Enterprise Universities Build Core Competence of Talents

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ABSTRACT. *The new training concept of " Enterprise University" was first introduced into China by Motorola in 1993. After that, the enthusiasm of local famous enterprises to establish " Enterprise University" gradually increased. The wave of construction of China's enterprise universities began with the establishment of Haier University in 1999. Today, the enterprise universities, which have been developing for more than 20 years in China, and still enjoying constant popularity. Their mission as strategic tools is also recognized by more and more enterprises.*

1. Qrganization Structure

A clear organizational framework is a prerequisite for the establishment of enterprise universities.

(1) The key to the success or failure of an enterprise university rely on the enterprise senior management. As a non-direct profit-making department of the company, the value of training will not be realized immediately, which requires the foresight of senior leaders. Most presidents of enterprise universities are held by top leaders of enterprises. For example, the president of Ping An University is held by Chairman Mingzhe Ma, and the specific work is in charge of the group's human resources director. This organizational structure design makes the enterprise university rise to the height of enterprise strategy, and at the same time ensures the connection and interaction between the enterprise university and other functional modules of the human resources department.

(2) The operation mode is the first issue to be considered when establishing an enterprise university. It usually includes two types: inward type and outward type.

The general departments of introverted universities are set up independently of the human resources department or as subordinate departments of the human resources department, making their operation more flexible and autonomous. Tencent University is positioned as an inward-looking enterprise university, adhering to the concept of providing all employees with good education, and training mainly serves employees and investors. Exterior enterprise universities are also based on the development and training of employees within the enterprise, carry out the training of students in the society. Typical export-oriented enterprise universities such as sunshine university, sunshine finance through the structure of the division system, ensure sunshine university as a separate settlement institutions to self-financing. The two modes have their own advantages and disadvantages. Enterprises can choose the appropriate operation mode according to their own development needs.

2. Curriculum System

Establishing a complete training curriculum system is the core work of enterprise universities

(1) Establish a Curriculum System Serving Core Business Where is the core business of the enterprise, then the focus of the enterprise university is where, serving the core business is the core of the enterprise university's work. Science and technology companies such as Huawei Enterprise University are positioned to rely on Huawei's strong technical strength to lead the forefront of training business, become an effective way to promote the success of enterprise management strategies. The core of talent training is technical talents and management talents. The customer-oriented university training system for Ping An insurance companies is divided into three parts, the first part is for 210,000 employees, the second part is for customers and partners, and the third part is for 600,000 agents. Therefore, Ping An University's training has formed a 2+1 plate structure, of which sales training is the starting point of Ping 'an University's work.

(2) Objectives of Curriculum System Construction In addition to endorsement and blessing of corporate reputation, the core of corporate universities is to create a sharing platform for courses, to realize knowledge dissemination and sharing and precipitation of learning resources, to cultivate and reserve talents for enterprises, and to ensure the sustainability of talents required by enterprises. The purpose of training courses in enterprise universities is to turn the knowledge that employees know into actions that they can take, and ultimately to improve performance and create value for the company. The curriculum system is the core of enterprise universities. Whether or not to develop a curriculum suitable for the needs of employees is directly related to the training quality of enterprise universities and determines the way the curriculum is presented. Therefore, great development efforts and polishing time are required on the curriculum. With talents becoming more and more the core competitiveness of enterprises, human capital is the most important capital of enterprises, which determines that enterprises have higher and higher requirements for employees. Therefore, enterprise universities must be able to take on enterprise strategy and business performance and turn the training

curriculum system into a sharp weapon to enhance the competitiveness of talents.

(3) Diversification of training methods in the curriculum system to meet all-round needs of employees Enterprise universities can be horizontally equipped with sales colleges, technical colleges, human resources colleges, management colleges and degree workstations, etc. according to each business sector, to meet the learning needs of employees at all levels and business units of the company in an all-round way, making training detailed and specialized to each business sector. In terms of training methods, on-site training, certification training, E-learning learning, distance television classes and other training methods are provided to ensure that the training methods meet the needs of the trainees in all aspects. Each trainee can choose a training method suitable for himself according to different training contents and time and place. Through the diversified setting of colleges and training methods, curriculum resources can be fully combined with the diversified personal needs of employees.

3. Trainer Team

Mobilizing the enthusiasm of lecturers' training is the engine for enterprises to work in universities.

