The Medieval Manager in East Asia  
*History 150*  
*Spring 2009*  
*Tuesday, Thursday 2:00-4:00*

**Robert André LaFleur**  
*Office Hours*  
**MI 111**  
*Tuesday*  
4:00-5:30  
**363-2005**  
*Thursday*  
4:00-5:30  
*lafleur@beloit.edu*  
...or by appointment

**Required Books**
Blanchard, Kenneth. *The One-Minute Manager*
Cleary, Thomas. *Mastering the Art of War* [Cao Cao et al]
Cleary, Thomas. *The Art of War* [Sunzi]
Cleary, Thomas. *The Book of Five Rings* [Miyamoto Musashi]
Collins, Jim. *Good to Great*
Covey, Stephen. *Principle-Centered Leadership*
Covey, Stephen. *The Seven Habits of Highly Effective People*
Davis, Richard. *Historical Records of the Five Dynasties* [Ouyang Xiu]
Drucker, Peter. *The Effective Executive*
Robbins, Anthony. *Awaken the Giant Within*
Senge, Peter. *The Fifth Discipline*
Verstappen, Stefan. *The Thirty-six Stratagems of Ancient China*
Yoshikawa Eiji. *Taiko*

**Reserve Materials**
Roberts, Moss. *Three Kingdoms* [Luo Guanzhong]
Sima Guang. *The Comprehensive Mirror for Aid in Ruling*
Yuan Cai. Precepts for Social Life
Zhu Xi. *Family Ritual in Song China* (check)
Zhuzi. *Precepts for Managing the Household*

Hacker, Diana. *A Pocket Style Manual*. (Required in all history courses)

This first-year history seminar begins with an examination of the management themes at the heart of the Chinese historical tradition. Running the world’s largest empire was a practical and theoretical challenge for generations of Chinese leaders, and the tradition contains some of the finest works ever to deal with organizational structure, hierarchy, and social interaction. In particular, we will examine the manner in which one of China’s most influential historians, Sima Guang (1019-1086), articulated the relationship between case studies and management action. We will also study management models in the Chinese tradition from early social organization to today’s multinational corporations. The core management texts of the Chinese tradition will be windows onto ways of understanding complex historical, social, and even cognitive issues in Chinese political and economic life.
**Coursework**

Students will do about fifty pages of writing during the semester, broken up into segments that will allow them to develop their thinking and writing skills as they build toward the final project, due at the end of the term. There will be separate handouts for each of these assignments.

- **Weekly Abstracts.** Most weeks of the term, you will have a one-page abstract due that will serve as an assessment of what you have learned during the week. These will be explained carefully in class.
- **A 2,000-word biographical essay.** Due halfway through the term, this assignment will allow you to try out research ideas and anticipate some of the challenges of addressing the final letter’s “audience.”
- **Late-term Exam.** There will be a three-hour exam on key items in our readings and class discussions that will take place a few weeks before the end of the term. This exam will be an opportunity for you to review course materials and prepare yourself to write your final letter assignment.
- **A 5,000-word letter.** Written to an intelligent reader without much knowledge of Chinese and Japanese culture, the letter will explain for her/him the culture of management in East Asia (and in our own society). We will talk a great deal about the letter and response paper throughout the term, and strategies for writing them effectively.

**Evaluation**

- Abstracts 20%
- Biographical Essay 20%
- Late-Term Exam 25%
- Final Letter 35%

Daily attendance and class participation are expected; more than two absences during the semester will affect your grade. Late assignments will be penalized.

