



## Dualism in Business Practice

What idea is behind of modern economy and commerce world?

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### What's happening in modern economics and commerce world?

In the last week of January of 2011, the world focused on one small town, Davos, in Switzerland. One week of World Economic Forum<sup>1)</sup> annual meeting, which is the annual summit of top leaders in the economic world and global leading governments, was held in Davos and Klosters. In particular, the forum's main agenda of 2011 is, 'What is the New Economic Reality?', which demonstrates more obviously the growing fear of major economic and government leaders than previous years. As we can see, modern economics and business world seem lost their pathway to be headed. Moreover, leading group of this world are trying hardly to define the notion of 'new normal<sup>2)</sup>', which indicates premature yet appearing new economic reality, and find out exit solutions from unexperienced and uncertainty-growing economic reality in global scale.

In this distinct situation from the past, people have tried to identify the cause of presently experiencing problems in economy system and business world. In investigation stage, it should be required the genuine reflection of the fundamental reasons to cause a complicated current difficulties of economic world. However, unfortunately, there exist much less number of voices to represent the philosophical and ethical reflections as a fundamental cause of economy

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1) World Economic Forum, which is simply known as Davos Forum, is an independent international organisation world leading committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas. Davos forum begun 1971 as under the patronage of the European Commission and European industrial associations. Over the last 40 years, the forum has expanded its activities covering Public-Private partnerships, and its influence across the world. Since the global financial crisis, 2008, struck seriously and adversely the world economic communities, more specifically, Davos forum has been focused critically on its results. Therefore, the influence of the forum is regarded currently all over the world, and is growing continuously and more powerfully (World Economic Forum Website, 2011, [www.weforum.org](http://www.weforum.org)).

2) World Economic Forum Annual Meeting 2011 Programme  
([http://www3.weforum.org/docs/AM11/WEF\\_AM11\\_PublicProgramme.pdf](http://www3.weforum.org/docs/AM11/WEF_AM11_PublicProgramme.pdf))

이 문서는 라브리 웹사이트에서 내려받은 것으로, 개인 및 그룹 공부를 위해서만 인쇄, 복사, 배포 등이 허가되었습니다. 그 밖의 용도로 사용하려면 별도의 허가를 받으시기 바랍니다. 내용은 라브리의 공식 입장과 일치하지 않을 수 있습니다. This document was downloaded from L'Abri Korea. Printing and distribution are permitted only for study purposes. For all other uses, please obtain permission from L'Abri. L'Abri does not endorse the contents of this document.

adversaries than academic and technical debates<sup>3)</sup>. How can people expect a proper result or progressed system regardless moral and philosophical reasons? In addition, does the creation of new observation and risk control systems in public and academic level guarantee a bright future of reality? I think a genuine question we have to ask in here is What is the actual problem behind of contemporary economic and commercial circumstances?

Before I am going to discuss this topic, I would like to confirm that this paper is not offering academic level of analysis or research result. Yet the main purpose of this paper is to offer a discussion point regarding that what kind of idea prompts such conventional reactions of business personnel to search out exit solutions to economic crisis in wide range of modern economy organisations. As a result of the prevalent responses in academic and commercial groups today, the fear of normal people about economics and commerce environment is increasing. Is that just all about either policy makings or modifying economy platforms?

### **Common issue**

Since the global financial crisis derived from the Wall Street occurred in late 2008, there have been enormous arguments of the real cause of this massive financial recession among various societies, especially the most Western countries. Many experts have agreed that the main characteristic of the crisis at root demonstrates ‘corruption<sup>4)</sup>.’ Regardless modern economy theories contributed to the belief of a rational economic system<sup>5)</sup>, one of the greatest challenges in market today is inevitably how much ethical or moral decisions of individuals or organisations in a business practice are trustworthy and transparent. It indicates also that ethics or morality in commerce has become a desperate issue to request critical reformation in contemporary business world.

Although many experienced professionals recognised corruption as the beginning point of

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3) Fortunately, the increased focus on ethics can be found in business schools’ curriculums since the last year. Wall Street Journal Asian Edition reported that new cultivating environment of business schools around the world. Some key modules of M.B.A such as strategy, finance and accounting are considered by the demand of re-examining their priorities (WSJ Asian Edition, 2010, <http://online.wsj.com/article/SB10001424052702304168004575178410786321340.html>). However, it still has a weak influence to spread out business practices. Further, it seems like a just extended version of corporate responsibility area. I think that it should be dealt with deeper level of academic analysis or genuine approach to philosophical or moral analysis such as creating independent subject, in order to expect certain level of influence in wide range of business practices.

