

Oriental Wisdom in Management (IV)

Prof. Dr. Tang Zhimin

Agenda

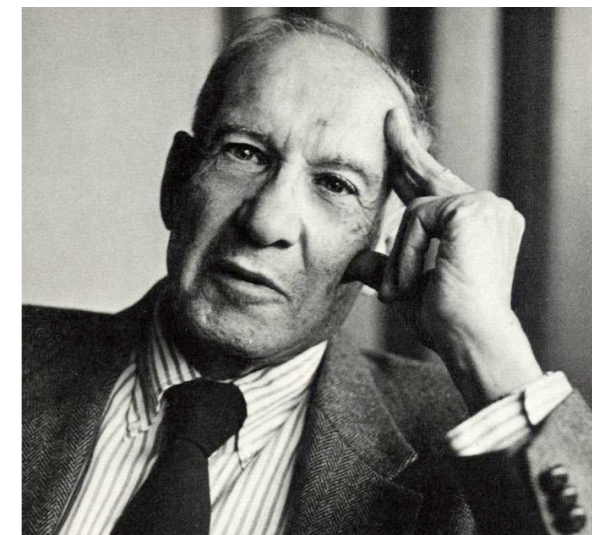
Oriental Wisdom In Management		
1	Ontology	Views on the nature of the world
2	Epistemology	Views on the nature of knowledge
3	Axiology	The value system
4	Governance	

Oriental Wisdom In Management

Max Weber	Confucianism was perceived incomparable with the spirits of capitalism which values individualism and competition
Peter Drucker	Both Drucker and Confucius “emphasize authority, leadership, legitimacy, hierarchy, interdependence and individual ethical responsibility”.

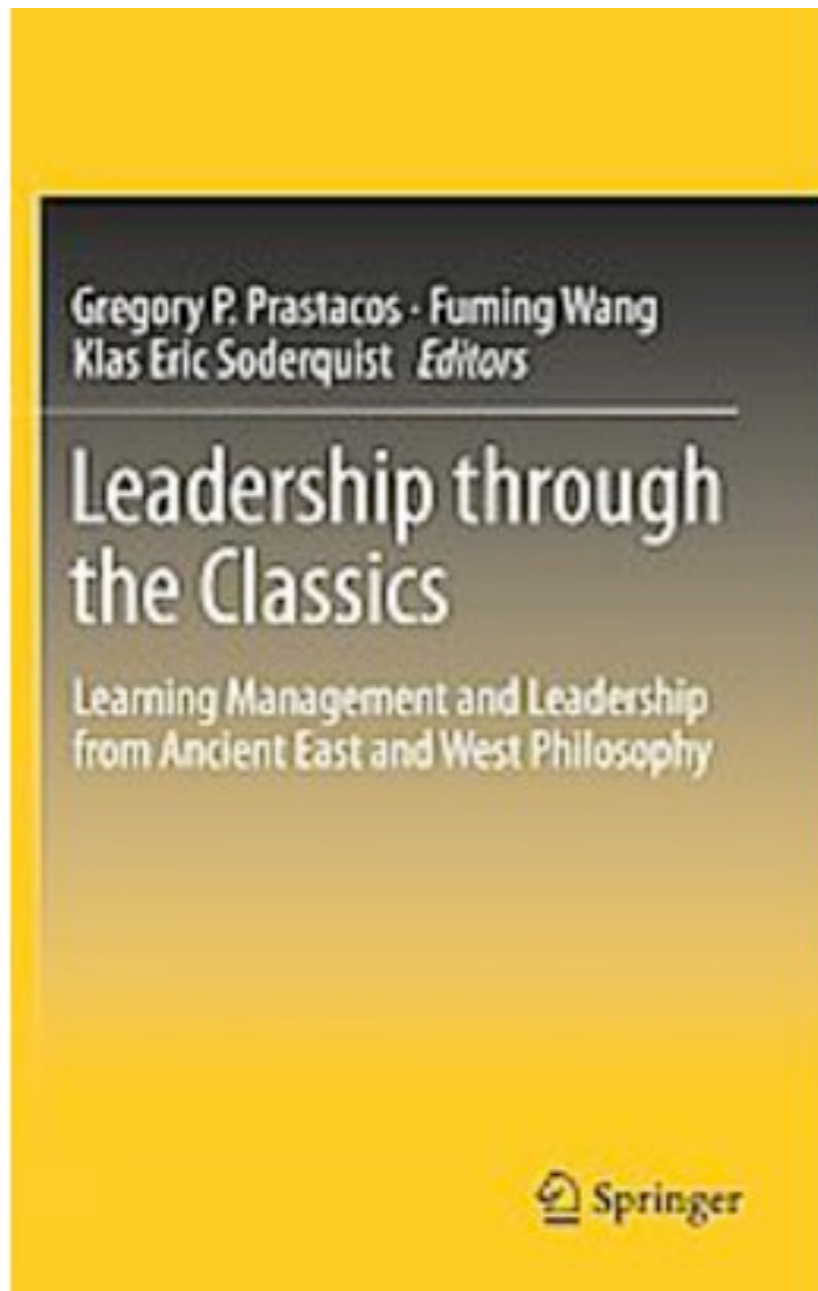


1864-1920



1909-2005

Leadership Through Classics



Chapter 25 Integrating Oriental Wisdom in MBA Education: The Case of Confucianism

