

Reflection on Construction of Scientific Research Management Team in Colleges

RÉFLEXION SUR LA CONSTRUCTION DE L'ÉQUIPE DE MANAGEMENT DE LA RECHERCHE SCIENTIFIQUE DANS LES UNIVERSITÉS

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Abstract: Scientific research level is closely related to scientific research management in colleges and one of the most important factors, which is used to measure the scientific research level of a college, is the quality of the scientific research management personnel in it. The lag in the construction of scientific research management team in colleges is severe, which limits the innovation of scientific research management system in colleges. In this paper, the author holds the point that the scientific research in colleges needs a high-level scientific research management team instead of confining to one high-level scientific research team only. The construction of one structurally reasonable, well-trained and aggressive scientific research management team is the prerequisite for scientific research management to give full play to its management efficiency, which is also the key guarantee to continuously improve scientific research level. Furthermore, the author also proposes of countermeasures for improving the quality of scientific research management personnel in colleges.

Key words: college, scientific research management, quality and capability, countermeasure

Résumé: Le niveau de recherche scientifique est étroitement lié au management de la recherche scientifique dans les universités et l'un des facteurs les plus importants, qui mesurent le niveau de recherche scientifique d'une école, est la qualité du personnel de management. Le retard de la construction de l'équipe de management de la recherche scientifique dans les universités est important, qui contraint l'innovation du système de management. Dans le présent article, l'auteur insiste que la recherche scientifique des universités demande une équipe de management de haut niveau, au lieu de se borner seulement à une équipe de recherche de haut niveau. La construction d'une équipe de management structurellement raisonnable, bien entraînée et agressive est la condition nécessaire pour la recherche scientifique de faire valoir pleinement son efficacité, qui est aussi la garantie clé de l'élévation du niveau de recherche scientifique. De plus, l'auteur propose aussi des mesures pour améliorer la qualité du personnel de management de la recherche scientifique dans les universités.

Mots-Clés: université, management de la recherche scientifique, qualité et capacité, mesures

1. BRING FORWARD THE PROBLEM

With the rapid development of China's economy and continuous deepening of reform in science & technology system and education system in colleges,

rapid development is accomplished in scientific research work in colleges, which has become one of the three bodies in China's innovation system and it is playing a more and more important role in the development of science & technology, economy and society in China.

As the treasure house of knowledge and talents,

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* Received 6 August 2007; accepted 5 October 2007

college is not only the cradle for training talents, but also the important base for nurturing new thoughts, new theories, new technologies and new techniques. In other words, it is impossible to run a first-level college if there is no high-level scientific research in special areas. Scientific research level is closely related to scientific research management personnel in colleges and the scientific research management level is playing a dominant role in the development of scientific research in colleges. The ex of Defense of U.S.A, McNamara, once summed up the two reasons for the rapid development of America after the WWII, namely, the first reason lies in the rapid development and the successful promotion and application of science and technology; the second reason lies in the maturity in scientific organization and management work experiences. Scientific research management work in colleges belongs to professional management work for activities such as scientific research and promotion of science and technology, etc, in colleges, which are composed of making plans for the development of scientific research, scientific analysis of scientific research activities, establishment of operating system and management measures in favor of scientific research activities, and reasonable and efficient management on scientific research personnel and scientific research expenditure in order to accomplish scientific research mission at the optimized level; at the same time, scientific research management personnel should instruct scientific research personnel in aspects including release of information, scientific research trend, evaluation on scientific research power and comparison of scientific research power among colleges, by which it will effectively guarantee the scientific research activities for them. Therefore, it is necessary for colleges to possess one scientific research management team of high quality in addition to have one high-level scientific research team. Well-trained and aggressive scientific research management team is the prerequisite for scientific research management to give full play to its management efficiency, which is also the key guarantee to continuously improve scientific research level.

Currently, numerous inappropriate thoughts and measures exist in active scientific research management among colleges in the face of challenges in the era of knowledge economy and the entire scientific research management system requires innovation. Nevertheless, the severe lag in the construction of scientific research management team in colleges especially the lack of innovative quality in management team is one of the dominant factors, which restrains the innovation of scientific research management system, and they mainly lie in unreasonable combined mechanism of scientific research management personnel, incomplete knowledge composition of scientific research management personnel, lack of modern and up-dated management ideas and combined knowledge structure of liberal arts and science, lack of consciousness of commercialization of scientific research, lack of ideas

of marketing economy and lack of measures in knowledge management. The inappropriate consciousness of position of scientific research management and requirements for qualities and performances of management talents in colleges remains the major reason for lower level of innovative quality of scientific research management team. It is a popular matter of fact in colleges that the scientific management institutes act only as general administrative management institutes and management personnel are short of understandings in society, actual situation in production and market, and they are short of capabilities in promoting the combination of scientific research in colleges with markets, which restrains the conversion of scientific research results in colleges to production capability and limits the sustainable development of scientific research in colleges to certain extent.