4) In my view, experts group in different societies still argues to define which sort of corruption is fairly acceptable. For instance, Daniel Kufmann of the Brookings Institution, who has conducted research on governance and corruption, says that “legal corruption” (the use of legal political contributions to get preferential regulatory treatment) was at the root of the financial crisis. Furthermore, Simon Johnson, a former chief economist of the IMF, has argued that governments must break the “financial oligarchy,” to block essential reform. It shows the increasing demand of transparency and accountability in public as well as private bank and asset business sector (Sam Wilkin, July-August 2009, Harvard Business Review).

5) In standard economic theory, there are two essential assumptions: human beings usually make rational decisions and the market’s invisible hand serves as a trustworthy corrective to imbalance (Dan Ariely, July-August 2009, Harvard Business Review).

adversaries, their analysis or approaches to resolve problems merely concentrate on the technical side of reformation of existing systems such as public administration, academic field and organisational management<sup>6</sup>). More recently, for instance, some leading experts in business management argued how to reinvent capitalism throughout creating shared value<sup>7</sup>). Those reactions of authorities or specialists illustrate patently their dualistic approaches to enhance current systems, which is only assessed by a technical perspective, not examines their common mindsets which is the basis of all incidents. As a consequence, it draws my intension to look at 'Dualism,' as a core reason to generate such results behind of the world of practicing an economics and business. Thus, my next question is genuinely, 'What is the outcome of dualism in commerce and economics applications?'

### **The major outcome of dualism in a business world**

In a philosophical term, dualism is the view that mind or spirit is different from body and brain<sup>8</sup>). Especially, Descartes put human mind to absolute position to know everything that exist in reality as the result of Dualism<sup>9</sup>). By following that logic, anything that human mind cannot be certain of cannot exist<sup>10</sup>). It has influenced widely developing modern thoughts, which is

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6) G-20 nations have taken a step for developing transparency system in their regulations, endorsing a peer review process by which member countries would access the stability of each other's financial systems (Sam Wilkin, 2009). Dan Ariely, who is a professor of behavioral economics at Duke university, argues changing conventional assumptions of economics to emerging suppositions of behavioral economics that human beings are fundamentally irrational and motivated by unconscious cognitive biases in his article, The End of Rational Economics (Dan Ariely, July-August 2009, Harvard Business Review).

7) One of the leading scholar in business strategy, Michael E. Porter and a professional consultant in social entrepreneurship, Mark R. Kramer argue how to reinvent capitalism values, which is under siege today, throughout creating shared value. They address the concept of shared value that can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities. Shared value creation focuses on identifying and expanding the connections between societal and economic progress (Michael E. Porter and Mark R. Kramer, January-February 2011, Harvard Business Review). Somehow it can be understood briefly to strengthen competitiveness of individual business organisation for progressing their economic progress along with creating more social responsible and social demand-sensitive values or environments within organisational management. However, this view can be recognised just extended version of considering complex societal factors relating to individual company's productivity. In that sense, its weakness can be identified that the authors disregarded possible conflicts among entities of productivity and creating profits such as managements, employees and either direct or indirect customers, because of people's dualistic mindset in decision making process. Further, the authors essentially showed their dualistic approaches to resolve facing faults of capitalism by only following their presupposition, which is our business world determines naturally 'closed system' itself.

8) Keith Ward, 2010, More than Matter?, Lion, p. 21.

9) Dualism is well discussed in the paper of Inkyoung, Dualism, which is one of the leadership study papers in 16th week's topic. Thus, I would skip the details of various types of dualism in history. Although dualism separates fundamentally two realm in reality, in specific, the reason to put Cartesian's view on the beginning point of further discussion is that it seems to contribute critically to set of ideas of rationalism and naturalism. To establish absolute position of human mind can prompt dualistic mindset to see that material realm can highly be managed or explained by rationality.

10) Keith Ward, 2010, More than Matter?, Lion.

firmly based on scientific analysis, including a modern economy system. As the result of a modern economy theory development, emerging area like management theory appeared in the early of 20th century<sup>11</sup>). In my view, the key issue of a modern economy and management theory or system is that most academics and practitioners in this field have persisted with the view of 'closed system<sup>12</sup>,' as a nature of rational economics and business management. In brief, a modern economy is regarded as a system, which consists of enormous factors to work on it. Each entity within the system interacts visibly or often invisibly each others. Thus, as long rationality controls effectively over the system as possible, it evolves constantly for better functions. Even invisible hands in market are willing to correct eventually existing imbalance of economic reality by itself. However, unfortunately, invisible hands in market highly depend on the extent of rational its entities. It indicates Cartesian's view, which can be interpreted that putting human mind to absolute position to know or possibly control everything that affect in market. This dualistic point of its assumption is what I want to argue in the following paragraphs.

