



China's Minnowbrook Conference: The Review of "Chinese Theories, Chinese Stories and Chinese Solutions" Initiated by China Case Study Journal Alliance

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On March 24th, 2021, with the initiative of the Chinese government and the promotion of well-known scholars in public administration, the (qualitative) case study seminar of Tsinghua University initiated the case study movement. The Case Study Seminar of Young Scholars was also held on November 16th 2021, and the Case Study Seminar of the Case Center of the Ministry of Education was held on November 17th 2021. If the three Minnowbrook Conferences of the United States were of epoch-making significance to the transformation of the paradigm of public administration theories and practices, then the three conferences also have the epoch-making significance of the paradigm transformation of case studies of public administration in China. Under the background of great changes in the global power contrast and profound reform in China, this review paper tries to use the interpretation and interpretation of critical discourse, especially to explain the Chinese theories which are in-depth, refined and transformed by the case study method of Chinese stories, and the Chinese solutions plausible for Chinese theories. In view of the diversity and complexity of Chinese theories and Chinese solutions, this paper mainly focuses on the realization of Chinese theoretical construction and the formulation of Chinese solutions through the discourse interpretation of Chinese case propositions.

Keywords: China Case Study Journal Alliance, Chinese theories, Chinese stories and Chinese solutions, public administration theory

Discourse analysis is a method to study language. Through the observation of the language in practice, the organizational and usage characteristics of the language are explored, and the constraints in the language are explained from the aspects of the communicative function of the language and the cognitive characteristics of the users of the language (Fairclough, 1992/2003).

Why is China's public administration in urgent need of Chinese theories, Chinese stories and Chinese solutions? This is because the Western theories of public administration can no longer guide the current practice of public administration, especially in the context of the new crown epidemic, the complexity of Sino-US relations and the obstruction of globalization, Chinese stories, Chinese theories and Chinese solutions not only contribute to the difficulties of China's public administration theories and practices, but also enhance the theories and practices of public administration around the world. However, the key problem is to interpret

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the purpose, scope, research design, interpretation and analysis of case studies, causal mechanism and causation induction, and new theoretical construction.

China’s Professional Degree Case Construction High-End Seminar

On March 24, 2021, a high-end seminar on the construction of professional degree cases in China was held at Tsinghua University.

TAN Fangzheng (2021) pointed out that the establishment of the China Case Study Journal Alliance is an ice-breaking and innovative move. For case construction and research, it: (1) strengthens the classical case construction of XI Jinping’s new era of socialism with Chinese characteristics: case studies serve Chinese politics, China’s ideas, China’s policies; (2) adheres to the principle of the case, focus on the major theoretical and practical problems of China’s economic and social development; and (3) insists on case-by-case reform, to strengthen the case studies of theoretical value as a breakthrough in solving problems.

China’s ideas refer to political theories; theories refer to causations, and philosophy refers to the local philosophy, which plays an important role in promoting the reform and innovation of the paradigm, evaluation approach and education approach of philosophical and social sciences in China. This is a new kind of reform and innovation. The Journal Alliance highlights the ideological nature of Chinese cases, the tradition, involving conceptual construction and literature review; it needs to be very different from Western literature academy. The case studies are difficult; the main obstacle lies in the lack of strict qualitative research methods, the effectiveness and reliability of many case studies, which are typical types of problem. In fact, the Party and the country’s policy objectives all need the support of typical cases, case studies have a lot of room for development, and fresh activities refer to in-depth descriptive, specific scenarios. In general, Chinese philosophy and social sciences in the past most reject in-depth description of the fresh activities and vividness. The introduction of more high-level classic cases and the characteristic of classic cases that theory in practice organic combination can stand the continuous test of practice, with theoretical guiding value, open and inclusive research cases. It has not yet established a mature case system; practical cases and innovative cases refer to differences from other people’s cases and refinements from practice cases.

TANG Jiwei (2021) pointed out that the establishment of the Journal Alliance is an effective way to solve the big problem of training graduate students’ practical innovation ability from the small cut of case study. One of the characteristics of case study is to provide the boundary and analysis of cases, to be small and big, from the first small beginnings, one can see how things will develop to refract a larger society. Traditionally, it referred to in China as “anatomical sparrow” and “specific analysis of specific problems”.

