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## **TOWARD THE RESEARCH AGENDA FOR INNOVATION MANAGEMENT IN PEKING UNIVERSITY**

Peking University was founded in 1898. It was the product of the Reform Movement of 1898 and the result of the Chinese nation's efforts to save the nation and to build up a strong academic community. It was originally named the Capital University and was the first national comprehensive university in modern China. After the Revolution of 1911, it was renamed in 1912. Since its establishment, Peking University has been one of the centers of higher education and academic research in China and has cultivated a large number of outstanding talents, including many pioneers of the "two bombs and one satellite". Peking University currently has nearly 3,000 professors and nearly 30,000 students [1].

In the long history of civilization, ancient China established the country's highest institutions of learning, such as Taixue, Guozixue, and Guozijian, which had an important influence in the history of education in China and the world. Peking University is not only the inheritor of Chinese cultural context and educational tradition, but also marks the beginning of modern higher education in China. When it was founded, it was also the country's highest educational administrative agency and made important historical contributions to the establishment of modern Chinese academic system.

In 1917, the famous Chinese educator Cai Yuanpei took office as the president of Peking University. He followed the principle of freedom of thought and embraced inclusiveness and carried out fruitful reforms at Peking University, promoting ideological emancipation and academic prosperity. A number of outstanding figures such as Chen Duxiu, Li Dazhao, Mao Zedong, Lu Xun, Hu Shi, and Li Siguang have all taught or served at Peking University.

After the founding of the People's Republic of China, colleges and universities across the country reorganized their departments in 1952. Peking University became a comprehensive university focusing on basic teaching and research in liberal arts and sciences, as well as cutting-edge applied disciplines. It has cultivated a large number of outstanding talents for the cause of socialist construction. Among the 23 "two bombs and one satellite" pioneers, 12 are Peking University alumni.

Since the reform and opening up, Peking University has entered a new period of steady and rapid development. In 1994, it became the first batch of key construction universities in the national "211 Project". On May 4, 1998, at the meeting to celebrate the centenary of the founding of Peking University, the Party Central Committee issued a call for in order to achieve modernization, China must have a number of first-class universities with world-advanced levels, and then launched the construction of world-class universities – "985 Project". With the support and promotion of this national strategy, the development of Peking University has turned a new page.

On April 3, 2000, Peking University merged with the former Beijing Medical University to form a new Peking University. The merger of the two universities further broadened the discipline structure of Peking University, laying a foundation for promoting the cross-integration of medicine with science, engineering, humanities and social sciences, and for reforming and innovating medical education.

*Peking University's organizational structure and management system.*

The organizational structure and management system of Peking University is very complex, including multiple colleges, departments, research centers, etc. The University's management system includes the principal, vice-principal, academic committee, faculty representative conference, etc. The University uses a committee system for decision-making to ensure academic freedom and academic quality [2].

The organizational structure of Peking University follows the modern university management system, implements the president's responsibility system, and sets up multiple functional departments and academic units.

The organizational structure of Peking University mainly includes the following levels:

1 university-level leaders: at the top of the organizational hierarchy is the university's president, who is responsible for overseeing the overall administration and strategic direction of the institution. The president is supported by vice presidents who manage specific areas such as academic affairs, research, international relations, and administration. They are responsible for the overall planning, management and decision-making of the University;

2 functional departments responsible for the University's administrative management, teaching and scientific research, human resources, finance, logistics support, etc.;

3 academic units: Peking University is typically organized into multiple schools or colleges, each focusing on a broad academic discipline. These schools encompass a wide range of subjects, including humanities, social sciences, natural sciences, engineering, medicine, law, business, and more. Examples of schools within Peking University include the School of International Studies, School of Economics, School of Physics, and School of Law;

4 party and mass organizations: Peking University boasts a vibrant campus life with a variety of student organizations, clubs, and activities. These may encompass academic clubs, cultural organizations, sports teams, volunteer groups, and student government, providing students with opportunities for personal growth, leadership development, and social engagement. They also include party committees, trade unions, youth league committees, etc., responsible for the University's party affairs, trade unions, youth work, etc.

In recent years, Peking University has also actively developed an internationalization strategy, established cooperative relationships with many well-known universities and research institutions around the world, and launched many international exchange projects, providing students and teachers with a broader space for development [3]. In addition, Peking University is actively promoting the construction of a digital campus to provide students with more convenient learning and living services.

