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KIMYO INTERNATIONAL UNIVERSITY IN TASHKENT

# REGIONAL CHALLENGES FOR BUSINESS SCHOOLS AND HOW TO OVERCOME THEM



**Ректор,  
профессор Жанполат  
Шамуратович  
Кудайбергенов**

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# INTRODUCTION

**Business schools** play a pivotal role in preparing a new generation of entrepreneurs and business leaders. They help educate and equip individuals with the skills necessary to lead and manage enterprises in the prevailing circumstances. However, business schools, especially those situated in Central Asian regions such as Uzbekistan, face a series of challenges that could impede their work. **These challenges encompass everything from ...**

**economic issues,**

**social problems**

**technological limitations**



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# A BRIEF DESCRIPTION OF BUSINESS SCHOOLS IN UZBEKISTAN, THEIR OBJECTIVES AND FUNCTIONS.

*The primary functions of business schools in Uzbekistan include:*

## Education and Development

- Business schools educate students on the fundamentals of business, such as finance, marketing, management, and strategy.

## Career Preparation

- Business schools assist students in preparing for a career in business, offering opportunities for internships, networking events, and career consultations.

## Research and Innovation

- Business schools also play a crucial role in conducting research and fostering innovation in the field of business and management.

## Entrepreneurship Promotion

- Some business schools in Uzbekistan actively support entrepreneurship by providing education, resources, and support for students and graduates who wish to start their own businesses



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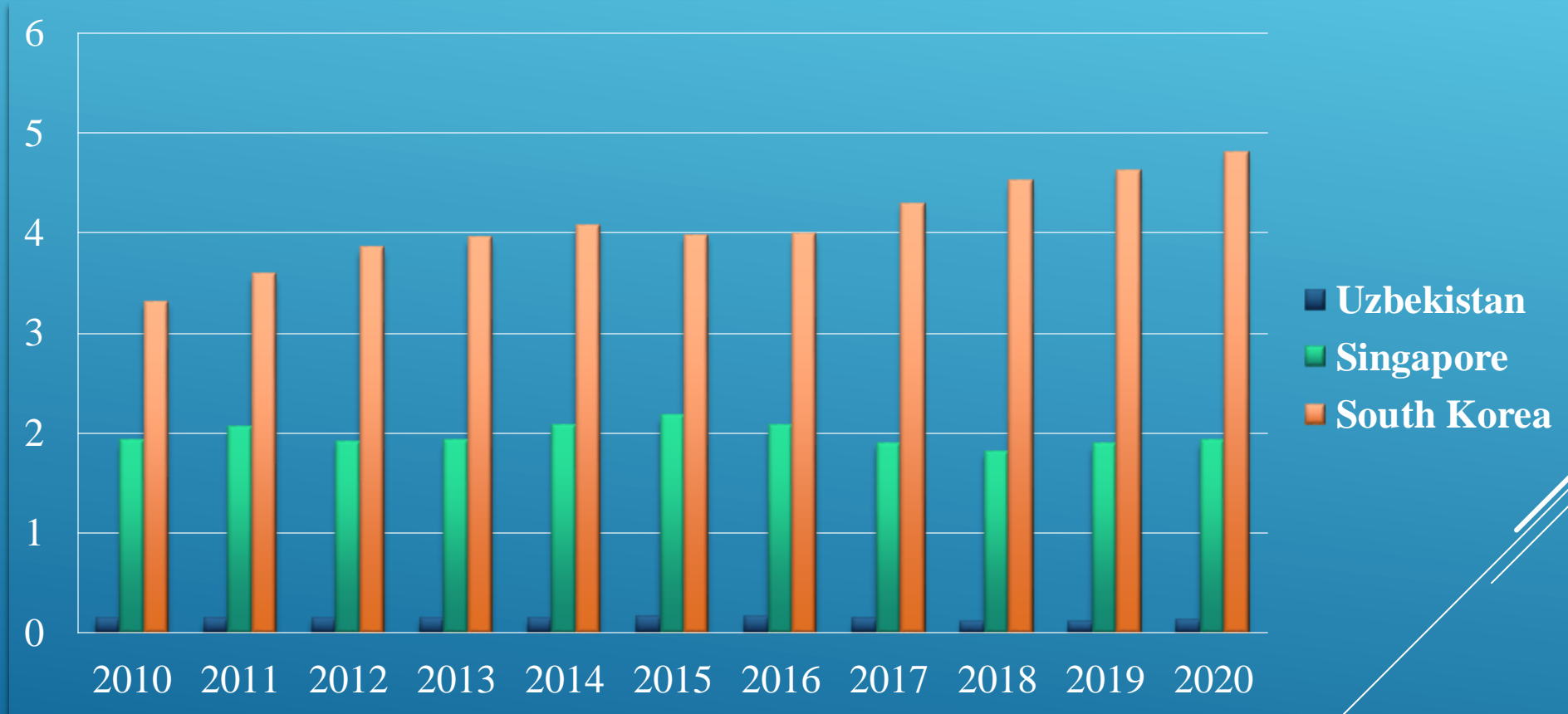
*However, despite their significant role, business schools in Uzbekistan encounter a series of challenges:*

