

Cambridge University Press

978-0-521-70543-1 - Leadership and Management in China: Philosophies, Theories, and Practices

Edited by Chao-Chuan Chen and Yueh-Ting Lee

Index

[More information](#)

Index

- 6/4 pro-democracy movement (1989), 229
 100 Schools of Thought, 1, 2, 33, 145
 375 Rent Reduction Program, 131
- Absolute (Daoism), 88
 active leadership, 13
 active non-action (*wei wu-wei*), 2, 10, 11, 13, 21, 24, 93
 adaptations, 148, 150, 164
 administration, 68–69, 76
 agriculture reform, 225, 228
 Ai Siqu, 215, 235
 altruism, 89, 90, 91
Analects (Confucius), 32, 33, 256
 Anti-Japan War (1937–1945), 208, 210
 appointment by talents/abilities, 120–121
 armies
 organization of, 162–163
 in Warring States, 144–145
 art of manipulation (*shu*), 111, 112, 120–123
Art of war (Sunzi), 10, 89, 143, 144, 256
 contents of, 146–151
 French translation, 162
 frequency of keywords, 152
 leadership perspective, *see* strategic leadership
 versions of, 145–146
 assembling ability, 62–64, 71
 authentic paternalistic leaders, 185, 187, 189, 190, 191
 authoritarianism, 11, 173, 176
 construct domain, 193, 194, 195–196
 effects on subordinate, 176–177, 178–179
 subordinate responses, 182, 183, 189, 192
 autocratic leadership, 19
- balance, 40; *see also* harmony
 benevolence, 3–4, 33–36, 52–53, 59
 in Maoism, 216
 in strategic leadership, 154–155, 163
 benevolent government, *Dao* of, 36–37
 benevolent leadership, 4, 11–12, 17–18, 173–174, 176
 building community, 44–45
 character-shaping followers, 43–44
 construct domain, 194, 195, 196
 Dao of benevolent government, 36–37
 effects on subordinate, 177–178, 179, 183
 foundation of, 34
 goals and tasks of, 41–43
 historical background, 47–48, 52
 models of, 38
 rule of virtue, 45–47
 self-cultivation, 5, 11–12, 38–41
 significance in modern world, 48–49
Bible of virtue, The (Laozi), *see Dao de jing* (Laozi)
Biography of Jack Welch, The, 269
Biography of Napoleon, 256
Book of changes, The, 89, 256
Book of history, 45, 256
Book of Lord Shang (Shang), 111
Book of rites, The, 256
Book of songs, The, 256
 Buddhism, 275
 building community, 44–45
Built to last: successful habits of visionary companies (Collins and Porras), 256–257, 264
 bureaucracy, Weber's theory of, 76
 Burton's case, 99–100
 business organizations, challenges to, 22

Cambridge University Press

978-0-521-70543-1 - Leadership and Management in China: Philosophies, Theories, and Practices

Edited by Chao-Chuan Chen and Yueh-Ting Lee

Index

[More information](#)

