## Index

<table>
<thead>
<tr>
<th>Name</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3Com Corporation</td>
<td>185</td>
</tr>
<tr>
<td>Acheson, Dean</td>
<td>198</td>
</tr>
<tr>
<td>Acton, Lord</td>
<td>142</td>
</tr>
<tr>
<td>agility 116–21, 159, 189–91</td>
<td></td>
</tr>
<tr>
<td>Ahlstrand, B.</td>
<td>27, 35, 38</td>
</tr>
<tr>
<td>Alcatel-Lucent Shanghai Bell (telecoms company)</td>
<td>190</td>
</tr>
<tr>
<td>Alexander the Great</td>
<td>34</td>
</tr>
<tr>
<td>Alibaba (e-commerce company)</td>
<td>97</td>
</tr>
<tr>
<td>Aligica, P. D.</td>
<td>37</td>
</tr>
<tr>
<td>‘alphabet effect’</td>
<td>61</td>
</tr>
<tr>
<td>Ames, R. T. 63–4, 94, 96</td>
<td></td>
</tr>
<tr>
<td>analytic thinking 24, 26–7, 43–4, 55,</td>
<td></td>
</tr>
<tr>
<td>60–61, 66, 105–6, 115–16, 202–3</td>
<td></td>
</tr>
<tr>
<td>Andrews, K. D.</td>
<td>34, 35</td>
</tr>
<tr>
<td>‘An Overview of the Military’ (in <em>Huainanzi</em>)</td>
<td>85, 96</td>
</tr>
<tr>
<td>Ansoff, H. I.</td>
<td>34, 35</td>
</tr>
<tr>
<td>Anti-Rightist Movement</td>
<td>7</td>
</tr>
<tr>
<td>Aristophanes</td>
<td>52</td>
</tr>
<tr>
<td>Aristotle 40–41, 61, 105</td>
<td></td>
</tr>
<tr>
<td><em>Art of War</em> (book, Jomini)</td>
<td>25</td>
</tr>
<tr>
<td><em>Art of War</em> (book, Sun Bin) see Military Methods</td>
<td></td>
</tr>
<tr>
<td><em>Art of War</em> (book, Sun Tzu) comparison of Clausewitz and Sun Tzu 70–71</td>
<td></td>
</tr>
<tr>
<td>and competitor orientation 108</td>
<td></td>
</tr>
<tr>
<td>influence of 36</td>
<td></td>
</tr>
<tr>
<td>and <em>shí</em> 94</td>
<td></td>
</tr>
<tr>
<td>and stratagem 86, 88, 128, 133, 141</td>
<td></td>
</tr>
<tr>
<td>and strategy system formulation 70</td>
<td></td>
</tr>
<tr>
<td>and Taoism 82</td>
<td></td>
</tr>
<tr>
<td>and Western research into military strategy 25, 33</td>
<td></td>
</tr>
<tr>
<td><em>see also</em> Sun Tzu</td>
<td></td>
</tr>
<tr>
<td>Asian Marketing Consultants, Inc.</td>
<td>21</td>
</tr>
<tr>
<td>A Treatise on Efficacy between Western and Chinese Thinking (book)</td>
<td>26, 40–41</td>
</tr>
<tr>
<td>Baidu (Internet search-engine)</td>
<td>92</td>
</tr>
<tr>
<td>Bao, Z. M.</td>
<td>63</td>
</tr>
<tr>
<td>Basic Law of Huawei</td>
<td>191–2</td>
</tr>
<tr>
<td><em>Battle Studies</em> (book)</td>
<td>25</td>
</tr>
<tr>
<td>Bennis, Warren</td>
<td>154</td>
</tr>
<tr>
<td>Bi Sheng</td>
<td>139</td>
</tr>
<tr>
<td>Bin Hong 81–2</td>
<td></td>
</tr>
<tr>
<td>Bloom, Alfred</td>
<td>54</td>
</tr>
<tr>
<td>Bo Gu 9, 117</td>
<td></td>
</tr>
<tr>
<td><em>Book of Lord Shang</em> (book)</td>
<td>94</td>
</tr>
<tr>
<td>Boorman, Scott 110–11</td>
<td></td>
</tr>
<tr>
<td>Brandt, Willy</td>
<td>24</td>
</tr>
<tr>
<td>Braun, Otto (Li De) 9–10, 117, 171</td>
<td></td>
</tr>
<tr>
<td>bridge (card game) 146</td>
<td></td>
</tr>
<tr>
<td>Buddha 1</td>
<td></td>
</tr>
<tr>
<td>business ethics 84–5</td>
<td></td>
</tr>
<tr>
<td><em>Business Policy: Text and Cases</em> (book)</td>
<td>34, 35</td>
</tr>
<tr>
<td><em>BusinessWeek</em> (magazine)</td>
<td>4</td>
</tr>
<tr>
<td>BYD (auto company)</td>
<td>109, 114</td>
</tr>
<tr>
<td>Cai Lun 139</td>
<td></td>
</tr>
<tr>
<td>Cang Jie 56–7</td>
<td></td>
</tr>
<tr>
<td>Carnogurská, Marina</td>
<td>23</td>
</tr>
<tr>
<td>Carroll, John</td>
<td>53</td>
</tr>
<tr>
<td>Chambers, John 183–4, 198</td>
<td></td>
</tr>
<tr>
<td>Chandler, A. D. 34–5</td>
<td></td>
</tr>
<tr>
<td>Cheke, John 34</td>
<td></td>
</tr>
<tr>
<td>Chen Duxiu 159–60</td>
<td></td>
</tr>
<tr>
<td>Chen Sheng 145</td>
<td></td>
</tr>
<tr>
<td>Chen, M. J. 34</td>
<td></td>
</tr>
<tr>
<td>Cheng, Emperor 133</td>
<td></td>
</tr>
<tr>
<td>chess 45–6, 83, 157</td>
<td></td>
</tr>
<tr>
<td>Chiang Kai-shek 10, 25, 152, 158, 159–61, 163–4, 198</td>
<td></td>
</tr>
</tbody>
</table>