LIN Mengquan (2021) pointed out that in order to focus on case studies and to raise the level of case, we should know how to improve the need to form consensus, to tell good Chinese stories, and to contribute Chinese wisdom, including literary and historical philosophy, ethics, and folk wisdom. The work of the Journal Alliance are: (1) multi-platform multi-way publicity of the establishment of the Journal Alliance target significance, the joint publication of case study column drafts of the alliance periodicals; (2) multi-form organizations, including journal drafts, case agencies recommended cases, targeted drafts; (3) multi-channel joint construction of classification experts to provide expert resources support for the work of the Alliance; (4) the establishment of a two-way interaction mechanism to promote the case priority recommendation and publication and journal published case priority; and (5) to win support for various research topics, promote the natural science foundation and other “project guide” to set up case study topics, and support case studies.

To create case products, scholars should improve the level of case studies and construction, such as Harvard University’s Kennedy School of Government at Harvard University in the field of public administration, University of Virginia, and University of Philadelphia, Wharton School of Business Administration at University of Philadelphia for case study teaching. The benchmark books of public administration case studies are: (1) Allison and Zelikow (2008), *Essence of Decision: Explaining the Cuban Missile Crisis*, which adopts rational actor model, organizational behavior model and governmental politic model to analyze the cases; and (2) Stillman II (2009), *Public Administration: Concepts and Cases*. These books are masterpieces of case study textbooks in the field of public administration. The case platform is with global impact. These are not one-off cases and we need the influential cases, continuous improvement, and the pursuit of excellence, of which “Cuban missile crisis” case has been in use for 60 years. This case is still in use, which is worthy of learning from the experience of the case.

To promote the natural science foundation and other “project guide” to set up case study topics, supporting case studies is a new innovative form of research topics. Whether it is natural science funds or social science funds, there are few qualitative case studies, but the innovation and construction of Western social science theory is a lot from qualitative case studies, especially social science doctoral dissertations are a lot of case studies, and the vast majority of Western public administration papers are case studies, including qualitative case studies. It can be said that case studies are the basic form of public administration teaching, but it also is the basic form of public administration papers. Promoting qualitative case studies in China is not only feasible, but also has a broad ideological, cultural, and social basis, and the 2021 case study initiatives have a strong motivation for top-level design, and the future case study progress is unlimited.

QU Futian’s (2021) talk on “Case Studies, Not Just Cases” points out that case study is not only a teaching reform, but also a research paradigm transition.

WU Xiaoqiu (2021) pointed out that paying attention to case construction can solve the bottleneck of professional degree education with “double tutors, double teaching and double classrooms” as its connotation. He pointed out that teaching cases should have teaching themes, situations, reasons, results and other elements, leaving students with room to propose solutions and make a variety of decisions.

In addition, case studies can provide the exploration of ethical norms, potential assumptions, meanings, concepts, and the nature of problems, provide in-depth, diverse and complex governance scenarios for the social governance system, with personalized, humanistic, democratic, pluralistic and inclusive essential characteristics, and are also beneficial and necessary sources and bases of China’s governance system and grand theories.

XUE Lan (2021) pointed out that there are great differences between research cases and teaching cases in originality, content and structure. The establishment of the China Case Study Journal Alliance has expanded the connotation boundary of case studies and extended them from the training model of specific professionals to the paradigm of social science research.

President XI Jinping (2016) said in a speech at a symposium on philosophy and social science work, “To play the role of philosophy and social science in China, we should pay attention to strengthening the construction of the discourse system”.

In interpreting Chinese practice and constructing Chinese theories, we should have the most right to speak, in fact, the voice of Chinese philosophy and social science in the international arena is not only relatively small,

but also in a reasonable and unspeakable situation. We should be good at refining the concept of identity and creating new concepts, new categories, and new expressions that are easy for the international community to understand and accept, and guide the international academic community to carry out research and discussion. To this end, we need the in-depth observation of China’s reform, development practice, and the formation of a local “problem consciousness”. We should further explore and give birth to realistic and effective in line with the Chinese characteristics of normative theory, the construction of China’s situation under the discourse system.

XUE Lan (2021) thinks that there are three misconceptions about case studies: The first is that case studies are a pre-scientific approach that does not need to be data-based and there is no systematic approach to follow. But in fact, qualitative and quantitative materials can be used in case studies, and the support of them is the general analytical logic of social science research, that is, observing phenomena, describing characteristics, establishing types, displaying processes, analyzing effects, etc. The second misconception is that case studies are unrepresentative. In fact, high standards and high levels of case studies should pay particular attention to the public, predictable, holistic, and historical nature of case selection. The third misconception is that case studies can tell stories, but it is difficult to get clear results. In essence, the case study places particular emphasis on combing the various factors of the case with the causal relationship behind it.