Index

299

- cadres, 223–224
Cai gen tan, 256
 calmness (*jin*), 111
 Cao Can, 98
 capability, 115
 capitalism, 14–15
 and socialism, 226, 227
 capitalist management, 226, 227;
 see also scientific management
 CEOs
 Confucian view on, 49
 Daoist influence on, 99, 103
 management philosophy of,
 see management philosophy
 Chang Si-de (Zhang Side), 214
 character-shaping followers, 43–44
 Chen Duxiu, 207
 Chen Yun, 225
 Cheng, Borshiuian, 171, 172–173
 Chiang Chingkuo, 132, 135, 136
 Chiang Kaishek, 207, 210
 Chin state, *see* Qin state
 China Telecom, 249, 250, 269
 Chinainfobank, 239
 Chinese civilization, 273
 Chinese consciousness, 136
 Chinese culture
 characterizations of, 6
 lack of understanding by Western
 scholars, 1, 3
 stereotypes, 274
 Chinese leadership, lack of
 understanding by Western
 scholars, 1, 3
 Chinese spirit of capitalism, 15
 Civil War (1945–1949), 208, 210
Classics of opposition, The, 256
Classics of Taoism, The (Laozi),
 see *Dao de jing* (Laozi)
 Clausewitz, C. von, 161
 collectivism, 7–9, 165, 208
 command, unity of, 162
 communism, 215
 Communist Party, 129, 207, 210
 leadership theories, 23; *see also*
 Deng Xiaoping, theory
 of; Maoism
 community-building, 18
 compliance, 177, 178, 183
 comprehensiveness, 156
 conduct propriety, *see* ritual/conduct
 propriety
Confucian analects, 32, 33, 256
 Confucianism, 182, 272, 275, 278
 and capitalism, 15
 culture-building, 18, 21, 46, 71, 76–77
 education, 32
 ethics for ordinary people, 123–126
 historical background, 47–48, 52
 human nature, 3–5, 33–36, 52–53,
 55–58, 62
 human society, 62–64
 impact on Sunzi, 145
 influence on Maoism, 216
 influence on paternalistic leadership,
 173–174
 laws and regulations, 67–68
 leadership theories, *see* benevolent
 leadership; sage-kingship
 and Legalism, 108–109, 126–128,
 129–130, 272, 275; *see also*
 Taiwan
 and Marxism, 217
 moral character, 18–19, 65–66, 67
 origin of, 1
 self-conception, 7
 social hierarchy/distinction, 9, 44,
 64–67, 276, 278, 279
 and socialism, 13–14
 values and virtues, 35–36, 39–41,
 59–62; *see also* ritual/conduct
 propriety
 in Warring States, 144
 see also Confucius; Mencius; Xunzi
 Confucius, 3, 31–32, 33
 and Laozi, 85
 consideration (*liu*), 58–59
 contingency approach, 24
 contradiction, 230, 250–251
 law of, 211–214
 control mechanisms, 20
 “cooking a small fish,” 94–97
 courage, 159, 160
Course on dialectical materialism, A
 (Shirokov), 215
 cross-national conflict, 293
 Cultural Revolution, 14, 109, 208,
 210, 211, 213
 Confucianism and Legalism, 129,
 272, 275

- Cultural Revolution (cont.)
 Deng's review of, 221
 influence on management philosophy, 254
 Mao's charisma in, 220
 motivation of, 215, 230
 culture-building, 18, 21, 46, 71, 76–77
- Dao*, 5, 8, 10
 defined, 86
- Dao de jing* (Laozi), 85, 256
 versions of, 84
- Dao jia*, *see* Daoism
- Dao jiao* (religion), 85
- Dao* of benevolent government, 36–37
- Dao* of war, 10
- Daoism, 5–6, 24, 100, 156, 275, 279
 application of, 98–100
 change between opposites, 89
 creation of world, 87–88, 156
 on hierarchy, 9–10
 humans and nature, 86–87
 impact on Sunzi, 145
 implication of, 102–104
 influence on Maoism, 216–217
 influence on Western theories, 101–102
 leadership personality, 90–93, 94, 279
 leadership strategies, 13, 94–98
 origin of, 1
 self-conception, 8–9
 two meanings of, 86
 way of living, 89–90
see also Laozi; *yin* and *yang*; Zhuangzi
- Dazhai, Shanxi, 230
- de*, defined, 86
- deception tactics, 167; *see also* intelligence
- decision-making, 294
- deep-level behavior, 274
- democratic centralism, 217, 218
- Democratic Progressive Party, 136
- Deng Xiaoping, biography of, 220–221
- Deng Xiaoping, theory of, 233–234, 275, 278
 and Confucianism, 13–14
 historical background, 11
 implications of, 233–234
- leadership style, 23, 226–229
 and Maoism, 221–222, 225, 226–227, 229–233
 pragmatism, 224–226
 reformism, 221–224
- deploying troops, 148–149, 150
- Dialectical and historical materialism* (Mitin), 215
- dialectical materialism, 211, 215–216, 217
- dialecticism, 19–20, 100
 in strategic leadership, 156–157
- dictatorial paternalistic leaders, 186, 187
- disciplinarian paternalistic leaders, 185, 187, 191
- disposition, 147–148, 150
- dispositionalists, 165
- distributed responsibility system, 231
- diversity of thoughts, 21–22, 24
- Doctrine of the mean, The*, 40, 256
- documentation/proposal writing, 294
- Dong Zhongshu (Tung Jongshu), 74, 108
- dualism, 156–157
- dyadic leadership, 11–13, 44, 45
- Earley, P. C., 181–182
- economic development, in Asian states, 129–130, 131–133
- economic rationality, 14–15
- economic recovery, 223
- education, 4, 41, 42, 259; *see also* MBA education; moral education
- egalitarianism, 208
- eclecticism, 22–23
- Eleventh CCP Central Committee
 Sixth Plenum, 221
 Third Plenum, 221, 223
- emotions, 160
- emptiness (*xu*), 111
- En Wei Corporation, 99
- enforceability, of laws, 118–119
- equality, in socialism, 13–14
- ethnocentric leadership, 287–288
- Eupsychian management* (Maslow), 101–102
- evaluation, 122
- evilness of human nature, 4–5, 53, 55–58
- excellence, pursuit of, 245–246