Sompop Manarungsan and Zhimin Tang

Abstract The mainstream, hitherto Anglo-American dominated management education faces increasing challenge from both inside and outside the business circles in Europe and America. Instead of offering an ad hoc list of Confucius' wisdom on management, the authors of this paper aim to build up a thesis on how Confucianism may help to counter balance the deviation. And it is found such interaction may be best presented on three levels: (1) ontology of the management discipline; (2) epistemology and related methodology of the management discipline; and (3) value and practice instilled in the management education.

25.1 Why Oriental Wisdom

In a globalized economy, being well versed about Oriental wisdom becomes a competitive edge when one could comprehend the mindset of his Asian counterparties, and form the right strategy in the right cultural context (Kedia 2006). More importantly, the mainstream, hitherto Anglo-American dominated management education faces increasing challenge from both inside and outside the business circles in Europe and America. Integrating ancient Greek wisdom and Oriental wisdom into the MBA curriculum may offer a refreshing alternative in the sphere of ontology, epistemology and methodology of the management discipline.

It is also a good timing to initiate an integration of Oriental wisdom in management education at this very moment for the following two reasons: Firstly, the rise

I. Ontology

- views on the nature of the world

Mainstream Management Education	Oriental Wisdom Counter Balance
Man versus universe	Man in the universe
Dichotomy (good & evil)	Dialectic (yin & yang)
Atomistic	Holistic
Economic man (self-interest)	Philosophical man (purpose)
Universal standard	Difference in harmony
Passive stable background	Undercurrent in cycles

Yin & Yang

The dual cosmic energies of Yin and Yang are dialectic rather than dichotomous

coexist
complement
include
replace
change
cycle



Yin & Yang

- Yin & Yang in teaching and learning

There is no teaching if there is no learning

Teaching and learning may reverse in direction

Class is created by interaction of teaching & learning



2. Epistemology and Methodology

- epistemology: views on the nature of knowledge

Mainstream Management Education	Oriental Wisdom Counter Balance
Division & specialist	Integration & generalist
Equilibrium analysis	Changing process
<i>Ceteris paribus</i>	<i>Mutatis mutandis**</i>
Statistical mean	Exemplar case
Experiment & test of hypothesis	Intuition, experience & empathy
Local optimum	Global optimum

*hold other things unchanged; **with the necessary modifications

3. Axiology

Mainstream Management Education	Oriental Wisdom Counter Balance
Performance centered	Human centered
Contract & law	Trust & etiquette
Change environment	Adjust inner-self
Competition	Harmony
Direct, exalt clarity & certainty	Indirect, embrace uncertainty & option
Drive for excellence	Middle way & moderation
Resource based view	Energy flow and force building

*hold other things unchanged; **with the necessary modifications



Question 2: But why San Zang is a good leader?

Why San Zang is a Good Leader

- He is a good leader because he led the team and achieved its mission.



He has vision & faith

He is kind

He is “unable” to do anything

He has good connections

4. Governance

- What oriental wisdom can teach us about governance of a country?



Paradigm Shift

Democracy
(One Man One Vote
Multiparty Competition)
vs.
Authoritarianism

The Effectiveness of
Governance

What Have We Learnt

1	GO as Simulation of Business	Wisdom & Oriental Wisdom Similarity & Difference Beyond GO
2	Oriental Classics	Confucianism: “ren”: The art of “giving” Taoism: “wuwei” The art of “non-action” Buddhism: “kong” The meaning of “emptiness”
3	Oriental Wisdom in Practice	Art of War: 5 Factors, 7 Considerations, 12 Tactics, ATTACK BY STRATAGEM Get the Right People: 7 Observations & 9 Signs Moral Dilemmas & Moral Choice
4	Western vs. Oriental In Management	Ontology: Dialectic (yin & yang), Harmony & Holistic Epistemology & Methodology: Integration & Intuition Axiology: Trust, Uncertainty, Moderation Governance: Adaptability, Meritocracy, Legitimacy

Wisdom of Your Country

Group presentation on wisdom in your country:

Major ideas

Representative books or philosophers

Relevance to business management