

# Discussion and Practice of Flexible Management in University Educational Management

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**Abstract:** Under the background of the new era, China's science and technology, economy, and comprehensive strength have all been greatly developed and further improved. The economic base determines the superstructure, so the rapid economic development puts forward higher requirements for the superstructure. Under the new situation, traditional higher education management can no longer meet and adapt to the needs of modern higher education management. In this unbalanced demand, flexible management came into being and achieved rapid development. In this context, on the basis of a brief introduction to the importance of university education management, the article will focus on the analysis and discussion of the application of flexible management in university education management, hoping to promote the multi-dimensional development of flexible management and the improvement of the quality of university education management.

**Keywords:** flexible management; higher education management; application and research

## 1. Introduction

Flexible management is the newest management model that is very concerned by the current management circles. It is produced along with the progress of society and the development of human civilization. It is a symbol of the development and progress of management science and a more advanced management in modern management. Compared with rigid management, flexible management has characteristics and advantages that rigid management cannot match. Its scientificity and importance have been generally recognized and valued by the society. It will be the best management mode adopted by excellent managers in the 21st century. Its basic categories and effects are arousing the research interest of experts at home and abroad. Because the power generated by flexible management is huge, miraculous, durable and effective, as long as people are personally on the scene and go deep into it, they can feel the irresistible power bursting out of understanding, gratitude and inspiration. Therefore, actively discussing and researching the application of flexible management in college education has far-reaching significance for cultivating healthy personality, uniting people's hearts, and stimulating people's inner potential and creative spirit.

## 2. The connotation and significance of flexible management

What is flexible management? Flexible management is a new management concept. The flexible management model is an educational concept with the purpose of caring for humanity and free development of personality. Now, many colleges and universities have applied this flexible management model in the education management of students, and more importantly, this management model has achieved good results. It emphasizes people-oriented, with "humanization" as the symbol. Its connotation is based on the study of people's psychological and behavioral laws, and adopts a non-compulsory method to generate a potential persuasive power in people's minds, thereby turning organizational will into a management form of people's conscious actions. It covers four basic aspects: according to the laws of human psychology and behavior; ways and means are non-mandatory; influence on people is potential; the ultimate goal is to make people act consciously [1]. Flexible management believes that people are not only the subject of management, but also the object of management; they are both the starting point and the end point of management. It emphasizes management based on people's own psychological and behavioral characteristics, and has the characteristics of internal drive, persistence of influence, and effectiveness of incentives.

In essence, flexible management is a kind of "people-oriented" management, which requires a

"flexible" way to manage human resources. The biggest advantage of flexible management is to use the principle of flexible management to implement soft control on the management objects according to people's own psychological and behavioral laws. It must be controlled without violating people's psychological and behavioral laws. It relies on the liberation of human nature, equal rights, democratic management, and stimulates people's inner potential and creative spirit from the bottom of their hearts. Because of its emotionality, affinity and humanistic color, it is easy for the managed to change from passive to active and from heteronomy to self-discipline. This flexible management method is not only suitable for enterprises, but also for colleges and universities that take on the task of cultivating and educating people. It pays attention to people's emotions and inner feelings, highlights humanity, and respects individual differences. Therefore, it is more conducive to developing and tapping people's potential, and making college management more effective more optimized.

