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on: The effectiveness of administrative personnel goal management

Completed: student of
073 «Management» (EP «Administrative Management»)

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Master of Administrative management

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Faculty Economics and Management
Department Public management and administration

Education degree «Master»
Field of Study 073 «Management» (EP «Administrative Management»)

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TASK

on qualification work for student

ZHUANG GUANGBIN

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Supervisor Olena Slavkova , Dr., Professor

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1. Considered theoretical basics of studying the effectiveness of the target management of administrative personnel
2. Researched problems with goal management at Yantai Nanshan University
3. Conducted analysis of the reasons for the problems of objective management in Nanshan University, Yantai, Shandong Province
4. Implementation effect of management by objectives in Yantai Nanshan University
5. Developed suggestions for improving the effectiveness of the target management of administrative personnel
6. Created enhancement of goal management ideology
7. Built a system of goals
8. Construct and improve the evaluation mechanism and reward and punishment mechanism

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№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	August 2023 p.	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	October - November 2023 p.	done
3	Preparation and presentation of draft of the first chapter of the thesis	January – February 2024 p.	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	March – May 2024 p.	done
5	Making the theoretical part of the thesis, summarizing the analytical part	June 2024 p.	done
6	Design options improve the research problem	25-31 July 2024 p.	done
7	Completion of the project part of the thesis, design chapters	до 09 August 2024 p.	done
8	Previous work and its defense review	01-09 August 2024 p.	done
9	Checking the authenticity of the thesis	23 August 2024 p.	done
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Authentication performed

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Thesis allowed to defense

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ABSTRACT

ZHUANG GUANGBIN. The effectiveness of administrative personnel goal management

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024 - Manuscript.

This article takes private undergraduate universities as the research object, analyzes the existing problems based on the current administrative management status of private undergraduate universities, studies the causes of the problems, and proposes improvement measures.

This article is divided into three parts, with specific content as follows:

The first part, “Theoretical foundations of strategic planning for optimization of administrative management”. Introduce the background, purpose, and significance of studying the administrative management reform of private undergraduate universities, sort out relevant research results at home and abroad, and summarize them. Based on the definition of core concepts such as "private universities" and "administrative management" studied in this article, seek theoretical basis for promoting the administrative management reform of private universities, and combine public management theory, administrative organization theory, governance theory, and other theories with the actual reform of local university administrative management systems.

The second part, “Analysis of Y University's activities and planning strategy of Y University's administrative management”. Clarify the research content and methods of this article, analyze the characteristics of Y University's educational activities, including school overview, management structure, faculty team, student training, etc; And investigated and analyzed the financial situation of Y University in the past three years, and analyzed the shortcomings of Y University's administrative management planning strategies.

The third part, “Development of a methodical approach to comprehensive assessment of the quality of strategic management of a higher educational institution”. Analyzed the global trends in strategic management of private universities and colleges, with a focus on the management models of private universities in the United States, Germany, and Japan. Suggestions for adjusting the strategic management model were provided from three aspects: diversification of administrative entities, participation of academic power in administrative decision-making, and improvement of relevant laws and regulations; Finally, ten improvement measures are proposed to optimize and enhance the administrative management of private universities, including clarifying the responsibilities of administrative positions in universities, promoting the transformation of the hierarchical system of university management to a flat one, improving the system of openness in school affairs, and increasing the participation of professors in school governance.

Keyword: private university; administrative management; Optimization strategy

АНОТАЦІЯ

ЖУАН ГУАНЬІН. Ефективність цільового менеджменту адміністративного персоналу

Кваліфікаційна робота за спеціальністю 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

Вищі керівники управління базового рівня у вищих навчальних закладах є важливою складовою частиною академічного режиму і виконавцями та реалізаторами всіх академічних систем та педагогічної роботи. У процесі розвитку вищої освіти важливо високо цінувати наполегливу працю виконавців базового рівня, поліпшувати систему стимулювання базового управлінського персоналу, це сприяє підвищенню їхньої працездатності та має позитивне значення для підвищення ефективності адміністративної роботи та сприянню розвитку навчального закладу.

В даній кваліфікаційній роботі автор на основі дослідження виявив, що в наявній системі управління в Янтайському університеті Наньшань існують недоліки, система цільового управління не є досконалою, і часто не має позитивного ефекту і належного застосування в комерційних вищих навчальних закладах. У цій роботі для вивчення тієї частини управління цілями в приватних вищих навчальних закладах Шаньдуну були використані методи монографічного дослідження, опитування та інтерв'ю. Після розуміння та комплексного аналізу поточного стану цільового менеджменту в приватних вищих навчальних закладах провінції Шаньдун, робота досліджує проблеми, що існують в управлінні цільовим менеджментом в приватних вищих навчальних закладах провінції Шаньдун, які засновані на результати опитування та інтерв'ю, а саме незрозумілість мети та об'єкту, нечітке розуміння поставлених завдань, незавершеність системи оцінки мети та необхідність її удосконалення шляхів стимулювання. Чинники, які привели до цих проблем, головним чином пов'язані з недостатнім розумінням цільового менеджменту в приватних вищих навчальних закладах, застарілою системою управління та недотриманням цільових програм у їх виконанні. Виходячи з вищезазначених проблем та їх причин, нами висунуті контрзаходи для покращення управління цільовим менеджментом приватних коледжів та університетів.

Ключові слова: Університет Янтай Наньшань, приватний вищий навчальний заклад, управління цілями, стратегії вдосконалення

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INTRODUCTION

Actuality of theme. The development of private universities in China has been nearly 40 years. During this process, the shortcomings in their management have become increasingly prominent, and new management theories are urgently needed to reform the management of private universities. Some private universities in Shandong Province have begun to apply target management to their management processes, but the implementation effect has been unsatisfactory. In order to solve the problem of target management in Jiangxi's private universities, the causes of the problem need to be analyzed. However, compared with ordinary universities, private universities have their own characteristics in terms of teaching characteristics and positioning. At the same time, there are differences in development level and characteristics between private universities in Shandong Province and those in other provinces in China.

Therefore, research based on the commonality and individuality of target management in private universities is more suitable for the current needs of management reform in private universities. The management system of private universities in Shandong Province needs to be innovated and reformed in accordance with changes in the development of private schools. This article aims to provide targeted recommendations based on target management theory, using Yantai Nanshan University as a research object and combining the universality and specificity of target management in Shandong's private universities, in order to promote the greater role of target management theory in the education system of Shandong's private universities and further improve the management system of private schools in Shandong Province.

Significance of the research. From the current development situation of private universities, the shift from expanding in scale to improving quality is necessary. To keep up with this trend, private universities must enhance their management level. This paper explores the current situation and strategies of goal management in Shandong Nanshan University, with research significance in the following aspects:

Theoretical significance: reviewing relevant literature on goal management in

universities. Relevant literature on goal management in private universities is collected and integrated through networks, books, and other sources. Supplementing the theory of goal management in private universities in Shandong. Based on existing research, this paper supplements the practical application of goal management in private universities in Shandong, providing necessary theoretical support to improve the quality and effectiveness of goal management.

The purpose and objectives of the master's work. The core idea of this thesis is to solve the problem of target management in private universities in Shandong Province and improve the target management model of private universities in Shandong. Through the research approach of "discovering problems, analyzing problems, and solving problems," this thesis first establishes the theoretical foundation, investigates the current situation of target management at Yantai Nanshan University in Shandong, analyzes the problems and causes, and then proposes effective measures to address the problems of target management in private universities in Shandong. The main contents of the thesis are as follows: Introduction, which mainly explains the research background, significance, content, and methods. The section on related concepts and theoretical foundations introduces the relevant concepts of targets, target assessment, and target management, as well as the theoretical basis of target management that is necessary for this research. Next is the necessity and feasibility of target management in private universities in Shandong Province. The necessity of target management in private universities in Shandong is explored from four dimensions: promoting management system reform, improving management level, strengthening democracy, and enhancing organizational and coordination capabilities. The feasibility is discussed from three aspects: compatibility with human-centered management, adaptation to management characteristics, and the basic conditions for implementation. The section on the current situation of target management in private universities in Shandong Province presents a survey on the model and effectiveness of target management in private universities in Shandong, as well as an interpretation of the influencing factors from macro and micro perspectives. Then, the problems and causes of target management

in private universities are analyzed. Firstly, the problems of target management in private universities in Shandong are analyzed, including unclear ownership of target management, unclear understanding of target management, incomplete target assessment system, and inadequate incentive mechanism. Secondly, the reasons for these problems are analyzed from the perspectives of target management consciousness, outdated management methods, incomplete implementation of target management system, and incomplete implementation of target management plan. Finally, recommendations are proposed to improve target management in private universities in Shandong, including clarifying ownership, enhancing awareness, building target system, and improving the incentive mechanism.

There are tasks for qualification work:

- considered theoretical basics of studying the effectiveness of the target management of administrative personnel;
- researched problems with goal management at Yantai Nanshan University;
- conducted analysis of the reasons for the problems of objective management in Nanshan University, Yantai, Shandong Province;
- implementation effect of management by objectives in Yantai Nanshan University;
- developed suggestions for improving the effectiveness of the target management of administrative personnel;
- created enhancement of goal management ideology;
- built a system of goals;
- construct and improve the evaluation mechanism and reward and punishment mechanism.

The object of the study is the management of the effectiveness of the target management of administrative personnel.

The subject of the study is the activity of an educational institution in the context of effectiveness of the target management of administrative personnel.

Research Methods. In the research process, the paper mainly applied literature research method, data analysis method, questionnaire survey method, and interview

method. Literature research method: By searching for literature resources domestically and internationally, such as China National Knowledge Infrastructure (CNKI) and Wanfang Data, relevant materials on target management in schools, particularly private institutions, are collected to provide theoretical references for this research on target management in Shandong's private universities. Data analysis method: Based on data collected from questionnaires, interviews, and site visits, an analysis of the status and problems of target management in Shandong's private universities is conducted. Data is also summarized and sorted to ensure the accuracy and effectiveness of the research results. Questionnaire survey method: Based on previous research findings, a questionnaire on target management in Shandong's private universities is developed to understand the current practices. Based on the results of the survey, existing problems and their causes will be discussed to provide data support for proposing strategies to improve target management in Shandong's private universities. Interview method: With the use of interviews, communication with management and faculty members in Shandong's private universities is conducted to better understand the problems and their underlying causes in target management.

The practical significance. Practical significance: demonstrating the specific application and related influencing factors of goal management in private universities in Shandong. Goal management is influenced by macro and micro-environments, and this is also the environment and conditions in which private universities in Shandong carry out their goal management practices. Analysis can be conducted to adopt goal management that meets their actual needs. Further exploring the problems in goal management in private universities in Shandong through Shandong Nanshan University as a research object, proposing effective strategies, and promoting the quality and efficiency of management in private universities in Shandong.

The information base of the research is scientific works and leading foreign experts on the chosen subject, data from official reports of the enterprise, available statistical information.

List of publication:

1. Zhuang Guangbin Study on the reform of china's government administration system. *Нотатки сучасної науки: електронний мультидисциплінарний науковий часопис*. № 17. Харків: СГ НТМ «Новий курс», 2024. С.26-27.
2. Zhuang Guangbin Strengthening the implementation of the target management plan in chinese university. *Нотатки сучасної науки: електронний мультидисциплінарний науковий часопис*. № 17. Харків: СГ НТМ «Новий курс», 2024. С.19
3. Zhuang Guangbin Study on the reform of china's government administration system. *Матеріали науково-практичної конференції викладачів, аспірантів та студентів Сумського НАУ (14-16 травня 2024 р.)*. Суми, 2024. С. 474.

Thesis consists of an introduction, three chapters, list of references that includes 59 publications, applications, 5 tables, 23 figures. Full volume of 74 pages, of which the main text - 55 p.

CHAPTER 1

THEORETICAL BASICS OF STUDYING THE EFFECTIVENESS OF THE TARGET MANAGEMENT OF ADMINISTRATIVE PERSONNEL

As early as the mid-20th century, Peter F. Drucker, a renowned American management expert, introduced the concept of goal management. He defined goal management as a process where personnel at various levels within an organizational system collectively discuss the organization's overall goals, then break these goals down into individual goals at each level. Throughout this process, management activities are always focused on goals. The completion of goals at each level is monitored and evaluated, and employees are incentivized or penalized accordingly, so as to develop personal self-restraint, self-control, and self-management at each level within the organizational system, as shown in (Figure 1.1). Drucker believed that any work must be based on goals, with goals serving as the guiding principle for work execution. As a result, it is necessary to establish the overall goals for an organization and break them down into different individual goals.

