

Study on Chinese Management Theory: Theory of Wang Yangming

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Abstract: Chinese enterprises have entered into a new stage of development and their problems seem to be hard to deal with through western management theories attributing to lacking inspiration in “inner side of people”. Wang Yang-Ming as a great philosopher in Ming Dynasty in China put forward Theory of Mind and his theory could be considered as reference for modern management. This paper introduces part of theory of Wang Yang-Ming to inspire further theoretical and practical research.

Keywords: Wang Yang-Ming, Management.

1. INTRODUCTION

Thirty-year reforming and opening up helped enterprises realize rapid development. However, some regional problems are hard to be solved through applying the western management theory attributed to a lack of explanation of “self-control and management” [1]. Since Li Ping (2013) proposed that Chinese research in management field must be closely integrated with Chinese traditional philosophy, Chinese ancient philosophy has been widely concerned by scholars [2]. As a scholar, official and general in Ming Dynasty, Wang Yangming put forwards the theory of mind related to target management, human resources management and the leadership [3]. This paper briefly introduces part of theory related to human resource management to provide a new perspective for further researcher.

2. LITERATURE REVIEW

The philosophy of mind originated from Confucianism, Buddhism and Taoism and initiated broader explanation. Some of the past researches can be collected as following. Most of past

researches regarded people as the subject of morality, highlighting importance of self-determination of conscience and integration of human and nature. Although numbers of researchers have focus on modern meaning of Mind theory, few papers are related to management indigenization.

YEAR	AUTHOR	TITLE
2005	Chen Lisheng [4]	<i>Wang Yangming "four sentence teaching "and" three times of hermeneutics</i>
2010	Geng Ning [5]	<i>The two-problem understanding of Yangming and his followers</i>
2012	Geng Ning [6]	<i><The phenomenology of Yangming study> --< the first thing in life -- Wang Yangming and his followers of "conscience"> Introduction, As a phenomenological problem of "conscience"--<the most important thing in life -- Wang Yangming and his followers of theory of "conscience" > end</i>
2006	Wei Li Gong [7]	<i>On Wang Ji and Qian Dehong on the interpretation path of Wang Yangming 's four sentence teaching</i>
2003	Qian Ming [8]	<i>Yangming's teaching method and Wang Xuezhi' s fission</i>
1982	Mr. Mou Zongsan [9]	<i>From Xiang shan to Liu Jishan</i>
1994/3	Mr. Yang Guorong [10]	<i>The course of good</i>
1990	Mr. Yang Guorong [11]	<i>Learning Theory -- from Wang Yangming to Xiongshili</i>
1985/7	Mr. Zhang Liwen [12]	<i>The study of Neo Confucianism in the song and Ming Dynasties</i>
2004/3	Mr. Chen Lai [13]	<i>The realm of being or not -- the spirit of Wang Yangming' s Philosophy</i>
2000/12	Mr. Li Zhengang [14]	<i>The realm of witness: the purpose of Liu Zongzhou' s philosophy</i>
2000/4	Mr. Zuo Dongling [15]	<i>Psychology of scholars and scholars in the middle and late Ming Dynasty</i>
1989	Fang Jiaer [16]	<i>The study of Wang Yangming's mind</i>

3. WANG YANG-MING'S HUMAN RESOURCE MANAGEMENT

3.1. Recruiting Talents

In Wang Yangming's petition called Chen Yan Bianshu, he proposed that the imperfect recruitment rules would cause oversize of national institutions and low quality of officers. Wang Yang-ming summarized a few rules for practical usage.

1. "Collect talents for unexpected needs" Reserve of Talents Program

In Ming Dynasty, the internal revolt and foreign invasion were main threats to development of society. In order to overcome this problem, Wang Yang-ming pointed out that low morale and unqualified leaders pushed army to train a batch of generals. He came up with a complete personnel training plan to fulfil positions of commanders in military. According to his suggestion, a large group of young men were selected to join in training program. They not only accepted training in basic military skills and internship in army, but also participated courses in tacit, personalities, strategic mind, etc. Exams were used for distinguishing excellent trainers from others after three years' training.