205
Chinese civil war 17, 152, 157, 158, 160, 170, 198
‘Chinese Dream’ 1
Chin-Ning Chu 21
Choi, I. 105
Chongqing Institute of Civil Engineering and Architecture 4
Christensen, C. R. 34, 35
Chu, Dr Ge-Yao 98
Churchill, Winston 152
Cisco Systems 10–11, 120, 183–5, 198
Claffin, Bruce 185
Clarke, M. 130–31
Clausewitz, Carl von 16, 25, 26, 41–2, 43, 67–71, 184
‘closed-loop’ system 185–6, 188
‘cognitive school’ 38–9
Collins, John 33
‘coming collapse of China’ predictions 20
Comintern (Communist International) 9
competitive advantage 3, 35, 44, 79, 116, 140
competitor orientation 108–16
Complete Works of Stratagem from the Extraction of Twenty–five Histories (book) 137–8
compound ideograms 58–9, 60
‘concentrated marketing’ approach 151–2
conceptual framework for the Chinese strategic mind 78–9
‘Confucian orthodoxy’ 65
Confucianism
and competitor orientation 110
and entrepreneurism 5
ignored by Western mainstream research 23
and language–thought relationship 62, 65
and Mao Zedong 164, 165, 172
and Ren 83
and shi 95
Confucius 15, 68, 110, 137, 164, 176
Consumer Protection Act (1987) 84
Corporal social responsibility 84, 192
Corporate Strategy (book) 34, 35
corruption 142

CPC (Communist Party of China)
agility of 116–17, 119
and Chinese Revolution 168–71
criticism of Mao Zedong 153
founding of 9
and KMT 116–17, 145, 152, 157, 159, 160
and Long March 117, 155, 159–61, 171
Mao Zedong’s leadership of 10, 138, 155
and Mao Zedong’s style of
‘movement’ 195–6
and ‘orthodox’ policy 65
and stratagem 93, 145
CPV (Chinese People’s Volunteers) 18, 19
cross-culture cognitive research 45
Cultural Revolution 7, 97, 99, 152, 153
‘culture’, definitions of 130
Cusumano, M. A. 33, 38
Daoism see Tao/Taoism
Darwin, Charles 54
dazexiang uprising 145
de Gaulle, Charles 152
deception 89–91, 92, 106, 128, 167
Defeat in the East (book) 16
definitions of ‘strategy’/‘strategic thinking’ 2, 33–8
Deng Xiaoping
assessment of Mao Zedong 153
decoception stratagems 92
and economic reforms 1, 7, 97, 170, 183
and history of China 7, 8
and ‘orthodox’ policy 65
and Principle of Contradiction 104
and shi 97
derivatives 60, 63–4, 65
Detour and Access: Strategies of Meaning in China and Greece (book) 40
dialectic thinking
and Huawei Technologies 186–9
and I Ching 100–103
and Mao Zedong’s strategic mind 157
Index

and Principle of Change 103
and Principle of Contradiction 103–5
and Principle of Holism 105–7
and stratagem 106–7
and yin–yang 100, 101–4, 106
du Picq, A. 25