### **3. Functions and characteristics of flexible management**

#### ***3.1 Functions of flexible management***

Flexible management advocates educating the management object so that it can understand and accept the manager's proposition and will from the point of view of reason and emotion. In fact, it is a question of whether the management object is a human or a machine. , as a tool, there is no education problem, and the management object is regarded as a person, and it is a modern person, a living person, there is not only an education problem, but also must respect personality, understand people's hearts, and care for life. Generally speaking, flexible management mainly has functions such as education, coordination, motivation and complementarity, which is determined by the particularity of flexible management. First, the premise of education is to treat the management object as a living person rather than a tool. The first is to respect personality, respect people's requirements, and respect people's emotions. In terms of thinking, we must guide them positively; Uprightness should be resolute, and softness should be tolerant, sincere, and frank, reflecting the broad and deep love for the management object. Language is kind to people, persuasive, heart-to-heart, open and honest, and convincing people with reasoning. To make management objects willing to accept both thoughts and behaviors, the core of it is people-oriented. Second, coordination in flexible management is not exactly the same as coordination in general management<sup>[2]</sup>. The means of coordination in general management is mainly command and control, but the coordination of people's ideology and will and interpersonal relationship cannot be solved by command, control or a piece of government order. And this is where the coordination function of flexible management comes into play. In real life and work, there will be a lot of contradictions between people. These contradictions are manifested in individuals, such as crisis of belief, lack of ambition, no goal in life, psychological barriers, lack of motivation in learning, etc.; but manifested in groups, such as: interpersonal tension, sectarianism, cliqueism, intensified conflicts, negative emotions, etc. These unavoidable problems, one is hidden and difficult to find; the other is a problem of ideological understanding, relying on command and control alone If it doesn't work, only flexible management can penetrate into this invisible world and play a coordinating role with persuasion, emotional devotion, and persuasion. This is the most acceptable management method for the managed. Third, this is also an effective method when the coordination function is passive in flexible management. It is the "stimulant" in people's daily work, life, and communication. This "stimulant" means that managers should not lose the opportunity, criticize and praise appropriately, reward and punish necessary, and be good at using opportunities to publicize the grand goals of the organization in a timely manner and achievements; promotion of professionalism, selfless and fearless lofty image; leader's example; in the event of sudden accidents such as natural disasters and man-made disasters, the care, sympathy and sympathy of managers, etc., are the most touching and stimulating emotions. Where it is easy to infect people's emotions, it can influence people's emotions in a timely manner, so that people's emotions can be transformed in a stable, high, and lasting direction. This kind of incentive function cannot be achieved by systems or regulations.

#### ***3.2 Characteristics of flexible management***

The most distinctive features of flexible management are embodied in ambiguity, nonlinearity, inductivity, shaping and hysteresis. First, it is manifested as ambiguity in terms of quality. We say that people's emotional things and subconscious things are a very special objective existence. It is impossible for us to express it with an accurate number, because the things deep in people's hearts are unclear and fuzzy, which is determined by the thinking mechanism of people's physiology and is the

qualitative embodiment of brain thinking. Therefore, the intensity and direction of human behavior as the external expression of thinking are also often vague. This kind of ambiguity brings great uncertainty in terms of the trend of thinking, and its development depends on the environment and conditions at that time. Managers must deal with such essentially ambiguous issues in a ambiguous way, instead of adopting an either-or approach. Managers can only free themselves from the customary either-or law of the excluded middle and the shackles of binary logic, based on multiple choices, and seek a "satisfactory solution" from an intermediate state between two opposites that is consistent with real problems Rather than the "optimal solution" to avoid pushing the problem to extremes<sup>[3]</sup>. Second, the quantitative aspect is non-linear. That is to say, it is not a simple arithmetic superposition, because human potential has great flexibility, and the intensity of its expression fluctuates within a fairly wide range, and its magnitude is a constantly changing dynamic value. Therefore, the simplest mathematical equation in flexible management often appears in the form of inequality. For example: in flexible management, the energy put in and the effect produced may be directly proportional or inversely proportional. This is because people's ideological quality, level of understanding, traditional habits, cooperation ability and even physical health affect the display of inner initiative. This is a natural difference. Therefore, the addition and subtraction of the number of people as the carrier of behavior is by no means equal to the addition or subtraction of their "absolute value of behavior". In addition, people's mental, emotional, cognitive, physical and other psychological and physiological states may be affected at any time and at any time. It is different, which shows that flexible management is non-linear in terms of quantity. Recognizing this, only by breaking out of the linear thinking mode can managers manage people out of the circle of simplification and low efficiency. Third, emphasizing sensitivity in the method. At this time, power fails, and the concept of hierarchy among people is diluted and blurred. The relationship between people is based on understanding and respect, admiration for truth and yearning for beauty, relying on the charm of personality, interactive hearts, endless passion and sincere spirit, all of which have nothing to do with power, because a basic method of flexible management is through spiritual communication and emotional recognition, so as to actively exert people's potential enthusiasm in a voluntary situation. In the implementation of this method, there is no aggressive momentum and helpless coping, but the relationship between the manager and the managed It is like an invisible bridge connecting each other's thoughts and leading common actions. Fourth, functional performance is shaping. At this time, impatience such as short-term behavior and pursuit of superficial "brilliance" is rejected, and people can only truly produce "loyalty behavior" through psychological acceptance and conceptual change. Flexible management should not only solve specific contradictions in real life, but also take a long-term view and solve traditional concept problems. It should not only do the work after the incident, but also take precautions; Synthesize the environment, combine real and virtual, near and far, people and things. Flexible management is doing the work of purifying the soul and shaping the spirit.