- experimentalism, 227
 external contradiction, 211

 facts, defined by Mao, 208
 families, 253–254, 280, 286
 family-based relationalism, 7, 44–45, 125, 129; *see also* father–son relationship
 family businesses, 133–135, 275–276
 Farh, J. L., 171, 173, 181–182
Farther reaches of human nature, *The* (Maslow), 101
 father–son relationship, 173, 174
 Fayol, H., 12, 162, 263
 fear, of leaders, 177, 183
 feasibility, of laws, 118
 filial piety, 35
 fire attacks, 149, 151
 firmness, 159
 Five-Anti campaign, 213, 234
 Five Classics, 256
 flaws, in leadership personalities, 159–160
 flexibility, 92, 249
 Fortune 500 companies, 256
 Four Books, 256

 Gehani, R., 234
 gender equality, 14
 General Electric, 259
 gentleness, 92
 Godfather paternalistic leaders, 185, 187
 Golden Mean, 249–251
 gradualism, 227–229, 250
 gratitude, 177
 Great Leap Forward, 129, 207–208, 210, 211, 230
Great learning, *The*, 43, 256
 Great Proletarian Cultural Revolution, *see* Cultural Revolution
 Guan Zhong, 111
guanxi network, 125, 129, 133, 134, 135, 137
 intercultural implications, 280–282, 284–286
Guan Zi, 111
 Guo Mo-ruo, 52

 Haier Group, 258
 Han dynasty, 98, 108

 Han state, 109, 110
 Hanfei, 5, 51, 53
 art of manipulation, 111, 112, 120–123
 biography of, 109–110
 human self-interest, 112–113
 influenced by other Legalists, 111–112
 laws/regulations, 116–120
 power (*shi*), 5, 112, 113–115
 hare-style leadership, 234
 harmony, 23, 40, 247–249, 261, 286; *see also* balance
 hedonistic motives, *see* self-interest
 Hegel, G., 73
 heroic spirit, 41
 holism, 19, 22, 23–24, 165–166
 in strategic leadership, 156
 honesty/sincerity, 243–245, 261, 264
 Hong Kong, 171, 221, 226, 227, 255, 275
 Hu Jintao, theory of, 23
 Hu Xueyan, 257, 258
 Huawei Technologies, 258
 Hui, Prince, 32
 human badness, 4–5, 53, 55–58
 human goodness, *see* benevolence
 human nature, Daoist conception of, 5–6; *see also* benevolence; human badness
 human society, 62–64
 humanism/humaneness, *see* benevolence
 humanistic/hierarchical need theory, 101–102
 humans and nature, 86–87

 ideological paternalistic leaders, 186, 187, 189, 191
In search of excellence: lessons from America's best run companies (Waterman *et al.*), 256, 269
 incrementalism, 227–229, 250
 independent thinking, 39
 India, 200
 individual level of leadership, 11–13
 individual self, 20–21
 individual solitude, 8
 individualism, 6–9
 Indonesia, 171