East brain’ 44
economic growth/development 2–5, 6–10, 88–9, 97
economic reforms 2–3, 7, 97, 170, 183
‘edge balls’ 140–41
efficacy 40–41, 43, 94–5, 110
eHi Car Services (car rental company) 109
Einstein, Albert 26, 61, 78
Elliott-Bateman, Michael 16, 25
Emerson, Ralph Waldo 198
‘Empty City Stratagem’ 138, 158
EMT (executive management team) 187
‘encircling cities from the countryside’
entrepreneurism 3–5, 79, 81
equality 156–7
ESP (environment–strategy–performance) model 35
Euclid 61
Euler, Leonhard 61

‘face’ 39
Falkenhausen, General von 160
family businesses 36
Farley, Robert 18
FDI (foreign direct investment) 3
Fenby, Jonathan 158
Fine, G. A. 130
Five Constant Virtues 83
Forbes (magazine) 4
Ford Motor Company 202
Fortune (magazine) 4, 112
Freedman, Lawrence 85
Frisbee, Donald 21
Frontinus 86
Fu Xi 56, 101
Fung, Y. L. 83
‘fuzzy’ thinking 106

Galanz (home appliances company) 91–2
Galilei, Galileo 78
game theory 128–9
Gao Hua 171
Gat, Azar 68
General Product Safety Regulations (2005) 84
Gentner, D. 53
Germany 21, 24, 64
Go (board game) 17, 28, 91, 107, 111, 129, 142
Goldin-Meadow, S. 53
Google (Internet search-engine) 92
Graham, J. J. 69
Granet, Marcel 101
‘grayscale theory’ 187–9
guanxi (networking/relationship-building) 36, 143
Gui Guzi 46

Haier Group 4–5, 113–14
Halberstam, David 17
Hall, D. L. 63–4
Hambrick, D. C. 34
Han Feizi 134, 142, 144
Handel, Michael 67
Hansen, Chad 54, 55, 62, 63
Harbsmeier, Christoph 55, 56, 62
Hart, Liddell 67
Harvard Business School 5, 34
Hayek, F.A. 120
Heller Ehrman 184
Hemingway, Ernest 71
Hill, Napoleon 1
Hofstede, G. 130
holistic thinking
and analytic thinking 24, 26–7
and dialectic thinking 105–7
and history of China 202
and Huawei Technologies 186–9
and language–thought relationship 55, 60–61, 66, 79
and Mao Zedong’s strategic mind 157
and military strategic thinking 61
and shi 100
and stratagem 87, 129, 135
and traditional Chinese medicine
28–9, 61
*

*How did the Sun Rise Over Yan’an? A
History of the Rectification
Movement* (book) 171

Hu Jingtao 65

*Huainanzi* (book) 81, 85, 96, 104–5, 118, 119

Huang Chao rebellion 145

Huang Di (‘Yellow Emperor’) 56, 88, 129

Huawei Technologies Co. Ltd
and agility 119–20, 189–91
Basic Law of 191–2
and competitor orientation 111, 112, 113–14, 115
conceptual framework for strategic system 176–8
customer relationships 181–2, 200
and dialectic thinking 186–9
and entrepreneurism 3
evolution of culture 192–4, 200
founding of 4
and ‘holistic’ approach 186–9
and influence of Mao Zedong 152, 177, 189–90, 195–6
and innovation 186–7
legal battle with Cisco Systems 11, 183–5, 198
and ‘organisational fatigue’ 194–5
and personal qualities and influences of Ren Zhengfei 178–80
R&D 177, 179, 184, 186
self-criticism campaign 177, 178, 196
stratagem of 93, 189–91
and ‘strategic management’ 45
and strategic mind of Ren Zhengfei 176–7, 180–86
success of 10–11, 83
systems for implementation 191–2
Humboldt, Wilhelm von 52
‘Hundred Schools of Thought’ era 132
Hung, C. T. 170
Huo Qubing 82

*I Ching* (book) 4, 23, 100–103, 110, 111
Innis, Harold 52

IOE (industrial organisational economics) 35
Irving, Washington 127
Jacques, Martin 27–8
Jade Emperor 165–6
Japan 66, 86, 90, 98, 141, 186, 202
Jiang Zemin 65
Jobs, Steve 187
Johnston, A. I. 25
Jomini, A. -H. 25