#### **4. The main problems existing in the current management of colleges and universities**

##### ***4.1 One-sided Interpretation of "Humanism" Consciousness***

The new curriculum standard believes that students are the main body in the teaching process. In fact, the education management of colleges and universities can completely learn from this concept and make it a part of the education management work of colleges and universities after processing. Because the educational administrators of colleges and universities lack the consciousness of putting students first, the actual situation of college management is not optimistic. Human-oriented consciousness is people-oriented, that is, people-centered, everything is for people, and everything depends on people. Extending this concept to the field of university education management means that university administrators lack the ideology of being student-centered, all for students, and all relying on students. The lack of "people-oriented" awareness in the management of colleges and universities is not only not conducive to the substantive breakthrough and development of their own work, but also not conducive to the long-term development of college education, and it is not conducive to the common progress of all teachers and students in colleges and universities. At present, some colleges and universities have realized the importance of the flexible management method for the all-round development of students, the shaping of the campus humanistic environment, and the democratic atmosphere, and have launched the construction and application of the flexible management method in campus management. However, due to the lack of relevant experience in flexible management, colleges and universities often have deviations in the working methods and paths of flexible management, and thus cannot achieve the expected management effect.<sup>[4]</sup> The main reason for this phenomenon is that the management of colleges and universities has a biased understanding of the concept of flexible management law, that is,

the application of flexible management law is to create a fully free and fully democratic learning environment for students, which often leads to students In the process of study and life, I was allowed to be as free as possible. I felt that the living environment in colleges and universities was not controlled, and I could do whatever I wanted.

#### ***4.2 Lack of Humanistic Environment for Quality Education***

Quality education refers to an educational model aimed at improving the quality of the educated in various aspects. It pays attention to the education of people's ideological and moral qualities, ability training, personality development, physical health and mental health. As a place far away from exam-oriented education, colleges and universities have more responsibility and obligation to provide quality education to students. However, in the current management of colleges and universities, due to the influence of some historical issues and the interference of some other factors, the humanistic environment for shaping quality education has not yet been formed in colleges and universities. This humanistic environment includes two aspects: one is the construction of school culture. The school is a place with its particularity compared with other places. Colleges and universities are places where students study hard. The construction of school culture can become the perceptual knowledge of students in a subtle way; on the other hand, it is the decoration of some places in the school. Classrooms, libraries, places where students gather and often pass by, should be decorated with famous quotes, short stories and other decorations that have a certain influence on students. Judging from the current situation, many schools are more of a coping rather than a choice after careful consideration. In addition, with the development of China's Internet, colleges and universities have gradually realized the importance of rational use of the Internet in education. However, in the process of educational management for students, colleges and universities lack educational management media that conform to the current social development. Although the Internet is developing rapidly today, few colleges and universities have a network platform for unified teaching management. Because the channels for students to receive information through the Internet are different, there is a delay in the process of receiving school education management content for students, and many measures of the school cannot be notified in a timely manner. The reason for this phenomenon is that colleges and universities need to build education management platforms based on their own academic conditions, which takes a long time and the cost of platform production and development is too high, resulting in that most colleges and universities have not made great progress in unified platform channels.