- indulgent paternalistic leaders, 186, 187
- information, *see* intelligence
- institutional leadership, 11–13
- intelligence, 149, 151, 161, 166–167; *see also* deception tactics
- intercultural sense-making
- ethnocentric leadership, 287–288
 - guanxi* network, 284–286
 - leadership structure/rules, 288–291, 292
 - third-culture management issues, 293
 - yin* and *yang* implications, 292–293
- internal contradiction, 211
- investigation, 208, 209, 210
- Investment Encouragement Law, 132
- Japan, 132, 200, 207
- Jean-Christophe* (Rolland), 256
- Jia Yi, 74
- Jie, king of Xia, 113, 114, 115
- Jixia, town, 51, 52
- Johnson, C., 83
- Kang Xi, Emperor, 257, 258
- knowledge, 40, 209, 216, 217
- Korea, 200
- Kuomintang (Nationalist Party), 207
- laissez-faire* paternalistic leaders, 186, 187
- Land-to-the-Tiller Program, 131
- Lanling County, 52
- Laozi, 32
- biography of, 84–85
- laws/regulations, 4, 20, 162, 174, 274–275, 276–279
- Confucian view on, 46, 67–68
 - Deng's view on, 228
 - interpretation of, 133, 137, 285–286
 - Legalist belief in, 5, 111, 112, 116–120
- leader–member exchange (LMX), 200, 285, 288–290
- rules for, 289, 291
- leadership agency, 20–21
- leadership personality, flaws in, 159–160
- learned virtues, 5
- learning, 39–40
- Lee Tenghui (Li Denghui), 136
- Legalism (*Fa jia*), 4, 275, 279
- and Confucianism, 108–109, 126–128, 129–130, 272, 275; *see also* Taiwan
 - on hierarchy, 10, 276, 278
 - historical background, 110–111
 - impact on Sunzi, 145
 - influence on paternalistic leadership, 173
 - on leadership, 12–13
 - literature review, 111–112
 - self-conception, 7–8
 - see also* Hanfei; Xunzi
- Letter to Garcia*, A (Hubbard), 256, 264
- leveraging, 164
- Li Da, 215, 235
- Li Dazhao, 207
- Li Denghui (Lee Tenghui), 136
- Li Hongzhang, 258
- Li Kashing, 258
- Li Shimin, Emperor, 98–99
- Li Si (Li Ssu), 51, 109–110
- Liang Qichao, 72
- Liezi, 84
- life experience, 253–255
- Lin Biao, 207
- Lin, Shuchi, 181–182
- Lincoln, A., 218
- Liu Bocheng, 225, 235
- Liu Chuanzhi, 258
- Liu Shaoqi, 207, 225
- Lo Yang, 32, 110
- Lu Jia, 74
- Lu Jinchuan, 92
- Macao, 226, 227
- Malaysia, 171
- management philosophy
- books and literature's influence on, 256–257
 - defined, 240–241
 - education and training influence on, 259
 - future research directions, 267–268
 - Golden Mean, 249–251, 261
 - harmony, 247–249, 261
 - learning, 266
 - life experience influence on, 253–255

- practical implications, 268–269
 pursuit of excellence, 245–246, 261
 research background, 239–240
 research limitations, 267
 research method, 241–243
 role models' influence on, 257–259
 scientific management, 252–253
 sincerity, 243–245, 261, 264
 social responsibility, 246–247, 261
 specialization, 251–252
 traditional culture's influence on, 262–263, 264, 265, 266
 Western theories' influence on, 263–264, 265, 266
 maneuvering, 148, 150
 manipulation, 5
 Mao Zedong, 129
 biography of, 206–208
 charisma and personality, 218–220
 Maoism, 11, 23, 206, 230, 233–234
 analytical dialectics of contradiction, 211–214, 230
 and Confucianism, 13–14, 278
 and Deng Xiaoping's theory/practice, 221–222, 225, 226–227, 229–233
 implications of, 233–234
 leadership style, 217–218
 origin of, 215–217
 “Seek truth from facts,” 208–211
 “Serve the people,” 214–215
 market economy, 226
 market-oriented enterprises, 133, 137
 market-oriented socialism, 14
 martial law, Taiwan, 131, 136
 Marx, K., 138
 Marxism, 14, 129, 164
 and Confucianism, 217
 Mao's adoption of, 208, 210, 214, 215, 216, 218
 Maslow, A., 101–102
 mass line, 217, 218
 masters (*zi*), 1
 Matsushita, K., 259
 Matsushita Electric Corporation, 259
 May Fourth Movement, 207
 MBA education, 268–269
 managers with, 287–288
 McGregor, D., 101
 member–member exchange (MMX), 285
 Mencius, 3, 32–33
 and Xunzi, 73–74
Mencius (Mencius), 32–33, 256
 military strategy, *see* strategic leadership
 modern Chinese leadership, influenced by Western philosophies, 15–16
 modernization, 182
 modesty/humbleness, 91–92
 Mohists, 53
 momentum, 148, 150, 163
 moral character, 18–19, 65–66, 67, 174, 176, 191
 effects on subordinate, 178, 179, 183
 revision of construct domain, 195, 196–197
 moral education, 46
 morality/righteousness, 4, 9, 35, 60, 163
 in strategic leadership, 154, 155
Motivation and personality (Maslow), 101
 Movement of Ideological Liberation, 222
 Mu Qizhong, 259
 Muslims, 219–220
 Mutual Security Act (1951), 132
 mutuality, 173–174