Monopoly or lack of competition

Gap between theory and practice

Insufficient focus and funding on research and development (R&D) from the state

## State funding of R&D (as a percentage of GDP)





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*To overcome the aforementioned challenges, business schools in Uzbekistan may require the following strategies:*

**Overcoming monopoly and fostering competition**



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*Overcoming the described challenges can open up many opportunities and prospects for business schools in Uzbekistan and other countries of Central Asia:*



# Распределение трудовых ресурсов на экономически активное и неактивное население Distribution of labor resources to the economically active and inactive population

млн. чел/ mln. people

Идентификатор	Descriptor	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Всего трудовых ресурсов</b>	<b>Total labor resources</b>	<b>16,7</b>	<b>17,3</b>	<b>17,5</b>	<b>17,5</b>	<b>18,0</b>	<b>18,3</b>	<b>18,5</b>	<b>18,7</b>	<b>18,8</b>	<b>18,9</b>	<b>19,1</b>	<b>19,3</b>
город	city	9,1	9,3	9,4	9,6	9,7	9,8	9,9	9,9	10,0	10,05	10,5	10,2
<i>в процентах от общего</i>	<i>as a percentage of the total</i>	<i>54,6</i>	<i>53,8</i>	<i>53,9</i>	<i>53,9</i>	<i>53,6</i>	<i>53,4</i>	<i>53,2</i>	<i>53,3</i>	<i>53,3</i>	<i>53,1</i>	<i>54,7</i>	<i>53,0</i>
поселок	village	7,5	7,9	8,1	8,2	8,3	8,5	8,6	8,7	8,8	8,9	8,7	9,1
<i>в процентах от общего</i>	<i>as a percentage of the total</i>	<i>45,4</i>	<i>46,2</i>	<i>46,1</i>	<i>46,1</i>	<i>46,4</i>	<i>46,6</i>	<i>46,8</i>	<i>46,7</i>	<i>46,7</i>	<i>46,9</i>	<i>45,3</i>	<i>47,0</i>
<b>экономически активное население</b>	<b>economically active population</b>	<b>12,3</b>	<b>12,5</b>	<b>12,9</b>	<b>13,2</b>	<b>13,5</b>	<b>13,8</b>	<b>14,0</b>	<b>14,4</b>	<b>14,6</b>	<b>14,9</b>	<b>14,8</b>	<b>15,0</b>
город	city	6,8	6,7	6,8	7,1	7,3	7,4	7,6	7,5	7,7	7,8	8,2	8,0
<i>в процентах от общего</i>	<i>as a percentage of the total</i>	<i>55,7</i>	<i>53,6</i>	<i>53,3</i>	<i>53,9</i>	<i>54,3</i>	<i>54,1</i>	<i>54,0</i>	<i>52,1</i>	<i>52,5</i>	<i>52,7</i>	<i>55,3</i>	<i>53,3</i>
поселок	village	5,4	5,8	6,0	6,04	6,17	6,32	6,45	6,8	6,9	7,0	6,6	7,
<i>в процентах от общего</i>	<i>as a percentage of the total</i>	<i>44,3</i>	<i>46,4</i>	<i>46,7</i>	<i>46,1</i>	<i>45,7</i>	<i>45,9</i>	<i>46,0</i>	<i>47,9</i>	<i>47,5</i>	<i>47,3</i>	<i>44,7</i>	<i>46,7</i>
<b>экономически неактивное население</b>	<b>economically inactive population</b>	<b>4,4</b>	<b>4,7</b>	<b>4,7</b>	<b>4,7</b>	<b>4,5</b>	<b>4,5</b>	<b>4,5</b>	<b>4,3</b>	<b>4,2</b>	<b>4,1</b>	<b>4,4</b>	<b>4,4</b>
город	city	2,3	2,6	2,6	2,5	2,4	2,3	2,3	2,5	2,4	2,2	2,3	2,3
<i>в процентах от общего</i>	<i>as a percentage of the total</i>	<i>51,7</i>	<i>54,4</i>	<i>55,5</i>	<i>53,8</i>	<i>51,8</i>	<i>51,6</i>	<i>51,0</i>	<i>57,4</i>	<i>56,1</i>	<i>54,4</i>	<i>52,3</i>	<i>52,2</i>
поселок	village	2,1	2,2	2,1	2,2	2,2	2,2	2,2	1,8	1,8	1,9	2,1	2,1
<i>в процентах от общего</i>	<i>as a percentage of the total</i>	<i>48,3</i>	<i>45,6</i>	<i>44,5</i>	<i>46,2</i>	<i>48,2</i>	<i>48,4</i>	<i>49,0</i>	<i>42,6</i>	<i>43,9</i>	<i>45,6</i>	<i>47,7</i>	<i>47,8</i>