*Journey to the West* (novel) 165–6, 172
Jullien, François 26, 40–41, 42–4, 69–70, 94, 95, 115, 161

Kant, Immanuel 33, 69
Kim, J. C. 17, 80–81, 94–5, 161
Kissinger, Dr Henry
and Chinese history 136
and Mao Zedong 7, 16, 158
and resurgence of China 72
and *shi* 96, 98, 99
and stratagem 138
and Sun Tzu 18
and US’s misunderstanding of Chinese strategic mind 15–16, 19, 20, 28
Kleinman, S. 130
Kluckhohn, C. 130
KMT (Chinese Nationalist Party) 116–17, 145, 152, 157, 159, 160, 170
Knight, Nick 169
Korean War 16–19, 46, 71–2, 96, 198
Kosko, Bart 106, 107
Kroeber, A. L. 130

*laisssez-faire* 120
Lampel, J. 27, 35, 38

*Language and Logic in Ancient China* (book) 54
language–thought relationship
and absence of science 61–3
and ‘alphabet effect’ 61
cognitive perspective 67–72
formation of the Chinese language 56–60
Index

and holistic thinking 55, 60–61, 66, 79
language shaping thought 60–66, 199
and logic 54–5, 60–61, 63, 65–6
and orthodoxy 64
Western studies 52–6
Lao Tzu
and agility 117–18, 119, 120–21
and entrepreneurism 5
quotations of 176, 198
and shi 93–4
and stratagem 87, 132
and Taoism 80, 81, 82–4, 107, 112
and yin–yang 103, 104
Lau, D. C. 96
Learned, E. P. 34, 35
Lee Kuan Yew 104
Legend Group 4
Leites, N. 91
Lenovo Group 3, 4, 200
Leo VI, Emperor 34
Li Ching 88
Li Dazhao 99
Li An 81, 118, 119
Li Bowen 88
Liu Chuanzhi 4
Logan, R. K. 61
logic
and dialectic thinking 100, 105–6
and language–thought relationship 54–5, 60–61, 63, 65–6
and military strategic thinking 67, 68–9, 70–72
and stratagem 141
Western 20, 23, 24, 40, 65–6, 72, 105–6, 201
London Olympics (2012) 22, 141
Long March 70, 117, 128, 155, 158–61, 171, 185
Lu Ban 99
Lu Guanqiu 5
Lu Shang (T’ai Kung) 94, 133–4, 135
Ma, Jack 97

MacArthur, General Douglas 16–17, 46, 71–2, 198
Machiavelli, Niccolò 151
mah-jong (game) 146
Mao Enpu 162
Mao Yichang 162, 163
Mao Zedong
agility of 116–17, 119, 159
assessment of 153
and Chinese Revolution 168–71
and competitor orientation 114, 116
and ‘concentrated marketing’ approach 151–2
and Confucianism 164, 165, 172
CPC leadership 10, 138, 155
and Cultural Revolution 7, 152, 153
and dialectic thinking 157
and entrepreneurism 4, 5
framework for strategic mind of 151–6
and holistic thinking 157
influence of 4, 5, 6, 152, 177, 189–90, 195–6
Kissinger on 7, 16, 158
and Korean War 16–18, 46, 72, 96, 198
meeting with Montgomery 19–20
and military strategic thinking 3, 4, 25, 70, 152–3, 156, 157–60, 167
mind and thought of 156–62
and natural sciences 23
and ‘orthodox’ policy 65
personality/personal qualities of 155, 162–8, 172
predictions of 8
and shi 96, 159–61
and stratagem 138, 145, 146, 158–9
strategic genius of 7–9, 10, 152
style of ‘movement’ 195–6
and Tao/Taoism 156–7
upbringing of/influences upon 162–7, 172
vision of 82
writings of 161, 165
Marketing Management in China (book) 202
Markides, C. C. 33, 38
‘martial culture’ 129
The Chinese strategic mind

