

Construction of Case Development System for Power Grid Enterprises

Based on the Case Development of State Grid Jiangsu Electric Power

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ABSTRACT

To construct a case development system that meets the strategic requirements of power grid enterprises is a major issue in implementing the relevant national education and training arrangements and supporting the State Grid's strategic objectives in the new period. This paper analyzes the situation and requirements of case development system construction of power grid enterprises. Taking the case development of State Grid Jiangsu Electric Power as an example, this paper discusses the current situation of case system construction of power grid enterprises, and clarifies the achievements and shortcomings of case development. It is of great significance to deepen the summary, refinement and popularization of advanced management experience of power grid enterprises, give full play to the important role of case development in effectively supporting the strategic landing of power grid enterprises, promoting business development and speeding up personnel training, and improving the management level and promoting high-quality development of the State Grid.

Keywords: Case Development, Educational Training, Strategic Goals

1. INTRODUCTION

As a practical simulation teaching method which can improve trainees' comprehensive strength, enrich trainees' practical experience and develop students' innovative thinking, case teaching gradually goes out of the classroom and is widely used in enterprises. Through the case teaching of enterprise management, the trainees can deepen their understanding of the basic theoretical knowledge of enterprise management and master the technical skills, so as to rapidly improve the trainees' knowledge and skills and improve their ability to solve problems [1].

The introduction of case teaching method in the field of management education in China is relatively late. In 1980, the US Department of Commerce cooperated with China's Ministry of Education, National Economic Council and National Science and Technology Commission to hold a "Pocket MBA" training course, and set up the project implementation base of Sino-US cooperation in training MBA in Dalian Training Center of China Industrial Science and Technology Management (predecessor of Dalian Senior Managers College in China). After the establishment of the center,

a case development team composed of Chinese and American teachers went to a number of Chinese enterprises to compile 83 teaching cases and compiled a book Introduction to Case Teaching Method [2]. In 1986, with the support of the then State Economic Commission, Dalian Training Center of China Industrial Science and Technology Management held a two-week case training course for the first time.

Since 1990s, with the booming of business administration education in China, especially MBA education, and the cultivation and development of management education market in China by European and American business schools represented by Harvard Business School, case teaching method has developed rapidly in the field of management education in China [3]. In the early 1990s, Dalian University of Technology established the earliest case database in China. Since then, domestic universities have begun to realize the importance of case database construction and set up case study centers one after another [4].

At present, there are large-scale and fully functional case study centers in China, such as Peking University Management Case Study Center, Tsinghua University

Institute of Economics and Management Case Study Center, China Europe International Business School Case Study Center, and Dalian Senior Manager College Case Study Center. At the same time, with the support of the National MBA Education Steering Committee, China Management Case Sharing Center was established in 2007, which is dedicated to promoting and improving the teaching and research level of management cases in China, realizing the sharing of case resources, teachers, academic achievements and international cooperation resources among universities, and strongly promoting the rapid popularization of case teaching in the field of management education in China.

2. SITUATION FACED BY CASE DEVELOPMENT OF POWER GRID ENTERPRISES

This paper comprehensively analyzes the new requirements of the education and training of party members and cadres and the landing of strategic objectives for the case system construction of power grid enterprises, and clarifies the development requirements of the current power grid enterprise division to promote the case system construction.

To strengthening the construction of case system is the objective requirement of implementing the relevant national education and training arrangements and promoting the reform and innovation of the training system of power grid enterprises. With the complicated changes of the situation at home and abroad and the deepening of social reform and development, higher requirements are put forward for the ability and quality of party members and cadres. The education and training of Party members and cadres in China is facing new situations and challenges. It is urgent to enrich the methods and methods of education and training, improve the effectiveness of education and training, and activate the vitality and vitality of party organizations. The Central Organization Department put forward the case method to strengthen the education of Party members and cadres. General secretary Xi Jinping emphasized at the educational work conference on the theme of "Do not forget your initiative mind, keeping in mind the mission": "it is necessary to publicize positive models, credible and learnable advanced figures around party members and cadres, and promote a batch of good experiences that can be replicated and popularized. It is necessary to profoundly analyze the negative examples, clarify the law and discipline with cases, promote rectification, and play a warning role. " In July, 2019, the Central Organization Department compiled and published a series of "Cases of Implementing the internship in the new era of socialism with Chinese characteristics and tackling difficulties in the process of reform, development and stability". There are 7 working cases in this batch, including 172 cases in 7 fields,

including economic construction, political construction, cultural construction, social construction, ecological civilization construction, party building, and prevention and resolution of major risks. Train party members, improve their abilities and advance their work with typical cases. By studying and using these typical cases, we can help party members and cadres to strengthen their abilities and weaknesses, make up their shortcomings, comprehensively improve their ability to adapt to the new era, achieve new goals and implement new arrangements, and enhance their initiative. In the education of party members and cadres, learning and making good use of typical cases will help deepen the understanding of Xi Jinping's socialism with Chinese characteristics in the new era and improve the ability of party members to overcome difficulties.

