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STUDYING INTERNATIONAL BUSINESS MANAGEMENT PRACTICES THROUGH THE GERMAN EXPERIENCE: THE CASE OF THE “PARTNERING IN BUSINESS WITH GERMANY” PROGRAM

Iskandar Samandarov

MSc Agri-Business Management, International Agriculture University / Royal
Agricultural University

E-mail: iasamandarov@gmail.com

Abstract. This article analyzes the academic and practical experience gained through participation in the “Partnering in Business with Germany” program, with a particular focus on international business management. The program was conducted in a hybrid format from February to April, followed by an in-person study visit to Germany from April 6 to April 24. The study applies a qualitative research design based on structured observation, reflective analysis, comparative interpretation, and thematic grouping of management practices observed during company visits, training sessions, networking activities, and institutional meetings. Special attention is given to the methodology and results of the study by identifying how German business practices reflect strategic planning, quality management, operational efficiency, innovation, sustainability, and intercultural cooperation. The findings suggest that the German experience provides valuable lessons for developing entrepreneurship, agribusiness, education-business cooperation, and innovation-oriented management practices in Uzbekistan.

Keywords: international business management, Germany, strategic management, methodology, business cooperation, innovation, agribusiness, intercultural communication, sustainability.

Annotatsiya. Mazkur maqolada “Partnering in Business with Germany” dasturida ishtirok etish orqali olingan ilmiy-amaliy tajriba xalqaro biznes menejmenti nuqtayi nazaridan tahlil qilinadi. Dastur fevral-aprel oylarida gibrid shaklda, Germaniyadagi bevosita tashrif esa 6–24-aprel kunlari davomida amalga oshirilgan. Tadqiqotda sifat yondashuvi, strukturali kuzatuv, reflektiv tahlil, qiyosiy talqin va tematik guruhlash usullaridan foydalanildi. Kompaniya tashriflari, treninglar, tarmoq aloqalari va institutsional uchrashuvlar asosida Germaniya biznes amaliyotlaridagi strategik rejalashtirish, sifat menejmenti, operatsion samaradorlik, innovatsiya, barqarorlik va madaniyatlararo hamkorlik masalalari o‘rganildi.

Kalit so‘zlar: xalqaro biznes menejmenti, Germaniya, strategik boshqaruv, metodologiya, biznes hamkorlik, innovatsiya, agrobiznes, madaniyatlararo kommunikatsiya, barqaror rivojlanish.

Аннотация. В данной статье анализируется академический и практический опыт, полученный в рамках участия в программе “Partnering in Business with Germany”, с акцентом на международный бизнес-менеджмент. Программа проходила в гибридном формате с февраля по апрель, а очный визит



в Германию состоялся с 6 по 24 апреля. В исследовании применён качественный подход, основанный на структурированном наблюдении, рефлексивном анализе, сравнительной интерпретации и тематической группировке управленческих практик, изученных во время визитов в компании, тренингов, сетевых мероприятий и институциональных встреч. Особое внимание уделено методологии и результатам исследования, включая стратегическое планирование, управление качеством, операционную эффективность, инновации, устойчивое развитие и межкультурное сотрудничество.

Ключевые слова: *международный бизнес-менеджмент, Германия, стратегическое управление, методология, деловое сотрудничество, инновации, агробизнес, межкультурная коммуникация, устойчивое развитие.*

I. INTRODUCTION

In the context of globalization, international business management has become one of the key areas of economic development, entrepreneurship, and institutional transformation. Companies increasingly operate beyond national borders, interact with foreign partners, adopt international standards, and develop management systems that respond to global competition. Therefore, the practical study of international business environments is highly important for researchers, students, entrepreneurs, and policymakers.

Germany is widely recognized as one of Europe's leading economies and a global center of industrial development, technological innovation, quality management, and export-oriented business. German companies are often associated with long-term strategic planning, operational discipline, strong organizational culture, sustainability, and cooperation between education, industry, and public institutions. These features make Germany an important case for studying international business management in practice.