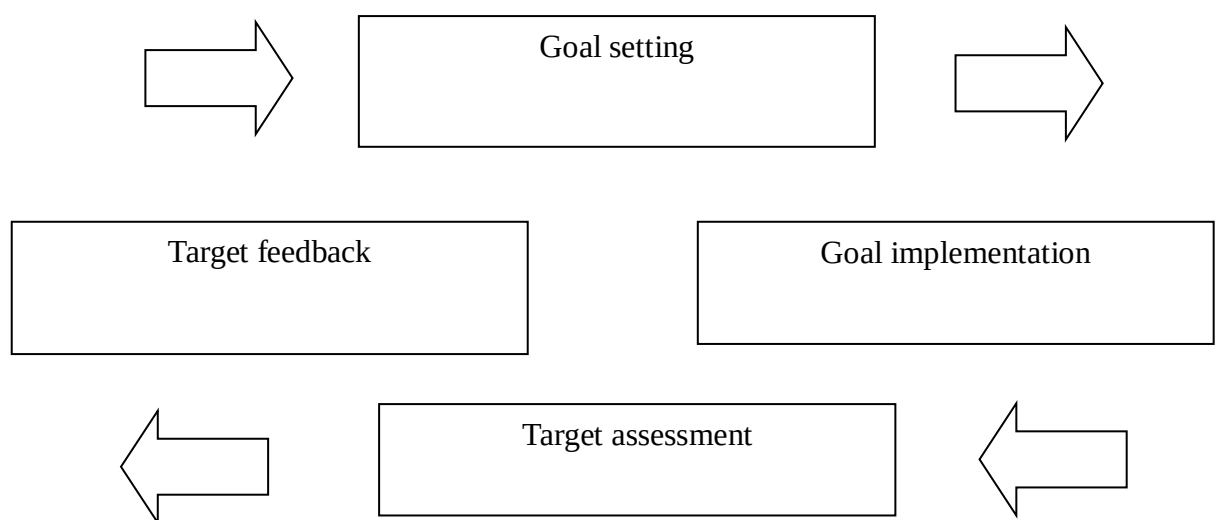


Figure 1.1 - Objective Management Chart

Source: own researches

As scholars continue to study goal management, more and more scholars have provided different definitions of its concept. Some scholars believe that goal management is the implementation of corresponding measures to achieve established goals, after determining the goals. This requires a systematic management activity to be implemented by the organizational system focusing on goals. Other scholars believe that goal management is centered on the overall goals of an organizational system, and uses a systematic approach to construct a hierarchical goal system, utilizing delegation to mobilize the agency of the managed personnel, to effectively achieve personal goals, and ultimately promote the achievement of organizational goals. Some scholars consider goal management to be a modern enterprise management system or management approach. It requires both management personnel and grassroots employees within the organizational system to jointly participate in formulating organizational goals, while carrying out self-control in accomplishing their respective individual goals.

Based on the existing research results of scholars, this study focuses on goal management in private universities. The definition is as follows: In the organizational system of private universities, the participation of all members ensures that management activities are always centered around goals. This management approach involves decomposing and implementing the organizational goals of private universities, ultimately promoting the achievement of these goals.

In the process of implementing target management in private universities, it is necessary to base it on corresponding theories in order to promote the deepening practice and further optimization of target management in an orderly way. This paper mainly studies the target management in private universities through the case of Yantai Nanshan University in Shandong. The theoretical basis for target management in private universities includes Integrated Management Theory, Humanistic Theory, New Management Model Theory, and Results-based Management Theory.

The founder of modern management proposed the theory of "Integrated Management", which believes that the development of enterprises requires setting goals from a holistic perspective, and then dividing the overall goals into different

modules, such as market position, technological innovation level, production capacity, profitability, decision-making and leadership abilities of organizational decision-makers, work abilities and attitudes of employees at all levels, social responsibility, etc. The Integrated Management theory proposes that the achievement of the overall goals and various refined goals of the enterprise cannot be separated from rational and scientific management by the high-level management. In specific practice, the operational efficiency of the enterprise's management needs to be evaluated based on the achievement of overall goals. The work of various departments and positions in the enterprise should be formulated according to the overall goals, and their work results are the contributions to the realization of the overall goals of the enterprise. Management personnel of the enterprise need to evaluate the achievement of goals of various departments and individuals objectively. Based on the theory of Integrated Management, the target management of private universities needs to integrate their own school-running positioning, characteristics and development needs, and divide the overall goals from a holistic perspective, which can be divided into goals such as talent cultivation, scientific research, etc. After determining the overall and decomposed goals, the functional departments and direct agencies of the private university also need to continuously and dynamically follow up the progress and implementation of the goals of each department or individual. At the same time, it is necessary to enhance communication and feedback among different departments, optimize the allocation of existing resources of private universities, measure the achievement of target management from a holistic level, and ultimately achieve the completion of the target of private universities.

Since ancient times, there has been abundant theoretical research on human nature. In Western countries, the hypotheses about human nature mainly include X theory, social hypothesis, Y theory, and super Y theory. Target management emphasizes the autonomy of individuals. Therefore, the humanistic theory of target management in private universities studied in this paper mainly refers to Y theory. This theory was proposed by the famous American behavior scientist Douglas McGregor in the late 1950s. Y theory believes that people inevitably consume

physical and mental energy in their work. For most people, their attitude towards work is positive and optimistic, and they can find their own value and experience happiness in their work. However, when people are working towards their goals, there may be factors that hinder the achievement of their work objectives. Therefore, in order to better achieve their goals, people take initiative and actively undertake responsibilities and enhance self-management and self-control to facilitate goal attainment. Organizational goals are the overall goals of the organization system and require joint efforts from all members within the organization. Relying solely on individual efforts is insufficient to achieve these goals. During the process of achieving work objectives, individuals are driven by both external and internal motivators. External motivators include the drive for rewards and the drive to avoid negative outcomes, while internal motivators involve emotional resonance and self-identification. Therefore, people not only pursue rewards that match their actual efforts, but also attach importance to higher-level needs, and their creative ability is limitless. Based on these assumptions, managers of organizational systems should consciously create a work environment that encourages individuals to take responsibility and stimulate the potential of human nature through appropriate motivational measures. In summary, Y theory emphasizes a human-centered approach and values the management of individuals. (A diagram of the theory of human nature is shown in Figure 1.2.

In the process of implementing target management in private universities, it is necessary to consider the attributes of "people" comprehensively. Therefore, it is necessary to consider the humanistic theory as a prerequisite for implementing target management. In private universities, most faculty and staff have a high level of education, and their worldviews, values, and outlook on life are in good condition. To optimize target management in private universities, it is important to focus on meeting the higher-level needs of faculty and staff. Therefore, when formulating organizational goals and subdividing them, as well as in different stages of goal implementation, the individual thoughts of faculty and staff should be taken into account. Target management should be carried out in private universities with respect

for the "human nature" of the faculty and staff, stimulating their internal potential and actively promoting creativity in practical work.

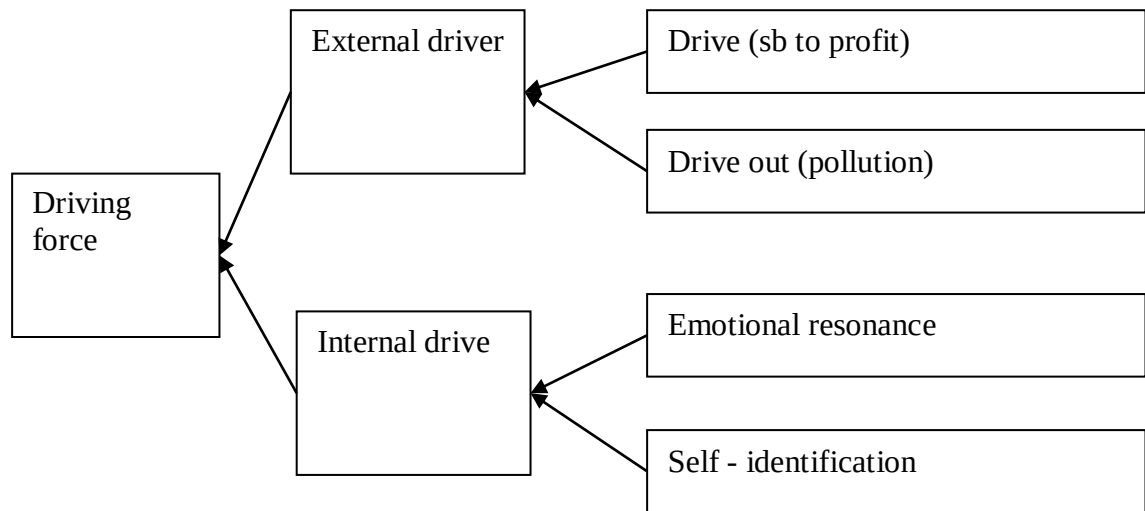


Figure 1.2 – Schematic of Human Nature Theory

Source: own researches

The achievement management theory suggests that in the process of implementing goal management, the organizational system is shared by organizational members. This is because organizational goals cannot be achieved by any individual alone, and requires organizational members to fully understand the long-term goals of the organization, and to win greater efficiency space for the organization. It is also necessary to create a good working atmosphere in the organizational system, enhance the sense of responsibility and goal awareness of organizational members, and recognize that organizational goals can only be achieved through the joint cooperation of everyone. At the same time, since organizational members are in a good interpersonal environment, this environment has a positive benefit to stimulate organizational members' creativity and potential in achieving personal and organizational goals. Different levels of organizational members work towards their own goals, which is obviously more conducive to the completion of organizational goals, and the positive effects of goal management are further being realized.

When carrying out goal management in private universities, it is necessary for the school to introduce achievement management theory, so that teachers and staff can recognize the importance and necessity of result sharing. By strengthening the construction of the teaching and staff team and enhancing their abilities, they can be further developed. At the same time, a work atmosphere of cooperation, mutual progress, mutual learning and healthy competition should be established within the school, which will enable teachers and staff to actively exert their creativity and inner potential, and promote the realization of personal goals, department goals and even organizational goals.

In recent years, private higher education in China has developed rapidly, making significant contributions to cultivating and delivering composite applied talents to society. The development of Yantai Nanshan University has also entered the fast lane. It is the responsibility and mission of private universities in Shandong that gives them a relatively solid management foundation, manifested in the following aspects:

Firstly, in the internal management process of Shandong's private universities, Yantai Nanshan University has established standardized processes and procedures for the main tasks of the school and corresponding assessment standards for various levels of work. The institution continuously improves its internal management system.

Secondly, the organizational structure of Yantai Nanshan University advocates democratic management, and its internal management adheres to humanistic principles. The management team is relatively united, and the faculty staff has a strong awareness of participating in internal management.

Thirdly, the entry threshold for the management team and faculty members of the school is relatively low, and the comprehensive quality of the organizational members is in a general state. However, the educational level and professional ability of the members of the key positions are high.

Target management requires an organizational system as a premise with modern management concepts. It also has certain requirements for the management capabilities, overall planning abilities, coordination abilities, and other

comprehensive qualities of the management team. From the current situation of private universities in Shandong, they already have the basic conditions for implementing target management, which provides necessary support for the orderly implementation of target management activities in Yantai Nanshan University.

South Mountain University in Yantai, Shandong analyzes the overall goals of the school and gradually shifts its management focus, which is helpful for the management level to improve its organizational and coordination capabilities. Firstly, school management personnel further analyze the graded goals based on understanding and recognition of the school's overall goals, and then utilize the administrative management power granted by higher-level management to recognize the focus and main direction of the graded goals. From the perspective of comprehensive development, staffing, materials and other resources are optimally allocated, enabling faculty and staff to actively engage in work tasks based on established goals.

Secondly, in the process of implementing management, school management personnel also need to adopt a dialectical thinking approach to view the internal management mechanisms of the school, and gradually learn to effectively identify the main and secondary contradictions in target management activities. After analyzing the contradictions, solutions for resolving them should be proposed. This is very beneficial to the cultivation of the management team's planning capabilities and team collaboration skills.

Thirdly, in implementing target management, the management personnel of each department should maintain close communication with their immediate leaders, establish a sense of responsibility, and when target management is not in place or management results are not satisfactory, superiors should provide timely criticism and improvement suggestions. For managers who have implemented target management well, superiors should appropriately provide incentives to help cultivate the sense of responsibility of the school's management personnel.