Maslow, A. H. 39
mass media 135, 139
mathematics 26
‘mattress culture’ 179
Men at War (book) 71
Mendeleev, Dmitri 60
Mengniu Dairy Company 112–13
Meyer, Andrew 97, 133
‘Middle Target’ approach 111
Middle Way 103, 110–12, 116, 184, 189, 198
Miles, R. E. 35
Military Methods (book) 92, 94, 96
military strategic thinking
and agility 116–19
chess analogies 45–6, 157
comparison of Clausewitz and Sun Tzu 67–71
and competitor orientation 108–9, 111
and defining ‘strategy’ 33–4
and entrepreneurism 3–5
and holistic thinking 61
influence of 16
and logic 67, 68–9, 70–72
and Mao Zedong 3, 4, 25, 70, 152–3, 156, 157–60, 167
and Ren Zhengfei 177
and shi 94–6, 97–8, 99
and stratagem 85–91, 92, 127–9, 131–4, 137, 140–41
and Taoism 81–2
and theory of warfare 41–4
Western research into 25–6, 39
Mintzberg, Henry 27, 34, 35, 38
‘Misunderstanding China’ (article) 15
MNCs (multinational companies) 92, 191
Mohism 23
Monkey King 165–6
Montgomery, Bernard L. 19–20
Mott, W. H. 17, 80–81, 94–5, 161
Nag, R. 34
natural sciences 1, 10, 22–3, 62
Naughton, Barry 97
Needham, Joseph 55, 112
‘Needham Puzzle/Question’ 116
'negative stratagem’ 106
Newton, Isaac 61
Nisbett, Richard 28, 102–3, 105
Niu Gensheng 113
Norenzayan, A. 105
On China (book) 16
‘One Belt, One Road’ stratagem 88–9
‘One Country and Two Systems’ 104, 191
On the Origin of Species (book) 54
On War (book) 25, 26, 71
‘oracle bone inscriptions’ 57
‘organisational fatigue’ 194–5
Outlaws (book) 167
Oxford Dictionary of English 86
Pacific-Corp 21
Pan Juan 46
Paquette, L. 70–71
PBX (private branch exchange)
switchers 4
Peng, K. 102–3, 105
phonetic loans 60, 63–4
phonograms 59, 60–61
pictographs 57, 60, 63, 65
Pillsbury, Michael 15
PLA (People’s Liberation Army) 4, 99, 177
Plato 15, 33, 127
Porter, M. 35, 79, 86
‘positive stratagem’ 106
PPP (purchasing power parity) 3
Principle of Change 103
Principle of Contradiction 103–5
Principle of Holism 105–7
Prussian Academy of Sciences 26
pu shi 138
Pye, L. W. 91
Q-Cells (solar panels manufacturer) 21
qi 87–9, 92
qian shou guan ying (dance) 193–4
Qin Shihuang, Emperor 145
Qingdao Refrigerator Plant 5
Quesnay, Francois 120
Index

Questions and Replies between T’ang T’ai-tsung and Li Wei-kung (book) 129

Raphals, Lisa 85
Reagan, Ronald I
Records of the Great Historian (book) 100
Redding, Gordon 23–4, 38–9
Red-Star Furniture City 99
Ren 83
Ren Zhengfei
and agility 189–91
and Basic Law of Huawei 191–2
and competitor orientation 114
and culture of Huawei 193–4, 200
and founding of Huawei 4
and ‘grayscale theory’ 187–9
and ‘holistic’ approach 186–9
and influence of Mao Zedong 177, 189–90, 195–6
legal battle with Cisco Systems 183–4, 198
and ‘organisational fatigue’ 194–5
personal qualities and influences 178–80
and self-criticism campaign 177, 178, 196
and shi 183–6
strategem of 93, 189–91
and ‘strategic management’ 45
strategic mind of 176–7, 180–86
and Tao/Taoism 180–83
vision of 83, 180
and ‘wolf culture’ 193, 200
Roberts, Andrew 5
Romance of the Three Kingdoms (book) 129, 138, 145–6, 158, 167
Rothbard, Murray 120
Rothkopf, David 111–12
Russia 190–91

sageness 83
Salisbury, Harrison 9, 128, 155, 158–9, 161, 162, 171
Sapir, Edward 52–3, 54
‘Sapir–Whorf hypothesis’ 52–3, 54
SASAC (State Asset Supervision and Administration Commission) 190
Sawyer, Ralph 87–8, 89, 90, 91, 128, 129, 132, 140
Saxe, John Godfrey 27
Scalapino, Robert 155, 164
Schram, Stuart 23, 165, 166, 167
Schwartz, B. 100–101
Science and Civilisation in China (book series) 55
Selected Works of Mao Zedong (collection) 165, 177
Seven Military Classics of Ancient China (book series) 108–9, 133
Seven Strategies (book) 133
Shan zhai 109
Shanghai Bell (telecoms company) 190
Sharp Corporation 98
shi
and agility 120
and decision-making 96–7, 99–100
defining 5, 43, 93–4
and dialectic thinking 106
and economic reforms 97
and holistic thinking 100
importance of 69, 93–4, 99
in industry 96–9
and Mao Zedong’s strategic mind 159–61
and military strategic thinking 94–6, 97–8, 99
and Ren Zhengfei’s strategic mind 183–6
and stratagem 86, 87, 143–4
and Taoism 94–5
Shuowen Jiezi (early Chinese dictionary) 56–7
Silk Road Economic Belt 88–9
Sima Qian 100, 133–4
Sima Tan 100
simple ideograms 58, 60
Six Secret Teachings (book) 94, 134
Smith, Adam 120
Smith, Arthur 127
Snow, C. C. 35
Snow, Edgar 160, 161, 162, 163, 164–5
social sciences 1, 10, 22, 23–4, 128–30, 192
The Chinese strategic mind

