

Difference and Integration of Chinese Traditional and Modern Management Thoughts

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Abstract: Chinese culture has undergone its development and evolution of five thousand years, leaving people with valuable ideological inside information. However, influenced by western culture, the contemporary world has gradually shown a trend of modern management, which is quite different from the cultural philosophy and management thought involved in Chinese tradition. Therefore, this paper studies the differences between Chinese traditional and modern management thoughts, and proposes the relevant integration methods of taking the essence and discarding the dross, seeking the golden mean in competition and cooperation, promoting the integration of rule of virtue and rule of law, regulating the relationship between interests, righteousness and benefits, and advocating people first.

Keywords: Traditional and Modern; Management Concept; Coexistence of Differences.

1. Introduction

Management is not only a typical skill, but also a unique art form. Looking back the long history of human development, a series of management thoughts have naturally emerged after the birth of human civilization. Many actions and activities shall be generated based on a complete management thought, and there is an inextricable relationship between management and each individual behavior. It is not difficult to find that there are certain differences between the traditional management thought and the western modern management model in the process of transformation. Enterprises cannot completely retain the traditional management thought, or completely apply the modern civilization to ban, but should find the possibility of integration in the differences.

2. Differences between Chinese Traditional and Modern Management Thoughts

2.1. Differences in Thinking

The thinking structure involved in the Chinese traditional thought shows wholeness, especially the representative form of philosophy of ambiguity. This form of thinking mainly emphasizes that the planning and management of all things need to be based on the wholeness and adopt a top-down structure. However, this traditional management thinking also presents certain drawbacks. It is difficult to accurately control the details. Under such a thinking concept, there is a lack of more rigorous scientific theoretical system, so there is no reference for the verification of action theory. The thinking system from the overall perspective is difficult to produce the mechanical equipment and experimental means to verify the theory, so many scientific argumentations in ancient China are mainly summarized based on the human experience, rather than strict reasoning and calculation [1].

In the modern management concept, enterprises have a deeper understanding through the presentation of more advanced civilization. The modern management thinking that

pays attention to "Details determine success or failure" can emphasize the importance of details, so as to accurately control the detailed contents with the help of various cutting-edge technical means under the development of modern civilization. At the thinking level, it highlights the significant difference between traditional and modern, controls things from different perspectives, and interprets the traditional content in a more detailed way of thinking, so as to explore and innovate with a more cutting-edge perspective while promoting the modern management thinking to absorb the traditional advantages.

2.2. Differences in Values

Influenced by the feudal society in ancient China, there is a more obvious centralized thought in Chinese traditional management thought, which is also a prominent feature of the Chinese traditional values. However, influenced by such values, the relevant managers in Chinese traditional management organizations are more inclined to maintain the centralization of authority, emphasize collectivism thinking, and have a certain tendency to suppress the individual standard and personal development. Unless influenced by external objective factors or oppressed by survival pressure, managers generally do not want to get rid of centralized values. Most people think it is dangerous to loss authority and expose to the public.

In terms of the modern management thought, enterprises should pay more attention to the individual's subjective initiative and highlight the individual value. For example, enterprises can set up a performance appraisal in the development process, which can highlight individual value, and have a certain incentive effect on all the managers through the assessment of individual value.

2.3. Differences in the Development of Political Culture

The Chinese traditional culture has gone through thousands of years, but in the culture inherited from it, there is not only essence, but also certain feudal dross. Among them, those that can integrate with modern management thoughts are the essence, such as the consciousness of responsibility

highlighted by "Every person should feel responsible for the fate of the country", or the awareness of unexpected development that "One should be the first to worry for the future of the state and the last to claim his share of happiness". Many essences formed in traditional culture can be used for reference in modern management thoughts. In addition to the same political cultural concepts, there are also certain political cultural differences between Chinese traditional and modern management thoughts. For example, the traditional thoughts of "self-seclusion" and "grand unification" are not suitable for the modern management concept. The application of such diverse contents will only increase the dross, which is very detrimental to the development of the modern management system[2].

2.4. Differences in Human Relations

As the original culture with rich content, Chinese traditional culture contains many profound truths, and has the distinct original cultural significance. China is the first socialist country that establishes humanist philosophy and management mode centered on benevolence to others and civilians, so its modern management system must be formed on the basis of Chinese tradition. However, in this process, it is necessary to explore the differences between Chinese traditional and modern management thoughts. Taking human relations as an example, there are distinct differences between tradition and modernity. In Chinese tradition, there are no hierarchical and highly subservient human relations in the modern management thoughts. In addition, the thought of rule of virtue in Chinese tradition is also a product with distinct hierarchical nature.

In modern society, democracy has become the norm, and it is also the principle that people pursue more. For instance, in Chinese traditional thought, it is impossible to achieve the situation of attaching importance to human rights and advocating equality for all. From this point of view, the human relations and moral system in the Chinese tradition have been difficult to adapt to the management needs of modern society. In the process of development of the modern management system, it is necessary to discard the dross in the tradition to create a management system that is more suitable for the overall development of society.