Nan Hua Jing (Zhuangzi), 84
 Nationalist Party (Kuomintang), 207
 Nationalist government, 131–133, 136
 nature, *see* universe
 nature and humans, 86–87
 neo-Confucianists, 48
 neo-traditionalism, 11
 network, *see guanxi* network
 networkcentric leadership, *see* sharing network leadership (SNL)
 New Philosophy, 215, 216
 Nineteen-Point Reform Program, 132
 non-action (*wu wei*), 10, 13, 21, 24
 noninterference, 94–96, 97, 162–163
 nurturant–task-oriented leadership, 200

 objectivity, of laws, 117–118
 “one country, two systems,” 226, 227
 one mind (*yi*), 111
 opening to outside world, 223
 optimism, 41
 organizational citizenship, 295

- organizations
 Confucian view of, 49
 family businesses, 133–135
 Xunzi's principles on, 69–70, 76–77
- orthodox socialism, 14
- Ouchi, W., 101
- parents, 253–254
- particularity, of contradiction, 211–212
- paternalistic leadership, 11, 17, 18, 134, 135
 distribution in organizations, 187–189
 effects on subordinate, 176–179
 eight types of, 185–186
 employee preferences for, 186–187, 192
 limitations on research, 180–181, 192–193
 models of, 174–175, 197–200, 280, 281
 moral character, 191
 origin of, 13, 171–174
 and other theories, 200–201
 research instruments on, 175–176
 revision of construct domain, 193–197
 satisfaction with, 189–191
 situational moderators of, 181–184
 and transformational/transactional leadership, 180
see also authentic paternalist leaders, Godfather paternalist leaders, ideological paternalist leaders, indulgent paternalist leaders, *laissez-faire* paternalist leaders, selfless benefactor paternalist leaders
- Paternalistic Leadership Scale, 176
- perception, 209
- performance appraisal, 294
- perseverance, 41, 92
- Philippines, 171
- philosophical diversity, 21–22, 24
- philosophy, major schools of, 2
- political structure, reform of, 223, 224
- popular opinion, 218
- population, 41, 42
- position power, 113–114
- power (*shi*), 5, 112, 113–115
- practicability, of laws, 120
- practice, 209
- pragmatism, 224–226
- presentations, 294
- principal contradiction, 212
- pro-democracy movement (1989), 229
- project management, 121–122
- proletarian dictatorship, 14
- promotion, 122–123, 223–224
- propriety, 4, 5, 12, 19, 31, 35–36, 39, 46, 48, 51, 55, 56, 59–62, 64–70, 71, 73, 75, 76–78, 123–124, 145
 norms of, 46, 71
 rules of, 35, 37, 39, 48
- Protestant ethic and the spirit of capitalism, The* (Weber), 256, 264
- Protestant religion, 15
- publicity, of laws, 117
- punishment, 4, 114, 115, 122, 162
- pursuit of excellence, 245–246
- Qin dynasty, 48
- Qin state, 111, 144
 king of, 109–110
- Qing dynasty, 258
- Qu Qiubai, 215, 235
- qualitative change, 212, 213
- quantitative change, 212
- realism, 231–232
- reason, 209
- reciprocity, 174, 177, 178
- Records of the Historian (Sima), *see* *Shih ji*
- Red star over China* (Snow), 219–220
- Redding, S. G., 15, 172
- reductionism, 184
- reformism, 221–224
- relation-oriented enterprises, 133
- relationalism, 6–9
- relationship, *see* *guanxi* network
- Ren Zhengfei, 258
- repayment, 174, 177, 178
- resource dependence, 182–183
- revolutionaries, 16
- Revolutionary Committees, 14
- Revolutionary War (1921–1937), 208, 210, 213
- reward, 114, 115, 122, 162