CHAPTER 2

THE MANAGEMENT ANALYSIS OF THE EFFECTIVENESS OF TARGET MANAGEMENT OF ADMINISTRATIVE PERSONNEL IN NANSHAN UNIVERSITY, YANTAI, SHANDONG, CHINA

2.1 Problems with goal management at Yantai Nanshan University

In order to analyze the problems and reasons for the target management of private universities in Shandong, I started using questionnaire surveys and individual interviews in October 2023, which lasted for one and a half months. Before conducting the research, I compiled relevant literature on target management of private universities. Based on this, I studied the implementation of target management at Yantai Nanshan University in Shandong. For the deficiencies in the implementation of target management at the university, I prepared a questionnaire.

The questionnaire consists of three parts: questionnaire instructions, basic information of the sample objects, and investigation of the target management situation at Yantai Nanshan University in Shandong. The third part is the core part of this questionnaire survey, mainly focusing on target setting, implementation, evaluation, and incentive feedback in the target management of private universities in Shandong. By collecting the results of the questionnaire survey, the necessary data support can be provided for analyzing the problems and reasons for the target management at the university after integrating and sorting out the results.

A questionnaire survey was conducted at Yantai Nanshan University using a sampling method. A total of 980 questionnaires were distributed, 942 were collected, and among them, 906 were valid questionnaires. The questionnaire response rate was 96.12%, and the valid questionnaire recovery rate was 92.45%. The questionnaire survey objects mainly included the leaders of Yantai Nanshan University, leaders of subordinate departments, and ordinary faculty and staff. The specific distribution of questionnaires was determined through proportionate sampling. To supplement the

possibly insufficient questionnaire survey data, individual interviews were conducted based on the preliminary data obtained from the questionnaire survey. The interviewees mainly involved leaders of some private universities in Shandong, leaders of subordinate departments, and ordinary faculty and staff.

Currently, the target management of private universities in Shandong requires the participation of both subject and object. The subject of target management mainly includes school functional departments and direct agencies, who play the roles of "supervisor" and "judge" in target management. Their maximum relationship with target management lies in the grasp of target management indicators and standards. The object of target management refers to the target of the target management activities of private universities in Shandong. According to the method of target assignment, the object of target management can be divided into team target management and individual target management. The object of team target management mainly includes functional departments, direct units, and institutional groups of private universities. The object of individual target management mainly involves school leaders, department officials, teachers, students, staff, and other personnel. These objects play the role of "athletes" in target management, and the actual performance results of target management objects depend on their own performance, as well as the value judgments of target management subjects.

Therefore, one of the significant issues in the implementation of target management at Nanshan University in Yantai, Shandong is the unclear roles of target management subjects and objects. For example, the functional departments of the university play the roles of both supervisors and athletes in target assessment. Based on different roles, they need to maintain different interests, which leads to conflicts between target management subjects and objects and ineffective target assessment in target management. Therefore, the unclear boundary between objects and subjects is an important problem. At the same time, some target management subjects in private universities have dual identities. For example, in the specific practice of target management, when assessing functional departments, the leaders or representatives of each teaching unit become the target management subjects. When assessing teaching

units, the leaders of functional departments change from "the assessed" to "the assessors." This change in role may affect the fairness and impartiality of the assessment process in target management at Nanshan University in Yantai, Shandong, as they may prioritize their own interests in the target management assessment activities.

In the questionnaire survey, I created a question item about "How do you evaluate the implementation of target management at Yantai Nanshan University?" According to the survey results, the majority of respondents, accounting for 33.33%, rated the role of target management at the university as "average." The proportions for "relatively useful" and "not very effective" were 24.06% and 2.26% respectively. The proportions for "no obvious effect" and "very useful" were 8.72% and 5.63% respectively, as shown in Figure 2-1. It can be seen that both grassroots faculty and school management personnel at Yantai Nanshan University have a lack of understanding about target management, and most people are unaware of the necessity and feasibility of implementing target management in private universities. In order to further investigate this, during the interview process, I also found that some private universities in Shandong, especially during the goal-setting phase, have a lack of effective understanding of the work functions of departments and hierarchical units. They believe that target management merely involves setting simple work tasks and objectives, which to some extent also affects the rationality of goal setting.

The target management of private universities is a long-term and systematic work, and the evaluation of the actual implementation of the goals cannot be separated from a reasonable target assessment system. The objectivity, comprehensiveness, and depth of this assessment system have a particularly important impact on the start of the next cycle of target management and the implementation of target management formulation. After organizing the research results, it was found that one of the problems with target management at Yantai Nanshan University is that the target assessment system is not sound enough, mainly manifested in the unreasonable assessment methods and insufficient feedback of

assessment results.

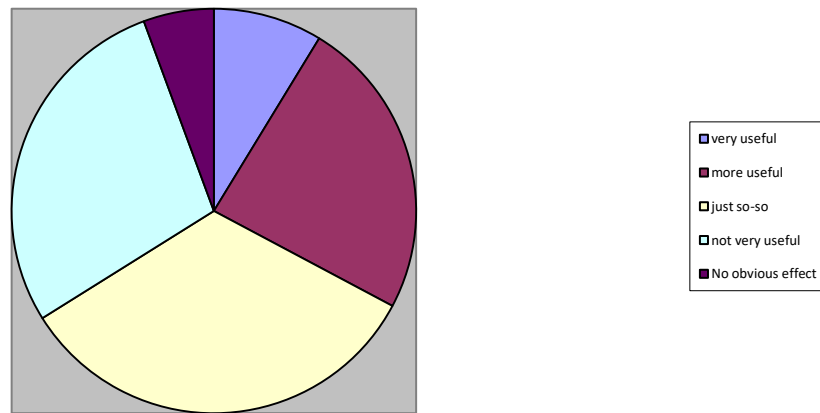


Figure 2.1 - Yantai Nanshan University Faculty and Staff Perceptions of the Role of Goal Management

Source: own research

Unreasonable assessment methods. According to the research, out of 906 valid questionnaires, as shown in Figure 1.2, the majority, accounting for 54.86%, believed that the content of target assessment in the university was relatively reasonable, and 14.9% of the respondents considered it very reasonable. However, in terms of assessment methods, the majority of respondents considered them not quite reasonable, accounting for 43.93%. This means that currently, private universities in Jiangxi Province have relatively scientific and reasonable target assessment content in the implementation of target management. However, there are still deficiencies in the assessment methods. In the in-depth interviews conducted, the author also conducted in-depth research on the target assessment methods of private universities in Shandong Province. It was found that some schools have outdated assessment methods, mostly using self-assessment by sub-units or faculty, scoring by the school-level assessment group, and conclusions made by school leaders. During the scoring process, there is a phenomenon of printing similar scores in some participating assessment evaluations. For example, when assessing the completion of work tasks

by administrative departments at Yantai Nanshan University, objective scoring based on the actual performance of the department's work cannot be carried out, leading to abnormal comprehensive scores in department assessments. At the same time, in the target assessment of Shandong private universities, there is also a phenomenon of single assessment criteria, resulting in most sub-units or grassroots faculty only focusing on the achievement of departmental or personal goals, and their attention is concentrated on completing the workload and other quantitative assessment indicators assigned by higher-level authorities.

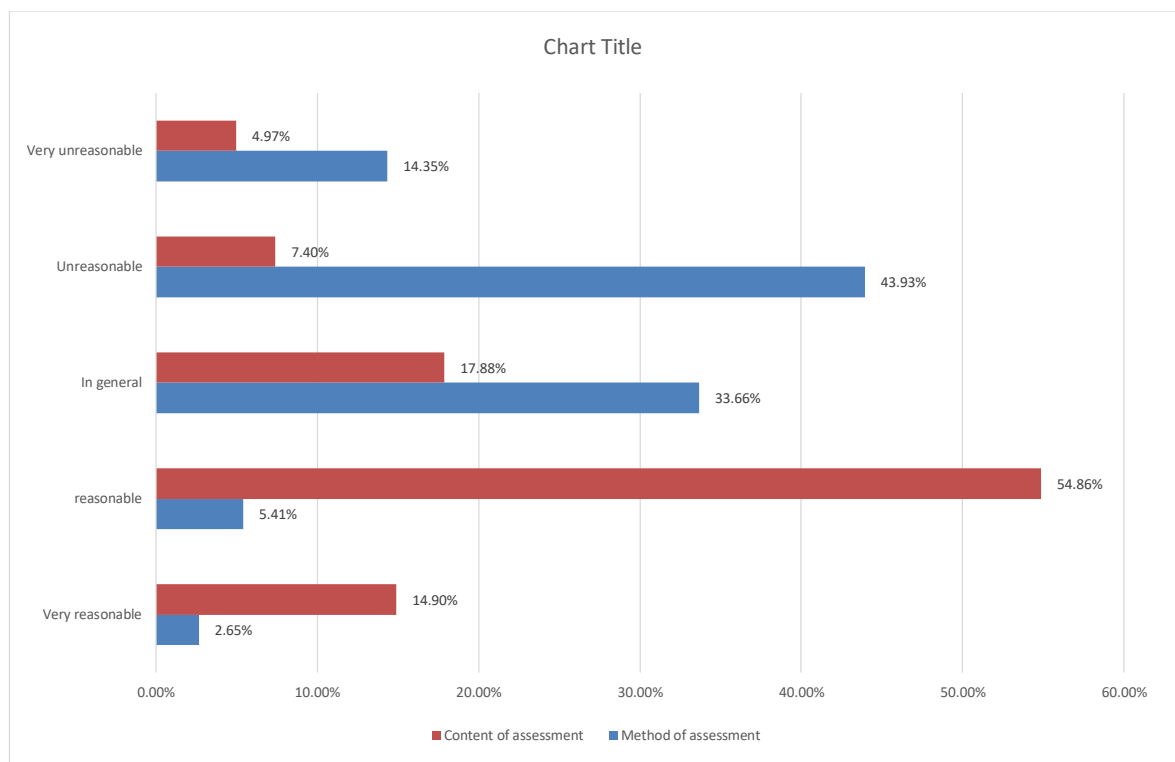


Figure 2-2 Sample Subjects' Perceptions of the Reasonableness of Assessment
Content and Assessment Methods

Source: own research

Insufficient Feedback on Assessment Results. Based on the process of goal management, it can be understood that the implementation of goal management mainly includes goal setting, goal implementation, goal assessment, and goal feedback. This means that after the assessment of goals, private universities need to apply and give feedback on the assessment results. In the questionnaire survey from

Figure 2-3, feedback on the goal assessment was investigated. According to the survey data, after determining the comprehensive score of the goal assessment, 54.86% of the leaders informed the department or grassroots teaching staff of the actual score and level of the goal assessment, and pointed out their work deficiencies. 23.71% of leaders only notified the results. However, the school did not provide comprehensive guidance on improvement measures for department work or individual work, and only 18.43% of school leaders provided improvement suggestions and understood the specific difficulties of teaching and staff or department work. It can be seen that Yantai Nanshan University's feedback on assessment results is insufficient in the implementation of goal management. After combining the interview results, it was found that although some private universities can point out the deficiencies in department work or individual work after the goal assessment and provide some improvement suggestions, some schools only announce the goal assessment results through the second-level units, and grassroots teaching staff are unaware of the actual achievement of their work goals and specific assessment situations. Some teaching staff also rarely take the initiative to understand the assessment and evaluation of their personal work goals by relevant departments of the university, which makes it difficult for the university to have targeted goal-setting in the next stage of goal management, thus making it difficult to maintain its advantages in the implementation stage of goals.

A survey shows that in implementing goal management at Yantai Nanshan University in Shandong, there must be improvement in incentive methods. Currently, its incentive methods are still not comprehensive enough, which is reflected in two aspects. Firstly, the incentive strength of goal management is insufficient. Private universities in Shandong have not organically linked the performance of departments and teachers with the rewards and punishments of goal management. Some level units only include a few indicators from goal management into the performance assessment indicator system.

