

Military Management in the Mid-Early Kingdoms of Viet People: Archaeology of Knowledge

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ABSTRACT

The constant military pressure and foreign threats over Viet people in the age of Imperial China, encourages researcher to find out how Viet people implemented military management. Researcher uses archaeology of knowledge as knife analysis to dig into the time of resistance against Ming Dynasty and Qin Dynasty. In military management, guerrilla warfare has been practiced at the time of Le Thai To in facing Ai Lao by stalking them from the mountains and forests of Thanh Hoa, and in facing Ming Dynasty, that the Viet guerrillas forced the Ming Dynasty troops to retreat. Guerrilla warfare also has been practiced as early as at the time of An Duong Vuong in facing Qin Dynasty, the Viet people were in the forest with animals, no one allowed themselves to be captured by the Qin army. Implementing of guerrilla warfare gave a fruitful result, the Viet people managed to killed General Do Thu and destroyed the Qin army. This research concludes that guerrilla warfare was used by Viet people as the main part of military management, specifically in facing constant military pressure and foreign threats. Such military management played a vital role in achieving important milestones in the history of Viet people.

Keywords: Archaeology of knowledge, military management, guerrilla warfare, Viet.

INTRODUCTION

The development of the management thoughts in the last century was focused on organization management. The economic boom after the World War 2 led to the thousands of business organizations, namely, corporations. The prominent thinkers in organization management are rising, such as Bruce D. Henderson, with "Henderson on Corporate Strategy" (Henderson, 1979) and Michael E. Porter, with "Competitive Strategy: Techniques for Analyzing Industries and Competitors" (Porter, 1980). Since then, researchers started to research the history of organization management. The research done by Collons (1971), describes the practice of organizing and the inception of organization management by the Chinese as early as 1 AD. Another research done by Petrie (1924: 21-22) points out that the Egyptians were already familiar with the concept of organization management.

In historiography, chronology is used for describing how to see history as a sequence of events. The current events exist because of the previous events. This method is widely used in the fields of history and archeology (Sukoharsono and Gaffikin, 1993 and Sukoharsono, 1995a, 1995b, 1998). The archaeology of knowledge is a methodology and historiography by Michel Foucault, in which he introduces his methodology, namely "archaeology" as a method of seeking and understanding knowledge (Foucault, 1969: 117). Foucault argues that the contemporary study of history, although focusing on the historical worldview, still depends on the rules that operate at the time, so the assumption that a mode exists or does not exist, fails to achieve its goal. Foucault argues that 'discourse' arises and changes not according to a set of existing general worldviews, but according to a broad and complex set of discursive and institutional relationships, which are influenced by many factors (Foucault, 1969: 117).

The unique geographical position of Vietnam makes it a difficult area to be attacked. That is why the Viet people in its early days, were able to stand independently and survived the attacks from other civilizations, but once has lost, it proved unable to escape. The Viet people often received threats from other civilizations, especially in the age of Imperial China – Qin, Han, Tang, Song, Yuan, Ming and Qing –, and the Mongols (Imanuel, et al., 2022).

The constant military pressures and foreign threats, encourages researcher to find out how Viet people implemented military management. The implementation of guerrilla warfare as a form of military management in the mid-early kingdoms of Viet people is really interesting to be explored and discussed. This research finds out how the Viet people survived military threats in the age of Imperial China. Researcher uses archaeology of knowledge as knife analysis to dig into the time of resistance against Ming Dynasty and as early as into the time of resistance against Qin Dynasty.

LITERATURE REVIEW

Related Researches

Studies have been carried out relating to the archaeology of knowledge, is not much. One of the studies using Eastern countries as research objects has been conducted by Mashayekhi & Mashayekh (2008), discussing Iran which in 500 BC in the Achaemenid era. State revenues and expenditures were recorded and evaluated, especially during the reign of Darius the Great. Accounting is used to meet the needs of people from all strata from the rich to the poor. Darius the Great initiated the economic and financial

order through tax collection by the tax collectors, how tax revenues and expenditures were made. Many professions are involved in the process, from secretaries to counselors to ensure the process runs smoothly. This practice continued until 312 BC in the Seleucid era and 187 BC in the Arsacid era while modern bookkeeping in Iran began in 1900 through industrialization.