3. Integration between Chinese Traditional and Modern Management Thoughts

3.1. Take the Essence and Discard the Dross

In the modern management thought, there is still the reflection of Chinese traditional management thought, indicating that the traditional management thought, with its strong vitality, continues to play a role in the modern society. In addition, there are many attitudes of dealing with affairs, pursuit ideas and life maxims with clear connotation and lofty values in the Chinese traditional management thought, which were once considered by Chinese people to be inviolable. Chinese traditional management thought has been deeply rooted in Chinese traditional culture, so that as long as the Chinese traditional culture exists, we will find the application case of Chinese traditional management thought. However, from the world development process, it is not difficult to find that no traditional management thought in any civilization can be dominant forever. Any nation needs to develop in the process of innovation and abandon things that cannot adapt to

this era in the process of development, so does the Chinese traditional management thought.

After entering the industrial era, the modern industrial management civilization has emerged. People are more eager for a scientific and efficient management system in the process of development, so as to use more fashionable management thoughts and concepts to deal with problems that cannot be solved by traditional management thoughts, including problems that are difficult to deal with by using Chinese traditional management thoughts in the process of modern management, such as management model and system structure. In other words, if we continue to use outdated and backward management methods, it will only slow down the pace of development and progress[3].

In this case, only by comprehensively eliminating the negative impact of traditional Chinese management thought and taking its essence and discarding its dross can we adapt to the development and change of the times and lay the foundation for modern management thought. Therefore, it is not only the requirement of the times, but also the historical responsibility to promote the Chinese traditional management thought to adapt to the modern management model. In addition, it is necessary to conduct a comprehensive study and analysis of Chinese traditional management thoughts, make it adapt to the modern management environment, conduct scientific combination and selection, and discard the outdated and backward parts. Only by making appropriate innovation and retaining the thought with cultural value can we create a modern management thought that is suitable for socialism with Chinese characteristics.

3.2. Seek the Golden Mean in Competition and Cooperation

No matter in the Chinese traditional management environment or in the modern management environment, it is always difficult to avoid the competition and cooperation. In a way, competition and cooperation are not only opposite, but also in an extreme state. In the management concept under the influence of western civilization, it seems difficult to mediate the relationship between competition and cooperation, and the competition and cooperation will never intersect. However, in the course of the development of Chinese history, rulers of all dynasties have different views on the unique relationship between competition and cooperation. In their opinion, we can seek cooperation in competition and promote benign competition in cooperation, so as to achieve the mutual benefit of both partners, and promote a more active operation between partners.

Especially after entering the modern society, relevant experts and scholars pay more attention to the integration of Chinese traditional and western advanced management concepts, and promote management concepts to adapt to China's national conditions and realize localization development. Therefore, the trend of integration of Chinese traditional and modern management concepts has taken shape at the beginning of reform and opening up. Some management professionals have put forward a new management model based on Chinese characteristics, which is called M theory model, namely, the traditional idea of seeking the golden mean in cooperation and competition.

Utilizing the golden mean culture involved in the Chinese traditional culture, the unique management model based on the golden mean has been formed in its own system. By promoting the coexistence of competition and cooperation,

the golden mean shall be sought. Under the premise of ensuring that both of them can give full play to their advantages and specialties, competition and cooperation have greatly guaranteed the mutual restraint and formed a balance in a subtle way. Based on the absolute requirement of the golden mean, it can effectively avoid the problem that one party is excluded by the other party, and form a more excellent management model based on mutual checks and balances. This is a good integration of "holding the two and using the middle - impartial" mentioned in the *Doctrine of the Mean* in the modern management concept[4].

3.3. Promote the Coexistence of Rule of Virtue and Rule of Law

In the development process of Chinese traditional society, the concept of winning people by virtue has been highlighted, which has become a powerful tool for people to persuade others for a long time. It can be seen that the Chinese traditional management thought pays more attention to the rule of virtue. In the process of gradual modernization of society, western management thoughts have been gradually introduced. In addition, in the modern management systems created, the part that integrates with Chinese traditional management thoughts is the rule of virtue. This management thought is characterized by the requirements for the personal accomplishment and level of managers. Moreover, the Chinese traditional culture also emphasizes the importance of morality. In the *Book of Rites · Great Learning*, it is mentioned "self-cultivating, family-regulating, state-ordering, then the land great governed", which means that a person can regulate the family, then govern the country well, and finally pacify the world by constantly refining his personal character.

In other words, it is the management tenet advocated by Confucianism in Chinese traditional culture, which is based on the self-improvement of managers to achieve the governance effect of winning people by virtue. Attaching importance to moral quality and emphasizing to govern the country by virtue and realize moral enlightenment are the most important part and the most distinctive feature of the Chinese traditional culture. Moreover, the modern management thoughts also integrates this Chinese traditional management thought into it, and pays more attention to the personal moral cultivation of managers, so that they can set an example. Therefore, the rule of virtue has become the main direction for the internal management of an organization and gradually developed a guiding management method in the traditional management thought of rule of virtue, which is called flexible management in modern management thought.