He suggests that there is a difference between research cases and teaching cases in nature. The research-oriented case is the result of empirical research activities, as a research method used to explore phenomena that are difficult to separate from the situation. It is mainly used for the detailed insight of the research object to discover the particularity of things, and in the search for these particularities behind the general law. Is there the law in each case or multiple cases to explore the law? To what extent to explore the law? This is worth exploring.

The case study itself focuses on logical reasoning and theoretical analysis. A good teaching case can often bring the complexity and challenge of real management practice to life through specific story scenes. Such complex scenes cannot be mechanically applied to management theory and methods to solve, forcing students to use the theory for analysis of problems, but must play the imagination and creativity, in place to explore effective solutions to problems. Many teaching cases written now focus too much on summing up the successful experience of management practice, and are unwilling to show the contradictions and problems existing in management practice. There is still a lot of room for improvement in the future.

At the academic normative level, the goal of case studies is to provide a wide range of knowledge, explanatory knowledge, understanding knowledge, and normative knowledge, and to provide more abundant raw materials for social science research. High-standard case studies are essentially the same as quantitative studies, all of which seek to explore the general connections and general laws behind discovering things, and he gives an example of two case study papers published in the *China Public Administration Review*: “The Role of ‘Earth Taste’ Broadcasting in Rural Epidemic Prevention at the Grassroots Level” as a single case study example. And “Social Organization Policy Advocacy Behavior and Civility Research within Organization: Analysis of Multi-Case Comparison” is as example of multi-case comparative studies. At the level of system construction, the establishment of China Case Study Journal Alliance has set up a good platform. The key in the future is how to establish a better operation mechanism and evaluation mechanism to promote research-based case work. The construction of research-oriented cases can gain a deep understanding of the details of the problems that arise.

It is beneficial to construct the discourse system under the Chinese situation. Since the case study comes from concrete practice and from the situation, the discourse system is the most basic part of the governance system and the indispensable social basis of the broadest public opinion basis of the governance system. As a direct expression of discourse system, case study provides an important research approach for governance system.

The goal of case study is to provide diversified social knowledge, to have analytical advantages in influencing the causal mechanism of factors, and to promote the construction of research-oriented cases from the institutional level of platform mechanism, operation mechanism and evaluation mechanism linkage.

Qualitative case studies have the characteristics of diversity, personality, dynamics and complexity. The causal mechanism constitutes needs to be solved through specific cases. In general, the mechanism of platform mechanism, operation mechanism and evaluation mechanism are relatively stable, general, scientific organization. Qualitative case study is the necessary balance for logical positivism “scientific management”.

LIU Qiao (2021) introduced the experience of outstanding case-building institutions, such as Harvard Business School in promoting the application of case teaching method, building business administration case archives and building educational content platforms, and analyzed their core models and core competitiveness. Case construction should penetrate into the curriculum and research, reshape the research and educational paradigm through case construction, strengthen the link between research and practice, and improve the quality of personnel training.

XU Feng (2021) pointed out that from the case training, case science research, and research publishing platform case construction, case organization is the cornerstone of the construction of public administration disciplines, case study is the most important carrier to tell the stories of China’s governance, and case study is one of the main ways to carry out international academic exchanges and mutual learning of civilization.

SU Jingqin (2021) pointed out that the management case study is based on phenomenon-based constructivism.

Case study begins with the description, interpretation, analysis and refinement of phenomenon. Its epistemology foundation is constructivism. The subjective understanding of individual participants plays a great role. It does not exclude situational factors, human factors, and ethical factors; case studies for people-oriented, personalized, flexible, post-modern orientation, future guidance, inclusive, pluralistic society is also of great significance to scientificism. It also is the necessary balance and useful complement to positivism.

The sampling criteria for qualitative case studies, which are based on the principle of theoretical sampling, are generally typical sampling and intention sampling, and their purpose is often to construct their own theories and collect research data around the theoretical scope of the ideas. It is worth pointing out that the case study looks loose, but the high-level case study formally constructs its own theory through loose data collection, data analysis, and finally constructs its own theory, such as Weber’s bureaucratic theory and FEI Xiaotong’s (1947; 1985) differential ethical theory.

In order to achieve the research objectives and methodology of expanding and constructing management theory, the scientific case study operating procedure is the key point of the Chinese case study dilemma. The standard of standardized, rigorous and scientific case study must be carried out in accordance with a series of steps of qualitative research design, which is the basic guarantee to guarantee the validity and reliability of qualitative case study data, case data analysis coding and new concept construction, classification and induction, in-depth interpretation of qualitative data.