Peking University's organizational structure has the following characteristics and advantages:

1 clear structure: Peking University has a clear organizational structure with clear rights and responsibilities, which facilitates school management and decision-making;

2 clear functions: each department and academic unit has clear responsibilities, which is conducive to improving work efficiency and collaboration;

3 encourage academic innovation: the flexible setting of academic units is conducive to teachers and researchers carrying out academic research and innovative activities;

4 democratic management: the University implements a principal responsibility system, while giving full play to the role of party and mass organizations to ensure the democratic management of the University.

#### *Peking University's Innovation Strategy*

Peking University's innovative development strategy includes many aspects, such as promoting educational reform, strengthening interdisciplinary integration, and cultivating innovative and entrepreneurial talents. The University promotes innovative development and management through various methods, such as strengthening the construction of teaching staff, improving the quality of

education and teaching, and promoting industry-university-research cooperation [4]. In addition, Peking University also actively cooperates with other universities, research institutions and industry enterprises to promote innovative development and improve academic standards.

Managing innovation development at Peking University involves a combination of strategic planning, resource allocation, collaboration facilitation, and supportive infrastructure. Here's an analysis of how this strategy is managed, along with its strengths, weaknesses, opportunities, and threats (SWOT analysis).

#### 1.Strengths:

a) strong research culture. Peking University has a rich tradition of academic excellence and research output. Its faculty members are renowned scholars and researchers in their respective fields, providing a strong foundation for innovation development;

b) collaborative ecosystem. The university fosters interdisciplinary collaboration among researchers, students, and external partners. This collaborative ecosystem enhances the exchange of ideas, leading to innovative solutions to complex problems;

c) government support. As one of China's top universities, Peking University receives significant support from government funding and initiatives aimed at promoting innovation and research. This support provides resources and incentives for innovation development efforts.

#### 2.Weaknesses:

a) bureaucratic hurdles. Like many large institutions, Peking University may face bureaucratic hurdles that can slow down the innovation process. Complex administrative procedures and decision-making hierarchies could impede the agility needed for rapid innovation;

b) limited commercialization. While the university excels in research and development, its ability to effectively commercialize innovations and translate them into real-world applications may be limited. This gap between research and commercialization could hinder the university's ability to maximize the impact of its innovations.

#### 3.Opportunities:

a) industry collaboration. Peking University has opportunities to strengthen collaborations with industry partners, leveraging their expertise, resources, and market insights to drive innovation forward. By forging strategic partnerships with businesses, the university can enhance the practical relevance of its research and accelerate the commercialization process;

b) global engagement. With an increasingly interconnected world, Peking University has the opportunity to expand its global partnerships and collaborations. By engaging with leading universities, research institutions, and corporations worldwide, the university can access new knowledge networks, funding sources, and markets for innovation.

#### 4.Threats:

a) competition. Peking University operates in a highly competitive landscape, both domestically and internationally. The emergence of other research-intensive universities and innovation hubs poses a threat to its position as a leader in innovation development;

b) intellectual property risks. In the process of collaboration and knowledge exchange, there are inherent risks associated with protecting intellectual property rights. Without robust mechanisms in place to safeguard innovations, Peking University may face challenges in retaining ownership and capturing the value generated by its intellectual assets.

Peking University's management of innovation development benefits from its strong research culture, collaborative ecosystem, and government support. However, it also faces challenges related to bureaucratic hurdles, limited commercialization, competition, and intellectual property risks. By leveraging opportunities such as industry collaboration and global engagement, while addressing weaknesses and mitigating threats, the university can enhance its innovation management strategy and continue to drive impactful advancements in research and development.

The analysis of foreign and domestic experience in the management of innovation development within educational establishments reveals a multifaceted landscape shaped by various factors and approaches. Internationally, scholars such as Chesbrough and Drucker emphasize the importance of open innovation and entrepreneurial practices in fostering educational innovation. Drawing from these perspectives, organizations can leverage external knowledge and resources to drive innovation within educational settings.

Domestically, approaches to innovation management within educational establishments often involve a blend of leadership strategies, change management techniques, and capacity-building initiatives. Kotter's model of leading change underscores the significance of visionary leadership and effective communication in navigating innovation initiatives within educational institutions [5].

Thus Peking University provide deep insights into global trends and challenges in educational innovation and innovation management offering a basis for comparative analysis and benchmarking. The importance of internal capabilities and organizational readiness for effectively assimilating and utilizing external knowledge is stressed by the critical role of innovation capacity building in enhancing the competitiveness and sustainability of educational institutions. The main perspectives of innovation management are seen in strategic alignment, resource allocation, and organizational culture to foster a conducive environment for innovation within educational establishments.

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