2. REQUIREMENT ON SCIENTIFIC RESEARCH MANAGEMENT TEAM BY MODERN SCIENTIFIC RESEARCH WORK IN COLLEGES

Management personnel with high quality are the foundation for high-level scientific research management. In the face of a series of higher requirements for scientific research management work in colleges in the new era, the author holds the point that it is necessary for the executors of scientific research management to possess the following qualities and capabilities in order to become qualified managers with high quality to meet the new situations, new tendencies and new challenges.

2.1 Powerful capability in policy

As to scientific research management personnel in colleges, they should emphasize on understanding, getting familiar with and mastering the courses, policies and regulations on national development of science career and guarantee direction of scientific research development, key research areas, key research projects or topics, various rules and regulations or provisions for scientific research management in their colleges; they should emphasize on understanding, getting familiar with and mastering relevant policies and regulations within the range of scientific management work in order to consciously carry out these policies and regulations in order to prevent from and put an end to any violation of them.

2.2 Excellent professional ethics

Scientific management work emphasizes on providing high-quality and highly efficient service for general

teachers and scientific operators, and it requires scientific research management operators to be dedicated to their careers without being known by others.

Being different to general administrative management work, it is abrupt, complex, immediate and innovative. Therefore, it requires management personnel to have service consciousness to locate their positions and care nothing about their private gains and losses. Furthermore, management personnel will meet various kinds of scientific research personnel, teachers and the management level is also relatively complicated, which requires them to treat equally and fairly instead of abusing their powers with their work in a patient and careful way, make efforts to create an excellent scientific research environment for scientific research personnel and solve fear of trouble in the rear for them, by which it will enable them to be fully dedicated to the scientific research.

2.3 Innovative management capability

Modern society belongs to information networking society and the the purpose of management work is to find out and capture available information among numerous information and duly instruct colleges to carry out scientific research work, which requires the scientific research management operators to have a wide-ranged knowledge especially the capability of mastering fundamental knowledge and development tendency related to subjects areas concerned with their colleges, getting familiar with and mastering technology policies made by the country and local governments, and skillfully utilizing modern information management measures to accomplish highly efficient management.

2.4 Strong professional knowledge

Scientific management work is in the face of different research contents in various subjects and research directions, which require scientific research personnel to get familiar with general knowledge in relevant subjects, by which they will carry out effective management on scientific research work in different subjects, different research directions and different research areas in a better way. Scientific research personnel also need to continuously learn management theories, methods and policies and also combine with actual situations in colleges in an innovative way to learn how to find problems, analyze problems and solve problems, do well in summing up experiences from a large quantity of subtle work, continuously master the features and principles in scientific research work, solve problems existing in work in order to instruct scientific management work in future.

2.5 Capability of communication and connection

A qualified scientific research management operator should possess powerful capability in human communication and skills for the convenience of establishing a good relationship with scientific research personnel (including his working unit and other institutes), financial aiding institutes, enterprises and government officials, and promoting the development of scientific research. He should offer more advices and assistances for scientific research personnel especially project directors in future. He shall provide resources and information for expenditure application, introduce and recommend them to aiding institutes and help them to seek for potential cooperative partners through the communication with their professional advantages, former work foundation and achievements, characters, features and strong points, etc.

2.6 Skillfully master modernized management measures

Information is the soul of scientific research, the key for grasping scientific research demands and hot spots, and adapting to social requirements, and the precondition for avoiding low-level and repeated scientific research. Scientific research management personnel should acquire and release information in the rapidest way as much as possible, which requires them to master modernized management measures. In the face of challenges brought by management networking, scientific management personnel shall establish their own network management systems, accomplish networking management, management personnel should acquire necessary data and information they needed through network, management personnel shall master knowledge in aspects such as computer, data processing and network, etc, skillfully master modernized management measures, improve management efficiencies, adapt to the requirements for rapid development in scientific research, accomplish modernized scientific research management and offer rapid and effective services for scientific research personnel.