**HIST 150**

*The Medieval Manager in East Asia (and Beyond)*

*Spring 2009*

**Read Before the Seminar Begins—January 20, 2009**

Covey. *The Seven Habits of Highly Effective People*

Zhuzi. *Precepts for Managing the Household* (Library Reserve—DVD)

**Week I (January 20, 22)**

Covey. *The Seven Habits of Highly Effective People*

- *Part One: Paradigms and Principles*
  - Inside-Out
  - The Seven Habits—An Overview
    - *Part Two: Private Victory*
      - Habit 1 Be Proactive
      - Principles of Personal Vision
      - Habit 2 Begin with the End in Mind
      - Principles of Personal Leadership
      - Habit 3 Put First Things First
Principles of Personal Management

Part Three: Public Victory
Paradigms of Interdependence
Habit 4 Think Win/Win
Principles of Interpersonal Leadership
Habit 5 Seek First to Understand, Then to Be Understood
Principles of Empathic Communication
Habit 6 Synergize
Principles of Creative Cooperation

Part Four: Renewal
Habit 7 Sharpen the Saw
Principles of Balanced Self-Renewal
Inside-Out Again

Zhuzi. Precepts for Managing the Household (Library Reserve—DVD)
Weekly Abstract Due by 5:00 p.m. on Friday, January 25th

Week II (January 27, 29)
Cleary, The Art of War
Strategic Assessments
Doing Battle
Planning a Siege
Formation
Force
Emptiness and Fullness
Armed Struggle
Adaptations
Maneuvering Armies
Terrain
Nine Grounds
Fire Attack
On the Use of Spies
Cleary, Mastering the Art of War
The Art of War and the I Ching: Strategy and Change
Part Two—Lessons of War: Studies in Strategy
Weekly Abstract Due by 5:00 p.m. on Friday, January 30th

Week III (February 3, 5)
Collins, Good to Great
Good is the Enemy of Great
Level 5 Leadership
First Who…Then What
Confront the Brutal Facts (Yet Never Lose Faith)
The Hedgehog Concept (Simplicity within the Three Circles)
The Culture of Discipline
Technology Accelerators
The Flywheel and the Doom Loop
From Good to Great to Built to Last
Epilogue: Frequently Asked Questions
LaFleur. Breaking the Vessel (Draft)
Book Proposal
Writing Sample
Sima. The Comprehensive Mirror
Selections
Weekly Abstract Due by 5:00 p.m. on Friday, February 6th
Week IV (February 10, 12)
Roberts. Three Kingdoms
Excerpts
Sima. The Comprehensive Mirror
Selections
Verstappen, The Thirty-six Stratagems of Ancient China
1. Fool the Emperor to Cross the Sea
2. Besiege Wei to Rescue Zhao
3. Kill With a Borrowed Sword
4. Await the Exhausted Enemy at Your Ease
5. Loot a Burning House
6. Clamor in the East, Attack in the West
7. Create Something From Nothing
8. Openly Repair the Walkway, Secretly March to Chencang
9. Observe the Fire on the Opposite Shore
10. Hide Your Dagger Behind a Smile
11. Sacrifice the Plum Tree in Place of the Peach
12. Seize the Opportunity to Lead a Sheep Away
13. Beat the Grass to Startle the Snake
14. Borrow a Corpse to Raise the Spirit
15. Lure the Tiger Down the Mountain
16. To Catch Something, First Let it Go
17. Toss Out a Brick to Attract Jade
18. To Catch the Bandits First Capture Their Leader
19. Steal the Firewood From Under the Pot
20. Trouble the Water to Catch the Fish
21. Shed Your Skin Like the Golden Cicada
22. Shut the Door to Catch the Thief
23. Befriend a Distant Enemy to Attack One Nearby
24. Borrow the Road to Conquer Guo
25. Replace the Beams with Rotten Timbers
26. Point at the Mulberry But Curse the Locust Tree
27. Feign Madness But Keep Your Balance
28. Lure Your Enemy Onto the Roof, Then Take Away the Ladder
29. Tie Silk Blossoms to the Dead Tree
30. Exchange the Role of Guest For That of Host
31. The Strategy of Beautiful Women
32. The Strategy of Open City Gates
33. The Strategy of Sowing Discord
34. The Strategy of Injuring Yourself
35. The Tactic of Combining Tactics
36. If all Else Fails, Retreat