Socrates 78
SOEs (state-owned enterprises) 36
Soviet Union 99
‘Special Economic Zones’ 183
Spencer-Rodgers, J. 105
Ssu-ma Fa (book) 109
Stokes, Jacob 89
stratagem
and Chinese histories 135–8
as cultural phenomenon 127–9
and deception 89–91, 92, 106, 128
and dialectic thinking 106–7
dissemination and diffusion of
stratagem culture 135–40
drivers and crystallisation of
stratagem ideas 131–5
formation of stratagem culture
130–40
and holistic thinking 87, 129, 135
of Huawei Technologies 189–91
and leadership 142–5
and logic 141
and Mao Zedong’s strategic mind
138, 145, 146, 158–9
and mass media 135, 139
and military strategic thinking 85–91,
92, 127–9, 131–4, 137, 140–41
‘negative stratagem’ 106
‘positive stratagem’ 106
and shi 86, 87, 143–4
stratagem culture and implications
140–47
and the unorthodox 87–9, 92, 106,
128
and yin–yang 143
‘stratagem traps’ 93, 129, 141
strategic contingency theory 35
‘strategic management’ 34–40, 44–5,
81, 87, 200
Strategic Thinking for the Next
Economy (book) 38
Strategmata (book) 86
Strategy and Structure (book) 34–5
Strong, Anna Louise 17–18
Studies on Winning by Shi (book) 94
‘subculture’, definitions of 130–31
Sun Bin 46, 90, 92, 94, 96
Sun Tzu

and agility 117, 119, 120
comparison with Clausewitz 67–71
and competitor orientation 108
and entrepreneurship 5
influence of 7, 18, 36, 46
and military strategic thinking 25, 33
and shi 94, 95–6, 98, 99
and stratagem 86, 87, 88, 89, 90, 91,
92, 128, 133, 140, 141
and Taoism 81, 82
Suntech Power 113
SWOT analysis 35

Tacticus, Aeneas 33–4
T’ai Kung (Lu Shang) 94, 133–4, 135
T’ai-pai Yin-ching (Strategies for the
Human Realm) 85
Tai Chi 111, 184
Tao Te Ching (book) 81, 83, 117–18,
119, 132
Tao/Taoism
and agility 116, 118–19, 120
and business ethics 84–5
and competitor orientation 109, 112
and dialectic thinking 107
and entrepreneurship 4
as idiosyncratic component of
Chinese strategic mind 79–85
ignored by Western mainstream
research 23
and language–thought relationship 62
and Mao Zedong’s strategic mind
156–7
and military strategic thinking 81–2
and Ren Zhengfei’s strategic mind
180–83
and sageness 83
and shi 94–5
and vision 82–3, 84
and yin–yang 80–81
TCM (traditional Chinese medicine)
28–9, 61
Te 83–4
‘Ten Wings’ 101
The Analects (book) 110, 134, 137, 165
‘The Blind Men and the Elephant’
(poem) 27
Yili Group 113
yin–yang
and agility 116
and competitor orientation 110, 111
defining 6
and dialectic thinking 100, 101–4, 106
and ‘grayscale theory’ 188
and stratagem 143
and ‘strategic management’ 37
and Taoism 80–81
and theory of warfare 43, 44
YRPG (Yangtze River Pharmaceutical Group) 4

Zhang Ruimin 4–5
Zhang, S. G. 18, 19
zhī’ 85
Zhong Yong (book) 110
Zhou Dunyi 101–2
Zhou Enlai 8, 9, 16, 155–6, 171, 164
Zhuge Liang 138, 158–9
Zhu Yuanzhang 88
Zizi Tzu 110
ZTE (telecoms equipment manufacturer) 119–20
Zuo Zhuan (Tso Chuan) 133, 135, 137, 141, 158