The "Partnering in Business with Germany" program provided an opportunity to examine these issues from both academic and practical perspectives. The program was organized in a hybrid format from February to April, followed by an in-person visit to Germany from April 6 to April 24. During the program, participants engaged in company visits, training sessions, reflection meetings, networking events, and cultural activities. These activities allowed participants to observe how German organizations manage business processes, develop partnerships, implement innovation, and communicate across cultural and institutional boundaries.

The relevance of this study is connected with the growing need to strengthen international business competence in Uzbekistan. As the country seeks to expand entrepreneurship, agribusiness, export potential, innovation, and international cooperation, the study of advanced business management practices becomes increasingly important. From this perspective, the German experience offers practical lessons that may support the development of competitive and sustainable business models in Uzbekistan.



II. LITERATURE REVIEW

International business management has been widely discussed in academic literature. Porter's theory of competitive advantage emphasizes that national and firm-level success in international markets depends on innovation, productivity, quality, and the ability to build efficient business systems. This approach is relevant to the German business model, where industrial competitiveness is closely connected with innovation, skills development, and systematic management.

Hofstede's cultural dimensions theory highlights the importance of understanding cultural differences in international business. Organizations operating internationally must consider different communication styles, decision-making traditions, attitudes toward hierarchy, time management, and cooperation. In this sense, intercultural competence is an essential element of international business management. Modern studies also show that international business management is not limited to market entry and profit generation. It increasingly includes sustainability, corporate responsibility, innovation, knowledge transfer, and long-term value creation. Companies are expected to balance economic performance with social and environmental considerations. German business practice is often associated with this broader understanding of management, particularly through its emphasis on quality, efficiency, technical competence, and responsible production.

In the context of emerging economies, international business management is especially important for strengthening entrepreneurship, attracting investment, improving export competitiveness, and developing human capital. For Uzbekistan, the study of international management practices can contribute to the modernization of business education, the development of agribusiness, and the growth of innovation-driven enterprises.

III. RESEARCH METHODOLOGY

This article applies a qualitative research methodology because the main objective is to interpret practical management experience rather than measure a single numerical indicator. The research is based on the author's participation in the "Partnering in Business with Germany" program. The program consisted of two stages: a hybrid preparatory and learning phase from February to April, and an in-person study visit to Germany from April 6 to April 24. This two-stage structure made it possible to combine theoretical preparation with direct observation of real business practices.

The empirical basis of the research includes observations collected during company visits, institutional meetings, training sessions, reflection discussions, networking events, and cultural learning activities. During these activities, attention was paid to how German organizations plan operations, communicate with partners, manage quality, use innovation, organize human resources, and maintain international cooperation. The observations were not treated as isolated impressions; instead, they were grouped into analytical themes relevant to international business management.

The research design included four methodological steps. First, the program activities were observed from the perspective of international business management. Second, the observed practices were classified into thematic categories such as



strategic management, quality management, education-business cooperation, intercultural communication, innovation, and sustainability. Third, these categories were compared with major concepts from the literature on international business and management. Fourth, the relevance of the observed German practices for Uzbekistan was assessed, particularly in relation to entrepreneurship, agribusiness, business education, and innovation-driven development.

The study used the following analytical framework: input, process, observed management practice, and potential application. The input stage included the hybrid training and preparatory sessions. The process stage included direct participation in company visits, meetings, and discussions in Germany. The observed management practice stage focused on identifying concrete business principles, such as structured planning, punctual communication, quality orientation, and cooperation with institutions. The potential application stage considered how selected lessons could be adapted to the economic and business context of Uzbekistan.

The study has certain limitations. Since it is based on a study visit and qualitative observation, it does not claim to measure the entire German business system statistically. The findings represent analytical reflections based on program participation and observed practices. However, this type of qualitative approach is appropriate for identifying practical lessons, research directions, and management insights that may be useful for future empirical studies and policy-oriented research.