#### ***4.3 Ignoring the personality differences of the managed***

The managed person in the education management of colleges and universities is almost equivalent to the college students. Every student is different, with their own unique strengths and weaknesses, as well as their unique psychological state and potential. It is based on this that Confucius put forward the concept of "teaching students according to their aptitude" thousands of years ago. Nevertheless, the personality differences of the managers are still neglected at this stage. Ignoring the individual differences of the supervised will mainly cause students to have low self-awareness. Although college students have grown up, they have not stepped into the society after all, and they are still immature psychologically. Undiscriminatory treatment by university administrators makes it difficult for students to discover their own characteristics and potential, thus causing deviations in students' self-awareness. In addition, some students have very few opportunities to meet with teachers and counselors during school, and teachers and students have almost no communication, which leads to the fact that colleges and universities cannot obtain real and effective feedback from students in the irregular student education feedback, making flexible Educational management is superficial, and in a subtle way, students gradually lose their sense of belonging to colleges and universities.

### **5. Application and practice of flexible management**

#### ***5.1 Establish a democratic management concept and play the incentive role of flexible management***

The first problem to be solved in the application and practice of flexible management is the problem of management concepts. After all, the specific actions of many people are affected by their ideas. In view of this, the application and practice of flexible management in higher education management should firstly allow higher education administrators to establish a democratic management concept and apply this concept to specific management practices. Establishing a democratic management concept

can play a stimulating role in flexible management. William James, a famous professor at Harvard University, once asserted: "Compared with the potential of human beings, we are still in ignorance. Only a very small part of human physical and mental strength has been obtained. In a broad sense, individual human beings are far from reaching their limits. Human beings are limited by their own habits and have never exerted their innate abilities to the extreme." The same is true for college students. Their potential is endless. College education management under the guidance of the concept of democracy, teachers should fully tap the potential of students and constantly motivate them, so as to promote the progress of quality education. The teaching management of colleges and universities is different from other types of teaching. It not only requires the joint participation of the school and teachers, but also needs the understanding, support and help of students in the management process, so as to build a democratized campus. Therefore, the campus management system of colleges and universities needs to be fair, just, and open. In the process of establishing the management system, students' opinions and suggestions should be fully absorbed, so that students can realize their own importance and sense of existence to campus construction in this process. In the process of education work, teachers should abandon traditional teaching concepts, correct their own teaching attitudes, bridge the gap between teachers and students under traditional teaching concepts, put themselves and students in the same position, and let students feel the teacher's concern, Willing to take the initiative to approach the teacher, discuss with the teacher and solve the problems encountered in the development.

### ***5.2 Pay attention to the emotional needs of teachers and students, and play the role of emotional cohesion***

After the changes of the times, the current teaching and learning mutual benefit means that teaching and learning are mutually beneficial. In other words, teachers and students are one. If the two can be closely united, they will grow; on the contrary, if they are separated, neither will achieve greater development. Therefore, flexible management applications and practices should also strive to "bind" the two together. The only thing that can really connect people, things, and things that don't have much direct relationship is emotion, so managers should pay as much attention to the emotional needs of teachers and students as possible, and it is best to find the similarities between the two. Flexible education management in colleges and universities should start from students' inner feelings. College campus culture is an important way to drive the effective implementation of flexible management methods. Campus culture is extensive and can be reflected in students' life, study, interpersonal communication and many other aspects. Colleges and universities construct campus culture in a targeted manner according to the development status of the campus, which can promote the improvement of students' skills, learning ability and personal concept development. Therefore, in the process of college education management through the flexible management method, colleges and universities should clarify the important position of campus culture in the management process, and let all students feel the uniqueness of campus culture through campus activities, daily teaching, network communication, etc. The charm of the school allows students to identify with the values and positive spiritual thoughts contained in the campus culture, and sublimate them into personal values, outlook on life and ideas, and develop the quality of actively participating in the process of campus management and construction.