### **Closed system**

In the view of closed system, there determines a couple of key byproducts of it in modern commerce and economics applications as following:

1. It blocks totally the existence of intervention from outside of the system.

Since its closed nature of the system, there is no probability of existing invisible power, which is like God's intervention in our material reality. As a result of it, this view in commercial world has replaced gradually such words grace, judgement, blessing, or God's ministry with lucky, strike, coincident, or market's invisible hand.

Based on those concepts, people normally identify everything to affect business environment as relative factors for further analysis. In this point, many organisations aim to obtain as much knowledge as possible. It regenerates developing knowledge management system within their organisations. Those knowledge management system are used for various management decisions such as strategy, corporate finance, marketing, and managing employees.

However, knowledge in every above process are collected by such dualistic prism, which

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11) Peter Drucker is regarded as the father of management theory in U.S.A. For instance, he introduced the idea of decentralization in the 1940s, and was the first to assert that labours should be treated as assets in 1950s. His simple notion, 'no business without a customer,' guided in a new marketing mindset in 1950s (Business Week, 2005, <http://www.successmagazine.com/the-father-of-management-theory/PARAMS/article/1115/channel/22>)

12) I would call the supposition of professions regarding modern economy and business management system 'Closed System,' which is adopted from natural science view to consider our physical realm. Frank Stootman, L'Abri Australia, stressed that the essential assumption of modern science is the view of Closed System to our physical or material world in his previous lecture of the L'Abri Korea winter worldview school.

disregards either the absolute being's intervention with ultimate purpose from outside of the system, or common sense which is acceptable by Biblical worldview. Consequently, the further analysis work or managing such systems, based on the knowledge articulated by dualistic filters, is led to strengthening Closed-way of business practice.

In contrast, the Scripture stresses firmly that the fear of the LORD is the beginning of knowledge (Proverbs 1:7). To choose wrong starting point of collecting knowledge is the beginning of unfavourable management fruits. Whereas Dualism has enough power to convince people in that direction, the Scripture encourages us obviously to start from the right beginning in what we are practicing. The foundational knowledge we have to start is "God created the heavens and the earth, and God is the God in heaven above and on the earth below. God belong the heavens, even the highest heavens, the earth and everything in it" (Genesis 1:1; Deuteronomy 3:24, Deuteronomy 10:14).

## 2. It relies highly on market's rationality.

Although emerging theories<sup>13)</sup> argue, standard economics and commerce still believe that market is rational and able self-correcting of its imbalance. This point of view is the consequence of the closed system, because it does not allow any interventions from outside of the system. Thus, people put their trusts on a rationality and self-correction capability of market. Nevertheless, as the global financial crisis and the post reactions of the world have shown to all, a market is neither completely rational nor fully self-corrective. One single corruptive mind can be hazard for the entire world economy. Moreover, leading governments in the world try to establish the additional legal observation system for repairing a market rationality. It is such irony that people attempt more transparency, which is built on their own belief as a rational market, in the context of admitting the irrational nature of market. Transparency is not merely about a technical issue, but essentially about a moral issue. It indicates also that the self-correctiveness nature of market should be reconsidered initially the assessment of morality and ethics of market. Then, the rationality of market can be examined reasonably in the pathway of how to develop more transparent and rationality workable market.

Therefore, the belief that market is fully rational and self-corrective is critically related to the intension which put human intelligence to the position of full control of economic reality. However, the Bible supports that God as the Creator rules of all over the world with the ultimate authority, and we human beings are originally called the agency or servant of God's sovereignty over His creation (Genesis 1:28). In terms of that, we have to listen carefully to the Biblical wisdom, "Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him (Proverbs 3:5-6)." The scripture addresses

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13) For instance, behavioral economics is founded on "the premise that human beings are fundamentally irrational and motivated by unconscious cognitive biases. This emerging discipline offers a radically different view about the ways people and organisations really operate" (Dan Ariely, July-August 2009, Harvard Business Review).

clearly the key points of our comprehending of market reality as following: To trust in God, who impacts on our reality, rather than trusting in market itself; To acknowledge God and His way of work in our assessments of market and our business practices, instead of leaning on our own perception of the right course of action.

