

**MINUTES OF THE 10TH SESSION OF THE SENATE OF THE "SILK  
ROAD" INTERNATIONAL UNIVERSITY OF TOURISM AND  
CULTURAL HERITAGE**

**Chaired by: First vice-rector ON Administrative matters  
D.A.Nasimov**

Minutes keeper: Protocol Secretariat  
chief specialist of the department  
A.Izbasarova

**November 28, 2025: 15:00 Room 109**

**Participants:** D.A.Nasimov, R.J.Hoffmann, T.Q.Zou, A.Gadaev, A.Tokhtamyshov, N.Khushvaktov, M.Yorkulov, N.Abduvakhidova, S.Matlabov, F.Nurov, N.Mansurova, T.Sultanov, T.Akramova, N.Turdieva, O.Boynazarov, N.Rakhimova, Kh.Ibragimov.

**Invited:** Sh.Mardanova, M.A.Yusupova, N.Sidikov.

**AGENDA:**

**1.** Directive documents of the Administration of the President of the Republic of Uzbekistan, the Cabinet of Ministers, the Ministry of Ecology, Environmental Protection and Climate Change, the Tourism Committee, the Ministry of Higher Education, Science and Innovation, and the regional authorities.

**Information from First Vice-Rector Prof. D.A. Nasimov.**

**2.** On the status of execution of appeals from individuals and legal entities received by the university in January-November 2025, as well as assignments received through the university's electronic system "edo.ijro.uz."

**Information from Sh.Mardanova, Head of Executive Discipline, Chancellery and Archives Department.**

**3.** On the approval of the topics for graduation qualification works and master's dissertations for graduates of undergraduate fields of study and master's specialties for the 2025/2026 academic year, as well as the appointment of their scientific supervisors.

**Information from M. Yorkulov, Head of the Department for Planning and Development of the Educational Process .**

**4.** On spiritual, educational, and upbringing work conducted with students living in rented and student dormitories.

**Information from N. Abduvakhidova, Head of the Department for Youth Affairs, Spirituality, and Enlightenment.**

## **5. Various issues.**

**5.1.** Regarding the recommendation for publication of the methodological manual "Project management in tourism and hospitality," for Master's degree students in management education prepared by Acting Head of the Department of International Business and Creative Economics Rakhimova Nilufar Aminovna.

**Information from N. Mansurova, Head of the Scientific Research Department.**

**5.2.** On the recommendation for publication of the methodological manual "Microeconomics" prepared by Nigina Sultanova, Acting Associate Professor and PhD of the Department of International Business and Creative Economics, for students in the educational fields of 60411300 - Hotel Business 60411200 - Management (mass event management), 60411200 - Management (tourism business management), and 61010400 - Tourism (by fields of activity) in the subject of "Microeconomics."

**Information from N. Rakhimova, Head of the Department of International Business and Creative Economics.**

**5.3.** On the recommendation for publication of popular science publications.

**Information from M.A. Yusupova, Director of the "Silk Road" International Research Institute.**

**5.4.** On the status of preparation of electronic resources for subjects taught in the 2025/2026 academic year.

**Information from the Head of Library Department N. Sidikov.**

## **PROBLEM 1**

**Heard:** Information from First Vice-Rector D. Nasimov "On the implementation of directive documents from the Presidential Administration, the

Cabinet of Ministers, the Ministry of Ecology, Environmental Protection and Climate Change, the Tourism Committee, the Ministry of Higher Education, Science and Innovation, and the regional khokimiyat" was heard.

1. On the implementation of the control plan of the Ministry of Higher Education, Science and Innovation No. 01-16-202-xdfu "On ensuring the implementation of the approved program of measures for the comprehensive development of higher educational organizations in 2025."

2. On the implementation of the Tourism Committee's control plan to ensure the fulfillment of tasks defined in the Resolution of the President of the Republic of Uzbekistan dated November 20, 2025, No. PP-350 "On organizing the activities of the International Tourism Academy campus under the auspices of the World Tourism Organization" dated November 21, 2025, No. 03-17/275.