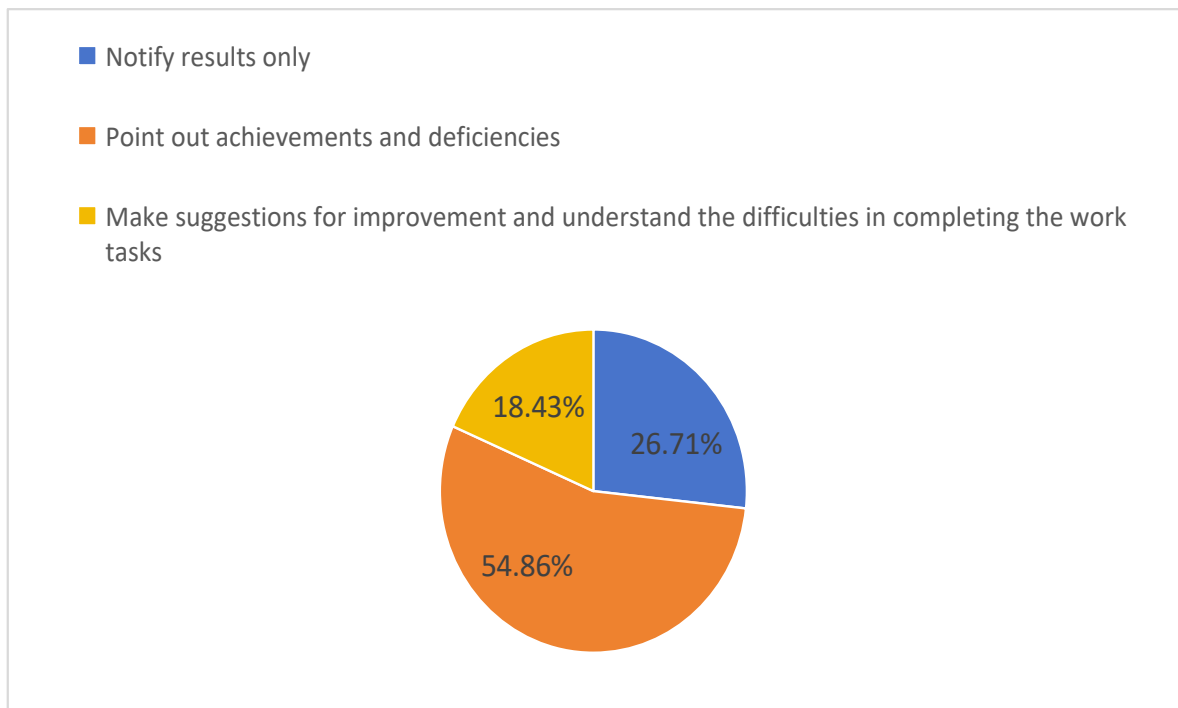


Figure 2.3 - Feedback of target assessment results of private universities in Jiangxi Province

Source: own research

At the same time, the incentive methods given by private universities in Shandong to departments or individual teachers who achieve their targets are relatively simple, mostly focusing on spiritual encouragement. This leads to some departments or individuals who perform well in goal management feeling that the incentives are unfair, and the incentive effect is different from what was expected. Secondly, the scientificity of incentive items in goal management is insufficient. Currently, many private universities in Shandong implement reward and punishment plans based on the overall evaluation ranking of goal management performance assessment, and the goal evaluation indicators are roughly the same. At first glance, it seems fair, but in fact, it is unfair to departments with poor foundations. Some private universities in Shandong have adopted different evaluation standards for different departments, but their results have not been recognized by people. Some private

universities in Shandong evaluate the primary indicators separately, and then rank them according to the evaluation results of each primary indicator. For example, if six out of eight tasks are rated as excellent, the overall evaluation is good. However, if only five or fewer tasks are rated as something other than excellent, then the incentive method is also unfair.

2.2 Analysis of the reasons for the problems of objective management in Nanshan University, Yantai, Shandong Province

The understanding and interpretation of goal management by Yantai Nanshan University is the foundation for implementing the goal management system, which directly affects the effectiveness of goal management. However, currently, some leaders of Yantai Nanshan University do not have a deep enough understanding of goal management. Middle-level managers and grassroots educators have not conducted sufficient in-depth theoretical research. The internal resistance or negative acceptance of goal management directly affects the implementation effectiveness and operational efficiency of goal management, resulting in Yantai Nanshan University only waving the banner of goal management, but its implementation and execution are not ideal, and goal management has not played its expected effectiveness in the management of the university.

In the past few years, Yantai Nanshan University has been striving to implement goal management to improve teaching and research quality. However, the goal management system at the university is currently facing some challenges due to a lack of deep understanding of goal management among some leaders, which has caused passive acceptance and internal resistance from middle-level managers and grassroots educators, hindering the implementation of goal management. This situation can be seen in one of the university's departments - the Academic Affairs Office.

The Academic Affairs Office is an important department responsible for teaching management and academic research work. In the process of implementing

goal management, the Academic Affairs Office began to develop teaching quality goals and started to decompose them to the college level. However, many problems emerged during the decomposition process. Firstly, colleges were not actively accepting the goals, lacked understanding and trust, and were afraid that implementing goal management would increase their workload. Secondly, some colleges not only opposed but also took a passive resistance attitude, delaying the process of decomposing teaching goals, and even making it impossible to complete.

This situation also led to the following problems: firstly, some colleges autonomously developed teaching goals, rather than decomposing the goals set by the Academic Affairs Office. This not only hinders the overall optimization of teaching management but also can easily lead to inconsistent teaching quality between colleges. Secondly, the Academic Affairs Office's goal decomposition work is difficult to complete, which delays the implementation of goal management and thus has an adverse effect on the effectiveness and operational efficiency of goal management.

After analyzing the reasons, the Academic Affairs Office at the university has taken a series of measures to try to solve this problem. Firstly, university leaders have begun to provide theoretical training on goal management to help teachers understand and recognize the significance and benefits of the implementation of goal management, to enhance their willingness to support and participate. Secondly, the Academic Affairs Office has strengthened the publicity of goal management development and decomposition, helping each college understand the importance and necessity of goal management. At the same time, the Academic Affairs Office will communicate with the heads of each college to explain the significance and operational approach of goal management, so as to strengthen their support and participation.

With the help of these measures, the progress of the decomposition of teaching quality goals by the Academic Affairs Office has accelerated. Meanwhile, colleges and teachers have gradually recognized the necessity of goal management and actively participated in the implementation process of goal management. These

improvement measures not only improve the efficiency of goal management but also enhance the cooperation between the Academic Affairs Office and colleges. Although the implementation process of goal management still faces some problems, Yantai Nanshan University has taken effective measures to promote the effective implementation of the goal management system.

At present, Shandong Yantai Nanshan University is relatively lagging behind in the way of target management, with a lack of appropriate technology and resource support, making it difficult to solve the problems in target management quickly and effectively. In some colleges, the assessment of functional departments and faculty work is mainly evaluated by filling out evaluation forms, and the colleges need to spend a large amount of manpower and material resources in collecting assessment forms. At the same time, because the personnel management department of Yantai Nanshan University has put too much emphasis on target management and assessment, the assessment results are not satisfactory. Currently, some faculty and staff in various departments also have certain opinions on this management method and are exhausted in coping with it. The reporting of target management information may have false and wrong reports, which affects the accuracy and truthfulness of target management data. This also violates the original intention of target management in private universities in Shandong, weakens the enthusiasm of faculty and staff, and prevents target management from being implemented in an orderly manner, resulting in unsatisfactory implementation effects.

Currently at Shandong Yantai Nanshan University, the target management approach is relatively outdated and lacks appropriate technological and resource support, making it difficult to quickly and effectively address existing issues. Some colleges use evaluation forms to assess the work of functional departments and faculty members, but the process of collecting assessment forms requires a large amount of manpower and resources and does not achieve rapid and effective target management outcomes. Additionally, the personnel management department has placed too much emphasis on target management and assessment responsibilities causing certain faculty and staff to feel overwhelmed. They believe that there are

many instances of false and inaccurate reports during the target management process, resulting in major discrepancies between the targets achieved and the actual performance and violating the original intention of target management in private universities in Shandong. Moreover, this has weakened the enthusiasm and the orderly implementation of target management. This has affected the accuracy and truthfulness of data, resulting in unsatisfactory target management outcomes.

Furthermore, the approach to implementing target management is too rigid, and functional departments are too inflexible in executing targets without leaving enough room for human factors. This has made some teachers and employees feel pessimistic and frustrated, leading to negative attitudes towards target management and refusing to invest more time and effort into it.

In summary, there are still some issues with the target management approach at Shandong Yantai Nanshan University. We need to increase investment in technological and resource support to improve the efficiency and quality of target management implementations. We also need to adopt more practical and effective assessment methods to ensure the accuracy, transparency, and sustainability of target management outcomes. Most importantly, we need to incorporate human factors into target management to make it more vital and operationally effective and achieve effective target management.

Based on the results of field investigation, it was found that Shandong Yantai Nanshan University would refine and decompose the goals of teaching units and faculty members in the early stage of each academic year in accordance with the long-term development strategy and mid-term development needs of the school. Through a series of goal follow-up and evaluation, the actual situation of goal attainment was evaluated and judged at the end of the academic year. At the same time, relevant functional departments and faculty members were rewarded or punished according to the evaluation results. However, the effective implementation of the goal management system was neglected during the implementation process at Nanshan University.

Compared with other private colleges and universities in Shandong, the

achievement of goals is a dynamic process and the implementation of goals is a dynamic process that requires various goals to coordinate with each other to achieve the expected results and adapt to new changes in the situation. Therefore, the execution of goals is particularly critical. In the process of organizational implementation, some private colleges and universities only focus on the evaluation of year-end results, but ignore the examination, control, and adjustment of goals in the implementation process and the coordination of mutual restraints and conflicts between different departments in goal evaluation. Technical problems in goal evaluation are not resolved and are left to their own devices. Occasional incidents in goal evaluation are not guided and left to flow freely. Due to the lack of inspections to prevent goal deviation and the balance between goals, and failure to coordinate and cooperate among departments, functional departments, hierarchical units, and faculty members, it is not conducive to the superior leaders to obtain timely feedback information, correct goal deviations timely, or adopt effective measures to ensure the achievement of the overall goal when the situation changes.

After conducting a field investigation into the implementation of target management at Shandong Yantai Nanshan University, we found numerous issues worthy of deep consideration. As a well-known private university in Shandong province, Nanshan University has a unique system for teaching management and faculty incentive. However, during the implementation process, some problems have emerged, especially regarding the effective execution of the target management system.

At the beginning of each academic year, Nanshan University carefully decomposes and sets targets for teaching units and faculty members based on the school's long-term development strategy and mid-term development needs. This approach is undoubtedly beneficial as it allows each teaching unit and faculty member to clearly understand their responsibilities and goals, providing solid support for achieving the overall objectives of the university. However, the key lies in ensuring the effective implementation and achievement of these goals after they have been set.

Unfortunately, it seems that Nanshan University places too much emphasis on the evaluation of end-of-year results and overlooks the monitoring, control, and adjustment during the implementation of targets. This "after-the-fact accounting" approach often leads to problems arising during the implementation process that are not promptly identified and resolved, making it more difficult to achieve the targets. Worse still, due to the lack of supervision and adjustment during the target implementation process, it is often difficult to identify the root causes of problems, let alone take effective measures to correct deviations.

Moreover, there are other issues with target evaluation at Nanshan University. For instance, conflicts and constraints among various departments and faculties are not effectively coordinated, leading to internal friction and inefficiencies during the target implementation process. Additionally, the university lacks sufficient response capabilities and resolution mechanisms for technical issues and unexpected events arising during target evaluation, which fills the target implementation process with uncertainty and risks.

In summary, Nanshan University indeed has numerous shortcomings in the effective execution of its target management system. To address these issues, the university needs to strengthen the monitoring and adjustment of the target implementation process, establish a sound target execution inspection mechanism, and promptly identify and resolve problems. Simultaneously, it is crucial to enhance coordination and cooperation among departments and faculties to jointly promote the achievement of targets. Only by doing so can Nanshan University ensure that its target management system truly fulfills its intended role and drives the university's sustained, healthy, and stable development.

After interviews, it was found that while implementing target management at Shandong Yantai Nanshan University, some functional departments and colleges/departments attached great importance to the results of work targets, but overemphasized self-control and self-restraint. They did not fully implement regular inspections of target management. When some subordinates encountered difficulties and problems in their work, and unexpected or unpredictable events affected the

achievement of their targets, there was a lack of corresponding target adjustment mechanisms. Some functional departments, colleges/departments, and graded units had incorrect tracking methods. Instead of tracking the targets, they controlled the working methods of their subordinates too much and criticized their work behaviors, which ended up with the opposite result.

After conducting thorough interviews, we found that a series of issues exist in some functional departments and graded units of colleges and departments in Shandong Yantai Nanshan University during the implementation of target management. These issues not only affect the effective implementation of target management but also restrict the overall development of the university.

