

# A Management Model Implied in Creation

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## ABSTRACT

The objective of this paper is to reveal the fact that the creative management model ( creative management model is used by the author to differentiate from Browns administrative processes ) had existed far before Alvin Brown proposed it in the late 1940s. This model is illustrated through the creation story of Genesis; the planning, doing, and seeing is demonstrated each day of the creation except the second day. The essential aspect of this argument is that this creative management model comes from God and not from humans. As creations of God, it is significant that we note and practice these creative management principles derived from the word of God. Various management principles that can be applied to the business environment are listed and discussed.

## 요약

본 논문은 하나님의 창조에 하나의 경영모형이 숨겨져 있다는 사실을 발견하고 정리하는 데 그 목적이 있다. 육일간의 창조내용을 계획, 실행, 그리고 평가의 세 과정으로 볼 수 있다는 것을 체계적으로 설명하였다. 이 경영모형을 Alvin Brown 의 경영모형과 구분하기 위하여 '창조적 경영 모형' 이라고 칭했다. 또한 이 경영모형은 기록된 문헌가운데 가장 오래된 것 가운데 하나임을 주장하였다.

창조적 경영모형을 정리한 후에 이 모형이 사람의 경영, 특히 기업경영에 주는 시사점을 몇 가지로 정리하였다. 말씀에 기초한 경영원리를 '창조적 경영원리' 로 명명하였다. 한국 기업이 이 창조적 경영원리에 따라 기업을 경영하게 될 때 개별기업의 부는 물론이고 국가의 부도 최대화 될 것이다.

Management is an activity which performs certain functions in order to obtain the effective acquisition, allocation, and utilization of human efforts and physical resources in order to accomplish some goal. Management thought is the existing body of knowledge about the activity of management, its functions, purpose, and scope.<sup>1)</sup>

Daniel Wren in his book, "The Evolution of Management Thought," classified management ideas into four eras: early management, the scientific management era, the social man era, and the modern era. He argues in one section of early management thoughts that Moses was able to employ an "exception principle" in managing, as well as establish a more orderly organizational structure for tribal management.<sup>2)</sup> Also, he asserts that other managerial advice can be found in the Bible: "Plans fail for lack of counsel, but with many advisers they will succeed" (Proverbs 15:22).

However, it seems to me that there has been no study of the management model implied in the creation story of Genesis. Therefore, the purpose of this paper is to find the management model hidden in creation, and to argue that this model was the first one in human history.

A brief description of managerial processes and the contents of the creation story are presented in section I. In section II, the business implications of the model are discussed. The final section summarizes

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1) Daniel Wren, *The Evolution of Management Thought*, John Wiley and Sons, New York, 1987, p. 4.

2) *Ibid.*, p. 16.

the entire discussions.

## I. A Management Model and Contents of Creation

When we examine the six days of creation described in Genesis, we find that God formed the world in the first three days and then filled it in the other three days.<sup>3)</sup> We can see management processes of planning, doing, and seeing both in the first three days of forming and in the next three days of filling.

### A. Management Processes for Three Days of Forming

On the first day, God purposed to create light. So God said, “Let there be light.” These words of His are the planning phase of creation; he planned to make light by speaking. Some might question how this speaking is regarded as planning. In the Bible, what God says is equivalent to what God plans: “what I have said, that will I bring about; what I have planned, that will I do” (Isaiah 46:11, emphasis added). Then, there was light; God accomplished what He purposed to do. This is a doing stage. Finally, God saw that the light was good. This is a seeing, or evaluating, process.

On the second day, God planned to create an expanse by saying, “Let there be an expanse between the waters to separate water from water.” This is a planning function. Then, God made the expanse and

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3) NIV Study Bible, Zondervan, 1985, p. 6.

separated the water under the expanse from the water above it. This is implementation of what God intended to do. On the second day, however, there was no evaluating act.<sup>4)</sup>

On the third day, God thought to gather the waters to one place, and saying, "Let the water under the sky be gathered to one place, and let dry ground appear." This is a planning action. Then, God did what He had purposed. This is God's doing process. Finally, God saw that it was good. This is God's seeing process. We can find the same management processes when God commanded the land to produce vegetation.

### **B. Management Processes for Three Days of Filling**

On the fourth day, God wanted to create lights by saying, "Let there be lights in the expanse of the sky to separate the day from the night, and let them serve as signs to mark seasons and days and years, and let them be lights in the expanse of the sky to give light on the earth." Then God made two great lights-the greater light to govern the day and the lesser light to govern the night. He also made stars. After God created what He commanded, He saw that it was good. We can recognize God's management processes here also: His planning, implementing, and seeing.