3. COUNTERMEASURES FOR CONSTRUCTION OF SCIENTIFIC RESEARCH MANAGEMENT TEAM IN COLLEGES

The importance of scientific research management work determines the importance of scientific research management team and the development of technology will inevitably be influenced without a scientific research management team with high quality. Therefore, it is the key point to do well in training the quality and

improving work capability of scientific research management personnel. It is a must to accord with principles and features of scientific management work, continuously concentrate on improving efficiency and level of scientific management work; concentrate on the consideration of giving full play to everybody's enthusiasm, activeness and creativity in order to do this work well.

3.1 It is required to recognize the importance of the construction of high-quality scientific research management team on thought

Leadership at all levels and the staff should have the thought that management is science and management is production capability, by which both will have the consensus on emphasizing on both science team and management team and it will enable people to have the recognition that the innovation in scientific research management relies on the establishment of one scientific management team with higher innovative quality. We shall change our bias on the recognition of management work and management team and pursue profits and achievements based upon management. Therefore, we shall make practical and plausible policies to help scientific research management personnel foster work enthusiasm and sense of post duty and stabilize the current scientific research management team. At the same time, we should also attract excellent talents and people who are determined to work for scientific research management to join in our scientific research management team, which will enable our scientific research management team to have a higher starting point and gather a group of management talents who have both a good character and professional competence and are powerful in innovation together in order to create a new face of scientific research management in colleges with their joint efforts.

3.2 Change behavioral methods and service modes of scientific research management personnel in order to improve service quality

Scientific research management personnel should change from their management methods in the past to the current active management methods, change from their manual management methods in past to modernized scientific research management method relying on computerized information processing technology in order to master internal resources and panorama of external market requirements in a rapid, accurate and overall way so as to accomplish effective information service and obtain the active position in market competition.

3.3 Improve overall quality and service skills of scientific research management team

On one hand, it shall select high-quality inter-disciplinary talents to enrich scientific research management team; on the other hand, it shall also emphasize on training the capabilities of current scientific research management personnel, promote their capabilities in acquiring information, processing information and dealing with public relationship so as to enable scientific research management personnel to grow up ASAP and become qualified management talents who adapt to socialist market economy.

3.4 Make practical and effective scientific research management policies and measures

It is aimed to fully stimulate the activities of teachers and scientific research personnel in colleges in the aspect of scientific research, reform and establish economic profits stimulation policy matching the current distribution system for scientific research personnel and execute the policy of combining contributions with profits. It shall distribute and allocate profits according to the amount of production factors such as knowledge technology, etc invested by scientific research personnel, and amount of social and economic benefits they have made. It shall insist on the establishment of competition mechanism and stimulation mechanism during the entire scientific research management work in colleges and make great efforts to create a good scientific research environment.

3.5 Make a set of training plans suitable for scientific research management personnel

Use and capability training of scientific research management personnel supplement each other, and they are dialectical uniform. The reasonable use is equal to training and the systematic training in various ways and methods is also aimed for better use. Capability training on scientific research management personnel shall be executed with plans in a systematical way. Work targets for scientific research management personnel are scientific research personnel with specialties and active minds and their work belong to explosive and innovative scientific activities, which requires them to continuously enrich and update their knowledge and ideas and master updated technological information and tendencies in time so as to adapt to changes. It is far from enough to confine to studies and practices in daily management work, and it is necessary to carry out periodical, programmed and systematic studies and further studies for them to enrich and update their knowledge, widen their views and enable them to keep on standing in the very front of the development of science and technology, by which it will execute correct

and effective plans, organization, coordination, commanding and service for scientific work. Therefore, it shall make different continuation education methods with multiple levels, channels and forms according to different knowledge levels and professional features of scientific research management personnel in colleges.

personnel.

3.6 Clear responsibility, power and right, and definite reward and punishment

Reward and commend scientific research management personnel who accomplish their work and tasks well with prominent achievements and ascertain scientific research management personnel who fail to accomplish tasks and problems exist in their tasks. It is the only way to fully activate and inspire the activeness and sense of responsibility of scientific research management

CONCLUSION

The key points for the construction of scientific research management team lie in training and improving the quality and capability of scientific research management personnel. The construction of scientific research management team composes of two aspects, namely, increase of number and improvement of quality, and the latter one is more important and the way to improve quality mainly lies in training quality and improving capability. We will guarantee the construction of scientific research management team once we tightly grasp this key point.

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