Firstly, these units attach excessive importance to the outcomes of work targets. While emphasizing the importance of such outcomes is not problematic in itself, the issue lies in their overemphasis on self-control and self-restraint. In the pursuit of targets, they often neglect the importance of teamwork and resource sharing, leading to inefficient work and even the disconnection between targets and actual work. Furthermore, due to their excessive reliance on self-control, they tend to lack sufficient adaptability and problem-solving strategies when facing difficulties and challenges.

Secondly, these units fail to fully implement regular inspections for target management. Regular inspections are crucial for ensuring the smooth achievement of targets, but they are often neglected or performed superficially in these units. The lack of an effective supervision mechanism prevents timely feedback and adjustment of target implementation, resulting in unresolved potential issues and hidden dangers that ultimately affect the achievement of targets.

Thirdly, when some subordinates encounter difficulties and problems in their work or are affected by unexpected and unpredictable events that hinder the achievement of targets, these units lack corresponding target adjustment mechanisms. They often lack effective contingency plans and response measures, making it difficult to quickly adjust targets and strategies in the face of emergencies. This significantly impacts the overall work progress.

Additionally, we have also discovered that some functional departments, colleges, and graded units adopt incorrect tracking methods. Instead of focusing on the completion of targets, they overly control the work methods of their subordinates in achieving these targets. This excessive intervention not only restricts the creativity and initiative of subordinates but also leads to decreased work efficiency. At the same time, their constant criticism and interference in the work behavior of subordinates often cause them to feel pressured and constrained, preventing them from devoting themselves fully to their work. This management approach often has the opposite effect, not only failing to promote the achievement of targets but also potentially triggering internal conflicts and disputes.

In summary, there are a series of issues in the implementation of target management in some functional departments and graded units of colleges and departments at Shandong Yantai Nanshan University. These issues include overemphasis on self-control and self-restraint, inadequate implementation of regular inspections for target management, the lack of corresponding target adjustment mechanisms, and incorrect tracking methods. To address these issues, we recommend that the university strengthen training and guidance on target management, establish a sound supervision and inspection mechanism, and encourage communication and collaboration among various departments, colleges, and graded units. At the same time, we must also recognize that target management is a complex and systematic project that requires the concerted efforts of the entire university to achieve effective results.

In specific case studies, we can further elaborate on these issues and their impacts by analyzing the specific practices and challenges encountered by a particular department in the implementation of target management and how these issues have affected the achievement of targets and the overall progress of work. Through such case studies, we can gain a deeper understanding of the problems and challenges in target management and identify corresponding solutions and improvement measures.

2.3 Implementation effect of management by objectives in Yantai Nanshan University

Under the organization and leadership of its senior management, Yantai Nanshan University has been committed to deepening the practice of objective management. Through diligent efforts of the faculty and staff, the school's objective management system has been continuously improved, and some objectives have made significant progress and breakthroughs. With the assistance of school leaders, the personnel department, and staff members from the objective management office, the author has gained insights into the implementation effects of Yantai Nanshan University's objective management in 2021. Below is an analysis of the results of the implementation of objective management in secondary colleges and administrative departments.

Table 2.1 shows the comprehensive assessment scores of objective management for secondary colleges at Yantai Nanshan University. The top three secondary colleges in 2021 are the Intelligent Engineering College, the Finance and Economics College, and the Medical College, with comprehensive scores of 94.07, 92.17, and 91.24, respectively. Yantai Nanshan University has implemented objective management for five years, during which the Intelligent Engineering College and the Finance and Economics College have been rated as excellent for three consecutive years. Therefore, the university has awarded these two colleges with a special excellence award. In the process of implementing objective management, the secondary colleges of Yantai Nanshan University mainly set corresponding goals for assessment in areas such as discipline construction, faculty construction, technological innovation, talent cultivation, student work, and academic competitions. The differences in comprehensive assessment scores of objective management among different secondary colleges may be related to factors such as the scientific research foundation, research team capabilities, and resources of the

colleges, which have a certain impact on the overall score of the comprehensive assessment of objective management.

Table 2.1 - Comprehensive assessment scores of objective management of secondary colleges of Yantai Nanshan University in 2021

Secondary college	Total score	Class of grades	Excellence award for three consecutive years
College of Urban Construction	86.21	Good	--
School of Intelligent Engineering	94.07	Excellent	Be particularly good
College of Education	77.05	Pass the mark	--
School of Management	81.42	Good	--
School of Finance and Economics	92.17	Excellent	Be particularly good
(College of Foreign Trade and Foreign Languages)	72.05	Pass the mark	--
College of Art and Design	79.38	Pass the mark	--
School of Music and Dance	69.07	Fail to pass	--
School of Medicine	91.24	Excellent	--
School of Culture and Media	85.06	Good	--

Note: The data are from the internal data of Yantai Nanshan University, which are divided into four grades: excellent, good, pass and fail, among which, excellent: 90 points (including)Above; Good: 80-90 points (inclusive); Qualified: 70 points (inclusive) -80 points; Unqualified: Less than 70 points

There are also certain differences in the comprehensive assessment scores of objective management among the administrative departments of Yantai Nanshan University. According to the data in Table 2.2, the Personnel Office and the School Office have achieved relatively good comprehensive assessment scores in objective management for the Party and Masses departments, with scores of 94.67 and 92.24, respectively. Among them, the Personnel Office and the School Office have been awarded excellent prizes for three consecutive years and therefore have been granted special excellence awards. Overall, the comprehensive assessment scores of objective management for the Student Affairs Office, the Discipline Inspection Office, and the Organization Department are at a relatively similar level. However, the comprehensive assessment score of objective management for the Labor Union is only 66.21 points, indicating that the university may need to further analyze the influencing factors that affect the Labor Union in achieving its work objectives and provide flexible guidance for departmental work. This can continuously improve the

efficiency of hierarchical objective management and further promote the achievement of the overall goals of the university.

Table 2.2 - Comprehensive assessment scores of target management by Party and mass departments of Yantai Nanshan University in 2021

Department	Total score	Class of grades	Excellence award for three consecutive years
Personnel Office	94.67	Excellent	Be particularly good
Student Engineering Office	87.62	Good	--
Commission for Discipline Inspection and Supervision)	87.15	Good	--
Organization Department			
Office of School	85.04	Good	--
Department of Security	92.24	Excellent	Be particularly good
Trade union	76.06	Pass the mark	--
	66.21	Fail to pass	--

Note: The data are from the internal data of Yantai Nanshan University, which are divided into four grades: excellent, good, pass and fail, among which, excellent: 90 points (including)Above; Good: 80-90 points (inclusive); Qualified: 70 points (inclusive) -80 points; Unqualified: Less than 70 points

Table 2.3 presents the specific comprehensive assessment scores of objective management for administrative and directly affiliated departments of Yantai Nanshan University in 2021. Among them, the Enrollment and Employment Office, the Academic Affairs Office, the Asset Management Office, and the Network Information Center have relatively good effects in implementing objective management in 2021. Moreover, the Enrollment and Employment Office, the Academic Affairs Office, and the Network Information Center have been awarded excellent prizes for three consecutive years and have been granted special excellence awards by the university. However, the comprehensive assessment scores of objective management for the University Hospital and the Logistics Management Office are 69.07 and 65.06, respectively, which are classified as unqualified departments in objective management. There are also significant differences in the comprehensive assessment scores of other departments that are at a qualified or good level. Therefore, it is necessary to conduct further exploration into the problems and

reasons existing in the objective management of private universities in the subsequent stages.

Table 2.3 - Scores of the comprehensive assessment of target management by administrative and directly affiliated departments of Yantai Nanshan University

Department of functions	Total score	Class of grades	Excellence award for three consecutive years
Youth League Committee	89.07	Good	--
The Library	82.15	Good	--
Enrollment and Employment Office	93.08	Excellent	Be particularly good
Office of Academic Affairs			
Scientific Research Division	94.08	Excellent	Be particularly good
(International Cooperation and Exchange Office)	82.07	Good	
	89.78	Good	--
Network information center			
School hospital	92.24	Excellent	--
Logistics Management Division	69.07	Fail to pass	--
Asset Management Office	65.06	Fail to pass	--
Department of Finance	91.25	Excellent	--
Infrastructure Management Office	74.04	Pass the mark	--
	77.06	Pass the mark	--

Note: The data are from the internal data of Yantai Nanshan University, which are divided into four grades: excellent, good, pass and fail, among which, excellent: 90 points (including) Above; Good: 80-90 points (inclusive); Qualified: 70 points (inclusive) -80 points; Unqualified: Less than 70 points.

During the implementation of objective management, Yantai Nanshan University continuously tracks and supervises the completion of key work objectives. At the same time, it investigates and identifies potential influencing factors that may affect the achievement of the objectives, and adjusts and optimizes relevant work in a timely manner to ensure that the overall work objectives of the university are achieved. Starting from the overall situation, various secondary colleges and administrative departments of the university actively explore innovations and comprehensive reforms in teaching, scientific research, and competitions, making significant contributions to improving the efficiency and quality of school management. However, there are disparities in the comprehensive assessment scores of objective management among various functional departments and secondary

colleges. Some functional departments have relatively poor results in implementing objective management, which means that Yantai Nanshan University needs to further analyze the shortcomings of its implementation of objective management and make improvements to ensure that objective management plays a greater role in promoting the development of private universities in Shandong.

CHAPTER 3

SUGGESTIONS FOR IMPROVING BY OTHE EFFECTIVENESS OF THE TARGET MANAGEMENT OF ADMINISTRATIVE PERSONNEL

3.1 Clear goal management subject and object

In the process of objective management in Shandong, there is a subject-object relationship of mutual dependence, mutual restraint, mutual transformation, and mutual promotion between the functional departments and directly affiliated organs as the subjects and the teaching units as the objects. To effectively improve the efficiency of objective management, private universities in Shandong Province should further clarify the subjects and objects of objective management. Specifically, they can start from three aspects: clarifying the subjects and objects, coordinating the subjects and objects, and transforming the subjects and objects.

Currently, there are conflicts in the relationship between the subjects and objects of objective management at Yantai Nanshan University. To enhance the role of objective management in the management of private universities in Shandong, it is necessary to recognize the subjects and objects of objective management as a prerequisite. In this process, Yantai Nanshan University needs to effectively analyze the subjects and objects of objective management from the perspective of humanized management. First, all staff members need to deepen their understanding of the subjects and objects of objective management. Top management personnel, secondary units, functional department management personnel, and grass-roots teaching and administrative staff in Shandong private universities should fully understand and recognize the inherent meaning and implementation significance of objective management in private universities. Based on this, they should analyze the work scopes and responsibilities of the subjects and objects of the university's objective management. Secondly, it is also necessary to reasonably divide the specific powers and responsibilities of the functional departments and directly affiliated

organs as the subjects and the teaching units as the objects in the target assessment according to the top-down target system of private universities, and clarify their boundaries to avoid excessive mixing of subjects and objects, which may affect the effectiveness of objective management in Shandong private universities.

Yantai Nanshan University also needs to focus on coordinating the subjects and objects in the implementation of objective management. In the specific practice process, in order to better achieve the objectives, functional departments and directly affiliated organs as the subjects of objective management will appropriately use management tools to follow up on the progress of achieving the objectives of each staff member. For example, it is necessary to fill out progress forms for the tracking of the progress of staff members' goal completion, and to conduct analysis on the implementation of various special work objectives and fill out corresponding improvement reports. At the same time, to enhance the coordination between the subjects and objects of objective management, the subjects of objective management in Shandong private universities should actively strengthen communication and exchanges with teaching units and staff members as the objects, and provide guidance and support for their work, so as to promote the achievement of the personal goals of teaching units and staff members. If staff members encounter difficulties or questions in their work, their immediate supervisors should take the initiative to provide assistance; if staff members have unique ideas about how to achieve their goals, their immediate supervisors should judge whether the method is conducive to the achievement of the goals, and give support as long as it is practical; when the work of subordinates involves other areas and departments, coordination should be carried out. Of course, the office should also establish a sensitive information feedback system that can detect problems in time, so that the office leaders can grasp the situation in a timely and accurate manner and solve problems in a targeted manner.