The causal mechanism and causal judgment between concepts, the construction of conceptual types, the construction of models, and even the theory of authenticity, and the discussion of open questions are all qualitative cases that must be followed. Otherwise, there will be no Chinese theories, because the emergence of Chinese theories must also follow the basic requirements of conceptual logic, methodology, nor will it dialogue with the world's theories, and because it does not follow the so-called methodology, which will be recognized as a practical test of theories.

The formation of research-oriented papers, high-level case studies, and other different forms of results, through the case to produce research-oriented papers, high-level research reports, is not much; first of all, the journal should take the lead to the social diffusion and promotion, and form professional standards for case studies.

We should advocate doing a good job in building the case ecosystem. Case Studies Journal Alliance was to create good conditions and favorable environment for Chinese case studies, promote in-depth study of Chinese issues, tell good Chinese stories, and propose Chinese solutions (SU Jingqin, 2021).

Chinese case studies are suitable for explaining Chinese problems, but it takes long-term efforts to construct Chinese theories. Chinese stories are an essential part, because case studies are constructed from real stories in practice. Chinese solutions, which the author believes is a solution that appears in China, include solutions at all levels, and is not limited to national political ideas or national solutions.

ZHANG Wei (2021) from the *Journal of Management Science* pointed out that it is necessary to excavate and refine the Chinese case deposits to form the valuable theories. At present, more cases as special data research, the future and Journal Alliance member units can jointly promote case studies, tell Chinese stories, and contribute to all mankind's wisdom.

However, how Chinese theories and Chinese wisdom to contribute to all mankind?

BAO Jing (2021) from *Chinese Public Administration* pointed out that the case study should first stand up and then top the sky, and change the idea of using Western theoretical methods to solve the Chinese problems. First, to multi-party joint, set up (case study) team, and second, to grasp the commonality and personality of the problem. Secondly, we should pay attention to the major issues with classical representation. Thirdly, we should have a global perspective. The fourth should pay attention to the case study teaching evaluation guidance.

YANG Kaifeng (2021) from *Public Administration and Policy Review* pointed out that promoting case studies need to be solved: How to better combine teaching case development with case-based theoretical research? How to improve the ability, methods and level of case studies? How to combine case studies with the construction of the knowledge system of public administration with Chinese characteristics? How to make participatory case studies promote practice and theoretical development?

ZHANG Zongyi (2021) pointed out that case studies are a basic work, because case studies begin with practical phenomena and specific events, any theoretical construction begins with the basic work of case studies.

The present era needs cases, needs to tell Chinese stories, makes Chinese voices, and builds a Chinese theoretical system (ZHANG Zongyi, 2021).

The construction of China's theoretical system is a systematic theoretical engineering. The system begins with phenomena, values, concepts, conceptual systems, concept classification, causal judgment, and causal mechanism. The Chinese theoretical system generally belongs to the field of political science. The theoretical

system of China in the field of administrative science is difficult, with interdisciplinary, cross-cutting, complex characteristics. Even in the United States and the West, the theoretical system of public administration is not independent, scientific and strict, and it has become a “crisis of public administration knowledge”. Therefore, the subject area of constructing theory system of China refers to the field of political science, not the field of public administration, because the independent and scientific “China’s (Administration) Theory System” and “American (Administration) Theory System” do not exist at present, unless it is considered that public administration is subordinate to political science that is another argument.

Practicality is a prominent feature of case studies (ZHANG Zongyi, 2021).

More accurate features of case studies are descriptive, contextual, and story-based practice; how to establish a high level of case study standards is an important responsibility of academic journals.

YAN Yan (2021) from *Management World* pointed out that the opening of a column focusing on major projects and national major equipment in the management of the problem and published a series of case study papers, to use an independent academic system and discourse system, to speak well, speak fully, tell the stories of China in major engineering and other fields, to refine the theoretical experience.

This is a new concept, national major projects, national major equipment belongs to the typical case of national policy, as in the case of the Cuban missile crisis, it is worth interpreting the Chinese model through typical cases and innovative cases. This is an area of case study that needs to be strengthened in the future.

Seminar on the Construction of “Research Cases” With Chinese Characteristics

On November 17, 2021, a seminar was held on the construction of “research cases” with Chinese characteristics by the Degree and Postgraduate Education Development Center of the Ministry of Education with well-known scholars of 26 Journal Alliance units and nine case study centers.