On the fifth day, God spoke another plan, "Let the water teem with

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4) It seems that there was no evaluating act since nothing beneficial for man was created on this day. See John H. Sailhamer, *The Expositor's Bible Commentary*, Zondervan Publishing House, 1990, pp. 26~27.

living creatures, and let the birds fly above the earth across the expanse of the sky.” So God made the great creatures of the sea and every living and moving thing with the water teems, according to their kinds, and every winged bird according to its kind. After God created what He planned to make, He evaluated that it was good. Here also, we can find planning, doing, and seeing.

On the sixth day, God first proposed to get the land to produce living creatures and said, “Let the land produce living creatures according to their kinds: livestock, creatures that move along the ground, and wild animals, each according to its kind.” Then God made the wild animals, the livestock, and all the creatures that move along the ground, each according to its kind. This is implementing what He had planned. Lastly, God evaluated what He created. He saw that it was good.

On this day, God also planned and said, “Let us make man in our image, in our likeness, and let them rule over the fish of the sea and the birds of the air, over the livestock, over all the earth, and over all the creatures that move along the ground.” This is the second planning action by God on this day. Then, God made man, male and female, in His own image according to His purpose. This is God’s doing. After God blessed them, He saw all that He made, and it was very good. This is God’s seeing.

Thus far, we have found that there is a management model in each day of God’s creation: planning, implementing, and seeing.

### C. Relationship between Forming Days and Filling Days

When we examine the structure of Genesis chapter 1, we can find that there are very organic relationships between creations of the first three days and those of the next three days.<sup>5)</sup> The relationship can be summarized as following (Table 1).

(Table 1) Relationships between Forming Days and Filling Days

Forming Days	Filling Days
1. "Light" (v. 3) 2. "water under the expanse ... water above it" (v. 7) 3a. "dry ground" (v. 9) b. "vegetation" (v. 11)	4. "lights" (v. 14) 5. "every living and moving thing with which the water teems ... every winged bird" (v. 21) 6a1. "livestock, creatures that move along the ground, and wild animals" (v. 24) a2. "man" (v. 26) b. "every green plant for food" (v. 30)

According to Table 1, we can note that there are close relationships between forming days and filling days. For example, on the first day God created light first since light is necessary to make God's creative works visible and life possible.

Also, we find that there are organic relationships between creations of forming days and those of filling days. For example, there is a close relationship between light created on the first day and lights made on the fourth day in that the later are the specific instances of the former

5) The NIV Study Bible, *ibid.*, p. 1, see the footnote of 1:11.

generality.

#### D. Resting Day

On the seventh day, God had finished the work He had been doing. He did not speak nor work. Instead, God “blessed” and “sanctified”. Later biblical writers continued to see a parallel between God’s “rest” in Creation and the future “rest” that awaits the faithful.<sup>6)</sup>

## II. Implications of Creative Management Model for Business

God’s Creation can be understood as a management process: God’s planning, God’s implementing, and God’s seeing. Alvin Brown also asserts that all administration or management exhibits three phases of planning, doing, and seeing.<sup>7)</sup>

Thus, to distinguish the management model discussed in this paper from that by Brown’s, it will be called the “creative management model” in that the model is implied in Gods Creation of the world.

This creative management model has many implications not only for individuals and organizations, but also for nations. In this article, however, only implications for business organizations will be

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6) John H. Sailhamer, *ibid.* pp. 38~39. Also, refer to Hebrew 3:11.

7) Alvin Brown, *Organization of Industry*, New York, Prentice-Hall, Inc. 1947, pp. 205~209.

mentioned and explained briefly.

### **A. Implications for management goal**

What should be the goal of management? In the beginning of God's Creation, the earth was formless and empty, the darkness was over the surface of the deep, and it was covered with water where nothing can live. Through God's Creation, however, it was made for good. God's "separating" and "gathering" on the first days gave form, and his "making" and "filling" on the next three days removed the emptiness and darkness. Likewise, the goal of business management should give light, order, and life, though the business environment in its early stages is dark, chaotic, and empty.

### **B. Man as Agent for God**

God created man in His own image and delegated to him the high and holy task of caring for His world. God let man rule over the fish of the sea and the birds of the air, over the livestock, over all the earth, and over all the creatures that move along the ground. All these are the objects of management.

Since God delegated ruling over creatures to man, all the managers of business are absolutely responsible for obeying to God's command. Thus, St. Paul says, "Masters, provide your slaves with what is right and fair, because you know that you also have a Master in heaven."<sup>8)</sup>

Also, we need to ask for His wisdom whenever we face difficult

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8) Colossians 4:1.

management problems. So James says, "If any of you lacks wisdom, he should ask God, who gives generously to all without finding fault, and it will be given to him."<sup>9)</sup>

### C. Needs for Management Committee

When God created man, the Trinity discussed and agreed to make man in His image. This implies that man also needs to make important decisions in a group, rather than as a single person. In this regard, a conference or a committee is encouraged.