With the continuous deepening of the reform of China's university management system, the procedural, normative, and scientific nature of Yantai Nanshan University's objective management work has been further strengthened. To further enhance the effectiveness of objective management in Shandong private universities,

it is necessary to correctly understand the dialectical relationship between the subjects and objects of objective assessment, and flexibly switch between them on this basis. First, in Shandong's objective management, functional departments, directly affiliated organs, and other subjects play a decisive role in the objects, which are teaching units. When assessing the objectives of different departments, faculties, graded units, and individuals in Shandong private universities, the subjects of objective management should not only include school leaders, middle-level management cadres, and expert groups, but also include grass-roots teaching and administrative staff. In terms of evaluation weights, the principle of fairness and justice should be followed. Therefore, in addition to the evaluation of superiors to subordinates, the assessment of objective management also requires mutual evaluation among peers. For the part of mass evaluation, its weight should be appropriate. Second, as the objects of objective management, teaching units and other objects also have an impact on functional departments, directly affiliated organs, and other subjects. The performance of the objects' objective management and the expressive effect of their work reports will have a certain impact on the evaluation of the subjects of objective management such as functional departments and directly affiliated organs. Finally, in the objective management system of Shandong private universities, the subjects and objects of objective management can be interchanged under certain circumstances. For example, when various functional departments, graded units, or individuals conduct self-evaluation during objective assessment, the roles between the subjects and objects of objective management also change. Therefore, when executing work tasks, various functional departments, graded units, and individuals should further strengthen self-control and self-restraint.

The subjects and objects of objective management in Yantai Nanshan University are closely connected and mutually influential. To enhance the effectiveness of objective management, it is necessary to optimize the subjects and objects of objective management. Specifically, we can proceed from the following two aspects: On the one hand, we should improve the comprehensive level of the subjects of objective management in Shandong private universities. As objective management

involves a series of processes, each process puts forward certain requirements for the comprehensive abilities of the subjects of objective management. Therefore, to enhance the comprehensive level of the subjects of objective management in Shandong private universities, it is necessary to appropriately introduce experts with rich experience in objective management, especially excellent personnel who are skilled in the assessment of objective management in private universities, so as to fully consolidate the human resource foundation of the subjects of objective management. At the same time, based on these excellent experts, it is also necessary to strengthen the training and selection of personnel involved in the assessment of objective management, so as to enhance their comprehensive abilities, help them systematically grasp the theoretical knowledge and methods of objective management, and adhere to their correct viewpoints in the process of objective management and assessment, preventing the easy occurrence of fixed-trend effect, halo effect, and emotional effect in the assessment. On the other hand, we should optimize the objects of objective management in private universities. Organize the secondary units and teaching staff of private universities to learn the theory of objective management. The school should carry out multi-level and comprehensive training related to objective management, and enable the teaching units and employees of Shandong private universities to master the methods of implementing objective management through inviting experts to give lectures, reading designated materials, holding meetings for discussion, and providing individual guidance.

3.2 Enhancement of goal management ideology

In the process of development, the implementation of target management has positive benefits for the sustainable development of Yantai Nanshan University. To unify the understanding of target management among all departments, leadership and staff of Shandong private universities, and actively update the management concepts of private universities, Yantai Nanshan University should further strengthen the promotion of target management. In the specific promotion process, the senior

leaders of Yantai Nanshan University should enhance their attention to target management. At the same time, they should expand the promotion of target management among the senior leaders to encourage them to fully play the role of models, continuously strengthen their own awareness of target management, and then orderly promote the operation of target management in Jiangxi private universities. At the same time, when Yantai Nanshan University implements target management, it also needs to enhance its promotion among various departments and staff at all levels. Through organizing and carrying out various types of target management promotion and educational activities, all staff members can correctly understand the necessity and importance of implementing target management in the management of private universities. Therefore, this requires Shandong private universities to reasonably position target management as a management model suitable for participation by all departments and staff at all levels. At the same time, everyone is united in one heart, reaching a consensus, giving full play to the main force role of the party and mass organizations in campus cultural activities, taking the socialist core value system as the leading factor, building a unique and rich campus culture, and enhancing the core cohesion of cultural education. In the specific promotion process, Yantai Nanshan University can cultivate the awareness of target management among various departments, subordinate units, and grass-roots employees through theme seminars, exchange meetings, training sessions, and target management competitions. At the same time, it can also use the Internet channels such as the campus network and campus APP to carry out promotion of target management and expand the scope of promotion.

To enhance the ideological awareness of the members of Yantai Nanshan University, the university should strengthen the construction of a modern target management environment with widespread participation and concerted efforts from all levels. Due to differences in the ideological levels of the grass-roots faculty at Yantai Nanshan University, the university should strengthen ideological and political education work related to target management. For example, regularly carry out ideological and political education training on target management, and organize

faculty and staff to participate in activities to follow up and assess the progress of target achievement, prompting all functional departments and faculty and staff to fully and objectively understand the importance and necessity of target management for the development of Yantai Nanshan University. At the same time, the members of Yantai Nanshan University should continuously enhance their ideological understanding of implementing target management, and they will be more active and proactive in participating in target management activities during their work, thus creating a good target management environment within the private university organizational system.

The implementation of target management at Yantai Nanshan University is a long-term task. In the specific practice process, to effectively improve the management level and quality of the university, the school leadership should change the inherent traditional management concepts and attach importance to the organic integration of target management with other management methods. For example, in the process of implementing target management, it should be combined with incentive management. During the target setting stage, diversified incentive programs are formulated based on the job characteristics and work content of each functional department, subordinate unit, and faculty and staff of Yantai Nanshan University. During the process of carrying out work, all departments or faculty and staff will use the work targets as guidance, and also be more motivated to work under the effect of the incentive programs. During the target execution stage, the school's incentive system can also effectively enhance the sense of mission and responsibility of faculty and staff, making them willing to actively participate in and complete relevant work targets, and even innovate their work to obtain higher incentives. During the target assessment stage, the school will adopt different incentive measures based on the assessment results for the work performance of various departments, subordinate units, and faculty and staff. For departments or individuals who have well completed their work targets, incentive measures will be taken based on their actual needs, while those who have a large gap in achieving their work targets will be corrected.

To enhance the awareness of target management, Yantai Nanshan University

should combine the characteristics of private universities and clarify its educational positioning. Since there are inherent differences between private universities and ordinary universities in terms of their educational positioning, and there are also certain differences in the level of development and development characteristics among various private universities in Shandong Province, it is necessary to accurately position the educational orientation of different universities when implementing target management. Then, attention should be paid to the fairness, difference, operability, achievability, and development of target setting. Based on this, the overall objectives of private universities are subdivided by level, and the objectives are decomposed based on the characteristics and development needs of each functional department and faculty and staff, to make the work objective system of private universities more rationalized. To better achieve the goals, the top management personnel of the university should also actively update the concept of target management, and set and decompose targets based on the principles of two-way communication, consultation and decomposition, and unity of rights and responsibilities between the upper and lower levels, based on the educational positioning of private universities. At the same time, Yantai Nanshan University should take the policies of the Ministry of Education as guidance, combine the development characteristics and conditions of the university, and formulate goals from the perspective of strategic development based on the development opportunities and threats that the university may face in the future. Specifically, they can be divided into long-term development goals and medium-term development goals. Based on this, short-term goals for various functional departments of Yantai Nanshan University are formulated. Then, the short-term goals are refined into various time periods, and the progress and achievement of the completion of the goals of various functional departments and individual faculty and staff in private universities are continuously and dynamically followed up in the form of annual, quarterly, monthly, and weekly assessments. In general, when implementing target management, Yantai Nanshan University should clarify its educational positioning, reasonably set and decompose goals based on this, and then evaluate and assess the

execution of targets by functional departments and faculty and staff. This ensures that the concept of target management in Shandong private universities is fully penetrated into all aspects of target management.

3.3 Building a system of goals

When implementing target management, Yantai Nanshan University needs to establish a reasonable target system. In this process, it should clarify four principles of target management: the first is clarity. After formulating the overall objectives, private universities need to subdivide them into the objectives of secondary units, and then further subdivide them into individual objectives. It is worth noting that the subdivision of objectives must be particularly clear, which means that the work tasks of each department and individual should be clearly planned during the target setting stage. At the same time, the standards, dates, and responsible persons for achieving the work tasks should also be made clear, so that the target management assessment team can follow up, guide, and inspect the actual situation of each department and grassroots faculty and staff in the target implementation stage. The second is measurability. The setting of targets, whether they are at the college or department level, the party and mass organizations, administration, or directly affiliated departments, should follow the principle of measurability. For some work objectives that are difficult to quantify, the university should adopt a combination of qualitative and quantitative evaluation. First, conduct a qualitative evaluation of this part of the work, and then quantify it to make the work tasks of each department and position clear and specific. For some complicated routine work, it needs to be simplified and expressed by category or overview, and then quantified to avoid the phenomenon of excessive and indiscriminate general objectives. The third is realism. The setting of objectives at all levels must be realistic and achievable. For some factors that may affect the achievement of target tasks, appropriate flexibility should be given to target implementation to enhance the flexibility of the targets. The fourth is timeliness. When executing targets, each department, unit, and individual must clarify the work

objectives that should be achieved at each time node. This requires private universities in Shandong to clearly stipulate the time limits for corresponding work objectives when implementing target management. Therefore, the implementation of target management should also follow the principle of timeliness.

1) Evaluation Subjects. In the process of building a target management system, Yantai Nanshan University should focus on the professional and standardized level of evaluation subjects. Before establishing the evaluation subjects, it can first establish a target management working group, which mainly consists of four types of people: the first is experts, mainly staff members of the guiding committee of private universities in Shandong, whose role in target management is to provide decision-making, consultation or guidance for target work. The second is administrative personnel, specifically the heads of various colleges, departments or units. Their main role in target management of private universities in Shandong is to take charge of the corresponding leading work, and follow up and communicate with the individual targets of grass-roots faculty and staff. The third is professional evaluation personnel, mainly composed of personnel from the teaching and other assessment centers of private universities in Shandong. Their role in target management is to supervise, inspect and evaluate the progress and achievement of targets. The fourth is randomly invited external experts. After establishing the target management working group, private universities in Shandong should focus on selecting representative evaluation subjects and conducting evaluation from multiple dimensions. In other words, from a comprehensive perspective, different evaluation subjects should be selected to avoid the influence of too single evaluation subjects on the fairness and effectiveness of the evaluation results.

2) Evaluation Objects. In the process of implementing target management in Yantai Nanshan University, the main targets of evaluation are colleges, institutions, departments, and faculty and staff. To avoid confusion between the evaluation subjects and objects, and to ensure that the target evaluation of private universities can provide necessary guidance for each functional department to complete its work tasks, private universities in Shandong need to clearly divide the evaluation objects

according to different levels of evaluation objects.

3) Evaluation Indicators. The indicator system is an organic whole that needs to be set up according to the logical structure of the object. The indicator system is hierarchical, generally divided into primary, secondary indicators, and main observation points. The higher the level of the indicator, the more general the principle, and the lower the level, the more specific and clear. A complete indicator system consists of three systems: one is the indicator system, including the indicator structure and its elements; the second is the proportion of each indicator; and the third is the standard measurement system, including standards and measurement methods. First, in the indicator system, the scientific nature of the indicator system is the key to determining the evaluation of objectives. When building the target management system, Yantai Nanshan University needs to further improve the evaluation indicators. Since the school's target evaluation involves diversified objects and its work process is complex and variable, when setting evaluation indicators, it is particularly necessary to highlight key indicators and distinguish the primary and secondary relationships of each indicator. At the same time, the characteristics of the indicators should also be consistent with the characteristics of the school's work. Second, in terms of the standard system, evaluation standards include both qualitative and quantitative parts. The evaluation indicators of Yantai Nanshan University need to further combine qualitative indicators with quantitative indicators. Because in private universities in Shandong, some of the work tasks of functional departments are not easy to quantify. This requires them to be qualitatively set as qualitative indicators after being qualitatively evaluated. For quantifiable work tasks, the school should focus on formulating evaluation indicators based on quantitative standards.

4) Evaluation Cycle. For the setting of the evaluation cycle, Yantai Nanshan University should combine its own situation, especially to adapt to the cost of target management and the evaluation system, so the evaluation cycle should be reasonably set. Specifically, Yantai Nanshan University should also formulate differentiated evaluation cycles based on the actual situation and characteristics of each college and department. For example, for long-term evaluation indicators, a longer evaluation

cycle should be selected, especially for targets that are not necessarily quantitative and take a relatively long time to achieve, and whose short-term work performance is not obvious. The above types of evaluation indicators should be evaluated annually or every two years. However, for task-based work objectives, a shorter evaluation cycle is more applicable.

5) Evaluation Criteria. When building the target management system, Yantai Nanshan University should combine the characteristics of various functional departments, sub-units, and faculty and staff work positions to establish a combination of qualitative and quantitative target evaluation criteria to ensure the orderly development of various work in the university and thus improve the efficiency of school management.

