

# The Management System Innovation, Organizational Reform and Organizational Culture of Colleges and Universities' Adult Trainings

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**Abstract:** The idea of lifelong education has aroused great concern of domestic researchers for adult non-academic training. Colleges and universities, as the main venue for adult training, provide the basic guarantee for the training of talents in our country. This also makes the social service function of colleges and universities become increasingly prominent under the current social background. However, in the aspects of the management system and organizational reform, the college adult training shall be differentiated from normal talent cultivation and construct an organizational structure with features such as networking and diversification. Only that would lay a good foundation for the development of colleges' adult training industry. Based on this, this study analyzes the management system innovation, organizational change and organizational culture and characteristics of adult training in colleges and hopes to improve the management of adult training in colleges and universities.

**Keywords:** University; Adult training; Management system; Organizational reform

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## 1. Introduction

With the continuous implementation of education reform in recent years, more and more employed people in all walks of life gradually improve their overall quality and ability by means of continuing education. This has also led to a growing attention of educational departments on relevant works of adult training management in colleges and universities. However, the adult education and training management systems of colleges and universities in our country have always been in a state of long-term division, which has caused the embarrassing situation of the management system and organizational culture of adult training institutions falling behind the development of continuing education.

## 2. Management System Innovation of Adult Training in Colleges and Universities

### 2.1 Functions of Management System Innovation of Adult Training in Colleges and Universities

On the one hand, the innovation of the management

system of adult training in colleges and universities will effectively mobilize the enthusiasm of adult training of secondary units. It can be found that after the establishment of an adult training management model in colleges and universities, all secondary schools will intensify their attention to adult students and will regard continuing education as the main content of their future education to provide them with effective education and training, thus effectively enhance the enthusiasm of the secondary unit on adult training<sup>[1]</sup>. On the other hand, the innovation of the management system of adult training in colleges and universities can bring more social resources and other factors into the adult training management system of colleges and universities, strengthen the support and assistance of social resources to adult training, and expand the scale of adult training. Since the reform and opening up, Chinese colleges and universities have carried out systematic reforms in the adult training management system, which has laid a good foundation for the innovation of the adult training management system in colleges and universities.

## 2.2 Method of Management System Innovation of Adult Training in Colleges And Universities

In order to meet the development needs of the lifelong education society, the long-term division of the adult education and training management systems of colleges and universities must be effectively solved. An adult training management system of colleges and universities with colleges and universities as the mainstay and social resources as the auxiliary shall be established under the leadership of relevant government departments<sup>[2]</sup>. With the continuing reform of the social and political systems, changes of the interests body formed between universities and government departments also took place in stages, social and economic benefits have gradually become the main body of adult training in colleges and universities. However, due to the impact of the macro-social environment, the improvement and reform of the personnel system, salary system and distribution system in enterprises and institutions have strengthened the intrinsic connection between adult training and employees' own interests. More and more employees are trying to learn through self-study or autonomy participation in training to improve their overall abilities. Practical experience shows that the development of adult training in colleges and universities still cannot effectively meet the current development needs of society. It should improve and reform its own management system to make it more in line with the current concept of lifelong education and give full play to the social service values of adult training in colleges and universities; it shall innovate and develop in many aspects such as organizational structure and organizational culture<sup>[3]</sup>.

## 3. Organizational Reform of the Adult Training in Colleges and Universities

### 3.1 Networking of the Organizational Structure

Through the investigation of the adult training institutions in our country, we find that they usually manage and optimize the organizational structure based on the management mode of the administrative institutions. This also brings about a typical linear characteristic of the training organization. However, the linear model is not suitable for the development of adult training organizations in colleges and universities. It can only be applied to some organizations with relatively small organizational structure, and its dependence on the personal qualities of leaders is relatively large, making it easy to make decisions mistakes<sup>[4]</sup>. Therefore, college adult training should build a network of organizational structure, combined with the current continuous development of Internet technology, adult training in colleges and universities under the continuous develop-

ment trend, the training management unit, the executive branch and the job were placed in a unified network organization structure, the use of cloud computing and other modern technologies to optimize its handling, which will also have a positive impact on organizational resilience.

### 3.2 Flexibility of the Organizational Structure

The arrival of a learning society has also brought increasing demands on the training of adult college students. The diversification of the training target requires that colleges and universities adult training institutions must respond to the changes, improve the flexibility of the organizational structure, reduce the scope of management, make everyone become a manager by means of vertical communication, and the managers shall act as servicemen and try to meet the basic needs of training objects<sup>[5]</sup>. In the process of decision-making, it is also possible to take a brainstorming approach to regularly optimize and adjust the organizational structure according to the different goals, targets and modes of training so that they can adapt to the current development needs of the society.

### 3.3 Diversification of the Organizational Structure

All along, colleges and universities in our country have taken an administrative approach to run schools. This has also had a subtle influence on the organizational structure of adult training institutions in colleges and universities, making them manifest as the status quo of the combination of administrative organizations and academic organizations. As the adult training institutions in colleges and universities generally adopt a closed academic discussion and management, the structure model taken by them is also in a straight line mode, and only professionals with the same functional structure can work together<sup>[6]</sup>. However, due to the differences between the functional structures of the organization, it also requires college and university adult training institutions to achieve organizational diversity; they shall establish structures better suited to the actual needs according to the different training objectives and training targets.

## 4. Organizational Culture and Features of Adult Training in Colleges and Universities

### 4.1 The Organizational Culture Functions of Adult Training at Colleges and Universities

Organizational culture has a direct impact on the values of each participant in the organization, and players within the organization also have a positive lead to the organization's integrated culture, effectively enhancing the cohesiveness and stability of the organization itself.