(1) Construction of University Lecturer Team for Enterprises The lecturers of enterprise universities include full-time lecturers, professional lecturers, external lecturers and professional consultants. The number of full-time staff stationed in the headquarters is usually very small and precise, and a special enterprise university training department is set up in the form of a department. Full-time lecturers must train and manage the professional lecturer team of the enterprise. The professional lecturer team consists of excellent employees from all departments of the enterprise. How to mobilize the enthusiasm of professional lecturers and improve the teaching ability of professional lecturers is directly related to the quality of training results. At the same time, because the branches are distributed in different regions, it is a great challenge to effectively manage the lecturers across regions. Matrix management of lecturers is an effective cross-departmental and cross-regional personnel management method. On the one hand, lecturers accept the direct leadership of enterprises and universities in curriculum development and training implementation, and on the other hand, they belong to the leaders of subordinate enterprises and branches in preparation and accept their arrangement in work.

(2) Management and encouragement of lecturer team Professional lecturers must go through a series of selection and evaluation processes. Professional lecturers come from employee self-recommendation and department recommendation. Candidates for professional lecturers will be trained and evaluated for their training skills. Finally, the best lecturers will be selected to teach according to the evaluation results. Reasonable distribution of lecturers' daily pay has a great incentive effect on arousing the enthusiasm of full-time lecturers, and the daily pay of full-time lecturers set up by domestic enterprises is mostly linked to personal pay.

4. E-Learing

The online learning platform has greatly improved the training efficiency of Ping An University

(1) E-Learning greatly improves the training efficiency of cross-department and cross-region trainees for group companies, the trainees come from different levels and different regions, and the training needs to be more targeted. Facing the branches all over the country, the training will undoubtedly add extra difficulty to the enterprises. The establishment of E-learning learning platform can greatly improve the training efficiency and use the platform to complete the accumulation and management of training knowledge. Face-to-face teaching is more suitable for skill training, classroom simulation, experience sharing, etc. Apart from face-to-face training, the rest can be realized through the E-learning platform. The specific method is to complete the instruction of the lecturer at the headquarters first, then notify the trainees of the time, place and content of the course through the online learning platform, arrange the training and learning to be conducted online. E-learning can not only be used as a carrier of online courses, but also be used for training management and training operations, which can greatly improve training efficiency.

(2) Use Knowledge Management Platform to Build Enterprises into Learning Organizations The training content that can be implemented on the platform includes course video recording, training case library, face-to-face training, report generation, online examination and online learning, etc. Through the platform to manage students' learning content, and regularly prepare and update the department SOP manual, upload learning experience and data sharing. Finally, the knowledge management platform of the enterprise can be built. Students can find the answers directly on the platform if they have questions. The work skills and problem solutions of each post can be sorted out and refined through the platform, and finally fed back to the trainees to build a full-scale learning organization.

5. Training Management System

A reasonable system is a powerful guarantee for the smooth development of all kinds of work in enterprise universities.

(1) Implementation of Training to Ensure Good Operation of Enterprise Universities Staff training work is uniformly deployed by the company, and professional training tasks can be implemented by departments themselves. Enterprise University is mainly responsible for policy implementation, product knowledge, basic skills and management ability training. Enterprise University Training Center establishes enterprise training resource curriculum system, is responsible for lesson plan arrangement, and lays the foundation for training work. The rights and obligations of trainers' employees are also obligations. Therefore, employees should be encouraged to strive to improve their professional and technical knowledge and work skills. At the same time, training must be linked with

the promotion and salary of employees to ensure the training effect.

(2) Training evaluation is the yardstick for judging the achievements of enterprises and universities The evaluation of the training effect is based on Koch's four-level evaluation method combined with the degree of problem solving. The overall training effect is evaluated from the aspects of the achievement of the training purpose and the evaluation of the course by the trainees. The ultimate goal of the assessment is to be among employees, to understand their development needs, to effectively assess the actual level, to develop targeted and attractive learning programs, to help employees improve their capabilities, and then to improve their work performance, and to become performance consultants for employee growth. Enterprise universities are positioned as training-oriented non-profit centers, but there are also a set of virtual quantitative KPI assessment indicators that can be designed, including the number of courses developed each year, the number of days of trainers, the amount of virtual fees used, the number of online courses learned, and the number of online examinations. These indicators become the key to measure the operating efficiency of enterprise universities.

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