Thus, in Proverbs there are many teachings about counseling. "Plans fail for lack of counsel, but with many advisers they succeed."<sup>10)</sup> "Make plans by seeking advice; if you wage war, obtain guidance."<sup>11)</sup>

### D. Importance of Developing Human Resources

Man was created in the image of God. This means several things.<sup>12)</sup> One of them is that man has creative power under God.

Every man has at least one talent. Jesus Christ asks us to develop our talents diligently.<sup>13)</sup> Those who gain more talents will be given more, but those who hide talents in the ground will lose even what he has. Our own renewal in the image of God is enhanced as we seek the full

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9) James 1:5.

10) Proverbs 15:22.

11) Proverbs 20:18.

12) Peter James Flammig, *Layman's Library of Christian Doctrine: God and Creation*, Broadman Press, Nashville, Tennessee, 1985, pp. 56~58.

13) Matthew 25:14~30.

development of ourselves, and those whom we work.<sup>14)</sup> The CEO of any business should be a good steward in developing existing talents of employees and helping them discover latent talents.

### E. Harmony of Work and Rest

After God created the heavens and the earth, He rested from all his work on the seventh day.<sup>15)</sup> This implies that we also need to rest after six days of work on the seventh day, since man was created in the image of God.

So, through Moses God commanded us to labor for six days and rest on the seventh day through Moses<sup>16)</sup>: Remember the Sabbath day by keeping it holy. Six days you shall labor and do all your work, but the seventh day is a Sabbath to the LORD your God. On it you shall not do any work, neither yourself, nor your son or daughter, nor your manservant or maidservant, nor your animals, nor the alien within your gates. For in six days the LORD made the heavens and the earth, the sea, and all that is in them, but he rested on the seventh day. Therefore the LORD blessed the Sabbath day and made it holy.”

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14) Richard R. Chewning, John W. Eby, and Shirley J. Roels, *Business Through the Eyes of Faith*, Harper & Row, Publishers, San Francisco, 1990, p. 87.

15) God rested on the seventh day, not because He was weary, but because nothing formless or empty remained. The NIV Study Bible, *iibid.*, p.8, footnote of 2:2.

16) Exodus 20:8~11.

### **F. Friendly Relationship with Natural Environment Needed**

Man is God's only agent in caring for the natural environment. So, all businesses are responsible for keeping the natural environment surrounding them as clean as possible. This implies that financial managers should take environmental factors into account when they evaluate investment projects. This further implies that some investment projects with positive NPV (net present value)<sup>17)</sup> should be rejected because of their bad impact on the natural environment.

### **G. Need for Applying Creative Management Principles to Businesses**

God created everything just by speaking Words. Here we can see God's power in his Words. This implies that man, who was created in his image, should manage businesses according to management principles derived from God's Words. They may be called, "creative management principles".

For example, Jesus Christ did not come to be served, but to serve.<sup>18)</sup> Thus, business managers who follow him should be servants rather than masters over other persons.<sup>19)</sup> They should serve and love all the

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17) The net present value(NPV) criterion will accept projects that have an NPV greater than zero. Refer to Thomas E. Copeland and J. Fred Weston, *Financial Theory and Corporate Policy* (Reading Massachusetts: Addison-Wesley Publishing Company), 1988, 3rd edition, pp. 28~29.

18) Matthew 20:28.

19) It may appear that Jesus Christ is not related to creation, but He is. St. John says, "In the beginning was the Word, and the Word was with God, and the Word was God. He was with God in the beginning. Through him all things were made; without him nothing was made that has been made." (Johns 1:1~3).

interested parties.

### III. Summary and Conclusion

The objective of this paper was to find out and arrange the management model hidden in the creation story of Genesis.

The author of this paper argued that acts of God's creation can be understood as processes of planning, doing, and seeing. This model was called the "creative management model" to distinguish it from that of Alvin Brown. This management thought is one of the oldest among written literatures, it is estimated that Genesis was recorded by Moses about thirty four hundred years ago.<sup>20)</sup>

This "creative management model" is God's management process model. We need to understand the model well since all humans were created in the image of God. We can find three attributes of God from the model. God designed to create by speaking. Here we see an attribute of a "speaking God". Since God implemented what He had spoken, we can find an attribute of a "doing God". Lastly, we notice a "seeing God" because God saw what he had made.

After the author explained the creative management model, its several implications were listed and discussed. "Creative management

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20) The 40-year period of Israel's wanderings in the desert, which lasted from c. 1446 to c. 1406, B.C.E., would have been the most likely time for Moses to write the bulk of what is today known as the Pentateuch. The NIV Study Bible, *ibid.*, p. 2.

principles” was named for management principles based on and derived from God’ s spoken Words.

This article is not a complete discussion of the topic, but a first step for creative management in business. The author expects many scholars to continue to seek creative management principles from God’ s spoken Words and arrange them. Also, the author expects many businessmen to apply creative management principles to business reality and to show their excellent performance in business.

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