#### 4.1.1 Integration Function

Influenced by the management concept under the background of industrial culture, the rigid management in university management has effectively regulated and restrained the teaching behaviors of teachers and staff, but failed to exert the function and effect of flexible management<sup>[7]</sup>. With the reform and opening up, the continuous reform of the teaching mode has further transformed the educational function of colleges and universities, and gradually returned to the nature of education. In particular, among them, adult training in colleges and universities, people's values, outlook on life and the basis of the constant change of ideology, the integration of adult training institutions in colleges and universities has also been effectively brought into play and the effective promotion of organizational culture has been further promoted, so that the awareness of self-training of more faculty members has been effectively raised.

#### 4.1.2 Value Promotion Function

Adult training institutions in colleges and universities not only possess their unique teaching values, but also certain social values and cultural values; these will all manifest in the training objectives and training ideas of the schools and the group consciousness of the students. Practical experience shows that in the process of selecting training institutions, many adult students usually give priority to the value of the school, and the brand value of the school itself will also exert its unique brand effect and will generate certain guiding function. Such as Peking University, Tsinghua University among others, in the organization of any type of training courses, will attract numerous adult students to register, which further highlights the positive role of the improvement of school brand value. It can be found that the organizational culture in adult training institutions not only affects the values of staffs in the organization, but also creates awareness and thinking consistent with the social values of the teaching staffs during the training and education of students. In the subtle way, organizational culture and faculty members have had a positive effect of interaction and interaction.

#### 4.1.3 Talent Cultivation Function

The organizational culture of adult training institutions in colleges and universities is the creator and successor of the college campus culture and the spiritual wealth of colleges and universities at present. It is the inevitable product of it as the teaching reform carried out in depth. Talents are the most direct manifestations of their cultivation. The talent level not only reflects the training quality and training effect of adult training institutions in colleges and universities, but also shows the training culture and orga-

nizational culture of adult training institutions in colleges and universities; it is a spiritual symbol. Based on the organizational culture, adult training institutions at colleges and universities formulate comprehensively developed training objectives and management concepts for adult students, and provide more talents for our country on the basis of ensuring the all-round development of students<sup>[8]</sup>. In addition, adult students also choose whether to train or learn on the basis of their understanding of the organizational culture of adult training institutions in colleges and universities. Through the mutual promotion between the two, it can further reflect the talent cultivation function of the adult training institution at colleges and universities.

#### 4.1.4 Organizational Perfection Function

Under the current social background, the adult training institutes at colleges and universities have further created a unique individual culture through continuous improvement and innovation in training objectives and training contents. Especially, in the long-term training process, there will be a positive effect of mutual influence between faculty members and adult students. The continuous accumulation of practical experience of training also effectively promotes the healthy development of adult training institutions in colleges and universities. With the improvement of organizational culture, adult training institutes in colleges and universities themselves are also in a process of continuous improvement. Through the mutual reinforcement and mutual promotion between the adult training institutions and organizational culture in colleges and universities, a virtuous circle has formed.

### 4.2 The Organizational Culture Features of Adult Training at Colleges and Universities

#### 4.2.1 Workplace Adaptation

Students of the adult training institutions at colleges and universities tend to be in-service, their main objective is to satisfy their individual knowledge or improvement of professional skills; therefore, during the training and education of these students, their workplace natures and related organizational culture features shall be fully considered; and the teaching contents shall actively satisfy their own actual needs, such as going abroad for study and career change etc., make students' comprehensive ability and standard effectively enhanced and improved to satisfy the development needs of the enterprises and public institutions. From an organizational culture point of view, the adult training institutions at colleges and universities shall take different training approaches toward different adult students, and make sure the training contents can be applied to the workplaces and pay attention to the improvement of students' professional skills.

### 4.2.2 Social Participation

As the number of institutions of higher learning continues to increase, the teaching philosophy has undergone tremendous changes from the initial life and social-oriented services. In particular, the continuous development of science and technology in recent years has raised higher requirements for participants. For adult training institutions in order to effectively play of social service function and value, the development of the socialist market economy has also had a positive effect, and the social participation makes it has brought about great role for the development of the society; such as diversified training functions of the adult training institutions in colleges and universities, and the integration of training content and so on, all make it more closely related with the development of the society, and will constantly improve and reform relying on the society.

### 4.2.3 Marketability

The improvement of professional skills is the main objective of many adult students participating in the adult training at colleges and universities. Through training and learning, further break the bottlenecks they are facing in their workplaces and generate positive influences on their development. This indicates that there is a very close relationship between the adult training institutions at colleges and universities and the labor market, especially the mentor workers in various industries. Therefore, the adult training institutions at colleges and universities shall follow the current market demands, set training objectives in line with the market-oriented development laws and establish market-oriented training ideas; they shall satisfy the basic needs for market development through optimization and adjustment of their teaching contents.

## 5. Conclusion

In conclusion, students in the adult training institutions in colleges and universities all have certain working experience. Therefore, they should be distinguished from ordinary students in other colleges and universities during their education and training. Through the innovation of management system, it exerts the core value of adult training. However, the networking, flexibility and diversified transformation and innovation of adult training's organizational structure at colleges and universities will further promote the improvement of adult training organizations

at colleges and universities. Thus, with the constant changes of social environment, the value of adult training in colleges and universities as well as the organizational cultural functions such as personnel training should be fully integrated with cultural characteristics such as workplace adaptation, marketability and social participation and thus to promote the healthy and orderly development of the adult training institutions at colleges and universities and their organizational culture.

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