In the "National Cadre Education and Training Plan 2018-2022", it is clearly pointed out that it is necessary to improve the methods and methods, carry out demonstration training in the application of research, case, simulation and experience methods, and promote the construction of case libraries of national and provincial cadre education and training institutions. Case teaching, which is based on cases, takes ability training as the goal and takes interactive discussion as the platform, fully embodies the characteristics and requirements of "combining quality with ability training", and has become one of the main directions of enterprise training reform and innovation.

To strengthening the construction of case system is an inevitable requirement for serving the strategic objectives of power grid enterprises, improving the quality of personnel training and promoting the high-level sharing and utilization of achievements. In order to meet the strategic requirements, the construction of the case system of power grid enterprises should be guided by the strategic goal of serving and building an international leading energy Internet enterprise with Chinese characteristics. The efficient implementation of strategic objectives of power grid enterprises puts forward new and higher requirements for further improving the quality of personnel training, strengthening the analysis of external advanced experience and sharing internal achievements. First, based on "with Chinese characteristics", adhere to the "five definitions", require the case development work of power grid enterprises to be demand-oriented, dig and extract outstanding work experience with the characteristics of the national grid, and deepen the summary, refinement and application of advanced management concepts and practical experience within power grid enterprises to inherit the characteristics of the national grid; Second, pursuing "international leading" and realizing "six leading", the case development work of power grid enterprises is required to learn the typical practice of benchmarking international leading enterprises, innovate the concept

and working mode of case development, improve the efficiency and quality of case development of power grid enterprises, and promote the management level of power grid enterprises; Third, take the "energy internet" as the direction, build the "three systems", and require the case development work of power grid enterprises to serve the typical scenarios such as business development, business scenarios and business difficulties, and dig deep into the typical experiences of grassroots party building, corporate governance, power grid development, energy internet construction, etc., so as to promote business concept innovation and practice innovation.

To strengthening knowledge management requires the State Grid to improve the standardization level of case development. Strengthening the construction of case development system is the inherent requirement for the State Grid to promote knowledge management. Enterprise case development system is an important part of enterprise knowledge management system, and it is also an important way and core hand to promote knowledge management. Knowledge management is a process of identifying, acquiring and making full use of knowledge in order to improve the comprehensive competitiveness of enterprises. Knowledge management is an activity that treats knowledge as an important asset of an enterprise and effectively improves the value of knowledge assets through a series of standardized operations. At present, more and more attention has been paid to the fundamental role of knowledge management in promoting enterprise innovation, and how to do a good job in knowledge management has become one of the important management problems faced by companies. By strengthening the construction of case development system and carrying out case development and training activities in depth, employees' tacit knowledge can be made explicit, personal experience organized, advanced management concepts and experiences can be further summarized, refined, popularized and applied, and knowledge can be shared, inherited, iterated and innovated within the State Grid. Strengthening the construction of case development system is an urgent need to improve the systematization, standardization and standardization of case development, and an important way to promote the comprehensive and in-depth knowledge management of the State Grid.

3. ANALYSIS ON THE PRESENT SITUATION OF CASE SYSTEM CONSTRUCTION IN POWER GRID ENTERPRISES

Taking the case development practice of State Grid Jiangsu Electric Power as an example, comparing with the requirements of strategic objectives, this paper combs and analyzes the current situation of case system construction of power grid enterprises from two aspects

of effectiveness and shortcomings, and clarifies the needs and shortcomings of case system construction of power grid enterprises.

