



International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

Education Management: Technology, Globalization and English as the Language of Success.

Khujakulova Mardona

Graduate Student, Webster University

ANNOTATION.

Modern education is undergoing a large-scale transformation under the influence of digital technologies and global processes. In these conditions, effective education management plays a key role, capable of adapting to new challenges and using the opportunities of globalization. One of the most important factors in successful transformation is the English language, a means of academic and professional interaction at the international level. The article examines the relationship between digitalization, globalization and the role of the English language in modern educational management.

Keywords: education management, digital technologies, globalization, English language, educational policy, internationalization, Uzbekistan, educational reform, knowledge management, digitalization of education.

Modern education management is an interdisciplinary field that is emerging at the intersection of management sciences, pedagogy, information technology and global studies. In recent years, the literature has increasingly focused on the impact of digitalization and globalization on management processes in education.

According to the works of B. Milner, V. Yakunin and E. Popova, educational management is a special system of organizational and managerial actions aimed at ensuring the quality of educational services, sustainable development and innovative activity of organizations. In the conditions of the digital economy, education management should be based on the principles of flexibility, transparency and focus on results.

Research by authors such as A. A. Andreev and M. V. Moiseeva emphasize that the digital transformation of educational institutions requires a new management paradigm in which information systems, big data analytics, and platform solutions play a key role. Considerable attention in domestic and foreign literature is paid to the implementation of LMS systems (Moodle, Canvas), the use of CRM in universities, and monitoring educational results using AI tools [3].

In the context of globalization, the key source is the work of M. Carnoy and E. Torres, which examines the concept of global educational management as a system of interaction between national education systems and international institutions (UNESCO, WTO, OECD). The authors emphasize the importance of the internationalization of education as a management task and propose mechanisms for integrating national strategies into global processes.

An analysis of foreign sources, including the works of T. Shapiro and S. Baldwin, shows that global universities are actively developing transnational campuses, English-language programs, participating in international rankings, and using digital platforms for global coverage. This is confirmed by studies by QS and Times Higher Education, which establish a direct relationship between the level of internationalization of a university and the effectiveness of its management.

A separate area of research is devoted to the role of English in educational management. The works of A. S. Grachev and L. N. Musina emphasize that English performs not only a communicative but also a managerial function. It serves as the language of document flow, strategic planning, interaction with international organizations and promotion of educational products on the global market. In the context of digitalization, this role is increasing, since most digital tools, methodologies and studies are presented in English.

The works of E. S. Polat and E. I. Samsonova focus on the importance of developing bilingual educational programs for training new generation managers. In particular, it is proposed to include courses in English in master's programs in educational management, as well as to use international online courses (Coursera, edX) as elements of digital development of competencies.

Thus, the analyzed literature allows us to identify three key trends in the development of educational management: technologization, internationalization and anglicization of management. These trends are interrelated and require a comprehensive scientific understanding, as well as the development of new management models based on digital and linguistic competencies.

Universities and other educational institutions strive for international integration, develop English-language programs, participate in international rankings, and create transnational partnerships. Management in the context of globalization requires managers to be able to take into account the diversity of cultures, educational standards, and legal systems. At the same time, English is becoming not only the language of instruction, but also a key tool for

management, communication, and positioning of an educational organization at the global level. English has long been the dominant language in the scientific and educational environment. More than 80 percent of scientific articles, research, and international educational standards are published in English. This makes it an integral part of management competence. Modern education managers are required to speak English to effectively communicate with partners, participate in grant programs, analyze global trends, and manage international projects.

Digitalization, globalization and the English language are closely interconnected. New digital tools are most often developed in an English-speaking environment, the documentation and interfaces of most EdTech products are based on English. Participation in international online conferences, MOOCs, network projects also requires language proficiency. Thus, knowledge of English is becoming not just a competitive advantage, but a functional necessity for a modern education manager.

Table 1.