## Higher educational organizations of the Republic of Uzbekistan

Показатели	Indicators	2000 / 2001	2010 / 2011	2015 / 2016	2016 / 2017	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021	2021 / 2022
Число высших образовательных организаций, единиц	Number of higher educational organizations, unit	61	65	69	70	72	98	119	127	154
в том числе зарубежных высших образовательных организаций, единиц	including branches of foreign higher educational institutions	-	6	7	7	7	10	16	18	25
в них студентов, тыс. человек	in them students, thousand people	183,5	274,5	264,3	268,3	297,7	360,2	441,0	571,5	808,4
<i>дневных</i>	<i>daytime</i>	141,9	268,7	263,9	267,9	287,5	313,0	360,1	441,9	553,9
<i>вечерных</i>	<i>evening study</i>	-	-	-	-	-	1,2	7,3	11,5	26,5
<i>заочных</i>	<i>extramural</i>	41,6	5,8	0,4	0,4	10,2	46,0	73,6	118,1	228,0
На 10 000 населения приходится студентов высших образовательных организаций, человек	For 10 000 population there are students of higher educational institutions	74	94	84	84	93	110	130	165	229
Принято студентов в высшие образовательные организация, тыс. человек	Admitted students to higher educational institutions, thousand people	44,7	64,1	63,0	61,2	63,0	114,5	138,1	174,9	235,9
Выпущено специалистов высшими образовательными организациями, тыс. человек	The specialists were issued by higher educational institutions, thousand people	31,6	76,4	66,3	64,1	67,4	70,3	70,8	83,9	103,9

# Students entering the bachelor's degree of higher educational organizations for all types of education

*на начало учебного года, человек / at the beginning of the academic year, people*