Weekly Abstract Due by 5:00 p.m. on Friday, February 13th

Week V (February 17, 19)
Roberts. Three Kingdoms
Excerpts
Sima. The Comprehensive Mirror
Selections
Covey, Principle-Centered Leadership
Preface: A Principle-Centered Approach
   Section 1—Personal and Interpersonal Effectiveness
Characteristics of Principle-Centered Leaders
Seven Habits Revisited
Three Resolutions
Primary Greatness
A Break with the Past
Week VI (February 24, 26)

Senge. The Fifth Discipline

Part One—How our actions create our reality ... and how we can change it
“Give me a lever long enough ... and single-handed I can move the world”
Does your organization have a learning disability?
Prisoners of the system, or prisoners of our own thinking?

Part Two—The fifth discipline : the cornerstone of the learning organization
The laws of the fifth discipline
A shift of mind
Nature's templates : identifying the patterns that control events
Self-limiting or self-sustaining growth

Part Three—The core disciplines : building the learning organization
Personal mastery
Mental models
Shared vision
Team learning

Cleary. The Book of Leadership and Strategy
Translator’s Introduction
On State and Society

Week VII (March 3, 5)

Senge. The Fifth Discipline

Part Four—Reflections from practice
Foundations
Impetus
Strategies
The leader’s new work
Systems citizens
Frontiers

Part Five — Coda
The indivisible whole
App. 1 The learning disciplines
App. 2 Systems archetypes
App. 3 The U process

Cleary, *The Book of Leadership and Strategy*
On Warfare
On Peace
On Wisdom

*Weekly Abstract Due by 5:00 p.m. on Friday, March 6th*

**Week VIII — Spring Break**

**Week IX (March 17, 19)**
Blanchard, *The One-Minute Manager*
Drucker, *The Effective Executive*

Introduction: What Makes an Effective Executive
Effectiveness Can Be Learned
Know Thy Time
What Can I Contribute?
Making Strength Productive
First Things First
The Elements of Decision-Making
Effective Decisions
Conclusion: Effectiveness Must Be Learned

*Biographical Essay Assignment Due by 5:00 p.m. on Monday, March 23rd*

**Week X (March 24, 26)**
Sima, *The Comprehensive Mirror*
Selections
Robbins, *Awaken the Giant Within*

Part One — Unleash Your Power
Dreams of Destiny
Decisions: The Pathway to Power
The Force That Shapes Your Life
Belief Systems: The Power to Create and the Power to Destroy
Can Change Happen in an Instant?
How to Change Anything in Your Life: The Science of Neuro-Associative Conditioning™
How to Get What You Really Want
Questions Are the Answer
The Vocabulary of Ultimate Success
Destroy the Blocks... The Power of Life Metaphors
The Ten Emotions of Power
The Magnificent Obsession -- Creating a Compelling Future
The Ten-Day Mental Challenge

Part Two — Taking Control -- The Master System
Ultimate Influence: Your Master System
Life Values: Your Personal Compass
Rules: If You’re Not Happy, Here’s Why!
References: The Fabric of Life
Identity: The Key to Expansion

Part Three — The Seven Days to Shape Your Life
Day One — Emotional Destiny: The Only True Success
Day Two — Physical Destiny: Prison of Pain or Palace of Pleasure
Day Three — Relationship Destiny: The Place to Share and Care
Day Four — Financial Destiny: Small Steps to a Small (or Large) Fortune
Day Five — Be Impeccable: Your Code of Conduct
Day Six — Master Your Time and Your Life
Day Seven — Rest and Play: Even God Took One Day Off!