Table 1. Methodological structure of the research

Stage	Data source	Method used	Purpose
1. Preparation	Hybrid program sessions, February-April	Documented learning and reflection	To understand key themes before the visit
2. Field exposure	In-person visit to Germany, April 6-24	Structured observation	To observe real business practices
3. Analysis	Company visits, meetings, networking, reflections	Thematic grouping and comparison	To classify management practices
4. Interpretation	Observed practices and literature concepts	Comparative analysis	To identify relevance for Uzbekistan

IV. ANALYSIS AND MAIN RESULTS

The results of the study show that the German business management experience is based on several interconnected principles. These principles are not limited to individual company performance, but reflect a broader institutional culture of planning, quality, responsibility, cooperation, and continuous improvement. The most important results are presented below.

First, the program demonstrated the importance of strategic planning in international business management. German companies and institutions tend to organize activities through clear goals, defined roles, time-based planning, and responsibility distribution. This approach reduces uncertainty and supports effective coordination among different departments, partners, and stakeholders. For Uzbekistan, this result indicates the need to strengthen planning discipline in small and medium-sized enterprises, agribusiness projects, and educational institutions.



Second, quality management was observed as a central component of competitiveness. In the German context, quality is not treated only as the final condition of a product or service. It is part of the full management chain, including production planning, communication, logistics, customer relations, employee skills, and organizational culture. This result is important for enterprises in Uzbekistan that seek to improve export readiness and international credibility.

Third, the study identified strong cooperation between education, business, and institutions as a key factor of sustainable development. The German experience shows that practical learning, company engagement, and institutional support can help develop skilled human capital and innovation-oriented enterprises. This finding is especially relevant for agribusiness education, where students and entrepreneurs need both theoretical knowledge and exposure to real market practices.

Fourth, intercultural communication appeared as a major factor in international business cooperation. Professional communication, punctuality, clarity, respect for agreements, and trust-building were observed as important features of German business culture. This result suggests that entrepreneurs and managers from Uzbekistan should develop not only technical business knowledge, but also intercultural competence when cooperating with foreign partners.

Fifth, innovation and sustainability were observed as integrated elements of modern management. German business practice often connects operational efficiency with technology adoption, responsible resource use, and long-term value creation. This result is highly relevant to Uzbekistan's agribusiness and entrepreneurship sectors, where sustainability and innovation can increase competitiveness and open access to international markets.

Table 2. Main results of the study

Result area	Observed German practice	Management interpretation	Relevance for Uzbekistan
Strategic management	Clear planning, structured processes, defined responsibilities	Management effectiveness depends on systematic organization	Useful for SMEs, startups, and agribusiness planning
Quality management	Strong attention to reliability and continuous improvement	Quality is part of the whole management system	Supports export readiness and customer trust
Education-business cooperation	Interaction between training, companies, and institutions	Applied learning strengthens human capital	Relevant for IAU/RAU agribusiness education and youth entrepreneurship
Intercultural communication	Punctuality, clarity, professionalism, and trust	International cooperation requires cultural competence	Helps Uzbek entrepreneurs work with foreign partners
Innovation and sustainability	Technology use, efficiency, and responsible resource management	Long-term value creation is a management priority	Important for sustainable agribusiness and innovation projects

The overall result of the research is that Germany's international business management model can be understood as a combination of disciplined planning, quality orientation, institutional cooperation, intercultural competence, and innovation-based sustainability. These elements support the competitiveness of companies and create a reliable environment for long-term business cooperation.



For Uzbekistan, the findings imply that international business management should be developed not only through classroom education, but also through applied learning, study visits, company-based projects, mentorship, and cooperation with foreign institutions. In the field of agribusiness, this approach may help students and entrepreneurs understand global value chains, export requirements, quality standards, and sustainable production models.

