

易经里有现代管理学

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SECTION THREE

海映時報 雙語

《易经》，一部相传有五、六千年历史的古代哲学，现正在国立大学校外进修系传授。

从星期一晚开始，数十名学员便各在中、英文班上课，浸淫在八卦、五行的学说之中。

讲授课程的吴炳伟（六十岁）先生说：上个月，共有一百五十人修完了这项十二小时的入门课程：一共有三个英语班，两个华语班。

“西籍人士似乎比华人对《易经》更有兴趣。”他说。吴先生出身中正中学，在马来亚大学（新加坡）社会学系毕业，是名工业训练顾问。

《易经》因为有江湖术士用来占卜，自古以来便带有神秘感。另一方面，它又被誉为群经之首，是了解中国古代历史与哲学的必经之道。这到底是怎么回事呢？

帝王专用

吴先生说，“易”是变化的道理，“经”就是圣人传下来的学问。古时候，那是帝王专用的书，老百姓是沾不上边的。

皇帝们为了要作明智的决定，一面得卜卦官之助，靠天文、求神明保佑；一面从全国各地搜集资料，以作决策的根据。这些统计和衍生的哲理，就成了《易经》有科学根据的部份。

《易经》是一种究天人之际，明宇宙之理的大学问。它可以帮助人顺应宇宙的规律，趋吉避凶，作为处世行为的准绳。

吴先生说，《易经》里的阴阳二元标本，传到西方，以至有利用二进制位的电脑发明。李政道、杨振宁补充了爱因斯坦的相对论，而得诺贝尔奖，也自谓得到《易经》的启发。

“现代的企业管理强调人力资源，并且因每个属下的个性不同而



Goh Peng Wee ... will teach the Yi Jing in Mandarin and English

需个别处理。这都是《易经》上早说过的。”吴先生解释道。

他说，《易经》提出了天、人、地三才，而强调中央——即人的力量。人必需根据先天条件，后天发展，来发挥最大的力量，每个人也有所不同。

“日本的管理学中，有所谓五人组，认为五个人是最亲和的力量。这和《易经》解释的五行，强调五是十进位最稳固的中点，是不谋而合的。”他说。

传说中，《易经》中的八卦——即由阴的阴线和实的阳线组成的八个图形，是公元前三二二二伏羲帝所创，借以归纳天地万物的规律。

经过了两千多年，周朝始祖文王将八卦互

乘，发展成为六十四卦；即天下之道归纳成六十四种或然律，也成了后人所用的“文王卦”。

哲学家孔子到了五十多岁才有机会接触到《周易》的典籍。研究的结果，他写成了《十翼》，从符号逻辑、数理逻辑各方面解释《易经》。他说：“假我数年，五十以学易，可以无大过矣。”（“如果我多活几年，可以用五十年的时光学《易经》，就不会犯大错了。”）

吴先生说，孔子从《易经》得到启发，并从中得到坚实的哲理基础。“研究儒学思想而不学《易经》是不够的。”他说。“我是个天主教徒，但我认为学《易》不是邪门，和宗教也没有抵触。”

《易经》在一百年前

传入西方，先有英国传教士理雅各译成英文。一九二四年，理察·卫礼贤译成德文，他的瑞士友人哲学家容格为他的《易经》英文译本作前言，评它为智慧之书。

吴先生说，《易经》是本相当难理解的书，需要有良师引导。五年前，他开始向台湾易学家学习。他并和同道们在三年前发起了新加坡易学会，共有五百多人参加了该会课程，有二百人左右加入为会员。

他说：“我会强调的是《易经》中修身之道，管理学和中医哲学上的研究。有一次，一名会员因利用会的名义开店问卜做生意，结果被终止会籍。”

·庄永康·

A course introducing the Confucian classic Yi Jing, or the Book of Changes, will be conducted by the Extramural Studies Department of the NUS. Our writer spoke to the lecturer who expounds the wisdom in this ancient classic.

Gems in this book of changes

By CHONG WING HONG

ONE of the most mystical works in Chinese literature, the Yi Jing or Book of Changes, is being propagated to the masses by the Extramural Studies Department of the National University of Singapore.

From Monday, about 60 students in two classes will research on the terminology, diagrams and signs from this book, believed to be about 6,000 years old.

Yi Jing had been used by astrologers in oracles. Scholars referred to it for knowledge on philosophy and history of ancient China.

There are many who believe that it may help in management today.

Mr Roch Goh Peng Wee, 60, who will teach the classes in Mandarin and English respectively, said in jest: "In the West, Yi Jing has always been known by the translated name of I-Ching, and when mispronounced, *ai-jing* becomes a study of love or courtship."

But he added that the book had stimulated increasing interest in the West.