JIANG Xiaojuan (2021) from Tsinghua University said, “research cases” seminar tries to explore ways, methods and experiences to promote the construction of “research cases” with Chinese characteristics.

How to better play the role of the demonstration of the Case Study Journal Alliance and form a strong atmosphere for Case Study, publication and application in China is critical?

XI Jinping has repeatedly given important instructions on philosophy and social sciences.

On August 24, 2020, XI Jinping (2020) pointed out that the rich practice of reform and opening-up and socialist modernization in the new era is a “rich mine” for theoretical and policy research, and that theoretical workers in China’s economic and social fields have great potential.

On March 6, 2021, XI Jinping (2021) stressed once again at the CPPCC meeting that new ideas and theories should be put forward in the practice of China’s reform and development, and efforts should be made to build a discipline system, academic system and discourse system with Chinese characteristics, Chinese style and Chinese fashion and attractiveness.

When China Case Study Journal Alliance was established, it jointly launched the “establishment of case study column, publishing case study papers” initiative. Since the establishment of the Alliance, the journal units through the form of column drafts, conference essays, seminars and other “research cases” collection and publication work, some research cases have been published. *Management World* and Renmin University jointly organized the “China Enterprise Management Cases and Qualitative Research Forum 2021” and *Journal of Public Management, Public Management Review* and Suzhou University jointly organized the “How to Construct Case Studies in Chinese Context” Youth Forum. High quality journals and universities jointly

organized case study forum, “school-journal interaction”, and “journal-journal interaction”, played a very good role in the demonstration.

The first is to tell the typical case that best explains the Chinese experience. China’s development miracle is driven and composed of a series of important ideas, important decisions and important events, and the case studies of these ideas, decisions and events are very valuable. China has a distinct comparative advantage for telling these stories. If we look at the case study as a series of stories about China’s reform and opening up, we do not miss these important issues. Case studies of the past four decades of experience have a time-critical timeline. It’s worth doing a typical case study of a major event.

Second, we are committed to improving the research content and research level of “research cases”. The concept of “research case” has a certain pioneering position, which is different from previous teaching cases. Efforts should be made to seek an analytical framework, to build a knowledge system, to make comparative research, to elevate experience into theory, and to summarize the law. “The research case study” is an important method.

Third, we are committed to international exchanges to promote the development and innovation of the global academic system. The rich academic value contained in Chinese practice can provide important academic increments, enrich logical relationships, expand the analytical framework, increase the universality of theory, form an important academic system that can explain the Chinese miracle and be widely inclusive, and promote the timely updating and upgrading of the global social science system.

HUANG Baoyin (2021) pointed out that the historical, realistic, broad, fresh activity, pioneering, unique and magnificent great practice should become the original origin of theoretical development. A “research case” has theoretical and practical value. Since the establishment of the Case Expert Committee, we have actively promoted the construction of high-quality cases with Chinese characteristics, formulated the China Professional Degree Case Center Development Plan (2021-2025), established the China Case Study Journal Alliance, published the China Professional Degree Boutique Case Library Construction Program, and other cases of Chinese characteristics and international influence.

LIU Qiao’s (2021) “The Value and Meaning of Research Cases: A Case Study of China’s REITs Market Construction” focus on the selection of “China’s financial evolution model with the service real economy as the starting point through the analysis of public-funded REITs market construction” to interpret how to develop a good “research case”. To develop “research cases”, we should review and identify important scientific problems, construct a clear theoretical structure, answer important research questions through a series of case development and research, and give full play to the unique advantages of case development as a scientific research method.

The development of “research-oriented cases” itself raises scientific questions, provides facts and evidence for the exploration of scientific problems, provides case evidence, but it is typical and construed evidence, and it is difficult to provide representative evidence of quantitative research.

MAO Qiye’s (2021) “The Meaning, Opportunity and Challenge of Case Study” pointed out that case study is a generalization theory from good phenomena and good stories, a close interaction between theory and reality, which can solve the difference between rigor and relevance and practice in scientific research. Case study, as a scientific research method, has a wide range of applications, especially suitable for studying situations, processes and relationships, and it has multiple complementarities with large sample quantitative research, forming a huge social spillover effect, in-depth management practice, paying attention to new

phenomena. A good case study paper can be derived from at least one teaching case and one management review journal paper. In the digital economy era, China is in the forefront of many fields in the world, China has vivid reform practice and management innovation. Chinese agencies have appeared more worldwide best practices, the most suitable for the use of inductive methods to build new theories.