The research also indicates that future PhD-level studies may examine the transferability of selected German business management practices to the Uzbek context. Such studies may focus on agribusiness clusters, SME internationalization, education-business cooperation, export-oriented entrepreneurship, or innovation management in emerging markets.

V. CONCLUSION AND RECOMMENDATIONS

The academic and practical visit to Germany provided valuable insights into international business management. The “Partnering in Business with Germany” program demonstrated how management theory can be connected with real business practice. Through the hybrid learning phase and the in-person visit from April 6 to April 24, the program helped reveal the importance of strategy, quality, innovation, intercultural communication, and sustainability in international business.

The German experience shows that successful business management requires more than financial resources. It requires disciplined planning, strong organizational culture, professional communication, skilled human capital, and continuous improvement. These principles are highly relevant for Uzbekistan as the country continues to develop entrepreneurship, agribusiness, education, and international economic cooperation.

Based on the findings, the following recommendations are proposed:

- develop more practical international business management programs for students, researchers, and entrepreneurs;
- strengthen cooperation between universities, companies, and business-support institutions;
- introduce training programs on quality management, strategic planning, and intercultural business communication;
- adapt selected German business management practices to Uzbekistan’s entrepreneurship and agribusiness sectors;
- promote innovation, sustainability, and responsible management in business education;
- support young entrepreneurs in gaining international exposure and building foreign partnerships;
- encourage applied research based on international study visits and business exchange programs.

In conclusion, the German experience offers valuable academic and practical lessons for understanding international business management. The knowledge gained through the “Partnering in Business with Germany” program can contribute to the



development of more competitive, innovative, and internationally connected business practices in Uzbekistan.

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DIGITALIZATION OF AGRICULTURE IN UZBEKISTAN: ECONOMIC EFFICIENCY OF SMART AGRICULTURE TECHNOLOGIES

RAVSHAN ASAMOV

Department of Economics, International Agriculture University (Ass. Prof)
Tashkent State Agrarian University (DSc), Tashkent, Uzbekistan.

Email: Ravshan.Asamov@rau.ac.uk

ORCID: <https://orcid.org/0009-0005-4501-6633>

SHAHRIZODA ZAYNIDDINOVA

International Agriculture University (BSc)
International Agriculture University (Specialist)

Email: zayniddinovashahrizoda16@gmail.com

ORCID: <https://orcid.org/0009-0008-6373-4147>

SARVINOZ ASAMOVA

International Agriculture University (MSc)

Email: Sarvinoz.Asamova@student.rau.ac.uk

ORCID: <https://orcid.org/0009-0006-5022-0134>

SUNNATILLA RASHIDOV

International Agriculture University (MSc)

Email: Sunnatilla.Rashidov@rau.ac.uk

ORCID: <https://orcid.org/0009-0005-4501-6633>

Abstract. This paper examines the digitization of Uzbekistan's agriculture and evaluates the economic impact of Smart Agriculture technologies. This paper identifies the modern digital technologies' role in agriculture in Uzbekistan, their influence on the efficiency of production, and possible future development. The methods of statistical analysis, comparative analysis, and descriptive analysis were applied. Uzbek figures were compared to the figures of the Netherlands, the USA, and Israel and Japan in particular.

The study concluded that the modern technologies that incorporate smart agricultural IoT (internet of things) sensors, artificial intelligence and drone technology, along with smart agriculture GPS (global positioning system) and water-efficient irrigation technologies, improve the efficiency of resource usage in agriculture and considerably reduce water usage, increase production and improve cost efficiency of production. Furthermore, challenges of Smart Agriculture technology in Uzbekistan were identified in the digital and financial infrastructure and the technological literacy of the farmers.

The article offers practical measures that support the digitalization of agriculture in Uzbekistan by the usage of international best practices and the promotion of innovative projects and the training of farmers in digital technologies.

