Reengineering of Teaching Management Process in Universities Based on PDCA Cycle

Li-Hui ZHANG¹,a,*

¹ Quality Control And Assessment Center for Undergraduate Programs
Yunnan Normal University, Yunnan, China

a zhanglihui169@126.com

*Corresponding author

Keywords: university; teaching management; PDCA cycle; process reengineering

Abstract. In view of the obvious problems in the current management of colleges and universities, this paper proposes to change the traditional teaching management mode fundamentally, draw lessons from the effective management theory and system of the enterprise and construct the management procedure suitable for the development of colleges and universities. Apply the PDCA cycle and business process reengineering management ideas for process reengineering, to meet the normal teaching management process under the circumstances to form a closed-loop management system, constantly in the management of the problem, solve the problem of the cycle, put forward the new ideas of teaching management And new models.

1. Introduction
Whether the teaching management science in colleges and universities is directly related to the quality of teaching. Long-term by the planned economy, China's university teaching management system is also facing a serious test. This paper will combine the PDCA cycle and business process reengineering, the university teaching management to explore and think deeply, aimed at the teaching management of colleges and universities to explore a reference for shortcuts

2. Teaching management theory

2.1 PDCA cycle
PDCA cycle, also known as by the famous American scholar Hugh Hart first proposed, and later promoted by Dai Ming used in the quality management system, including four levels: P (plan), D (executive), C (inspection), A (Summary, processing). PCDA cycle is the meaning of these four stages in accordance with the order of the cycle, in the cycle to constantly identify the problem, and then solve the problem, and then find out the unresolved issues follow the above four levels of the cycle, the main features of the cycle in the process Is not immutable, but was ladder-like upward (Figure 1).

Figure 1. PDCA cycle up ladder.

PDCA cycle is a continuous solution to the problem and the next step of the program, can be effective, timely and full implementation of a command and program, with manual analysis and
supervision, put forward the standardization program has been implemented to achieve a large cycle of small cycle (Figure 2), the overall seems to be a large set of small, independent and interrelated management system.

![Figure 2. PDCA cycle.](image)

### 2.2 Business process reengineering

Business process reengineering by the American scholar Hammer and money skin together, the initial idea is to change the traditional division of the work of the way, a complete job is divided into different parts after the relatively independent treatment to achieve lower costs and improve quality, efficiency, a service business transformation process. With the development of business process, this theory has been gradually cited to the government, education management and other fields, the core idea is market-oriented, improve the efficiency of the management model. By the traditional management issued a directive, the lower level of personnel in accordance with the implementation, into a service guide management direction, the implementation of the corresponding management methods, process management and market demand to adapt to ensure the management of high efficiency and optimal allocation of resources to achieve the purpose of recycling (Figure 3)

![Figure 3. Simulation of Process Reengineering Based on PDGA Cycle.](image)

### 2.3 Comparison of commonalities between universities and enterprises

Universities and enterprises are the output agencies. Enterprise output products, university output talent; business services in the market, colleges and universities also serve the market. Enterprises and universities have a certain forward goal, require low cost, high efficiency to achieve the desired goal.

### 2.4 The applicability of management procedures

Education management has been the introduction of enterprise management theory, from the educational management research literature, school management theory, model, system structure and so on more and more linked with the enterprise management, the existing teaching management theory and more from the enterprise management, The introduction of the theory of enterprise management with the same, the integration of enterprise management theory, remove the unique part of the unique nature of the enterprise, extraction and education management consistent with the part of the educational characteristics of the formation of education management system.

### 3. The Present Situation of Teaching Management in Universities

#### 3.1 Teaching management process system

Teaching management is the core system of university management, on the one hand to ensure the normal operation of the teaching procedures, on the other hand, coordination of the various departments of the school work.
From the process management and decision-making point of view (Figure 5), the university decision-making departments are mainly school-level leadership, generally by the vice president of teaching from the main decision-making role, decision-making to the Office of Academic Affairs, faculty teaching, and finally conveyed to teachers and students, which is the current college Teaching management of the unified model, the entire decision-making process is uniform and mandatory, the school leaders have the absolute autonomy of teaching management decision-making.

3.2 the existence of teaching management problems

3.2.1. Centralized teaching management, organizational structure administration
The centralization of school decision-making in teaching management decision-making is not conducive to the development of innovation mechanism in colleges and universities, which greatly limits the scientific nature of teaching management.

3.2.2. Teaching management is complex and redundant
Teaching management is complex and cross, did not fully delineate the powers and responsibilities, resulting in duplication of work, increase management costs, management agencies redundant.

3.2.3. Teaching management objectives fuzzy, do not attach importance to the market
At present, colleges and universities are based on the Ministry of Education documents and combined with the school teaching team and teaching resources to determine the professional courses and practical activities, there is no deep thinking of personnel training objectives and future development planning. With the improvement of the overall quality of the people, the university education has begun to become mass education. Under such conditions, the employment rate of students has become an important index to measure the quality of teaching in colleges and universities. The quality of teaching has a direct impact on the employment of graduates. In the final analysis, colleges and universities are the institutions of cultivating talents, and those who go out from colleges and universities are individuals who participate in social labor production. The quality of teaching in colleges and universities will directly affect the quality of students' graduation. Objectively ask colleges and universities to contact with the market. Market demand trends, and the formation of scientific training programs, market demand for the development of curriculum plans and practical activities, training market demand-oriented talent.

4. Based on PDCA cycle of teaching management process reengineering

Using PDCA cycle and process reengineering to carry out a series of reconstruction of teaching management, which can effectively solve some problems existing in the current teaching management. The reconstruction is mainly divided into several parts, namely, closed loop, cost saving, efficiency and clear teaching objectives To reengineering the teaching process. The process closed loop mainly takes into account the PDCA cycle principle, through the continuous loop to find the problem, solve the problem, constantly update iteration, so that the teaching management process in a continuous improvement process, keep moving forward; process reengineering is for the management of the entire management system, from the fundamental To break the original teaching management process, from a new perspective and orientation to improve teaching management, in order to achieve more optimized, more concise, more effective management.

4.1. Decision management mechanism reengineering
Refer to the PDCA cycle process, improve the decision-making before the unilateral decision-making and management of the sovereign mechanism.

![Diagram](image)

**Figure 5. Decision management process reengineering.**

### 4.2. Teaching Management Objective Process Reengineering

The employment rate of college graduates has gradually become an indicator of the quality and level of education in colleges and universities. Therefore, the goal of teaching management should aim at improving the quality of teaching and provide higher quality teaching services for college education. Considering the market and employment under the premise of teaching management process.

### 4.3. Teaching management process reengineering

Compared with other management processes and teaching management processes, the management skills of managers are relatively low. At this stage, the process reengineering can take into account the cost of teachers and students, and on the other hand, they can cultivate students in the teaching management stage. The substantive management ability, but also a practical work of practical teaching, through the teachers and students together, classification management, real-time summary, feedback, to solve the problems in management, round and round.

### 5. Summary

From the whole management process reengineering can be seen, the system from the original deep management model into a flat, is conducive to the rapid and effective communication of information, found management problems, reduce the management of higher education departments; School development of the macro aspects of management, in the school monitoring process to play the functions and functions to coordinate the various management processes to solve the problem, so that the whole system kept moving forward.

### References