6) Evaluation Methods. Generally speaking, the methods of target management evaluation in private universities in Shandong usually include listening to reports, checking various record books, holding symposiums, and conducting individual visits. This article suggests that Yantai Nanshan University can actively explore innovative target evaluation methods for target management. For example, when evaluating the work objectives of colleges and departments, the school can utilize the 360-degree evaluation method, as shown in Figure 3-1. Through the evaluation of supervising leaders, self-evaluation of colleges and departments, mutual evaluation between colleges and departments, evaluation by representatives of teachers and students, and evaluation by external experts, the target evaluation can be made more objective and comprehensive.

7) Evaluation Process. When building a target management system, private universities in Shandong also need to improve the evaluation process. In specific practice, the target evaluation generally includes five steps. First, self-evaluation by colleges or functional departments. Second, evaluation by graded units. Third, on-site field evaluation and assessment by an expert group. Fourth, approval by the leadership of private universities. Fifth, rectification by colleges or administrative departments. Taking the target evaluation process of colleges as an example, the specific steps are shown in following:

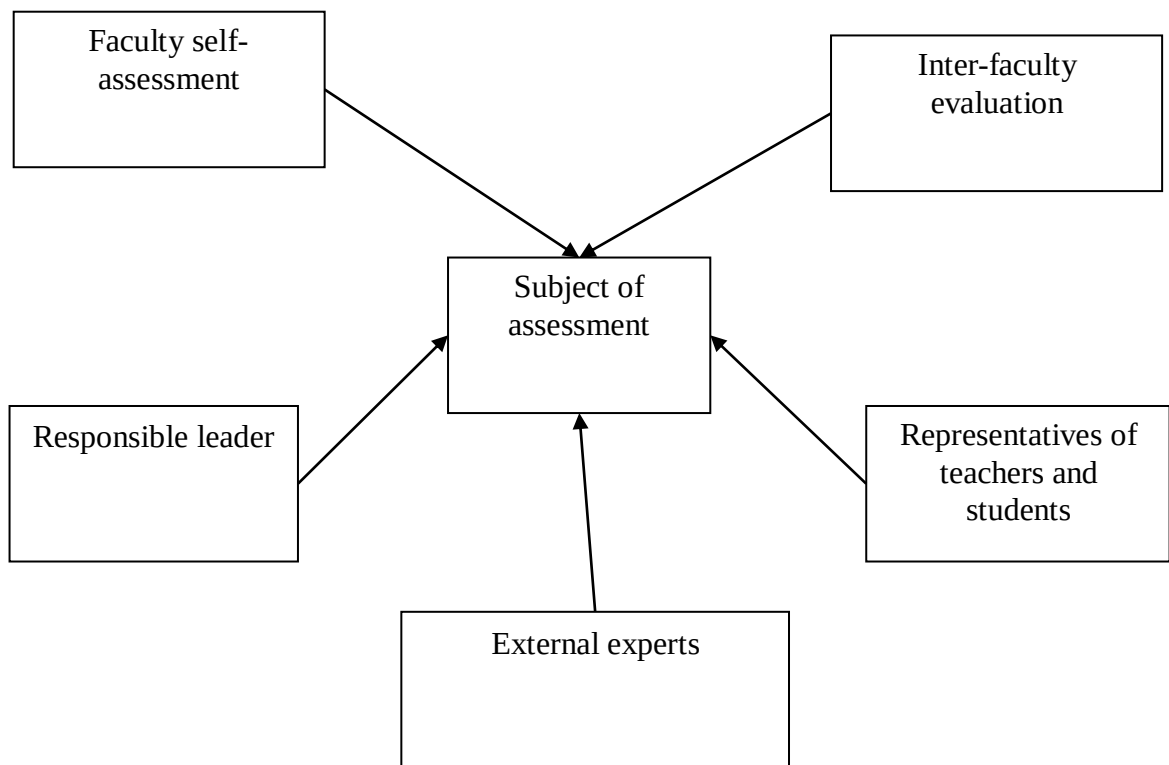


Figure 3.1 - 360-degree assessment method

Source: own researchers

Faculty self-assessment: The college establishes a leading group for target management evaluation, organizes and carries out self-evaluation work of the college, and forms a self-evaluation report.

School administration office: The Academic Affairs Office evaluates and assesses the colleges and departments according to the assigned work tasks and the evaluation index system.

On-site evaluation by the Group of Experts: A target management expert evaluation team is established to conduct on-site evaluations in each college and department based on daily inspection results and self-evaluation reports of each college and department, using methods such as listening, observation, discussion, and evaluation. After collective analysis, discussion, and horizontal comparison, the final evaluation scores and evaluation opinions are derived.

Approval by university leadership: The university leadership approves the evaluation and opinions of the expert group.

Rectification by colleges and departments: Based on the final evaluation results, the Academic Affairs Office summarizes the evaluation results and comments of the expert group. The head of the expert group proposes rectification requirements at the regular work meeting, and each college and department provides feedback on evaluation opinions and suggestions. The colleges and departments implement the rectification work and submit a detailed report on the rectification work.

During the evaluation process, Yantai Nanshan University needs to organically combine horizontal comparison with vertical comparison. At the same time, due to the uneven development among various colleges, departments, and functional units, it is also necessary to focus on the organic combination of quantitative and qualitative evaluation to ensure that the evaluation results and scores of the work objectives of colleges, departments, functional units, and individual faculty and staff are objective and fair. Only by doing so can private universities achieve the goals of emphasizing discipline construction, improving talent cultivation effectiveness, and strengthening the construction of teaching staff, while giving more development momentum to disadvantaged colleges, departments, and functional units. In addition, Yantai Nanshan University can also invite expert groups from outside the school to evaluate the self-evaluation reports of colleges, departments, and functional units, provide reference opinions on the achievement of actual work tasks and the shortcomings in achieving goals, and feedback them in written form to each college, department, or functional unit. This can effectively enhance the authority and fairness of the target evaluation, which is also beneficial to improving the standardization and scientific nature of the evaluation process.

8) Evaluation Results

The target management evaluation of private universities in Shandong mainly serves four functions: guidance and incentive, detection and diagnosis, feedback and improvement, as well as management and regulation. In the process of implementing target management, the target evaluation of Yantai Nanshan University is based on

the target tasks of each unit, and finally distinguishes the optimal choices according to the results of target management evaluation to implement rewards and punishments. On this basis, it is also necessary to detect and diagnose the issues of various functional departments based on the evaluation results, in order to promote the improvement of specific work and further enhance the management and supervision functions of target management in private universities in Shandong.

From the perspective of the long-term development of Yantai Nanshan University, it is particularly important to pay attention to the implementation of target management when building a target management system. Strengthening effective control can better enhance the effectiveness of target management implementation. Although the work goals are mainly executed by the target assessment objects, during this process, the assessment subjects need to continuously follow up and guide the completion of work tasks. Therefore, the senior leaders of Yantai Nanshan University need to provide reasonable supervision and control to their subordinates, which is conducive to promoting the achievement of goals. For example, each department needs to continuously revise and control standards based on target tasks and external information that may affect the achievement of target tasks, and guide subordinates to complete work goals. Functional department heads should evaluate the actual results of target execution, identify the gaps with the evaluation criteria, and further investigate the reasons for the differences. If there are unreasonable target settings or deviations in target plans, the preset targets should be promptly revised. If the deviation exists in the execution process of the target assessment object itself, measures should be taken to correct it. It is worth noting that due to the special nature of some job functions in private universities in Shandong, when controlling their target execution, attention should be paid to following the principles of reasonableness and moderation.

When establishing the target management system, Yantai Nanshan University needs to further enhance the two-way communication based on target management. Firstly, in the stage of target setting, the university should adhere to the "people-oriented" concept, dig and stimulate people's inherent potential through strengthening

communication, and enhance the understanding of target management among different departments, units or individuals, so that the faculty and staff can clarify their work goals and responsibilities, and enhance their sense of goals and mission. It should be noted that when setting targets, Yantai Nanshan University should focus on the overall goal of the school as the general guidance for work, and the individual goals should be based on the overall goals to ensure that the two are as consistent as possible. At the same time, it is also necessary to refine and decompose the school's goals from different perspectives such as long-term, medium-term and short-term. No matter what kind of goals are set, the school should always maintain communication and exchange on target management. This communication is exactly two-way communication. On the one hand, from top to bottom, the top managers of the school need to gradually understand the needs of the faculty and staff; on the other hand, from bottom to top, the faculty and staff cannot only consider the setting of goals from their own needs, but also understand the overall goals of Shandong private universities and the goals of various functional departments as the basis for setting personal goals, so as to promote the management work of Yantai Nanshan University to be more systematic and standardized, and enhance the cohesion and centripetal force between the school management and the faculty and staff. As for the communication methods in the process of target management, besides the most common and widely used communication through meetings, Yantai Nanshan University should further expand the channels of two-way communication. For example, modules between various departments and different levels can be added to the school management website to provide electronic communication channels for various departments and faculty and staff based on target management. At the same time, the school can also use new media channels such as WeChat official accounts to provide channels for target management communication in colleges and universities. The new communication methods are faster and more convenient, which can effectively supplement the traditional meeting communication. In the stage of target implementation, the school should also further strengthen two-way communication, establish a two-way communication environment for active communication and full

exchange among different levels in the organizational system of private colleges and universities, guide and supervise the work of the lower levels by the upper levels, and various departments can also strengthen cooperation and give full play to their own advantages to achieve the work. In the target evaluation stage, it is necessary to strengthen information feedback and application based on the target assessment results. This also requires continuous strengthening of two-way communication between different levels, so as to improve the efficiency and quality of target management.

3.4 Construct and improve the evaluation mechanism and reward and punishment mechanism

During the process of target management at Yantai Nanshan University, when the preset goals are well achieved, the university should follow up and evaluate the achievement of the teaching units and individual teachers in terms of target accomplishment. Therefore, it is necessary to improve the evaluation mechanism of target management. A systematic and standardized evaluation mechanism requires the participation of departments and individuals at all levels of the university. The university can establish a target management evaluation committee, under which a target management review and evaluation team will be set up and directly supervised by the committee. To better establish the evaluation mechanism of target management, after setting up a specialized target management evaluation organization, Yantai Nanshan University should continuously and dynamically evaluate the progress and actual situation of departmental and individual targets. In this process, the university can categorize the difficulties of achieving departmental and individual targets, and then assess the achievement of targets by various departments and individuals based on these categories.

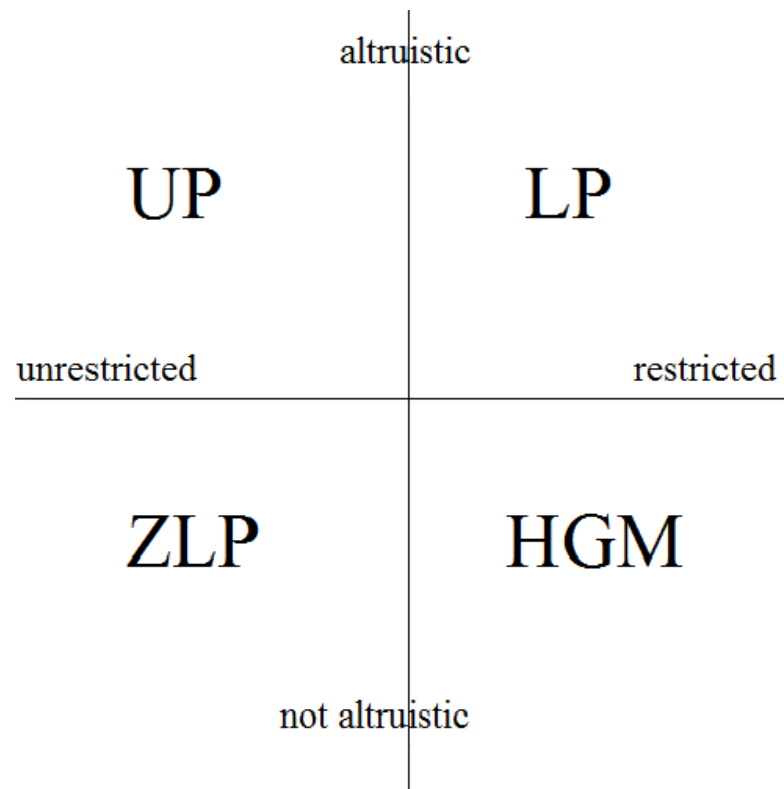


Figure 3.2 - Classification of punishment mechanisms used in the simulation

Source: own researchers

The university should also evaluate the achievements made in achieving the targets from an objective and comprehensive perspective. Regarding the evaluation results of target management, Yantai Nanshan University also needs to improve the application of the evaluation results. Based on the evaluation results, the university should systematically analyze and sort out the performance of functional departments, sections, or faculty and staff in target management, and feedback the evaluation results and relevant information to the departments and individuals. In this process, management personnel at all levels of the university also need to fully communicate with their subordinates based on the evaluation results, so as to ensure the effectiveness and timeliness of the evaluation of target management in the university. At the end of each phase of target management evaluation, management personnel of Yantai Nanshan University should guide the faculty and staff to analyze and summarize the current work achievement based on the evaluation results and information, so as to recognize their strengths and weaknesses in work, explore the

shortcomings, and optimize and improve their work in the next phase according to their actual situation. Establishing and improving the evaluation mechanism of target management in Yantai Nanshan University is of great significance to improving the operational efficiency of target management work.