- righteousness, *see* morality/
righteousness
- ritual/conduct propriety, 4, 35, 46,
60, 61, 64
administrative and organizational
principles, 68–70, 77
laws and regulations, 46, 67–68
symbolic and cultural rituals, 67
- Roman law, 264
- Romance of the three kingdoms*,
The (Luo), 256
- rule of law, 5
- rule of virtue, 45–47
- rules/regulations, *see* laws/regulations
- sage-kingship, 54–55, 59, 70–72
assembling ability, 63–64, 71
and transformational leadership,
75–76
- sages, in Daoism, 6, 94, 98; *see also*
“superior-minded” (*jun zi*);
sage-kingship
- Sano, K., 274
- scholars, ethics for, 126, 127–128, 129
- Scholars’ Palace, 51, 52
- scientific management, 252–253
- “Seek truth from facts,” 208–211, 222,
227, 230
- Selected works of Deng Xiaoping*, 221
- Selected works of Mao Zedong*, 208
- self-criticism, 41
- self-cultivation, 5, 11–12, 38–41, 56,
61–62, 126
foundation of, 58–59
Xunzi’s model of, 70–71
- self-examination, 41
- self-interest, 4, 5
Daoist conception of, 6
Legalist conception of, 8, 112–113,
138
- self-transformation, 18–19
- selfless benefactor paternalistic leaders,
186, 187, 189, 190, 191
- “Serve the people,” 214–215, 222
- shamanism, 1, 87
- Shang dynasty, 37, 48, 98
- Shang Yang (Shang Ian), 74, 111
- sharing network leadership (SNL),
288–290
rules for, 291–292
- Shen Buhai, 74, 111, 112
- Shen Dao, 111, 112
- Shih ji* (Records of the Historian)
(Sima), 109
- Shun, king of Xia, 45
- Silin, R. H., 172
- Sima Qian, 32, 45, 84–85, 214
- simplicity, 89, 90
- sincerity/honesty, 243–245, 261, 264
- Singapore, 171
- singlemindedness, 160
- Sino-American transculturalist, 273
- Sinologists, 48
- situationalism, 158–159, 160–161
leveraging and adaptation, 164
moral advantage, 163
organizational advantage, 162–163
positional advantage, 161
theoretical/practical implications,
165–167
- Snow, E., 219
- social development, 212–213
- social equality, 11
- social hierarchy/distinction, 9–11, 44,
64–67, 182, 276–279
- social responsibility, 246–247, 261
- social structure, *see* social hierarchy/
distinction
- socialism, 13–14
and capitalism, 226, 227
see also Maoism
- solitude, 8
- sovereign, 162–163
- Soviet Union, 207, 231
- special economic zones, 227
- specialization, 251–252
- Spring and Autumn annals*, *The*
(Confucius), 108, 138, 256
- Spring and Autumn Period (722–480
BCE), 33, 47
debate on social order, 52–55
- stability, 250
- Stalin, J., 231
- standardization, 252–253
- state-owned enterprises (SOEs),
282–284
- strategic leadership, 10, 12, 21,
89, 281
defined, 152–153
historical background, 143–145