Chinese scholars have a good thinking research, dialectical thinking, thinking complex issues of the traditional “traditional dialectical advantages”, and they can do a good job of case study connotation, boundaries and theoretical construction.

For a long time, the editor-in-chief of a journal does not accept qualitative cases, so the quantitative models are more and more complex, scholars out of practice. China’s practice is developing so fast that the quantitative model can’t keep up. In the world, about 12% of English social science papers are qualitative research, 40% of excellent papers are qualitative research. So case studies are scientific, relevant and realistic.

Minzberg’s paper is also a qualitative study Chinese management research papers show few local characteristics. Chinese researches lack interesting phenomena, which are not lacking in Chinese practice. Scholars always start with a literature review, in fact, we can start from the phenomenon, from the impact of the situation, construct the model, test the relationship between variables, tell good stories of China. We do research from positivist logic and take people like machines, lack of emerging management phenomena. Case studies can be published in *Journal of Management World*. This is a once-in-a-lifetime case study opportunity, with material, opportunity, leadership, and no small thing. At present, case studies do not have enough training, it takes 10 years to grind a sword, but we tend to grind ten swords a year. Although there is good material, there is no qualified reviewer; there is still a gap between the levels of theoretical contribution. But there are case studies in China; we are the most thoughtful. China’s own unique advantages, opportunities and challenges coexist; it can have a huge spillover effect.

ZHANG Wei’s (2021) “Digital Transformation and Management Innovation” with case study workshop experience sharing introduced the opening of case paper workshop experience. A good way to do your workshops is through inviting high-level experts to set up important, clear but relatively broad selections, in-depth discussions, and one-to-one-directed workshops.

The research is based on theoretical models, research based on experiments, and research based on data. “Digital Transformation and Management Innovation” feature essay workshop invited 17 authors to exchange on-site. We should pay attention to the “realistic relevance” of research problems and the “rigorous standardization” of research methods, respect the characteristics of different types of research methods, emphasize the “adaptability” between research content and methods, and promote and promote the academic theoretical innovation of “case-based research methods” in the field of management science.

BAI Changhong’s (2021) “Thinking on Case Study Column Construction and High Quality Case Study” Thinking”, through detailed insight into China’s problems, write high-level survey reports, such as the happiness research on New Year in other places.

It needs to summarize the organizational phenomena, practical wisdom, explicit knowledge, and invisible knowledge such as silent knowledge, perception, insight into the law and operating mechanism on the Chinese soil. The approaches are the method of grounded theory, the specific method of sample case, story reduction, inconsistency of character’s opinion, individualization problem and coding homogeneity. In order to complete the evidence chain, the regularity scale is sometimes artificially fabricated. James G. March is a master of the story, there is a causal basis, part of the cause and effect basis can be observed, part of the cause and effect

basis is not observable. Causality has ambiguity, comprehensible, acceptable, this is the standard of good story. New explorations, new achievements, management timeliness, management logic, all face significant opportunities and performance. The Industry Foundation Classes (IFC) has identified case studies in the form of presentations, such as dual carbon strategies such as the Eisenhart method, such as multi-case theoretical construction, commonality and personality. National cultural tourism cooperation, the Council of Ministers, the Miles Tea Ceremony, China-Russia-Montgomery cooperation in the “Belt and Road Tourism Development Case Collection.” Case study training is important as a pilot program for case studies.

Nankai Management Review has opened a “case study” and “investigation and research” columns to carry out case studies, and put forward case studies as an important way to manage innovative practices. The case study should be able to analyze the practical wisdom and management mechanism in the process of breakthrough of core technology and key technology, the new exploration and achievement of Chinese agencies in management innovation, and the management effectiveness and internal logic of achievements should be analyzed in details. It should be available to analyze in detail the special management problems faced by Chinese enterprises and explain the hidden mechanisms below the shadow phenomena.

In CHEN Ling’s (2021) “Symbolic Priority Theory and Incentive Mechanism of State-owned Enterprises: An Exploratory Study Based on the History of Reform”, she chose a representative “research case” as the key interpretation, from the macro-institutional level and micro-mechanism level to carry out case analysis. However, is case analysis a grand historic narrative?