Main directions of transformation of educational management in Uzbekistan

Direction of transformation	Key initiatives and programs	Impact on the control system
Digitalization of education	- National platform Edu.uz- Project "Digital University"- Electronic diaries, testing platforms- Implementation of LMS (Moodle, Google Classroom, etc.)	- Increased transparency and management efficiency - Simplification of document flow and analytics - Remote monitoring of the quality of training
Internationalization and globalization	- Double degree programs (UK, Korea, Russia, etc.) - Branches of foreign universities in Uzbekistan - Erasmus+, DAAD, KOICA, JICA programs - Participation in international rankings	- Strengthening academic mobility- Growing international prestige of universities- Changing the management structure: English-language standards, multicultural environment
English as the language of success	- Advanced training for English teachers - Resolution No. 273 on knowledge of English for managers - English-language master's programs - Support for branches with instruction in English	- Increasing the competitiveness of universities- Expanding access to international grants and research- Formation of a bilingual management environment
Preparing a new type of manager	- Creation of educational leadership programs- Training administrators in digital and language competencies- Involvement of managers in EdTech projects	- The emergence of digitally literate managers - The transition from a bureaucratic model to strategic management - Increasing the level of responsibility and adaptability of managers

In practice, this is expressed in the development of internationalization strategies, including English-language programs, academic mobility, franchising, online learning, and joint research projects. Effective management of these processes requires high linguistic and digital literacy, as well as the ability to adapt educational policies to global quality standards. In modern conditions, education cannot develop in isolation - it increasingly depends on the ability to adapt to the global digital ecosystem.

It should be noted that the globalization of education does not mean the loss of national identity. On the contrary, modern educational institutions are increasingly becoming carriers of national values transmitted through international channels. An education manager must be able to balance between preserving unique cultural content and the need to meet international requirements. This requires strategic thinking, openness, intercultural communication and a willingness to innovate.

It is also important to consider that digitalization and globalization create new risks and challenges. Among them are digital inequality, information overload, the threat of losing control over internal processes in the context of dependence on external platforms and standards. Education management should not only use new opportunities, but also develop mechanisms for adaptation, sustainability and protection of the interests of the educational environment.

A systemic solution to these problems is possible through the training of a new wave of managers with 21st century competencies.

Such managers should be not only organizers, but also strategists, digital analysts, and cultural mediators. Educational institutions need to develop programs for training educational leaders that include digital technologies, English, and international educational law. Support for EdTech startups, the introduction of artificial intelligence in administration, and improving the level of language training for employees are becoming strategic areas for the development of educational organizations.

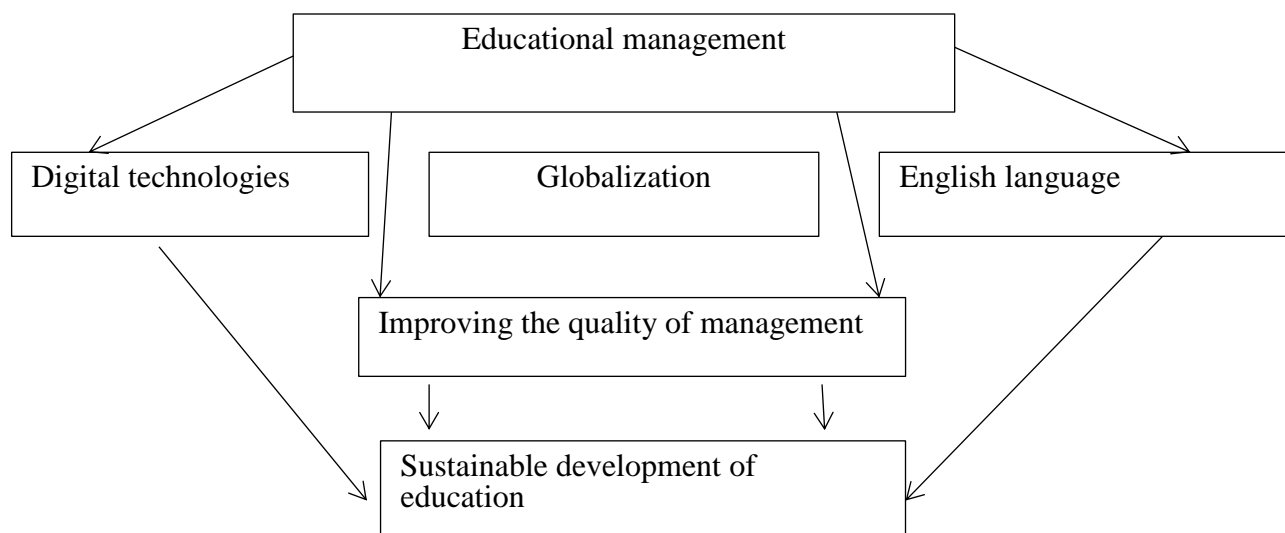


Figure 1. Sustainable development of education using elements of educational management

A special role in this process is played by the creation of an English-language environment in universities and colleges, the organization of advanced training courses in digital management, the formation of partnerships with foreign universities, and participation in international grants. All this is possible only with the active participation of education managers in global professional communities, which again emphasizes the role of English as the language of success.