Part Four — A Lesson in Destiny
The Ultimate Challenge: What One Person Can Do

Weekly Abstract Due by 5:00 p.m. on Friday, March 27th

Week XI (March 31, April 2)
Ouyang, Historical Records of the Five Dynasties
- Basic Annals of Liang (3)
- Basic Annals of Tang (4)
- Basic Annals of Jin (2)
- Basic Annals of Han (1)
- Basic Annals of Zhou (2)
- Biographies of the Royal Families: Liang
- Biographies of the Royal Families: Taizu of Tang
- Biographies of the Royal Families: Mingzong of Tang
- Biographies of the Royal Families: Emperor Fei of Tang
- Biographies of the Royal Families: Jin
- Biographies of the Royal Families: Han
- Biographies of the Royal Families: Taizu of Zhou
- Biographies of the Royal Families: Shizong of Zhou
- Biographies of Liang Subjects
- Biographies of Tang Subjects
- Biographies of Jin Subjects
- Biographies of Han Subjects
- Biographies of Zhou Subjects

Sima. The Comprehensive Mirror
- Selections

Weekly Abstract Due by 5:00 p.m. on Friday, April 3rd

Week XII (April 7, 9)
Ouyang, Historical Records of the Five Dynasties
- Biographies of Martyrs to Virtue
- Biographies of Martyrs in Service
- Biographies of Six Courtiers of Tang
- Biographies of Righteous Sons
- Biographies of Court Musicians and Actors
- Biographies of Eunuchs
- Miscellaneous Biographies (19)
- Hereditary House of Wu
- Hereditary House of Southern Tang
- Hereditary House of Former Shu
- Hereditary House of Later Shu
- Hereditary House of Southern Han
- Hereditary House of Chu
- Hereditary House of Wu/Yue
- Hereditary House of Min
- Hereditary House of Min
- Hereditary House of Nanping
- Hereditary House of Eastern Han

Sima. The Comprehensive Mirror
- Selections

Weekly Abstract Due by 5:00 p.m. on Friday, April 10th
Week XIII (April 14, 16)
Sima. The Comprehensive Mirror
Selections
Yuan Cai, Precepts for Social Life
Getting Along With Relatives
Improving Personal Conduct
Managing Family Affairs
Zhu Xi, Family Rituals
General Principles of Ritual
The Capping Ceremony
Weddings
Funerals
Sacrificial Rites

Late-Term Exam on April 16th

Week XIV (April 21, 23)
Musashi, The Book of Five Rings
The Earth Scroll
The Water Scroll
The Fire Scroll
The Wind Scroll
The Scroll of Emptiness
Yoshikawa, Taiiko
Book One
"Monkey! Monkey!"
Tenzo the Bandit
Koroku’s Gun
The Mountain of the Golden Flower
Another Master
The Idiot Lord
Book Two
A Handsome Man
The Walls of Kiyosu
Yoshimoto’s Hostage
The Lord with the Blackened Teeth
The Go-Between
Book Three
A Castle Built on Water
Snaring the Tiger
The Master of Mount Kurihara
“Be a Friendly Neighbor”
The Wandering Shogun

Weekly Abstract Due by 5:00 p.m. on Friday, April 24th

Week XV (April 28, 30)
Yoshikawa, Taiiko
Book Four
Enemy of the Buddha
Shingen the Long-Legged
The Gateless Gate
Funeral for the Living
Three Princesses
Book Five
Sunset of Kai
The Towers of Azuchi
Monkey Marches West
Murasige’s Treachery
  Book Six
A Retainer’s Duty
Hanbei’s Legacy
Men of God
The Fall of Takeda
  Book Seven
Fortress in a Lake
“Kumquat Head!”
The Shrine of the Fire God
“Fifty Years under Heaven”
  Book Eight
An Ill-Fated Messenger
Requiem of Blood
The Two Gates
War of Words
Midnight Warning

*Weekly Abstract Due by 5:00 p.m. on Friday, May 1st*

*Week XVI (May 5)*
Yoshikawa, *Taiko*
  Book Nine
The Snows of Echizen
A Bowl of Tea
Genba’s Stratagem
A True Friend
  Book Ten
The Sins of the Father
The Hooded Warrior
Master Stroke
Taiko

*Presentations and Review*

*All Late Work Due by 5:00 p.m. on May 6th*
*No exceptions (see my late assignment policy)*