All proposals and recommendations submitted by Senate members on the 1st item on the agenda were considered, and the Senate of the University

### **RESOLVES:**

1. To take note of the information provided by First Vice-Rector D.A. Nasimov "On the implementation of directive acts of the Presidential Administration, the Cabinet of Ministers, the Ministry of Ecology, Environmental Protection and Climate Change, the Tourism Committee, the Ministry of Higher Education, Science and Innovation, and the regional khokimiyat."

2. Ensure the timely execution of the control plan of the Ministry of Higher Education, Science, and Innovation No. 01-16-202-xdfu "On ensuring the implementation of the approved program of measures for the comprehensive development of higher educational organizations in 2025."

**Responsible:** A.Gadaev, M.Yorkulov, N.Abduvakhidova, N.Mansurova, H.Toshpulatov.

3. To ensure the fulfillment of tasks of the Tourism Committee's control plan defined in the Resolution of the President of the Republic of Uzbekistan dated November 20, 2025, No. PP-350 "On organizing the activities of the International Tourism Academy campus under the auspices of the World Tourism Organization" dated November 21, 2025, No. 03-17/275.

**Responsible:** Z.Sulaymonov, N.Mansurova, A.Kholbaev, O.Boynazarov, H.Toshpulatov, A.Sultonov, I.Kadirova.

### **PROBLEM 2**

**Heard:** Head of the Executive Discipline, Chancellery and Archives Department Sh.Mardanov's information "On the status of appeals from individuals and legal entities received by the university in January-November 2025, as well as

the execution of assignments received through the university's electronic system "edo.ijro.uz" was heard.

1. From November 1 to December 10, 2025, a total of 4,577 documents were received from the university's electronic system "edo.ijro.uz" Decrees, Resolutions of the President of the Republic of Uzbekistan, Resolutions of the Cabinet of Ministers, the Tourism Committee under the Ministry of Ecology, Environmental Protection and Climate Change of the Republic of Uzbekistan, the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, the Khokimiyat of Samarkand region, and various organizations, of which 4,206 documents were implemented in a timely manner. Currently, 304 tasks are being completed, and 67 tasks were completed ahead of schedule.

As of November 2025, the university has received 1 application from individuals and legal entities.

From the Virtual Reception of the President of the Republic of Uzbekistan, one appeal was received stating that Shokhruxh Nozimjon ugli Koriyev is unable to obtain a university diploma at the university. The execution of the appeal was ensured; that is, a legal explanation was provided to the applicant.

All proposals and recommendations submitted by Senate members regarding the second item on the agenda were reviewed, and the University Senate

### **RESOLVES:**

1. Information of Head of the Executive Discipline, Chancellery and Archives Department Sh.Mardanova's "On the status of execution of appeals from individuals and legal entities received by the university in January-November 2025, as well as assignments received through the university's "edo.ijro.uz" electronic system" shall be accepted for information.

2. To the sectoral vice-rectors, heads of departments, the dean's office, and heads of departments (T. Sultanov, O. Boynazarov, Kh. Ibragimov, T. Akramova, N. Rakhimova):

- To ensure the high-quality execution of the Laws of the Republic of Uzbekistan, Decrees, Resolutions of the President of the Republic of Uzbekistan, resolutions, and orders of the Cabinet of Ministers, as well as all types of instructions received from the Tourism Committee under the Ministry of Ecology, Environmental Protection, and Climate Change, the Ministry of Higher Education, Science and Innovation, the regional khokimiyat, and various organizations and departments, in strict compliance with the established deadlines using the "edo.ijro.uz" electronic platform;

- to apply disciplinary sanctions based on Order No. 4 of the University dated January 9, 2024, to responsible executors who fail to complete or exceed the deadline for the execution of tasks received through the "edo.ijro.uz" system;
- to ensure compliance with the procedures established by law when working with appeals from individuals and legal entities. In accordance with Order No. 32 of the University dated February 27, 2024, disciplinary sanctions shall be applied to officials who are indifferent to the execution of appeals received by the University, i.e., who have not ensured their timely execution or have completed them late.

3. Vice-rectors of the sectors, heads of departments, the dean's office, and heads of departments shall ensure compliance with the procedures established by law when handling appeals from individuals and legal entities received by the University.

4. In accordance with Order No. 32 of the University dated February 27, 2024, disciplinary sanctions shall be applied to officials who are indifferent to the execution of appeals received by the University, i.e., who have not ensured their timely execution or have completed them late.