In recent years, Uzbekistan has seen large-scale reforms in the education system, affecting both management models and strategic guidelines for educational policy. The state strategy focuses on the digitalization of education, the development of international cooperation, and strengthening the role of the English language as a tool for academic growth and international integration.

According to the Development Strategy of the "New Uzbekistan for 2022-2026", one of the key tasks is to ensure the quality of education at all levels, which is impossible without effective educational management. The Ministry of Higher Education, Science and Innovation is introducing new approaches to the management of universities, focusing on autonomy, digital transparency and international standards. In this context, the role of administrative and academic leaders with digital skills and the ability to coordinate reform processes is increasing.

Digitalization of education in Uzbekistan is being implemented through such initiatives as the creation of the national educational platform Edu.uz, the introduction of digital diaries and electronic journals in schools, and the automation of admission and management processes in universities. Thus, since 2020, systems such as test.edu.uz (for online testing), my.gov.uz (for service administration), as well as internal LMS in universities (for example, Moodle, iSpring, etc.) have been widely used. In 2022, the Digital University project was launched, aimed at integrating IT solutions into management, teaching, and assessment processes [3].

In parallel, there is an active implementation of international standards and participation in global educational initiatives. More than 40 universities in Uzbekistan implement double degree programs with universities in South Korea, Malaysia, Great Britain, Russia, Kazakhstan, etc. Branches of foreign universities are opening, such as Westminster International University in Tashkent, Turin Polytechnic University in Tashkent, Amity University, where management, teaching and administration are conducted mainly in English. This requires university managers to have English proficiency at least at B2 level for business and academic communication.

The English language is considered in the country as an important component of the international competitiveness of education. The President of the Republic of Uzbekistan Shavkat Mirziyoyev in his speeches has repeatedly emphasized the need to create an English-language environment in universities, support programs for advanced training of English teachers and introduce incentives for students and managers to study English.

The Erasmus+, DAAD, British Council, KOICA and JICA programmes are actively implemented in Uzbekistan and include not only academic exchange but also training of university administrative staff in modern management methods. Within the framework of the EdNet and UZDOC2.0 projects, national qualification frameworks and new standards for training educational managers are being developed [4].

An important area is the introduction of digital and English-language courses in national universities. Thus, the National University of Uzbekistan, Tashkent State Pedagogical University and the University of World Economy and Diplomacy are launching master's programs in educational management with the integration of English, digital disciplines and an international component. This demonstrates the recognition of the relationship between effective management, digital technologies and global linguistic communication.

It is also worth noting the challenges that Uzbekistan faces in the process of implementing digital and international management standards in education. Among them:

- digital inequality between regions;

- insufficient level of English proficiency among some teachers and administrators;
- weak institutional autonomy of universities;
- shortage of local personnel trained according to international EdTech and educational leadership standards.

Despite this, the trend is clear: Uzbekistan is moving towards the formation of a modern model of educational management based on digital technologies, international integration and the use of English as the language of management, science and education.

In the context of accelerated digitalization of educational processes and growing global competition, the need for a systemic analysis of factors influencing the effectiveness of educational management is growing. Particular attention in this context is paid not only to technological innovations, but also to socio-cultural aspects, in particular, the use of English as a universal tool for international communication and management.

Modern research confirms that such parameters as the level of digitalization, the degree of involvement in international educational processes and the language competence of management personnel have a significant impact on the quality of management decisions, the adaptability of education systems and the sustainability of educational institutions in the context of transformation.

To quantitatively assess the degree of influence of the specified factors on the overall level of management efficiency in the educational sphere, it is proposed to use the linear multiple regression method. This approach allows us to build a model of the dependence of management efficiency on key variables - digital, global and language indicators.

To assess the impact of three factors - digitalisation, globalisation and English proficiency - on the effectiveness of educational management (e.g. through the Management Improvement Index or academic outcomes).

Let's assume:

- Y— the level of efficiency of education management (in points, index or %),
- X₁— level of digitalization (% of IT systems implementation),
- X₂— level of internationalization (% of faculty and programs involved in international cooperation),
- X₃— level of English proficiency among administrators (%).