"I taught three classes in English and two in Mandarin last month," he said.

"Yi Jing cannot be dis-

missed merely as an ancient book full of incomprehensible symbols and magic spells; for, had this been so, the great thinker Confucius would not have spent so much time over it.

"Nor would the late C.O. Jung (a philosopher) also have written so much on the subject."

Mr Goh, 60, cited Confucius as saying: "If some years were added to my life, I would give 50 to the study of the Yi Jing. I might then be free from falling into great errors."

Forces

In essence, the Yi Jing is composed of 64 hexagrams, made up of sets of solid or broken lines, symbolising the forces of action and change, and all the phenomena of the universe.

The broken lines represent the *yin* forces, and the solid the *yang* forces.

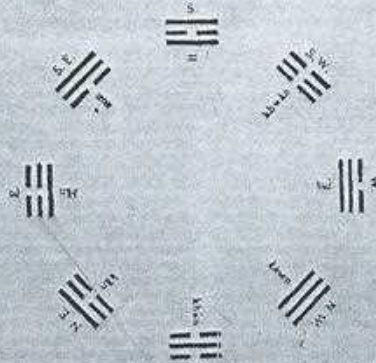
Modern inventions such as the computer are based on the *yin* and *yang* binary system, said Mr Goh, an industrial training consultant.

He was a social science graduate of the former University of Malaya (in Singapore).

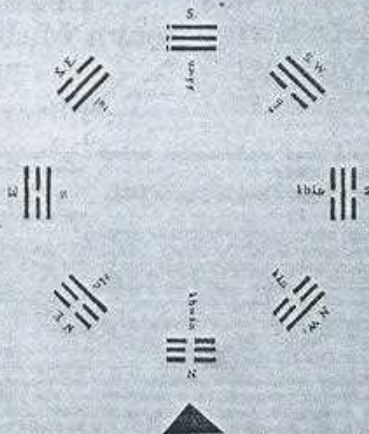
"Modern management emphasises human resources and treats each individual exclusively, a basic principle also found in the Yi Jing," said Mr Goh.



Map of the Lo River



Map of the Yellow River



Two drawings in the ancient book — legendary origin of the hexagrams

"The Yi Jing advocates that what is right for one person in certain circumstances may be quite wrong for another similarly placed, as each has his own path. We should not go against the pattern of change."

"In the Japanese management theory, a five-man team (*go nin gumi*) is considered the most cohesive force. And this could be traced to the five elements in the Yi Jing."

"Modern science looks at human growth as a process of heredity, development and maturity. In fact, this is what the book observes too."

Tradition ascribes the basic linear complexes of the book, the eight trigrams, to the legendary cultural hero Fu Xi, in 3322 B.C. These were said to be a summary of the results of observation on the universe.

Consulted

King Wen, the first emperor of the Zhou Dynasty, was said to have developed the signs into 64 combinations, the hexagrams, in 1143 B.C.

It was, however, not until 483 B.C. that Confucius and Laozi consulted the book for inspiration and information.

In turn, Confucius injected the human elements into the book that made it a valuable treatise. It gave a systematic analysis of human relationships, for instance.

The book, edited by the

sage, has now become one of the Confucian classics.

Ten Wings, which was written by Confucius, explains Yi Jing's symbols, numbers, philosophy and their applications.

Said Mr Goh: "One will not go far in the study of Confucianism if one does not study the Yi Jing."

For a long time, the book had been an almanac used exclusively by the emperor, who wanted to make the right decisions.

"The emperor might be looking up only to heaven and the divine spirits for help, but the statistics and the philosophical ideas had a scientific basis."

"That's why, even though I am a Catholic, I started to study the Yi Jing five years ago through correspondence courses in Taiwan."

The book was first introduced to the West in a translation by James Legge, a Scottish missionary, in 1882.

Richard Wilhelm's translation in German,

published in 1924, presented the book for the first time in a form intelligible to the general readers.

There is also an English translation by Cary Baynes.

Mr Goh said the 12-hour course at the NUS Extramural Studies Department aimed to provide an introduction to the book of great wisdom.

The students can further their studies at the Singapore Association for I-Ching (Yi Jing) studies, of which Mr Goh is the president.

Expelled

Three years after its inception, the association has trained more than 500 people in the study of Yi Jing and has recruited 200 members.

"Although the book can be used in the art divination, its main application is in management and Chinese medical philosophy," said Mr Goh.

"We expelled a member after he was found using the association's name in his fortune-telling trade."

"In the Japanese management theory, a five-man team (*go nin gumi*) is considered the most cohesive force. And this could be traced to the five elements in the Yi Jing. Modern science looks at human growth as a process of heredity, development and maturity. In fact, this is what the book observes too."