

Executive Summary

This report aims to explain the understanding of the literature review and provide a preliminary literature review on conflicts between administrators and academics in higher education and existing conflict resolution methods or mechanisms. There will be divided into three parts. The first part is to introduce critical literature review including the definition, purpose, significance, and the content. The second part presents 100 annotated bibliographies in the form of table. Clearly record the literature have read by marking useful information and keywords. And the third part is an overview of the literature review work during these three months. Using a narrative review approach, the literature is summarised in the definition of terms, prevalence of conflict in higher education, conflict and causes between administrators and academics, and conflict resolution methods or mechanisms. This study decides to use stakeholder theory for conflict analysis and draws up an overview map of university stakeholders. Scholars have done relatively mature research on the conflicts and causes between higher education administrators and academics. By analyzing commonalities, it is feasible to find key conflicts and causes between managers and academics. However, there is little research on the actual practical effects and feedback of established conflict resolution mechanisms. Most of the literature focuses on the analysis of conflict causes, and the part of conflict resolution suggestions is relatively intuitive and superficial. Based on this research gap, the research question is set as: How to optimise the conflict resolution methods or mechanisms in Chinese higher education. Due to the lack of time

for literature review and the subjectiveness of narrative reviews method, the next stage of literature review will focus on reviewing the evaluation of existing conflict resolution methods or mechanisms effects, and they are classified and summarised according to China and the world to supplement the comprehensiveness and objectivity of the information.

Table of Contents

EXECUTIVE SUMMARY	4
PART 1.....	6
1.1 THE DEFINITION OF LITERATURE REVIEW	6
1.2 THE PURPOSE OF LITERATURE REVIEW	7
1.3 THE SIGNIFICANCE OF LITERATURE REVIEW	8
1.4 THE CONTENT OF LITERATURE REVIEW	9
1.4.1 METHODS OF LITERATURE REVIEW	9
1.4.2 STEPS TO CONDUCT A LITERATURE REVIEW	11
1.5 CONCLUSION.....	12
REFERENCES.....	13
PART 2.....	15
PART 3.....	19
3.1 INTRODUCTION.....	19
3.2 KEY AIM	20
3.3 DEFINITION OF KEY TERMS	20
3.3.1 HIGHER EDUCATION.....	20
3.3.2 HIGHER EDUCATION ADMINISTRATORS	21
3.3.3 HIGHER EDUCATION ACADEMICS.....	21
3.3.4 CONFLICT	22
3.3.5 CONFLICT RESOLUTION.....	22
3.4 THE PREVALENCE OF CONFLICT IN HIGHER EDUCATION	22
3.5 CONFLICT BETWEEN ADMINISTRATORS AND ACADEMICS IN HIGHER EDUCATION	24
3.5.1 VALUE CONFLICTS	25
3.5.2 POWER CONFLICTS.....	26
3.5.3 RESOURCE ALLOCATION CONFLICTS.....	28
3.6 CONFLICT RESOLUTION	29

3.7 STAKEHOLDER THEORY	31
3.8 CONCLUSION.....	36
REFERENCES.....	38

List of Figures

FIGURE 1: DIFFERENCES BETWEEN ADMINISTRATORS AND ACADEMICS (LI, 2018).....	25
FIGURE 2: GROUPINGS AND TYPES OF STAKEHOLDERS (CHAPLEO AND SIMMS, 2010)	34
FIGURE 3: STAKEHOLDER ANALYSIS OF THE HIGHER EDUCATION INSTITUTIONS (MARIC, 2013)	34
FIGURE 4: AN OVERVIEW OF THE UNIVERSITY'S STAKEHOLDERS	35