3. It draws the evolutionary view of market.

Since the idea of closed system hinders the intervention of outside of the system and has too much focus on the market rationality, it draws eventually the evolutionary point of view about market. This view can be determined that market is evolving constantly by contextual cause and effect, which is derived from chance and natural selection, within the system. For example, Michael Shermer incorporates very passionately and actively that the evolution theory of Darwin and the equation of evolutionary thinkings to psychology, sociology, and economics are able to explain core interactions of market by the works of human mind<sup>14</sup>).

By the impact of those evolutionary approaches to market, many business personnel practise often its principles. Emerging management disciplines such as marketing and managing organisation areas follow radically those trends. According to the recent view of evolutionary academics, for instance, customers or organisation members are emotional and irrational being about money matter. During the last decade, particularly, business personnel have complied faithfully with this presupposition. So they have practiced effortfully, for instance, image making advertising techniques and motivating organisation members through the positive thinking theory or postmodern psychology theories, rather than discerning reasons of their own minds. It is not coincidence to see contemporary psychology books<sup>15</sup>) has become quite recently bestseller books in the domestic market. It seems to be relevant to the fashion of postmodernism. Apparently, the evolutionary concept in economics and commerce spreads out quickly and critically across the business world. In my view, it will be the greatest challenge to modern Christians to loose the Biblical view of human being and life in marketplace.

4. It generates such a narrow view of reality in marketplace.

If there exists no help given by an ultimate being from out of the economy system, people may show two different attitudes: cynicism when they disappoint about systematic failure; optimism which believes that the system will be progressed constantly by human mind, even if it is yet imperfect. Those who are cynical about unfavourable economic reality would lose easily the purpose of their business, or they would prefer to ignore reality, because they

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14) He used key results from behavioral, evolutionary and neuropsychology for supporting his idea how evolutionary mind shapes evolutionary market in his book, *The Mind of The Market* (Michael Shermer, 2007, Times Books). He convinced successfully people using his past scientific achievements.

15) A obvious trend of a book market is domestically and internationally the increase of adopting recent neuroscience research outcomes in self-motivation, human network developing, psychology, organisation management, and marketing areas.

discover hardly the link between doing business and its meaning. In this view, reality is just about what is visible. It seems to be determined as a personal issue, but what I see is their cynicism have a reason based on the dualistic point of view that our facing economy system is totally closed.

In contrast, some are strongly optimistic to believe that a human mind is the very engine to lead the economy system to a continuous progress as like the past. This view also misses to see both points: technically human mind cannot examine the relationship of whole interactions in our economic reality; and practically economy system is under the condition of scarcity of material resources. Our economy system is far more complicated than what we think.

Technology is generally helping human understandings through the results of complex mathematical calculations. However, a modern mathematics is unable to calculate completely the entire interactions of each entity in economic reality as well as invisible reality, which is like the ministry of God in our marketplace. In this point, I would argue about the existence of mystery, even though a modern science denies its reality. Mystery is not a simple individual religious belief, but is amazingly a multidimensional reality, which is simply being unable to access and assess, beyond 3-D physical reality. What Jesus did physically such as feeding five thousand with two fish and five loaves of bread (Matthew 14:17-18) is a real multifunction of invisible power from outside of material world.

In addition, as every business and economy profession agrees, our economic reality is practically under the scarcity of resources which is regarded as the essential of economics such as natural, monetary, and labour resources. A scarcity in materials is the key barrier of sustainable progress of economy system. In that case, for instance, the world attempts hardly to manage the status of Climate Change as one of the most uncontrollable factors to affect current global economy. In here, cynicism would lead people to believe that the scarcity of the system would be unrecoverable. Additionally, optimists would insist that the scarcity of the system would be managed by advanced systematic approaches in the future. In that sense, for cynicism, what Jesus did miraculously such as changing water into wine (John 2:1-12) and asking Peter to let down the nets for a catch (Luke 5:1-6) can be good examples how divine power can intervene our material world through a chemical transformation of natural elements and a physical multiplication of raw materials for enhancement.