In order to analyze the impact of various factors on the effectiveness of educational management in the context of globalization and digitalization, a multiple linear regression model is proposed. This model allows for the quantitative assessment of how key variables contribute to institutional performance. The general form of the model is expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Interpretation:

- Every 1% increase in digitalization increases efficiency by 0.3 units.
- Globalization gives 0.25 growth per 1%.
- Knowledge of English is the most significant factor: 0.4 increase in efficiency for every percent.

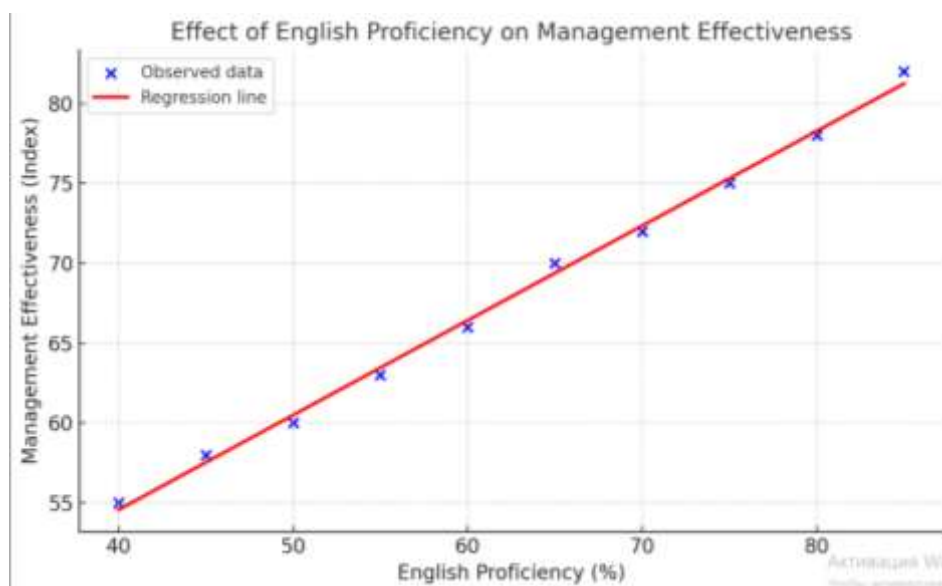


Figure 2. Addition efficiency of educational management depending on the level of English proficiency

Thus, based on the conducted theoretical and analytical review and modeling, the following conclusions can be drawn:

Modern educational management is influenced by several interrelated factors at once: technological, global and linguistic. Digitalization of educational processes ensures increased transparency and efficiency of management, international cooperation expands the horizons of development and implementation of best practices, and proficiency in English enhances managerial flexibility and access to international resources.

The constructed regression model allows us to quantitatively assess the impact of these factors on the effectiveness of the management system. According to the modeling results, the greatest impact is exerted by the level of English proficiency among administrators, which emphasizes the strategic importance of language training for management personnel. Digitalization and internationalization also demonstrate a significant contribution to the growth of management potential.

Thus, the effective development of educational management in the context of digital transformation and globalization requires a comprehensive approach, including the implementation of digital solutions, international integration and the formation of language competence as one of the key management resources.

In the contemporary world, education systems are undergoing rapid transformations under the influence of globalization, digital technologies, and the widespread use of English as a lingua franca. Educational management, which encompasses the planning, organization, direction, and control of educational institutions, must evolve in alignment with these global dynamics. One of the most significant shifts is the integration of digital tools and platforms into management strategies and the growing importance of English language proficiency among both educators and administrators.

Globalization has redefined the purpose and practice of education. It promotes cross-cultural exchange, international collaboration, and access to global knowledge networks. For educational institutions in countries like Uzbekistan and other developing nations, the drive toward internationalization is reshaping curriculum standards, assessment mechanisms, and managerial structures. To meet the demands of a global economy, educational managers must ensure that their institutions foster competencies such as critical thinking, digital literacy, and multilingual communication.

Digital technologies play a central role in this transformation. Educational management now involves not only human resources and infrastructure but also learning management systems (LMS), data-driven decision-making, and remote learning platforms. Administrators must be adept at using technologies for scheduling, communication, quality assurance, and performance monitoring. More importantly, digital tools enable broader inclusion, provide data transparency, and support personalized learning pathways for students.

The English language emerges as a strategic asset within this landscape. As the dominant medium of scientific research, global business, and academic publication, English connects educational institutions with the wider world. For managers, fluency in English facilitates international partnerships, access to international funding, participation in global academic forums, and recruitment of foreign faculty or students. For teachers and students, it opens up vast repositories of online learning resources, MOOCs, and collaboration opportunities.