3.1. Effectiveness of Case System Construction in Power Grid Enterprises

As the world's largest public utility enterprise and the world's top 500 enterprises, power grid enterprises have partially implemented case teaching method in their internal management and management training for many years, and achieved good results in training teaching and personnel training. State Grid Jiangsu Electric Power Case Development started earlier, and initially established a relatively systematic technical standard for training case development. Following the principles of applicability, unity and standardization, and according to the post ability training standards, rules and regulations, post examination question bank and operation manual, State Grid Jiangsu Electric Power has developed four training case forms, mainly including management case, post question and answer, accident analysis report, operation manual and operation instruction. In order to promote the standardization of case development, State Grid Jiangsu Electric Power has formulated technical standards for training case development. According to the technical requirements of case development, such as scope, form, volume and proposition, the task of case development is defined and the working steps of case development are worked out. The working steps of case development mainly include determining the scope and form of case development, compiling case development plan and outline, State Grid technical review and cross-evaluation of development units, developing case samples, State Grid technical review, developing all cases, internal audit of development units and comprehensive review of State Grid. Finally, the submission requirements of case development results and development quality control and guarantee measures are put forward from the development unit level and the company level. The training case development of State Grid Jiangsu Electric Power Co., Ltd. is an early and systematic exploration of the technical standard of case development in the State Grid system, which provides samples and reference for the construction of the State Grid case development system.

3.2. Insufficient Case System Construction of Power Grid Enterprises

Since the establishment and popularization of the case database of power grid enterprises, the construction of case system has made rapid progress, and achieved good results in improving the quality and efficiency of education and training, promoting business development and personnel training. However, facing the strategic objectives of power grid enterprises in the new period,

there are still many shortcomings in the case system construction of power grid enterprises:

First, the case system construction of power grid enterprises is not closely integrated with the landing requirements of strategic objectives of power grid enterprises. In terms of highlighting "with Chinese characteristics", although the case system has a party building module, it does not systematically present the party building content that reflects Chinese characteristics and king characteristics, and the policy implementation is not included in the party building module; In the aspect of "international leading" and "energy internet", although case theme settings are classified according to professional management, which is convenient for collecting and uploading cases from various professional departments, there are some problems such as limited classification, and many professional management work is difficult to benchmark with the outside, which is not conducive to the improvement of management ability and level of power grid enterprises.

Second, the internal personnel of power grid enterprises have not reached an agreement on the cognition of enterprise cases, and the role and value of cases in promoting the improvement of employees' comprehensive quality and the innovation and development of enterprise knowledge have not been fully exerted. Typical cases are important resources and effective ways to promote the innovation and development of power grid enterprises. Through case study and study, it can promote employees to interpret and reflect on typical cases, sum up experiences and lessons, and refine effective working methods and theoretical basis; At the same time, case teaching and training can transform the traditional reception training into participatory training, which can improve the professional quality and comprehensive ability of employees and enhance the pertinence, practicability and effectiveness of training in the process of case analysis, role transformation, scenario simulation and open inquiry. The construction of case system of power grid enterprises is of great significance to the innovation of knowledge inheritance and the shaping of corporate culture. Therefore, the scope of case development and application of power grid enterprises needs to be further expanded, and the role and value of case development should be fully exerted and released.

Third, the case application of State Grid Corporation is not closely integrated with the actual production and management of power grid enterprises. At present, the enthusiasm and initiative of employees to independently develop cases are not high, and the case mechanism of employees' independent development, sharing and learning has not yet been established; Case application is mainly concentrated in training courses and course teaching, which is not very instructive for employees'

production and life practice; The case application is mainly based on teaching cases, and there are few post cases and experience cases, which have not yet played a role in comprehensively improving the comprehensive quality of employees; In addition, the existing cases are mostly concentrated at the departmental level, and there are few cases accumulated at the enterprise and individual levels; In terms of online and offline application, it still stays offline, with low online usage rate and no online and offline collaboration.

4. CONCLUSION

As an important part of enterprise education and training system and knowledge management system, the role and importance of enterprise case development has become increasingly prominent. The implementation of the State Grid's strategic objectives puts forward new and higher requirements for case development. In order to meet the strategic requirements as soon as possible, it is urgent to take strategy as the guide and service business development as the basic orientation, dig deep into the work characteristics and typical experiences of various professions, and promote the State Grid to continuously realize the concept innovation and practice innovation under the strategic guidance. State Grid Jiangsu Electric Power continues to carry out case development work, which has achieved remarkable results and is also facing new challenges. Under the guidance of the State Grid's strategic objectives, we should further deepen the summary, refinement and popularization of the advanced management experience of various majors, give full play to the important role of case development in effectively supporting the State Grid's strategic landing, promoting business development and accelerating personnel training, and continuously improve the State Grid's management level and promote the State Grid's high-quality development.

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