Through the collation of oral history, the empirical study of data is carried out. Case studies are theoretical problems, causal hypotheses, process tracking methods, and the refinement and induction of institutional structures. More validity of the case study comes from field surveys, such as what kind of incentive mechanism. It is necessary to strengthen the standardization of case studies and raise the quality of case studies. Such as talent property rights are property and have been strengthened by the system, interactive structure and incentive mechanism of the initial conditions, rationality claims, strategies and results, institutional environment and symbolic sources. Case studies point out the shortcomings of existing theories. Constructive theory is symbolic priority theory, which points out the scope of adaptation of theory. By using the controlled comparison case and other qualitative research methods, we can expand the validity of the research and creatively construct the rationality of learning (CHEN Ling, 2021).

ZHU Chunkui (2021), in “The Advance and Expansion of Public Administration Case Study”, pointed out scientific, standardized and localized case study is the difficulty of research. Internationalization began in the late 1980s. After the introduction of the Western public administration into China for 40 years, the discourse system, theoretical innovation, theoretical dialogue, research methods, causation and project effectiveness of Chinese public administration are inadequate. Comparative case studies, case in-depth, case-causal mechanism refining, such as *Shunde City Model*, are required. Case studies require presets, relevant theories, and replicable logic for multiple cases. Procedures for qualitative data collection, methods of collection, and multiple means are needed to verify each other and avoid bias of researchers. A detailed research outline and information database is available. In the qualitative data analysis, the coding evidence chain requirements are complete. The conclusion is clear. The case comparison is made by two groups’ comparison. At present, there are five authoritative journals of public administration, such as the State Council’s *Chinese Public Administration*, Harbin University of Technology’s *Journal of Public Management*, Renmin University’s *Public Administration*

and *Policy Review*, Sun Yat-sen University’s *Journal of Public Administration*, and Tsinghua University’s *Public Management Review*.

The main obstacles that case studies need to address are: Focus on stories and neglect theories, refinement and summary of self-circular argumentation, only a tradition of process tracking, too broad talk, lack of details, lack of credibility, lack of validity, lack of scientific and standardized cases, lack of case study context, lack of high-quality real data. The objective of a case study is to be able to engage in dialogue with international case studies. As an empirical research method, the goal of case study is to construct theory and promote the development of knowledge, not only through rigorous case screening and comparative research to achieve causal inference, but also through the case details of the deep description of the mechanism of causation. Case studies should emphasize scientific standardization, such as research design, data collection, and data analysis. In the past 20 years, the case study of public administration has made great progress. At present, the case study should focus on overcoming the challenge of first-hand data collection, improve the standardization of case study, and give full play to the unique role of case study in constructing the theory of public administration with Chinese characteristics.

MI Jianing’s (2021) “Meeting the Historical Opportunity for Major Changes in Governance Theory” pointed out that in the face of the great changes not seen in a hundred years, it is not only a historical opportunity for theoretical change, but also a question of the times to meet the challenges. As the “big social laboratory” of digital civilization, China offers the possibility of putting forward new theories and new paradigms in the field of national governance. We should make great efforts to improve the position and role of the Communist Party of China in the national governance system, through case studies to refine and summarize the law of China’s reform and development.

However, the law is very difficult drawn from limited cases because of the complexity of reality, there are few laws in public administration.

It needs to tell good stories and their theories from the perspective of governance theory such as process democracy for the relationship between the universality and particularity of governance theory, and a country-specific theory of national governance, the challenge of the governance capacity of the Fourth Industrial Revolution, the challenge of the governance system of the Communist Party of China, the uniqueness of position and role, and the role of selection and appointment for civil servants. Why didn’t you tell the stories of China? The main reasons are a strong Western context and the “we” and “you” of core values. There is no universal governance theory, especially for the Party’s governance theory. New practical cases include fingertip government, mobile phone service, dispersal mechanisms, poverty eradication, anti-corruption, soliciting opinions. It is necessary to speak well of the national governance theory and make the international community accept China’s governance theory by the way of case accumulation, the international output of the Chinese interpretation.

Discussions and Conclusions for “Chinese Theories, Chinese Stories and Chinese Solutions” by Case Studies Digging

MAO Zedong’s *Changgang Township Investigation*, *Xunwu Investigation* and *Hunan Peasant Movement Investigation Report* are standardized case studies. *The Case of the Life of Chinese Farmers* is the complete investigation report left by Mao Zedong, which uses the typical method of anatomy (JIANG, 2019).