### **PROBLEM 3**

**Heard:** Information from M. Yorkulov, Head of the Department for Planning and Development of the Educational Process, was heard regarding the approval of graduation qualification works (GQS) and master's thesis topics for undergraduate and graduate specialties in the 2025/2026 academic year, as well as the appointment of their scientific supervisors.

It was noted that in the 2025/2026 academic year, it is necessary to approve the topics of graduation qualification works and master's dissertations for 106 graduates in undergraduate fields and 180 students in master's specialties.

It was emphasized that, in accordance with the requirements of the current order of the Ministry of Higher Education, Science and Innovation "On the organization of final state attestations," graduating students should be assigned scientific supervisors.

Currently:

- academic supervisors are assigned to undergraduate graduates based on academic workloads;
- Scientific supervisors are assigned to 100 master's degree students.

At the same time, it was noted that due to the limited number of professors and teachers with an academic degree at the university, as well as the fact that the language of instruction in educational areas is English, it is advisable to set the maximum number of students that one professor can lead in one academic year to 10.

All proposals and recommendations submitted by Senate members on the 3rd item of the agenda were considered, and the Senate of the University

**RESOLVES:**

1. To take note of the information provided by M. Yorkulov, Head of the Department for Planning and Development of the Educational Process, "On the approval of graduation qualification works (GQS) and master's dissertation topics for graduates of undergraduate and graduate specialties in the 2025/2026 academic year, as well as the appointment of their scientific supervisors."

2. Approve the topics of graduation qualification works and master's dissertations for bachelor's (106 people) and master's (180 people) graduates for the 2025/2026 academic year. Assign scientific supervisors to graduating students in accordance with the requirements of the orders of the Ministry of Higher Education, Science and Innovation regarding Final State Attestations.

3. Take into consideration the workload and scientific potential of the university's faculty, scientific supervisors have been appointed for undergraduate graduates.

4. Approve the scientific supervisors for 100 master's degree students. Taking into account the existing scientific potential and the uniqueness of the language of instruction at the University, it is recommended that one professor-teacher supervise more than 10 graduates per academic year.

**PROBLEM 4**

**Heard:** Information from N. Abduvakhidova, Head of the Department of Youth Affairs, Spirituality, and Enlightenment , "On the spiritual, educational, and upbringing work being carried out with students living in rented and student dormitories"was heard.

The total number of students residing in the student dormitory currently stands at 350. Of these, 350 are officially registered in the following categories:

**Distribution by student categories**

No	Student category	Quantity
1.	Domestic students (university)	251 people (157 girls, 94 boys)
2.	International students	39 people
3.	Technical school students	60 people
	<b>Total</b>	<b>350 people</b>

Analytical data:

- Domestic students make up the majority of residents in residential care facilities, accounting for 74.8% of the total number.
- The share of international students is 9.9%.
- The share of technical school students is 15.3%.
- TTJ occupancy is almost **100%** , indicating that the existing capacity is being fully utilized.

For educational, spiritual-enlightenment, and preventive work, experienced educator-pedagogue Kuldosheva Gavhar Nurullaevna works in the student dormitory, conducting systematic work on the spiritual and educational upbringing of students, monitoring compliance with internal regulations, and forming a healthy and stable spiritual-psychological environment. The educator regularly organizes preventive discussions, spiritual and educational meetings, sports and cultural-educational events, and psychological support.

The "Shield" group, formed with the participation of active students, is effectively working to ensure order and security. The main tasks of the group are to ensure the safety of students, prevent unpleasant situations, and monitor public order on the territory of the TLC in the evening and at night.

The "Qalqon" group, together with university inspector Shukur Kurbanov, regularly carries out work in areas such as organizing preventive measures, conducting legal advocacy, and monitoring the safety of residential premises and their surroundings.

### **Status of students living in rental apartments**

105 full-time students of the "Silk Road" International University of Tourism and Cultural Heritage live in rented apartments. Of which:

- 72 girls,
- 33 male students.

When studying rental apartments located at 80 addresses:

- 4 apartments - yellow zone,
- 1 home identified as a red zone.

Currently, tutors are considering the issue of relocating students living in these areas to other rental apartments or PPP housing in a safer area.