Moreover, for optimism, it is crucial to do critique of its belief through the historical examples such as God's judgements upon Noah's age, Sodom and Gomorrah, many ancient empires and so on. The Bible always reminds us that God can shake wealth and prosperity of any earthly power nations (Haggai 2), and control its amount of fruit (Haggai 2; Malachi 3). It indicates also that our economy system does include neither automatic self-corrective functions for evolution nor mere market interactions of its entities for multiplication of productivity. Rather, it is operated critically by the collaboration of the untouchable influence of the ultimate

being whom we cannot understand perfectly, and the complicated activities within the system. Therefore, unless each person recognises the open view of economic reality, any one could be struggled with the influence of two extreme and narrow, yet both are dualistic, mindset.

#### 5. The increase of dualistic views among Christian business group.

The growing difficulty of Christian business group can be identified the increasing gap between the Biblical perspective of economy and commerce and its practical business applications. The more impact of dualism on Christians, the worse fruits in their business practices. For instance, I was in the meeting with several Christian businessmen. One attendant of the meeting, who is 20 years of experienced businessman, was consulting a new businessman with saying that, "Whatever problem or issue you find out in your business are, you straightaway forget that you are a Christian. Fix the problem with business principles. What you are a Christian does not mean to put its values in your business. Business should be fixed by business principles." Although I know what he meant at that time, I was shocked very much about his way of thinking that Christian values are not the issue of our daily practice of business. This is the very example of general Christian businessmen's dualism regarding the relationships between spirituality and business reality.

Nevertheless, I was convinced by Paul Stevens's argument through his book, *Doing God's Business*<sup>16</sup>). He examines properly that our Christian spirituality is not only realized by Christian ministry, but also demonstrated well in our daily business activities through deeply cultivating integrity between faith and business values. As like Inkyoung mentioned in his paper of Dualism, more biblical view of confronting reality is the Integrated discipline, which unifies principles of each distinct discipline based on the Biblical principles.

Why is this dualistic approach popular among Christians in their business applications? In my view, Christians have seriously adopted dualism, which is the idea of closed system, in their comprehension of market economy. Even if Christians say that God rules over the world, they seem to shrink the ministry of God merely in the spiritual activities of people. They have been rarely introduced the Biblical applications into business practice by Church leaders. For contemporary Christians, the kingdom of God seems to reign over just church community or individual spiritual practice. Although we live in open reality, we seem to be lived by principles of closed system, which places God in the restricted position of people's business. One thing in current economy system looks real that the further our view are away from God's view about economic reality, the more time and cost are required to pay for recovering it.

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16) He well searched out the meaning and motivation for the marketplace. Please refer to his book for further study in this topic. R. Paul Stevens, 2006, *Doing God's Business*, Eerdmans.



## **Closed- vs. Open System**

In contrast to the idea of closed system, the Bible supports the characteristic of openness of our reality including economy and commerce fields. The Apostle Paul declared that one God and father of all, who is over all and through all and in all (Ephesians 4:6). The truth that God is the Father of all implies God's final authority of all existence of reality as the Creator. According to this indication, God is neither impersonal spectator nor powerless supervisor over our material world. Rather, God can intervene actively in our reality by His purpose. The denial of God's authority regarding modern economy system by the view of closed system relies accordingly on the authority of human mind in every aspect.

The next statement that God is over all indicates also that God controls perfectly over the whole market system. Closed system view always acknowledges that real market system advances itself for enhancement. However, as the scripture stressed, it is crucial to acknowledge God's influence over the whole market system as a responsible ruler who never abandoned our economic reality.

Furthermore, the existence of God who is through all reveals that God works completely through the entire market functions. The complexity of market functions among its players is not only determined by mathematical analysis, but also understood by acknowledging God's mysterious works. Thus, this view allows the position of God's works in this complicated interactions of market entities.

In addition, God resides fully in the all market entities. The idea of God's residency in every market entity can be interpreted God's relational ministry to each member of market. Therefore, all business personnel should accept the existence of God in economy and commerce system. This is the beginning point to transform all our understanding about market. I would like to call this nature of market reality as the Open System.

Whereas the view of closed system refuses fundamentally the intervention from outside of the system, the idea of open system allows basically the intervening power and possibility of the ultimate being in our economic reality. Hence it assists people to enhance the comprehension of economy and commerce system in light of Biblical truths. It is exactly vice versa of the view of closed system.

In commerce, primary factors are determined the following categories: product/service, trade media (mainly monetary value like money), and customer/consumer. According to the idea of closed system, as like the most modern economy and business management frameworks, business practitioners merely reckon that the above three features of commerce are manageable depending on the extent of effective and efficient business system operations within their own organisations. For developing those management system, they classify all business activities as much details as possible such as innovation, strategy, financial management, marketing,

leadership, organisation management, and so on. This analytic approach aims vigorously to manage properly every aspects of business. It is a popular term called business intelligence. To some extent it is successful, however this way of approach compels many business practitioners to look at economic reality only associated with a scientific proof. Without numerical or case evidences, any other alternative explanations are not allowed at all in business world.