During the implementation of target management at Yantai Nanshan University, not only the progress of implementation needs to be tracked and evaluated, but also the evaluation results need to be flexibly applied, and a reward and punishment system based on target management should be established. Therefore, it is necessary to fully implement a targeted management system with rewards and punishments to reward or punish teaching units and faculty and staff for their performance in the implementation of target management. This not only maintains the seriousness of the school's target management but also enhances the enthusiasm of faculty and staff to participate in target management to a certain extent. Specifically, Yantai Nanshan University can build a reward and punishment system from the following five aspects:

- 1) The evaluation results of target management should be applied and organically linked to personnel decisions such as salary and bonus allocation, and job promotion for faculty and staff. The limitations of the original management model, which only linked compensation and treatment to the educational level and professional titles of faculty and staff, should be changed. When implementing reward and punishment measures based on target management, the school should reward and punish faculty and staff based on their job characteristics and actual performance in achieving targets. Departments or individuals who perform well and achieve their targets during the implementation of target management can be given corresponding rewards such as job promotions. Departments or individuals who fail to achieve their targets or lag behind in target progress should be subject to appropriate punitive measures.

- 2) For functional departments or sections that perform particularly well in target management, the proportion of outstanding faculty and staff can be appropriately increased. For functional departments or sections with relatively low

scores in target management evaluation, the responsible person of the department or section should be advised, and guidance and evaluation based on target management should be strengthened in their daily work to encourage target management to play its effective role in the management of Yantai Nanshan University.

3) When rewarding teaching units or individual faculty members, short-term leisure vacations or other incentives can be provided based on the specificity of the work of various functional departments or sections to those who perform well in target management.

4) Strengthen staff training incentives. Yantai Nanshan University can provide opportunities for outstanding faculty and staff in target management to participate in external training, using training incentives to encourage excellent faculty and staff in target management assessments to continuously improve themselves and achieve self-value enhancement. It is worth noting that when implementing incentive measures based on the results of target management assessments, the school should pay attention to the appropriateness of incentives. That is to say, incentives should not be too strong or too weak. Over-incentivization may increase the cost of target management in the school and may lead to unethical behavior, while insufficient incentives may prevent the assessment incentives of target management from fully exerting their desired effect. Therefore, the staff training incentives for target management at Yantai Nanshan University should focus on aligning them with the development needs of the school's functional departments and faculty and staff, so as to truly achieve the desired effect of the incentives.

5) Appropriate punishment should be imposed. In addition to appropriate incentives, Yantai Nanshan University also needs to implement reasonable punishments based on the results of target management assessments. Departments or faculty and staff who fail to achieve their targets should be punished. In this process, the school should specifically set punishment standards and measures to ensure clear rewards and punishments, and appropriate degrees of reward and punishment. By doing so, the scientific and standardized nature of target management at Yantai Nanshan University can be effectively maintained, the subjective initiative of various

functional departments and faculty and staff can be enhanced, creativity can be actively exerted in the work process, and the achievement of personal and departmental targets can be promoted.

CONCLUSION

From the perspective of the development needs of Yantai Nanshan University, scientific and standardized management methods are conducive to further promoting its orderly development. The optimization and reform of school management is urgently needed to comply with the trend and changes of the times. The combination of target management theory with the practice of Shandong private university management is the embodiment of Yantai Nanshan University's active innovation in management philosophy. In the implementation process, Yantai Nanshan University needs to rationally and comprehensively consider how to improve management efficiency and quality based on its own development rules, the current national policies and guidelines for private education systems, and the school's work deployment. This article combines a large amount of literature and related research results to sort out and integrate the theory of university target management, and discusses the necessity and feasibility of implementing target management in Shandong private universities. Subsequently, it selects case objects to analyze the current situation of target management in Yantai Nanshan University, and further explores the problems and their causes in target management in Shandong private universities. Through clarifying the subject and object of target management, enhancing the understanding of target management, building a target system, and establishing and improving the evaluation and reward and punishment mechanisms, these four dimensions are implemented to improve the target management of Shandong private universities. Target management in Shandong private universities involves changes in management concepts and methods, which may be constrained by various influencing factors. However, the implementation of target management in Shandong private universities needs to undergo a long period of exploration, and it is also a process of gradual establishment and implementation. This requires senior management personnel, faculties, functional departments, subordinate units, and all faculty and staff in Shandong private universities to update their concepts and behaviors in time, which has very important practical significance for the

transformation of Shandong private universities' management towards modern management.

During the research process, due to the need for further improvement in my research ability and level, there may be some deficiencies in data collection and analysis during the questionnaire survey and interview investigation. Therefore, the research limitations of this paper may lie in the following aspects: Firstly, the research case selected in this paper is the target management of Yantai Nanshan University. However, due to the particularity of different private universities in terms of development level and capacity, as well as the possible differences between Shandong private universities and private universities in other provinces in China, the applicability of the countermeasures and suggestions proposed in the research on target management in private universities needs to be verified, which is also an area that needs to be explored in the follow-up stage. Secondly, the specific practice of target management may be affected by many factors. While this paper studies the case of target management in Yantai Nanshan University, it also considers the characteristics and development needs of private universities in Shandong Province. Therefore, this research may not take into account all factors that may affect the target management of private universities for analysis. Therefore, the analysis of the problems and causes of target management in Shandong private universities still needs to be further deepened. Finally, although this study focuses on combining questionnaire surveys and interview investigations, it still needs to strengthen verification in the future regarding countermeasures and suggestions for the establishment and improvement of the target management system in Shandong private universities. For Yantai Nanshan University, it should actively update its management philosophy, fully apply target management to school management, and stimulate the subjective initiative of various functional departments, teaching units, and individual teachers by establishing a comprehensive target management system for private universities. Given the current shortcomings of the research, further detailed studies on various factors that may affect the target management of Shandong private universities are needed in the future. At the same time, the

countermeasures and suggestions proposed for the target management of Shandong private universities also need to be improved in terms of specific methods and cases, thus enriching the research conclusions of the paper and enhancing the application scope and practicality of target management in Shandong private universities. Moreover, the optimization of target management measures in private universities can also appropriately leverage methods such as 360-degree evaluation and two-way communication to promote the efficiency of target management.

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Appendix A

Yantai Nanshan University Goal Management Questionnaire Survey

I. Survey Introduction

Hello!

I am conducting a research on target management in Yantai Nanshan University. To understand the issues and their causes related to target management in Jiangxi's private colleges and universities, I kindly ask for your assistance in filling out this questionnaire. This survey is anonymous, and the results will only be used for academic purposes. Your responses will not be used for any other purpose and will not have any impact on your life or work. Please feel free to answer truthfully based on your actual experiences and thoughts. Thank you for your cooperation!

II. Basic Information

1. What is your highest level of education?
2. Which department do you belong to?
3. How long have you been teaching at this institution?
4. What is your position at this institution?

III. Target Management Questions

1. How much do you know about the target management and basic planning of your institution?

A.	Slightly	knowledgeable
B.	Very	clear
C.	Not clear	
2. In your opinion, what is the purpose of implementing target management in our institution?

A.	To improve internal management efficiency
B.	To promote comprehensive reform in teaching content, teaching methods, and scientific research
C.	To motivate faculty and staff to work with enthusiasm, creativity, and

responsibility

- D. To standardize the behavior of faculty and staff
- E. To conduct assessments

3. Do you think the current target assessment and management methods in our institution are perfect, or do they need improvement?

- A. Completely reasonable, no need for improvement
- B. Basically reasonable, with minor revisions needed
- C. Unreasonable, requiring significant improvement

4. What do you think are the current issues and their causes related to target management and assessment in our institution?

- A. Low standards and flexibility in target management, with assessments being mere formalities
- B. Lack of attention from grassroots faculty and staff towards target management systems and assessment work
- C. Strong subjective consciousness among school management, lacking democratic management
- D. Overly vague and generalized indicators for target management assessment, with low levels of quantification

5. How is communication conducted between your department and your superiors in their daily work?

Communication Method: A. Meetings B. Face-to-face discussions C. Others

Communication Form: A. Activity-based B. Two-way communication C. One-way communication D. Top-down communication

Depth of Communication: A. Deep B. Normal C. Shallow D. Superficial

Frequency of Communication: A. Very frequent B. Relatively frequent C. Normal D. Less frequent E. No communication

6. How do you view the role of target management in private colleges and universities in Jiangxi?

- A. Very useful
- B. Somewhat useful

- C. Average
 - D. Not very useful
 - E. Completely useless
7. Who is involved in the assessment of your work? (Multiple choices allowed)
- A. School leaders
 - B. Department managers
 - C. Human Resources Office
 - D. Target Management Office
8. When does the school conduct target management assessments?
- A. Monthly
 - B. On a regular basis
 - C. Quarterly
 - D. At the end of each semester
 - E. At the end of each academic year
9. What is the form of feedback provided by the school's target management assessment team leaders regarding your assessment results?
- A. Only notification of the results
 - B. Indication of achievements and shortcomings
 - C. Providing improvement suggestions and understanding difficulties in completing work tasks
10. What incentive and supervision measures does the school implement for faculty and staff based on target assessment results? (Multiple choices allowed)
- A. Salary rewards and punishments
 - B. Improvement training
 - C. Position adjustments
 - D. Job promotions
11. What do you think are the bases for the school to formulate targets in implementing target management? (Multiple choices allowed)
- A. Actual development of the department
 - B. Key work points of the school each year

- C. Medium and long-term development plans of the school
 - D. Requirements of the Ministry of Education for institutions
 - E. Others
12. Does your superior often provide guidance and evaluation during your work process?
- A. Frequently
 - B. Occasionally
 - C. Rarely
 - D. Never
13. Are you satisfied with the returns you receive for your work efforts?
- A. Very satisfied
 - B. Relatively satisfied
 - C. Average
 - D. Not very satisfied
 - E. Very unsatisfied
14. Do you recognize the returns received by others for their work?
- A. Very recognized
 - B. Relatively recognized
 - C. Average
 - D. Not very recognized
 - E. Very unrecognized
15. What is the degree of difference in the results of target management assessment?
- A. Significant disparities and large differences
 - B. Obvious differences with distinct hierarchies
 - C. Small differences, not easy to distinguish
16. Do you think the assessment method used in the assessment stage of the school's target management is reasonable?
- A. Very reasonable
 - B. Relatively reasonable

C. Average

D. Not very reasonable

E. Very unreasonable

17. Do you think the content of the school's target management assessment is reasonable?

A. Very reasonable

B. Relatively reasonable

C. Average

D. Not very reasonable

E. Very unreasonable

Appendix B

Outline of Interviews on Goal Management in Private Colleges in Shandong Province

Hello!

I am currently conducting a research on target management in private universities in Shandong Province. In order to understand the problems and their causes in the target management of Shandong's private universities, I kindly ask you to fill out this interview despite your busy schedule. This interview is an anonymous survey, and the results will only be used for academic discussions. They will not be

used for any other purposes and will not have any impact on your life or work. Please feel free to answer. Please share your thoughts on the target management of Shandong's private universities based on the actual situation of your school and your personal perspectives. Thank you again for your cooperation.

1. I would like to know how many years you have worked in a private university and what are your experiences in this position?
2. I would like to know how long your private university has been implementing target management and would appreciate hearing your insights on target management.
3. Given the current environment, what difficulties and issues have arisen in the implementation of target management in Shandong's private universities? And I would like to hear your valuable opinions on this issue.
4. What do you believe are the main reasons for the various problems in the current target management of the school office? Please share your thoughts.