- strategic leadership (cont.)
 holistic/dialectic foundations of, 156–157
 humanist foundation of, 153–155
 individual attributes, 159–160
 influenced by other schools of thought, 145
 strategic situationalism, *see* situationalism
 theoretical/practical implications, 164–167
 strengths/weaknesses, 157
 strategic use of, 148, 150
 subordinate responses, 174–175, 176–179
 resource dependence, 182–183
 traditionality, 181–182
 Sunzi
 biography of, 143–144
 leadership philosophy, *see* strategic leadership
 “superior-minded” (*jun zi*), 36
 characteristics, 39–41
see also sage-kingship; sages
 surface-level behavior, 274
- Taiwan, 275, 278
 economic development (1945–1986), 131–133
 empirical studies on paternalistic leadership, 171, 172, 173, 176, 179, 186–187
 family businesses, 133–135
 political capitalism, 135–138
 Taiwanese consciousness, 136
 Tan Sitong, 74
 Tang dynasty, 98
Tao te ching (Laozi), *see* *Dao de jing* (Laozi)
 Taoism, *see* Daoism
 Taylor, F. W., 263
 teamwork, 294
 Ten Big Construction Projects, 132, 135
 terrains, 149, 150, 161
 Thailand, 171
 Theory X,Y,Z, 101, 272
 third-culture management, issues, 294–295
 Thoughts of Mao Zedong, *see* Maoism
- Three-Anti campaign, 213, 234
 tortoise-style leadership, 234
 traditionality, 181–182
 transactional leadership, 180
 transformational leadership, 18
 and paternalistic leadership, 180
 and sage-kingship, 75–76
 transparency/honesty, 92
 trustworthiness, 35, 159, 264
 truth, 208
 Tung Jongshu (Dong Zhongshu), 74, 108
 Turkey, 200
- United States, 131, 132, 135, 273;
see also intercultural sense-making
 universality, of laws, 119
 universe, 5, 8, 87, 88, 156
 urban development, 225
- virtues, 5, 35–36, 39–41, 59–62
- Wakabayashi, M., 274
 war
Dao of, 10
 mission and objectives of, 146–147
 Warring States Period (480–221 BCE), 33, 47, 108, 109, 144–145
 debate of social order, 52–55
 water-like or “wateristic” personality, vii, 8, 10, 83, 90–93, 94, 98, 102–105, 164, 279, 294
 Way, *see* *Dao*
Way of the sovereign, The (Hanfei), 116
 Weber, M., 14–15, 138, 263
 Weber’s bureaucracy, 76
wei wu wei (active non-action)
 noninterference/following nature, 94–97
 symbolic leadership, 97–98
 Welch, J., 259, 269
 welfare, 41, 42, 43
 Wen Jing, Emperor, 98
Wen shi jing (Liezi), 84
 Western modern philosophies,
 influence on modern Chinese leadership, 15–16
 Westwood, R. I., 172
 wisdom, 35, 60, 159, 160, 166
Works of Mencius, The, see *Mencius*
 Wu state, 144

Cambridge University Press

978-0-521-70543-1 - Leadership and Management in China: Philosophies, Theories, and Practices

Edited by Chao-Chuan Chen and Yueh-Ting Lee

Index

[More information](#)*Index*

307

- Xia dynasty, 37
 Xue Yongxin, 99
 Xunzi, 14, 46
 biography of, 51–52
 bridging Confucianism and
 Legalism, 53–54, 74
 debate on, 72
 on deception tactics, 167
 enriching Confucianism, 72–74
*Xunzi: a translation and study of
 the complete works* (Knoblock), 52
 Yan'an New Philosophy Association,
 216
 Yang Bin, 259
 Yang Kuoshu, 181
 Yao, king of Xia, 45, 113, 114
yin and *yang*, 10, 19–20, 87, 88, 89, 156
 implications for modern leadership,
 292–293, 294–295
 Yin Xi, 85
 younger generations, 182, 287–288
 Youzi, 45
 Zeng Guofan, 257–258
 Zhang Ruimin, 258
 Zhang Side (Chang Si-de), 214
 Zhou, king of Shang, 115
 Zhou dynasty, 33, 37, 110, 144
 Zhou Enlai, 225
 Zhou Gongdan, 98
 Zhou Zhenyi, 259
 Zhu De, 207
 Zhuangzi, 84, 96
Zhuangzi (Nan Hua Jing), 84
 Zi Si, 32
Zi zhi tong jian, 256
 Zigong, 41
 Zuo Zongtang, 258