar nigohida" mavzusidagi Respublika ilmiy-amaliy anjumani materiallari to'plami. Toshkent, 2022-yil, 29-sentabr, 167-172-betlar.

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## II bo‘lim (II часть; Part II)

1. Diyarova M.I., Zaynalov J.R. The Basis of Modeling and Stimulation of Construction Objects Development. // International Scientific Conference on Modern Problems of Applied Science and Engineering MPASE2024. AIP Conference Proceedings, Volume 3244. Pg.- 040016. <https://doi.org/10.1063/5.0242053>

2. Diyarova M.I., Zaynalov J.R. Model for Evaluating the Effectiveness of the Organizational Management Structure of Construction Firms. American Journal of Economics and Business Management 2025, 8(1). Pg.185-188. ISSN:2576-5973. <https://globalresearchnetwork.us/index.php/ajebm>

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5. Diyarova M.I., Zaynalov J.R. Turar-joy ko‘chmas mulkining o‘ziga xos xususiyatlarini tizimlashtirish // «Iqtisodiy taraqqiyot va samarali boshqaruv: xalqaro tajriba, tendensiyalar va dolzarb masalalar» xalqaro ilmiy-amaliy anjuman materiallari to‘plami. I qism. 2023-yil. 10-11-noyabr, 26-31-betlar.

6. Diyarova M.I., Zaynalov J.R. Regulating the specific characteristics of residential real estate // SILK ROAD 3rd International Scientific Research Congress. 2024., 6-7-March. Pg. 622-627.

7. Зайналов Ж.Р., Диярова М.И. Проблемы минимизации затрат на строительство жилых домов: опыт зарубежных стран // Innovatsion iqtisodiyot sharoitida iqtisodiyot tarmoqlarini moliyaviy-iqtisodiy qo‘llab-quvvatlashning moliyaviy mexanizmlari mavzusidagi Xalqaro ilmiy-amaliy anjuman materiallari. 2024-y. 17-may. B. 50-57.

8. Diyarova M.I., Zaynalov J.R. Qurilish sohasi subyektlarining investitsion loyihalar qurilishi bilan bog‘liq xizmatlarni moliyalashtirish manbalari tahlili // “Ta’lim tizimidagi islohotlar: olimlar va yoshlar nigohida” mavzusidagi Respublika ilmiy-amaliy konferensiya to‘plami. 2022-yil. 29-sentabr. B. 158-167-betlar.

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