Tutors and a university inspector conducted a comprehensive study of the social and moral status of the tenants, their living conditions, and compliance with technical and fire safety requirements.

As a result of the conducted studies, the following situation was observed:

- 1) The number of students in the dormitory is stable, and the distribution by category is satisfactory.

2) Equal and favorable conditions have been created for local, foreign, and technical school students. Order, safety, and moral-psychological stability are ensured in the residential complex. Systematic work is being carried out with students living in rented apartments, and measures are being taken against apartments located in hazardous areas.

Overall, as a result of the cooperation between the educator-teacher, the university inspector, and active students, a comfortable, safe, and healthy living environment has been created for students in PPP.

All proposals and recommendations submitted by Senate members on the 4th item of the agenda were reviewed, and the Senate of the University

### **RESOLVES:**

1. To take note of the information provided by N. Abduvakhidova, Head of the Department for Youth Affairs, Spirituality, and Enlightenment , "On the spiritual, educational, and upbringing work being carried out with students living in rented and student dormitories."

## **5. VARIOUS PROBLEMS**

### **Heard:**

**5.1.** N. Mansurova, Head of the Research Department, Associate Professor of the Department of "International Business and Creative Economics," Acting Professor. Information was heard from Rakhimova Nilufar Aminovna regarding the recommendation for publication of the methodological manual "Project Management in Tourism and Hospitality," prepared for Master's students in the field of management.

In the 21st century, the tourism and hospitality sector is one of the fastest-growing sectors of the global economy, and every initiative, project, and program implemented in this field requires thorough planning and effective management. At the center of these processes are modern project management approaches and qualified specialists capable of applying them in accordance with the specifics of the tourism industry. In this sense, N.A. Rakhimova's methodological manual "Project Management in Tourism and Hospitality" is dedicated to a very relevant topic and deserves attention as a source that systematically and comprehensively covers the issues of project management in tourism and hospitality.

The manual first explains the theoretical foundations of project management in tourism, modern concepts such as "project lifecycle," "predictive, iterative and adaptive life cycles," "project management process groups." It is important to note that these theoretical concepts are analyzed not in general terms, but specifically through the specific aspects of the tourism and hospitality industry - seasonality,

demand variability, participation of a large number of stakeholders, sustainability requirements, and their application in competitive conditions. This makes the manual useful not only theoretically but also practically.

The methodological manual consistently covers processes ranging from project initiation to the formation of its organizational and legal foundations, the preparation of a business plan and feasibility study, stakeholder engagement, project team formation, budgeting, risk management, quality assurance, and final monitoring and evaluation. Separate chapters compare traditional (Waterfall, V-model) and modern (Agile, Lean, Six Sigma, PRINCE2) approaches used in tourism projects, and their forms adapted to tourism practice are revealed with examples.

Another important aspect of the manual is that it examines project management processes in integration with the modern challenges of the tourism industry. In particular, issues such as sustainable tourism, environmental and social impact assessment, consideration of local community interests, and the use of technological innovations (digital platforms, artificial intelligence, VR/AR, "smart tourism") are analyzed based on practical examples. These aspects make this manual especially valuable for future tourism managers.

From the point of view of language and style, the manual is written in simple, understandable and in accordance with scientific and methodological standards. English terms are used in an explanatory manner, which creates a foundation for students to work with not only local but also international scientific sources. The questions, assignments, and discussion tasks provided at the end of each chapter serve to develop students' skills in independent thinking, analysis, and application to practical situations.

The text and methodological aspects of the manual meet the established requirements.

There are reviews regarding the recommendation of the methodological manual for publication.

All proposals and recommendations submitted by Senate members regarding item 5.1 of the agenda were reviewed, and the Senate of the University

### **RESOLVES:**

**1.** The information from N.Sh. Mansurova, Head of the Scientific Research Department, shall be taken into account.

**2.** Associate Professor of the Department of International Business and Creative Economics, Acting Head of Department To approve the methodological manual "Project management in tourism and hospitality," prepared by Rakhimova Nilufar Aminovna for Master's degree management students, and to authorize the publication of 20 copies at the publishing house of the "Silk Road" International

University of Tourism and Cultural Heritage using the university's extra-budgetary funds.