In his investigation, he learned in detail about the production and living conditions of the elderly farmer ZHANG Lianchu, especially “income” including “field harvest”, pig feeding, food and labor savings, including food, lard, lamp oil, tea, and other “expense”. MAO Zedong analysis pointed out that if this family of farmers without natural and man-made disasters, “the income and expenditure of less than 19 yuan six cents four-fifths of a cent”. He pointed out that China’s tenant farmers are more bitter than cattle, because cattle still have a rest every year, people are nothing, which is the Chinese tenant farmers than no matter what country in the world, and many farmers were squeezed out of the land into the real reason for the bandits nothing, which is the Chinese tenant farmers than no matter what country in the world. Many farmers were squeezed out of the land into the real reason for the bandits. The report, a classic case of the plight of Chinese tenant farmers at the time, was later used as a teaching material for the Central Peasant Movement Institute. MAO Zedong’s ability to have a deep understanding of China’s vast rural areas is inseparable from his ability to grasp the typical, the use of point-by-point and face-to-face investigation case study.

FEI Xiaotong’s (1947; 1985) *Xiangtu Zhongguo* is also a standardized case study. From the historical point of view, with the rise of teaching cases, research-oriented cases will be widely used, from the point of view of problem orientation. Case studies will help to change the current single situation of the research paradigm in the field of economic management. Case study of the problem orientation helps to describe the problem, reveal the problem, define the problem, and explore the nature of the problem.

In the goal-oriented point of view, the case study will help to speed up the construction of the philosophy and social science system with Chinese characteristics. The typical characteristics of Chinese characteristics are Chinese culture, Chinese history, Chinese ethics, Chinese values, and Chinese society. These characteristics cannot be separated from the facial attributes, human nature, situational case study, philosophy and social science system with Chinese characteristics is an organic system. Social science system is not only holistic, but also the society’s capillaries, neurons, genes in-depth part that is critical, and should be equally treatment, which is the basic reason why the case study need to be adhered to.

The characteristics of qualitative case studies, from the phenomenon description to start the research, although some literature review is needed, not mainly based on literature review and theoretical basis. The theoretical basis is only to play a research field, research problems focus or projection role, rather than the existing theoretical basis of direct push to the deductive logic. In short, from qualitative case studies, one way can have literature review and theoretical basis, but play a projection role. The other way is that there can be no theoretical basis, qualitative case studies from scratch, forming their own systematic concept or concept system construction, coding system construction, causal mechanism construction, model construction, and even theoretical construction.

Qualitative case study is generally an individualized problem to start with, through continuous individual research, may move towards commonality. The relationship between individuality and commonality is like the relationship between opposition and unity. An individual research (qualitative case study) is a relative condition. A concrete, commonality research (empirical research) is conditional and abstract. Regular, scientific, abstract and universal theories all need an organic complement to situational, humanistic, concrete and special discourse theories, because any social science theory is a people-oriented in a diverse society.

The revelation is that any major social problems need to be explained or interpreted by classical cases, otherwise the significance, concept, essence, mechanism, result and influence of major social problems are difficult to reveal and form consensus. The major problems are described through cases, which is conducive to

the in-depth understanding of the whole process of understanding the problem, explaining the problem and solving the problem.

China’s consciousness and China’s self-confidence have a dialectical relationship. China’s theories and China’s solutions, global theories and global solutions are not an absolute exclusive relationship. China’s theories and China’s solutions can change, increase, reduce and replace global theories and global solutions. The global theories and China’s theories come from the organic combination of the competitive process or natural phase-out process.

This article adopts a three-dimensional framework of critical discourse analysis, that is, public administration language discourse, public administration practical discourse and cultural-social discourse framework to interpret the transformation of the theoretical and practical research paradigm of “Chinese Theories, Chinese Stories and Chinese Solutions” emerging in China in 2021, that is, from the philosophy and positivist social sciences of the dominant grand narrative to the situational, concrete, and ethical. A case study of the humanities (or qualitative research) redefines concepts, reconstructs conceptual systems, reconstructs causal mechanisms or causal patterns, and constructs theories based on the emergence of China or Chinese theories. The construction of Chinese theory, through the qualitative case study and induction of Chinese stories, Chinese situation, Chinese narrative and Chinese discourse, is the key link and crucial step of providing Chinese theories. The standardization of qualitative case analysis is also an important standard to obtain global recognition. The specific practice of target is the Chinese solution through the guidance of Chinese theories including micro-individual theory, meso-view group theory and organizational theory, and even the national theory that rises to macro level. Therefore, Chinese stories, Chinese theories and Chinese practical solutions are the dialectical process of “practices (stories)—understanding (concepts)—re-practices (practical test)—re-understanding (theoretical improvement)” which emerged on the Chinese land in the era of great change in a hundred years.

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