In Uzbekistan, government policies have increasingly emphasized the development of English language skills as a national priority. This trend is reflected in strategic documents such as the "Concept of the Development of the Higher Education System of the Republic of Uzbekistan until 2030". This policy highlights the importance of improving foreign language proficiency, expanding digital infrastructure, and modernizing education management systems. As a result, educational managers are encouraged to lead institutional change by investing in professional development, international certification, and English-medium programs.

However, the integration of English and digital technologies into education management is not without challenges. Many institutions face limitations in infrastructure, teacher readiness, and resource availability. Resistance to change and traditional mindsets can slow down innovation. Thus, effective management requires a transformative approach that includes stakeholder engagement, continuous training, and adaptive leadership.

To ensure sustainability, educational managers must adopt evidence-based practices. This includes the use of key performance indicators (KPIs), benchmarking against international standards, and fostering a culture of continuous improvement. Collaboration with private sector partners, tech companies, and international donors can provide both financial and technical support to advance modernization goals.

In conclusion, educational management in the era of globalization and digitalization necessitates a proactive and strategic approach. English language proficiency, when combined with digital competence, acts as a catalyst for educational reform and global integration. For countries like Uzbekistan, embracing these tools can accelerate progress, enhance institutional quality, and prepare students for participation in the global knowledge economy. Educational leaders must, therefore, prioritize these dimensions to create responsive, resilient, and future-ready institutions. Thus, modern education management is a complex, multi-component system in which digital technologies, globalization and the English language form a triple vector of development. Management activities in this area require high adaptability, strategic thinking, digital and language literacy. The future of education depends on how effectively these factors are synthesized at the level of educational policy, institutional management and individual management practice.

Education management in Uzbekistan is currently undergoing active transformation under the influence of digital technologies, globalization processes and the growing role of the English language. The analyzed materials show that digitalization is becoming a key factor in improving the efficiency of educational organization management. Initiatives such as the introduction of Edu.uz platforms, the development of LMS systems and digital management tools improve the transparency of processes, increase control over the quality of education and reduce administrative costs.

At the same time, there is a steady growth in the internationalization of the education system. The opening of branches of foreign universities, participation in double degree programs and the development of English-language educational programs form a new model of educational management oriented

towards global standards. The English language not only plays the role of a means of communication, but also becomes a tool for managerial efficiency, professional training and academic mobility.

However, certain challenges remain. Among them are the uneven level of digital infrastructure across regions, limited competencies of management personnel in the field of EdTech, as well as insufficient English proficiency among some administrative workers. This requires a comprehensive approach to training a new generation of education managers.

Taking into account the above, it is possible to propose strengthening state and institutional programs to improve the qualifications of education managers in the areas of digital management, strategic planning and academic English. It is important to develop English-language master's programs in educational management, introduce online courses on international management standards and expand partnerships with international organizations. It is also necessary to strengthen the academic autonomy of universities, allowing them to flexibly adapt to the requirements of the digital economy and the global educational space. Such an approach will ensure the sustainable development of the education system of Uzbekistan and increase its competitiveness in the international arena.

References

1. Atamanchuk G.V. Theory of public administration. - M.: Omega-L, 2020. - 384 p.
2. Barabanov P.A. Digital transformation in education management. // Education management. - 2021. - No. 4. - P. 15–23.
3. Laptev V.V. Management in the field of education: a textbook. - St. Petersburg: Piter, 2022. - 256 p.
4. Khalilov M.Zh. Reforms in the system of higher education in Uzbekistan: challenges and prospects. // Economy and education. - Tashkent, 2023. - No. 2 (58). - P. 45-52.
5. Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan. Higher Education Reform Report. — Tashkent, 2023.
6. Fullan M. The New Meaning of Educational Change. — New York: Teachers College Press, 2020.
7. OECD. Education in the Digital Age: Challenges and Opportunities. — Paris: OECD Publishing, 2021.
8. UNESCO. Global Education Monitoring Report: Technology in Education. — Paris, 2023.
9. Yuldasheva DM The Role of English in Higher Education Management in Uzbekistan. // International Journal of Education and Development. — 2023. — Vol. 5, No. 1. - P. 34–40.
10. Christensen CM, Horn MB, Johnson CW Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns. — New York: McGraw-Hill, 2017.