

# Review of: "A Conception of Yi ( ): Harmony, Fairness, and Justice in Management – A Prospective Inquiry Framework"

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In this article, the authors delve into the Chinese worldview on fairness and justice. They explain the concept of Yi ( ), which signifies equilibrium and balance, and propose a prospective inquiry framework for management scholarship, emphasizing nonequilibrium dynamics. The paper emphasizes an important connection between Confucianism and Aristotelianism, the Doctrine of the Mean, and discusses their differences as well.

In summary, the article is well-written, provides readers with a greater understanding of traditional Chinese Confucian culture, and contributes to the extant philosophy literature highlighting the interconnections between Eastern and Western philosophies. Its contribution to management can be further strengthened.

The following recommendations are provided solely for the authors' reference.

**Majors:**

- Connection/contribution to the management literature can be further strengthened.
  - a. While the article introduces an innovative framework, its theoretical rigor can be further established via empirical validation or rigorous testing.
  - b. Readers may raise concerns about its practical implementation and applicability within management practices.
  - c. For example, how can organizations effectively integrate Yi harmony, fairness, and justice into their day-to-day operations? The article could provide more concrete guidance.
- Comparative analysis
  - a. Readers may expect a more robust comparison between the proposed framework and existing theories or models in management science.
  - b. For example, how does the prospective inquiry framework fare against established Western management theories? Addressing this would strengthen the article's argument.
- The article may be better structured. It appears there are many summarizing paragraphs throughout. Consider dividing it into several (numbered) chapters.

**Minors:**

- Clarify the definitions of fairness, justice, virtue, and ethics up front. Later sections provide clear definitions for the concepts of harmony, justice, and equilibrium. Including them at the beginning of the article would help readers understand the framework better.
- It would be nice to delve a bit further into the differences between Confucianism and Aristotelianism, with some concrete examples if possible.
- Balance between tradition and modernity
  - a. The article emphasizes the importance of Confucian culture and moral reason. Readers might question whether this focus on tradition adequately addresses contemporary challenges.
  - b. Balancing traditional values with modern management practices is a delicate task, and the article could explore some potential tensions.
- Ethical considerations
  - a. The article discusses fairness and justice, but readers might want to seek a deeper exploration of ethical dilemmas.
  - b. For example, how does the framework handle conflicting interests, power dynamics, and ethical decision-making in complex organizational settings?
  - c. A thorough discussion of whether the moral/ethical disciplines are exclusively for self-discipline or can be exerted to others is desirable.