**3.** Control over the implementation of the resolution shall be assigned to the Head of the Planning and Finance Department, Z. Sulaymonov, and the Chief Specialist of the Editorial and Publishing Department, H. Karimov.

**Heard:**

**5.2.** Information was heard from N. Rakhimova, Head of the Department of "International Business and Creative Economics," and Nigina Sultanova, Acting Associate Professor of the Department of "International Business and Creative Economics" and PhD, regarding the recommendation for publication of the methodological manual "Microeconomics," prepared for students in the educational fields of 60411300 - Hotel Business, 60411200 - Management (mass event management), 60411200 - Management (tourism business management), and 61010400 - Tourism (by field of activity).

This textbook, titled "Microeconomics," is dedicated to revealing concepts and views related to changes in consumer demand, the formation of prices for goods and services in the real sector, profit maximization, as well as the essence of the elasticity of supply and demand depending on price and other factors, state intervention in the market, i.e., the establishment of minimum and maximum prices for goods and their consequences, and the systematic analysis of their causes and consequences.

In particular, the author analyzes topical issues such as the interaction of supply and demand, the role of the price mechanism in ensuring market equilibrium, elasticity indicators, production costs, and profit maximization strategies. The text and methodological aspects of the manual meet the established requirements.

There are reviews regarding the recommendation of the methodological manual for publication.

All proposals and recommendations submitted by Senate members regarding item 5.2 of the agenda were reviewed, and the Senate of the university

**RESOLVES:**

**1.** To take note of the information provided by N. Rakhimova, Head of the Department of "International Business and Creative Economics."

**2.** Approve the methodological manual titled "Microeconomics" prepared by N. Rakhimova, Head of the Department of "International Business and Creative Economics" and Acting Associate Professor of the Department of "International Business and Creative Economics," PhD Nigina Sultanova, for students majoring in 60411300 - Hotel Business, 60411200 - Management (mass event management), 60411200 - Management (tourism business management), and 61010400 - Tourism

(by fields of activity), and authorize the publication of 20 copies from the publishing house under the "Silk Road" International University of Tourism and Cultural Heritage using the university's extra-budgetary funds.

3. Control over the implementation of the resolution shall be assigned to the Head of the Planning and Finance Department, Z. Sulaymonov, and the Chief Specialist of the Editorial and Publishing Department, H. Karimov.

### **Heard:**

5.3. Information from the Director of the "Silk Road" International Research Institute, M.A. Yusupova, "On the recommendation for publication of popular science publications" was heard.

The first book I prepared for publication, titled "Bukhara School of Architecture of the 15th-17th Centuries," was published in Russian in 2022 at the International Institute for Central Asian Studies. We aim to publish this book in the Uzbek language for researchers, scientists, and students. The scientific editor of the Russian edition of the work was Academician E. Rtveladze, and the reviewers were Professor I.A. Bondarenko and Professor D.A. Nozilov. I present to your attention the review of the Uzbek edition by Professor Shoira Nurmukhamedova and Professor Bakhtiyor Babajonov. The publication and its reviews were presented.

The second popular science edition was prepared for publication by the head of the department of our institute, M.A. Yunusov. This is a 370-page manuscript by V.L. Vyatkin, containing materials on the architectural monuments of Samarkand, the mausoleum of Amir Ismail in Bukhara, and the history of the Shaybanids. Muminkhon Saidov, Director of the Yakhyo Gulyamov Samarkand Institute of Archaeology, Doctor of Philosophy in Historical Sciences, Senior Researcher, and Utkir Mattiyev, Head of the Department of Social and Humanitarian Sciences at the Samarkand branch of the Tashkent International University of Chemistry, Associate Professor, provided their reviews of this publication. The unique manuscript was reviewed and prepared for publication under the scientific editorship of Professor Mavlyuda Yusupova, Doctor of Architectural Sciences. Additionally, the text of the publication was edited by Anastasia Pavlenko, Deputy Editor-in-Chief of the Zarafshan newspaper, and Tatyana Niyazova, Candidate of Philological Sciences and Associate Professor. The publication by M.A. Yunusov and the reviews given to it were presented.