2. Select the superior and eliminate the inferior

When employers hire employees, they must follow the scientific rules and principles, take full account of the differences between individuals and select the superior and eliminate the inferior to make employees work efficiently at the most advantageous position. Wang Yangming proposed that employers should not judge one's talent from his background and past behavior, but should select talents following no set from. Wang Yangming believed that generals should not abandon a brave soldier because of his small errors.

3. Simplify administration to save money

Wang Yangming believed that simplification administration reflected not only on the number of staffs, but also on the quality. Compared with other generals, Wang used less soldiers but harvested more. For an example, when fighting with 10 thousand "Eight Villages Rebellion", Wang Yangming only used 3 thousand soldiers to gain a huge victory in battle.

4. Discipline team through perspective taking

Wang Yangming believed that leaders should learn to know followers' requirements, so that they can adjust the communication strategies to achieve effective interaction and satisfactory team performances.

3.2. Incentive measures

How to motivate employees to make their greatest effort to create the biggest value for the whole organization is what most leaders consider about. With regards to the issue of staff inspiration, Wang Yangming also gave late generations some tips in encouraging team members.

1. Combination with rewards and punishments

Wang Yang-Ming insisted that authority of law and loyalty of team members should be enhanced through encouraging positive behaviors and punishing violations. Rewards can praise the positive behaviors, while punishments can restrain the passive ones. Wang Yang-Ming once pointed out that penalty would lead to "stove effect". Stove effect is a metaphor that describes fear towards punishment as fear towards hurt by touching furnace. Wang Yang-Ming also proposed a initial attendance appraisal system as requiring the court to strengthen the officials' management and education and registering detailed reasons for every absence. Attendance appraisal system and annual report system indeed strengthened officers' sense of responsibility.

2. Rewarding individuals' relatives to inspire team members

Inspiration can not only be direct, but also can be indirect. If one cannot be rewarded by any form of encouragement directly, the scope of it should be extended to people who have intimate relationships with him. These actions may have an unexpectedly positive effect in organizations. Wang Yang-Ming was always visiting the relatives of dead generals and soldiers and helping them in life. What was surprising that these kinds of inspiration greatly encouraged others in the army.

3. Act at one's discretion ——inspiring minds of empowerment

This kind of measure is similar to empowerment at certain scope to followers. It will bring a sense of recognition and followers will use the power to complete the task much harder. Wang Yang-Ming often applied this principle into military practice. He pointed out that leaders should tolerate unrelated individuals' bad habits and focus on correcting mistakes happened in work.

3.3. Human Resource Training

The quality of team members directly determines the success of organizations. Yang-Ming Wang also knew the importance of talents and he advocated that education should be put in a strategic position in progress of organizations and the development of country. Wang Yang-Ming asserted that the perception of learners should be concentrated on, because enthusiasm of self-learning would make training more effective. The way of inspiring self-learning was proposed as muse with empty-mind. Wang Yangming also supported individual education and he used to cultivate students into different kinds of talents based on their personalities and potential characteristics. He was aware of that people needed a process for growing and developing, and different people had different length of process. He said that individuals were supposed to be taught in different ways, in the different stage of development. In the way of training, Wang Yangming encouraged progressive teaching method and group discussion learning method to realize positive interactions between teachers and students and effective knowledge sharing among students. He also emphasized the importance of establishing rules and regulations for people's behavior particularly. He once said that:" Nothing can be accomplished without norms or standards. (Wang used concrete objects like" square", "circle", "ruler", "time of change" to illustrate his idea). In addition, Wang Yangming noticed the special effect of art in the process of cultivating people. He advised that individuals should consider singing and dancing into training to improve individuals' self-identification and self-encouragement.

4. CONCLUSION

Traditional culture and ancient philosophy support development of modern theories. As a classical ancient philosophy, Wang Yangming' s ideas not only predicted the validity of western management theories, but also remedied defects of western management theories and inspired Chinese researchers to dig out more adaptive spirits for modern China.

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