Регионы	Regions	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Республика Узбекистан	Republic of Uzbekistan	58 204	56 969	57 087	59 324	58 301	57 705	80 822	108 745	128 730	165 021	220 122
Республика Каракалпакстан	Republic of Karakalpakstan	3 821	3 867	3 944	3 733	3 698	3 754	5 389	6 767	6 827	10 996	9 840
Андижанская	Andijan	3 252	3 683	3 647	3 592	3 591	3 439	4 753	5 529	7 179	7 512	9 588
Бухарская	Bukhara	3 263	3 302	3 109	3 182	3 134	3 138	4 577	6 581	6 244	11 109	11 602
Джизакская	Jizzakh	2 022	2 002	2 341	2 618	2 477	2 404	3 679	4 788	5 759	8 079	9 069
Кашкадарьинская	Kashkadarya	2 866	2 836	2 868	3 169	3 161	3 177	4 096	5 072	5 875	7 541	10 369
Навоийская	Navoi	2 125	1 980	1 835	2 174	1 977	2 106	2 751	3 358	3 582	5 312	5 423
Наманганская	Namangan	2 691	2 597	2 540	2 689	2 468	2 518	4 005	5 741	6 042	7 202	9 239
Самаркандская	Samarkand	5 313	5 399	5 605	5 823	5 872	5 703	7 492	9 870	11 819	17 772	18 356
Сурхандарьинская	Surkhandarya	1 593	1 659	1 671	1 631	1 711	1 624	2 999	5 485	6 078	9 571	9 875
Сырдарьинская	Syrdarya	1 042	916	786	845	835	853	1 526	2 705	2 997	1 676	4 508
Ташкентская	Tashkent	1 783	1 347	1 563	1 787	1 538	1 528	3 043	4 662	6 419	9 443	11 176
Ферганская	Fergana	4 391	4 397	4 338	4 207	4 186	4 186	7 138	9 318	11 583	13 713	12 990
Хорезмская	Khorezm	1 994	1 900	1 928	1 992	2 112	1 917	2 989	4 390	4 438	6 659	6 990
г. Ташкент	Tashkent city	22 048	21 084	20 912	21 882	21 541	21 358	26 385	34 479	43 888	48 436	91 097

# Number of graduates of higher educational institutions, by region

## at the beginning of the school year, number of people

Регионы	Regions	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Республика Узбекистан	Republic of Uzbekistan	66 290	64 133	67 448	70 325	70 793	83 905	103 898
Республика Каракалпакстан	Republic of Karakalpakstan	3 957	3 939	4 358	4 484	4 312	5 475	6 475
Андижанская	Andijan	3 664	4 039	4 209	4 791	4 293	4 622	6 403
Бухарская	Bukhara	3 357	3 376	3 409	3 523	3 770	4 784	6 214
Джизакская	Jizzakh	2 469	2 261	2 732	2 872	2 850	3 862	3 561
Кашкадарьинская	Kashkadarya	2 990	3 111	3 559	3 842	3 908	5 193	5 909
Навоийская	Navoi	2 166	2 097	2 197	2 300	2 374	3 107	3 895
Наманганская	Namangan	2 753	2 734	2 948	3 004	3 218	4 113	5 524
Самаркандская	Samarkand	5 917	5 986	6 417	6 869	6 842	7 165	8 528
Сурхандарьинская	Surkhandarya	1 671	1 705	1 891	1 962	2 086	3 329	3 583
Сырдарьинская	Syrdarya	1 023	983	986	1 014	1 045	1 632	2 190
Ташкентская	Tashkent	1 837	1 797	1 745	2 710	2 787	4 041	3 694
Ферганская	Fergana	4 782	4 657	4 769	4 557	4 778	5 833	9 266
Хорезмская	Khorezm	2 037	1 984	2 163	2 229	2 426	3 229	4 216
г. Ташкент	Tashkent city	27 667	25 464	26 065	26 168	26 104	27 520	34 440

# Research and development activities by type of scientific work

since one organization performed several types of work, the sum of the number of organizations that carried out research and development development by type of scientific work is not equal to the total