As the most important part of the Confucianism, the concept of rule of virtue shows a strong ethical feature, which advocates to appeal to reason, compassion as well as guidance, and pays attention to the adjustment of the relationship between people, rather than blindly suppress. However, in such a process of rule of virtue, we cannot ignore the uncontrollability of a person as a subjective individual. If we cannot regulate his behavior according to strict rules and regulations, it may cause serious management imbalance. On the basis of the rule of virtue, it is necessary to set corresponding regulatory requirements, limit their behavior through legislation, and set the bottom line of behavior, which can prevent people from violation. Therefore, in the process of the integration of Chinese traditional and modern management thoughts, in addition to advocating the rule of virtue, we also need to govern by combining the rule of law,

so as to play a good role in restraining management, and give full play to the subjective initiative of each subordinate, creating a continuous development momentum for managers.

3.4. Regulate the Relationship between Interests, Righteousness and Benefits

In the Chinese traditional management thought, there are some thoughts with pragmatism and strong utilitarianism, which are in line with the benefit thought in the modern management system. In terms of the development of modern society, the purpose of creating a management system is to control the subordinates, so that subordinates can provide value according to the requirements formulated by the managers, and assist the managers to obtain corresponding benefits, including social benefits and economic benefits. However, it is difficult to maintain the long-term development of an organization by simply pursuing interests and benefits. Therefore, it is necessary to trace back to the "righteousness" in the Chinese traditional culture. In the Confucian culture, the existence of "righteousness" is often higher than the value of "interests", and people pay more attention to ties of comradeship[5].

For example, "The gentleman understands what is moral; the small man understands what is profitable". In Confucianism, the "righteousness" mainly refers to fairness, integrity and good faith. If a person violates the "righteousness", it will be wicked. As the embodiment of the rule of virtue in the above, it has similarities and differences with this concept. From this point of view, the integration of "righteousness" in the Chinese traditional management concepts into the modern management thoughts can promote the smooth operation of modern management systems. For example, if the manager of an enterprise or an organization keeps his promise and can treat every employee fairly based on "righteousness", it can trigger the centripetal force of employees towards the manager and the enterprise or organization, so that employees can better provide value for the manager. In general, organizations should pay attention to the social responsibility and the moral bottom line when applying the management system in modern society. If they do not adhere to "righteousness" and "morality", but just to pursue profits and benefits, it is also difficult to develop in society for a long time.

As an important part of the current social system, enterprises and other for-profit units are of great significance to the improvement of the national economy. Such organizations not only shoulder the mission of providing products and services, but also directly affect the socio-economic order and ethos. Therefore, managers should take corresponding responsibilities and contribute to the society. Enterprises should adhere to the "righteousness", and produce positive value to the society as a whole, so as to achieve the sustainable development. However, it should also be noted that the "righteousness" cannot be exaggerated in the modern management thoughts, resulting in an extreme management situation. Otherwise, it will lead to problems such as not paying attention to efficiency and performance within the organization, and finally the benefit management will not be carried out smoothly. "Nothing can be accomplished without norms or standards." Therefore, in the modern management thought, the relationship between interests, righteousness and benefits needs to be adjusted. Enterprises should not only meet the benefit needs of the managers, but also meet the personal interests of the subordinates, and properly show the

"righteousness" to create a more scientific modern management situation.

3.5. Pay Attention to the Unity of Nature and Man, and Put People First

People first is the key in the modern management system. The organizational structure formed on the basis of the individual requires the managers to be aware of the subjective initiative and its importance. In the Chinese traditional culture, there is an idea that "people are more important than the ruler", which has become the principle that has always been adhered to in the development and transformation of all dynasties. Only by building on the basis of the masses and gaining support can rulers achieve better development. Those who get the popular support conquer the world. Although it is difficult to implement the people-oriented concept in a feudal society, this concept can still play a significant role in promoting social development.

Only by attaching importance to people and giving them corresponding affirmation can managers maximize the application value of employees. Only by taking people as the main body of development and acting on the basis of the individual can form a complete management system. People-oriented management concept requires managers to pay full attention to the dignity and needs of the subordinates, care for the subordinates, and make them feel the warmth from the organization, so that the subordinates can better obey the instructions of the managers, and transform from the "manager" to the "promoter" to achieve the people-oriented effect of democratic management in the organization. In addition, by giving full play to employees' subjective initiative, it can also effectively avoid extreme situations such as personality cult or autocracy. The people-oriented concept advocated in Chinese traditional management thought is the

unity of nature and man, which advocates that man, as a part of nature, needs to be integrated with nature in the process of development. Therefore, the modern management thought also practices this concept, which is expressed in the form of "sustainable development" and "friendly economy".

4. Conclusion

The emergence of the modern management concepts is based on the inherent culture of a country. In order to achieve better management, it is necessary to pay attention to avoiding the drawbacks under the traditional management model, make the best use of the advantages and bypass the disadvantages, and integrate with modern management thoughts, achieving the effect of taking the essence and discarding the dross.

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