

Discussion on the Management Wisdom of “Mass Line”

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Abstract. “mass line” has always been known as one of the “three magic weapons” of CCP, however, only a few enterprise managers truly understand, comprehend and apply the “mass line”. Therefore, this paper aims to introduce the management wisdom of the “mass line” and propose some suggestions in terms of the management practice of “mass line”.

Overview of “mass line”

“Mass line” is the basic working line formed by creative application of the mass viewpoint of Marxism by CCP. It is the fundamental leading method and working method, with contents of “doing everything for the masses, relying on them in every task, and carrying out the principle of ‘from the masses, to the masses’”.

“Doing everything for the masses, relying on them in every task” is the core contents of the “mass line”. All work of the CCP must be based on the highest standard of the fundamental interests of the overwhelming majority of the people. “Doing everything for the masses” is the goal, and “relying on them in every task” means to trust the masses in liberating themselves, respect and support their the revolutionary pioneering spirit, learn from them with an open mind, be a dept in discovering problems from their discussions, and propose solutions and policies accordingly. “Relying on them in every task” focuses on the solution to problems, and the way of completing the work.

The principle of “from the masses, to the masses” focuses in the leading methods and working methods, which is consistent with “from the practice, to the practice” in cognitive process. It is a creative application of Marxism epistemology in leading work. In order to realize the principle of “from the masses, to the masses”, firstly, it should learn from the masses with an open mind and make surveys on the masses.

This paper aims to research the “mass line” from the management perspective, analyze its management wisdom and discuss the methods of applying the “mass line” into the management practice.

The management wisdom of “mass line”

“Doing everything for the masses, relying on them in every task, and carrying out the principle of ‘from the masses, to the masses’” is the basic working line of CCP, which reflected the basic management philosophy of CCP in governing party, army and nation and mainly expressed the management wisdom of CCP.

“Customer” Focus

ISO9000 standard defines “customer” as “the organization and individual accepted products”, while comrade Deng Xiaoping thought that “the Party is completely responsible for serving the people wholeheartedly”. Therefore, from management perspective, “the masses” are the “customers” accepted the “service”.

“Customer focus” regards that “organization relies on customer”, similarly, CCP relies on “the masses”. Only by serving the masses earnestly, caring for the masses sincerely, understanding their current actual demands or hardship, mastering their future demands and expectations, solving their difficulties, meeting their material and spiritual needs, and guaranteeing them happy lives, can the prestige of Party be enhanced, the Party be trusted and followed by the masses.

“Doing everything for the masses” is the starting point for CCP in formulating all policies and

systems, which is the centralized expression of the “customer focus”

Right decisions come from the “objective fact”

Mao Zedong thought that “no one has right to speak without surveys or correct surveys”. An objective fact refers to the correct, reliable and latest information, especially the information in figures obtained by correct surveys and collection.

Ensure that all the measured, recorded and collected data and information are adequate, accurate and reliable. Scientifically research and analyze these data and information to provide support and basis for decisions. The correctness, feasibility and practice of a decision largely depend on the authenticity, accurateness, reliability and timeliness of the information obtained. Therefore, an excellent manager has to adopt management measures for management activities on the basis of analyzing the facts.

“Doing everything for the masses” stipulated the necessity of scientific surveys and research. It requires the CCP to complete the basic tasks of surveys and research, complete the information collection and analyzing, such as visiting the grass roots, and truly understand their needs and expectations. As Mao Zedong referred in the *Preface and Postscript to ‘Rural Surveys’* that “the only way to obtaining the information is to make surveys”.

“Relying on them in every task” regulated the channels and methods of collecting data and information. Only by trusting the masses and relying on their strengths, can the surveys and researches be true, accurate and valid.

Attach equal importance to “authorization” and “functions of the leader”

Believing the pioneering spirit of the masses, giving full play to the wisdom and creativity of the masses, as well as relying on the masses to identify, analyze and solve problems are the manifestations of the “authorization” philosophy.

“Relying on them in every task” stipulated the ways and means in realizing the objectives. Only by fully relying on the masses, giving full play to their common wisdom, arousing their enthusiasm and initiative, raising their sense of participation, cultivating their participation ability, can the comprehensive national strength and influence be improved and the magnificent target of China's socialist construction be realized.

However, authorization does not mean that the administrator is completely free of responsibility. In fact, even though the administrator authorized the subordinates with the rights and responsibility to complete a certain task, he still has the responsibility to assist or supervise the subordinates to complete the task and achieve objectives. Therefore, although the Party should rely on the masses and trust the masses, it is important for the CCP to play its leadership in the masses.

It is of the greatest importance for the leader of an organization to “establish a uniform purpose and direction for the organization”. As Deng Xiaoping said that “the leadership of the Party on the masses lies on pointing out the correct direction for struggling for the masses”. It is the functions of the leaders and the basic requirements for the leaders to make the fragmented and unsystematical demands and expectations of the masses systematic, concrete and practical, and point out ways and directions for achieving these expectations, as well as depict the bright future they can strive for.

An open organizational environment all members participated in

Lenin said that “the strength of a nation lies on the consciousness of the masses, and the nation can be powerful only when the masses understand and be able to judge everything and be occupied in everything consciously”. The well-known British doctor William Harvey said that “it is the masses that are the treasure of the nation, not the cotton and gold”. The most important resource for an organization is the wisdom and talents of its members, and only by making the members to fully participate in, can their talents bring benefits to the organization. Creating an open environment for the full participation of the masses is a necessity for realizing the “relying on them in every task”.