Показатели	Indicators	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Число организаций, выполнявших научно-исследовательские и опытно-конструкторские разработки, единиц <sup>1)</sup>	Number of organizations that carried out research and development, units <sup>1)</sup>	301	317	313	304	360	323	437	389	668	304	254	254
научно-исследовательские работы	research work	237	259	247	251	259	267	313	284	456	195	195	179
из них фундаментальные	of which are fundamental	111	114	121	105	113	124	133	118	188	113	112	66
проектно-конструкторские и технологические	Design and technological	25	23	19	23	31	31	31	31	54	28	17	27
изготовление опытных образцов, партий, изделий (продукции)	production of prototypes, batches, products (products)	13	18	13	10	11	14	20	19	33	16	9	10
проектные работы для строительства	design work for construction	4	5	6	6	10	13	10	8	33	6	6	6
научно-технические	scientific and technical	63	62	73	58	41	66	143	118	219	126	91	89
Объём выполненных научно-исследовательских и опытно-конструкторских разработок, млрд. сум <sup>1)</sup>	The volume of research and development and experimental development, bln soums <sup>1)</sup>	128,0	162,7	202,4	244,3	280,6	339,9	426,1	449,9	680,0	853,4	992,0	1069,7
научно-исследовательские работы	research work	86 131	113 438	142 483	171 411	216 112	258 871	292 804	300254,	336 483	535 209	663 153	744 693
из них фундаментальные	of which are fundamental	15 399	19 273	30 718	34 957	44 070	53 050	61 488	82276,3	89 254	162 804	178 053	233 195
проектно-конструкторские и технологические	Design and technological	5 988	5 063	5 264	5 206	16 363	19 522	23 917	36888,4	38 714	97 641	74 347	85 624
изготовление опытных образцов, партий, изделий (продукции)	manufacture of prototypes, batches, products	772	1 276	677	579	1 660	1 997	3 086	4025,6	7 678	6 319	3 976	5 072
проектные работы для строительства	design work for construction	15 402	16 106	20 078	30 680	28 034	30 749	43 750	31166	77 687	54 629	68 253	90 481
научно-технические	scientific and technical	19 700	26 814	33 901	36 470	18 435	28 719	62 566	77570,9	221 205	160 512	182 301	143 806

## Число предприятий и организаций внедряющих инновации Number of enterprises and organizations implementing innovations

Показатели	Indicators	2015	2016	2017	2018	2019	2020	2021
Число предприятий и организаций внедряющих инновации:	Number of enterprises and organizations implementing innovations:	935	933	1 023	1 024	1 587	1 217	1 151
<i>технологические</i>	<i>Technological</i>	894	893	975	982	1 514	1 148	1 098
<i>маркетинговые</i>	<i>Marketing</i>	14	20	22	17	28	37	29
<i>организационные</i>	<i>Organizational</i>	27	20	26	25	45	32	24

## Инновационный объем и затраты предприятий и организаций Innovative size and costs of enterprises and organizations

Показатели	Indicators	2017	2018	2019	2020	2021
<i>Объем произведенной инновационной продукции (товаров, работ и услуг), в млрд. долл. США</i>	<i>Volume of innovative products produced (goods, works and services), billion USD</i>	2,3	3,4	3,2	3,1	2,6
<i>Затраты на инновации, млрд. долл США</i>	<i>Costs of innovation, billion USD</i>	0,5	0,6	0,8	0,7	1,7
<i>ВВП Узбекистана млрд. долл США</i>	<i>GDP of Uzbekistan, billion USD</i>	62,08	52,63	59,91	59,89	69,24

*There are several ways in which business schools in Uzbekistan can leverage the aforementioned opportunities to bolster their influence and contribution to regional development:*

<b>Establishing a Center for Innovation and Entrepreneurship</b>	<b>Business schools could establish a center where students, faculty, and researchers can work on new ideas and business projects, conduct research, and share knowledge. This could help stimulate innovation and growth in the region.</b>
<b>Collaboration with local enterprises</b>	Business schools can collaborate with local enterprises by providing them with consulting and training services. This will help improve the quality of management and increase productivity in the business environment.
<b>Competition among business entities.</b>	To stimulate competition between business entities and business schools, various mechanisms can be applied, such as tax incentives for investors, conducting competitions for the best business projects and ideas, creating rankings and rating systems for business schools, etc.
<b>Creating a network of business schools in the region.</b>	Business schools can create a network where they can exchange knowledge and experience, as well as conduct joint research and projects. This can improve the quality of education and preparation of graduates, as well as strengthen the position of business schools in the region.
<b>Competition between business schools.</b>	Competition among business schools can stimulate them to constantly improve the quality of education and develop new innovative programs. This can lead to higher levels of professionalism among graduates and more efficient use of human resources in the economy.