The third popular science edition was prepared by Svetlana Zhukova, a researcher at the institute. These are two road signs, the first of which is "Samarkand

in the late 19th and early 20th centuries (new city)." Photo guide," and the second "Samarkand in the late 19th and early 20th centuries. A guide." Both editions were scientifically edited by Professor M.A. Yusupova. The reviews of the publication were read by the head of the department of the International Research Institute "Silk Road," Doctor of Philosophy in Historical Sciences Makhmudkhon Yunusov and local historian Alexander Galak. The author made a presentation on the publications.

All proposals and recommendations submitted by Senate members regarding item 5.3 of the agenda were reviewed, and the University Senate

### **RESOLVES:**

1. Information regarding V.L. Vyatkin's manuscript, which includes materials on the architectural monuments of Samarkand, the mausoleum of Amir Ismail in Bukhara, and the history of the Shaybanids, prepared for publication by M.A. Yunusov, head of a department at the "Silk Road" International Research Institute, shall be thoroughly reviewed, and this large-scale scientific publication shall be approved and recommended for publication.

2. Professor M.A. Yusupova's popular science publication "Bukhara School of Architecture of the 15th-17th Centuries" should be approved and recommended for publication.

3. "Samarkand in the late 19th and early 20th centuries (New City)," prepared for publication by Institute specialist S.A. Zhukova. Photo guide" and "Samarkand in the late 19th and early 20th centuries. To approve and recommend for publication popular science publications titled "Guide."

### **Heard:**

5.4. Information from the Head of Library Department N. Sidikov "On the status of preparation of electronic resources for subjects taught in the 2025/2026 academic year" was heard.

At the "Silk Road" International University of Tourism and Cultural Heritage, electronic resources of educational literature for subjects taught by university professors for the 2025/2026 academic year are being registered in the library fund. For the 2023/2024 academic year, electronic resources were also credited to the library fund. Furthermore, funds have been allocated from the university budget for the 2025/2026 academic year, and the university's faculty is currently compiling a list of necessary literature. In cooperation with the Department for Planning and Development of the Educational Process of the "Silk Road" International University of Tourism and Cultural Heritage, it is planned to purchase literature according to

the list. Along with printed books, it is planned to purchase electronic versions of literature.

All proposals and recommendations submitted by Senate members regarding item 5.4 of the agenda were reviewed, and the Senate of the university

**RESOLVES:**

1. To take note of the information provided by the Head of Library Department N. Sidikov "On the status of preparation of electronic resources for subjects taught in the 2025/2026 academic year."

**Minutes keeper:**

**Protocol Secretariat Department**

**specialist A.Izbasarova**

**LIST OF PERMANENT MEMBERS OF THE SENATE OF THE "SILK ROAD" INTERNATIONAL UNIVERSITY OF TOURISM AND CULTURAL HERITAGE**

**November 28, 2025 at 15:00 Room 109**

<b>No</b>	<b>Last name, first name, and patronymic</b>	<b>Position</b>	<b>Signature</b>
1.	prof. Nasimov D.A.	First Vice-Rector for Administrative Affairs, Deputy Chairman of the Senate	
2.	Prof Hoffmann. R.J.	Vice-Rector for Academic Affairs	
3.	Prof Zou. T.K.	Vice-Rector for Scientific Research and Innovation	
4.	Gadayev A.M.	Head of the Department of Affairs	
5.	Tokhtamyshov A.K.	Head of the Education Quality Assurance and Accreditation Department	
6.	Khushvaktov N.Kh.	Dean	
7.	Abduvaxidova N.A.	Working with youth, spirituality and education head of department	
8.	S.N. Matlabov	Chairman of the primary trade union organization	
9.	F.Zh. Nurov	Head of the registrar's office department	
10.	M. Yorkulov	Head of the Educational Process Planning and Development Department	

11.	Mansurova N.Sh.	Head of the Research Department	
12.	SultanovT.I.	Head of the Department of Languages and Global Studies	
13.	Boynazarov O.F.	Head of the Department of History and Cultural Heritage	
14.	Ibragimov Kh.I.	Head of the Department of Tourism	
15.	Akramova T.K.	Head of the Department of Written and Oral Translation Studies	
16.	Rakhimova N.A.	Head of the Department of International Business and Creative Economics	
17.	Turdieva N.M.	Associate Professor of the Department of Written and Oral Translation Studies, PhD	
18.	VACANT	President of the Student Parliament	