### ***5.3 Build a harmonious campus and play a value-oriented role***

In view of the above-mentioned problem that colleges and universities lack the humanistic environment for shaping quality education, the author believes that this situation can be improved by building a harmonious campus. Materialism believes that harmony is the specific, dynamic, relative and dialectical unity of opposites under certain conditions. The same is true for the construction of a harmonious campus. It is impossible to completely agree on the needs of the campus and students, but managers can promote the relative and dialectical unity of the two through flexible management. Moreover, flexible management itself has its infinite charm that cannot be ignored. Flexible management can arouse thousands of ripples in the minds of students, so that they can truly understand and understand the intention of college education, so as to achieve spiritual consistency with college education. In the management process, overall rigid education management will cause the campus to lose its humanistic and democratic atmosphere, and kill students' interest in learning. However, overall flexible education will make students excessively free. Therefore, in terms of methods for the educational concepts of college students in the new era, colleges and universities should implement the education management plan that combines rigidity and softness, rationally allocate the applicable positions of rigid management method and flexible management method, and regard rigid education

management as a campus principle and basis for system development. On the basis of strict discipline, colleges and universities should realize the importance of advocating humanism and democracy to the construction of campus culture, and ensure the equal status of teachers and students on campus through flexible management methods, seek common ground in the collective, and exist on the individual. At the same time, every student is encouraged to actively participate in campus management. In this process, campus management is used as an external boost, and the internal development of students is the main impetus. Internal and external integration promotes the effective development of students.

#### **5.4 Improve the ability of information-based teaching, and use Internet + thinking to carry out flexible management**

The application of the Internet has two-sided effects on the education management of colleges and universities. On the one hand, the Internet positively influences students and improves the concept of student growth; on the other hand, some negative Internet content has a negative impact on students. Therefore, in the process of using the Internet for teaching, colleges and universities should maintain a keen observation of the Internet, focus on the characteristics of the flexible education management law, strictly screen the educational content contained in the Internet, select high-quality online education resources, and effectively improve students' personal concepts and Be guided and improved to provide high-quality content for flexible education management in colleges and universities [5]. Teachers' educational philosophy is of great significance to flexible teaching management in colleges and universities. The application of information technology has provided many conveniences for China's education. However, many older teachers in colleges and universities do not pay too much attention to the Internet, resulting in a lack of corresponding informatization capabilities. They do not understand some teaching methods and educational concepts that keep pace with the times on the Internet. Therefore, if colleges and universities want to carry out effective flexible education management, they need to train teachers' informatization ability to help teachers effectively improve their informatization teaching ability, and promote teachers to constantly update their teaching concepts according to the development of society in the actual teaching process. , to bring students a better learning experience, so as to better cooperate with the school to carry out flexible teaching management.

## **6. Conclusion**

With the continuous development of China's education, the flexible management method has important reference and application significance for today's education management. The flaws in the current educational management model of colleges and universities come from the fact that managers cannot really realize the true meaning of the "people-oriented" educational management concept. Therefore, the current flexible education is incomplete, and it is an excessively free and irregular superficial flexible education caused by over-interpretation. In order to effectively apply flexible education to the education management of colleges and universities, managers should analyze and rationally apply flexible management based on the actual development and teaching status of colleges and universities, and focus on the freedom, fairness and openness of flexible management. The characteristics of democratic management are able to build a democratic and humanistic college campus together with students, help students give full play to their individuality under the influence of college campuses in the new era, and cultivate their own sense of identity and responsibility, thus becoming a new era thought Excellent talents with advanced concepts and proficient knowledge and skills.

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