Conversely, to start from the basis of open system can set people free from many pressures of facing uncertainty, because uncertainty derives from the experimentally unproven reality. Many business professions prefer to define present circumstance. Nonetheless, the discernment by the help of Biblical wisdom is more crucial than the intelligent definition by the assistance of scientific experiment. Open system enables business personnel to recognise market reality with a much broad view, because it can provide real sense of either essential cause of business issues or appropriate perspective of future pathway across every management areas. In that sense, the book of Proverbs provides practical and effective advises. Let me briefly introduce some scriptures with its possible application in business management field as following:

Let the wise listen and increase in learning, and the one who understands obtain guidance (1:5) - This verse points out the importance of listening and understanding. Focusing on listening and understanding results in learning and guidance. This principle can be considered for effective guideline of developing knowledge management and organisation management in practical.

Reprove a wise man, and he will love you. Give instruction to a wise man, and he will be still wiser; teach a righteous man, and he will increase in learning (9:8-9) - This verse stresses the principle of obtaining a wise advisor group within and outside of organisation. The collective intelligence in business field can be driven more effectively by this principle.

The fear of the LORD is the beginning of wisdom, and the knowledge of the Holy One is insight (9:10) - The principle founded in here is the true source of wisdom and insight. Wisdom and insight are also becoming crucial condition in decision making and future guidance in business practice. In that point, every business practitioner is required to consider what the source or view of their decisions is. It is more about person's own value system, which is worldview in other word.

The wise of heart will receive commandments,.., Whoever walks in integrity walks securely (10:8,9) - Although 'wise heart' sounds strange to modern business world, some popular terms in industrial psychology like emotional intelligence (E.I.) can be determined in this category. In addition, integrity is one of the essential requirements to contemporary business leaders especially in risk management and business strategy.

The tongue of the righteous is choice silver,.., The lips of righteous feed many (10:20,21) - There is no more powerful trait than choice of words in organisation management. It can encourage enormously organisational members, business partners, and customers. Consequently,

some positive outcomes such as increasing productivity and competitiveness can be expected in business operations by the performance of right manner of speaking.

The blessing of the LORD makes rich (10:22) - This is the key understanding to guide corporate resource management fields such as finance and human capital. Moreover, this principle can encourage many business leaders to deploy more corporate social responsibility using various types of capitals within their organisations.

The wise of heart is called discerning, and sweetness of speech increases persuasiveness (16:21) - This verse points out one of the most effective factors regarding organisation management, marketing and market strategy. For instance, discerning business environment enables organisations to prepare strategically its competitive advantages. In addition, persuasiveness of leader's speech becomes critically important to create collaborative organisational culture and to increase its power in this competitive business context.

An intelligent heart acquires knowledge, and the ear of the wise seeks knowledge (18:15) - The popular term of business intelligence is critically based on the organisational competitiveness of knowledge management. However, this verse reveals essentially that wise leader's listening capability is the key power of knowledge management and talent management.

Please, read and listen to the above stressed points! There are many precious disciplines in modern business practice. It is not just referring to the Scriptures, but faithfully obeying the Biblical principles. A wisdom is not a different word from a strategic thinking. It is bigger than strategic thinkings of management field. Once accepting the view of open system as the framework of economic reality, all business practices should be new and effective ever, because it can give a totally new insight internally and externally.

### **Towards a transformation**

I have discussed the dualistic view in business application. The biggest outcome of this is the idea of closed system, which considers the nature of our economic reality as closed itself and no other intervention from outside of physical world. As a consequence, this dualistic approach to economy and commerce has produced the denial of God's presence with His ultimate purpose, welcoming the evolutionism, encouraging cynicism and positivism, and drawing the conventional defective mindset among Christians.

Nevertheless, there is still hope to recover the Biblical view in our business applications, if the framework of open system is considered seriously. The wide range of its applications in business world cannot be regarded as unreal idea and unproven theory. Rather, it is relevant to decreasing various stresses, preparing uncertain future, managing organisations, and persevering right course of actions in light of Biblical wisdom. It is also challengeable truth to those who are willing to obey God's commandments and to build the integrated business model with

Christian faith up in our complex economy system.

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