Under this open environment, on one hand, information can be freely and smoothly transmitted within the organization without barriers. The higher authorities are able to acquire latest suggestions and recommendations from the masses, and obtain the most authentic data and information. Besides, the masses are able to report various problems in life to the superiors, as well as put forward suggestions for improvement. On the other hand, the masses are of strong sense of participation,

and willing to exert their intelligence and wisdom, as well as constantly perfect themselves in work and life. At last, the Party should be able to discover the individual demand in development, and unify his own developing expectations with the organization's, so as to create a participation opportunity for him.

Open organizational environment, relaxing organizational culture, independent and mutual-trusting Party-masses relationship is the intrinsic requirement for implementing the "mass line", and is also the primary reason for the "mass line" exerting significant functions in the revolutionary war times.

Idea of humanized management

The basic contents of the idea of humanized management are that: respect the different developing needs and emotional needs of individuals, respect their value and dignity, fully exert their capacities and potentials, move them with emotion, build close emotional connections between organization and members, and harmoniously integrate the individual benefits with the organization's, so as to realize individual, organizational and social common and long-term benefits. The idea of humanized management is reflected in all famous papers about the "mass line".

For instance, Lenin said in *Economic Strike and Political Strike* that "if do not make economic demands and rapidly and directly improve the conditions of the working masses, they will never agree to consider the common "progress" of the whole country. Only by improving their economic condition, will they be occupied in and actively participate in movements". Mao Zedong said in *Care about the People's Life and Pay Attention to the Working Style* that "we should completely care about the people's life from lands, labors, and their daily necessities. Women should learn to plow, so we should find someone to teach them how; Children should go to school, so we should care about if the schools have been built. All these issues relating to their life should be listed in our schedule".

Making the "mass line" into management practice

Traditional enterprises management emphasized on managing the objects and application of new technology, while the modern enterprises management emphasized on managing staff, and cultivation of their personal quality and self-control ability, which focused on arose their initiative. In the new era, the advanced management idea contained in the "mass line" plays a significant role in Chinese enterprises, and which is what we should realize.

Care about the "leadership" of the "mass line"

Although China has been implementing the compulsory education and popularizing higher education for many years, and the overall national literacy has been improved greatly, I thought that the national democratic consciousness and participation are still at a low level, especially the individualism and pragmatism are widely reported or speculated. Therefore, enterprises' supreme administrators should exert their role of leading the masses to actively participate in social affairs, as well as leading the employees to participate in corporate affairs.

It is the basis for realizing the "leadership" to admit employees' contribution, create efficient communication system, as well as promote open and sincere communication.

Focus on the service awareness of the "mass line"

Both "from the masses" and "to the masses" focus on the service awareness. Managers could provide services to the employees on the basis of understanding their demands, including work convenience, successful career and stable life. When employees suffer difficulties in work or life, especially when these difficulties may influence the improvement of the enterprise performance, the managers should help them to face these difficulties and provide them with ways to solve difficulties. When the employees are in the need of a relatively strong business sense of accomplishment, the managers should help them in improving their professional skills and professional quality, provide them necessary opportunities of vocational training and career development, and tap their talents, as well as provide them with comfortable working way. When employees are in sluggish and careless working mood without any ambition, managers need to have a serious investigation to understand the root causes behind their behavior and take the necessary

means to stimulate their enthusiasm and morale.

Managers' service awareness requires the managers to be the "servant and waiter" of the employees instead of being the "governor, supervisor and commander". It also requires the managers to treat the management work from the perspective of the employees, instead of managing in the mechanical way.

Focus on the system construction work in the "mass line"

According to the report of Orient Today on January 6, 2014, from the January to November, 2013, all domestic investigating and prosecuting organs have investigated and handled 27,236 corruption and bribery cases, involving 36,907 people, among which 16,510 cases are related to the masses, involving 23017 people and total amount of more than 5.51 billion Yuan, and seriously damaged the benefits of the masses.

Any incomplete law and administrative systems of a country is bound to result in a large number of officials embezzling money and engaging in corrupt practices, and create conditions for their malpractice, and "ruling by man instead of by law". Any incomplete management system of an enterprise is bound to make its employees at a loss, and act as one pleases, thus selfish departmentalism will be produces, coordinate ability of the organization will be reduced, and the competitive advantage will be damaged. All of the above situations will finally end up with complete giving up the "mass line", ignore the masses' or the employees' demands in life and work, blindly misuse authority and regard oneself as the "supreme governor", and neglect laws and systems.

Therefore, it is the basic guarantee for implementing the "mass line" to establish the management system to require all staff to actively participate in the enterprise affairs, encourage and reward staff to propose suggestions and ideas about enterprise's development.

Focus on the organization culture construction of the "mass line"

Strictly speaking, system construction is a part of the organization culture construction, but which emphasizes the cultivation and forming of the cultural atmosphere more.

What kind of enterprise cultural atmosphere is needed for implementing the "mass line"? In my opinion, firstly, a working environment of "all staff participation" is needed. Secondly, a working habit of "fact-based decision-making". Thirdly, working thought of "combining the system approach and process approach to management"

The working habit of "fact-based decision-making" only can be gradually developed during data and information collection, analyzing, settling and handling on the basis of "all staff participation". The working thought of "combining the system approach and process approach to management" is necessary for fully exerting the role of "all staff participation" and "fact-based decision-making". Therefore, the three are supplement each other and none of them can be dispensed with.

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