Immanuel (2016) conducts a study to identify management consultants in the restoration of Dai Viet and provides management analysis by associating it with the modern management theories, as well as tracing the practice of management in the Middle Ages of Vietnam history. The Viet people, realizing their uniqueness, resisted Chinese domination through several revolts in order to restore their independence. Some of the revolts were supported by abundant consultations, while others were lacking. The research reveals that the Management Consultants at that time was Consultant-General, who contributed in each phase of the restoration of Dai Viet. Management Consultants plays an important role in the restoration of Dai Viet. Consultancies that were provided to the 'Top Management', the Resistance Leaders, was remarkable. Such Management Consultants were exalted and honored as majestic heroes.

Another research done by (Immanuel, et al., 2022), to understand of the implementation of management in the Vietnamese kingdoms, review of management aspects using the Foucauldian perspective, and its contribution to modern management. The research uses Foucault's Power and Knowledge as a knife analysis for sociological, political, economic and spiritual data, in the form of artifacts, inscriptions, and historical documents. The research concludes that management that applied at that time, from time to time, was exercised as a management strategy, the management strategy of Vietnamese kingdoms. Through facing difficulties in each period, have brought an innovation and change in the direction of the development of management. The research finds out that the management system does not form in sudden but by long process and innovation from time to time. The development of management was through a long process, the development from time to time, the contribution of each period, has formed a development in management evolution.

Management

Frederick W. Taylor, one of the early management consultants, defines management as a productivity-oriented approach that managers should use to explore human resources, machines, money, and materials and to know how to do a job and do it in a rational way (Taylor, 1948: 36-40): "Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way".

Henri Fayol, the founder of modern management methods, mentions the function of management to achieve the desired results and considers management as a process of planning, organizing, commanding, coordinating, and controlling in his definition of management (Fayol, 1949: 5): "To manage is to forecast and to plan, to organize, to command, to coordinate and to control".

To complete the definition of management, George R. Terry develops the management functions of planning, organizing, mobilizing and controlling in more detail. Planning is the rationale of the goal and the preparation of the steps that will be used to achieve the goal. Planning means preparing all needs, taking into account carefully what are the obstacles, and formulating the form of implementation of activities that are intended to achieve goals. Organizing is a way to gather people and to place them according to their

abilities and expertises in the work that has been planned. Mobilization is to move the organization so that it runs according to its divisions of work and to move all existing resources within the organization so that the work or activities carried out can go according to plan and can achieve goals. Supervision is to monitor whether the movement of this organization is in accordance with the plan or not. Ensuring the use of resources within the organization so that they can be used effectively and efficiently without anyone deviating from the plan. Terry provides an explanation of the management function in his definition of management (Terry, 1968: 4): "Management is a distinct process consisting of planning, organizing, actuating and controlling performed to determine and accomplish the objectives by the use of people and resources".

Archaeology of Knowledge

The archaeology of knowledge is a methodology and historiography by Michel Foucault, in which he introduces his methodology, namely "archaeology" as a method of seeking and understanding knowledge. Foucault's premise is that systems of thought and knowledge are governed by rules that operate under the consciousness of individual subjects and define conceptual systems that define the boundaries of the use of thought and language (Foucault, 1969: 117). Foucault argues that the contemporary study of history, although focusing on the historical worldview, still depends on the rules that operate at the time, so the assumption that a mode exists or does not exist, fails to achieve its goal. Foucault argues that 'discourse' arises and changes not according to a set of existing general worldviews, but according to a broad and complex set of discursive and institutional relationships, which are influenced by many factors (Foucault, 1969: 117).

RESEARCH METHOD

The post-positive paradigm assumes that research is not value-free and unbiased, but value-laden, subjective and inter-subjective or even value-driven. In post-positive paradigm, the researcher has a central role in the research process. The researcher participates in the research processes including influencing and being influenced by the research process (Guba & Lincoln, 1994 & McGregor & Murnane, 2010). Through qualitative research method, researcher was able to describe the phenomenon thoroughly (Moleong, 2005:7). This qualitative research was a study of historiography with the researcher as a primary research instrument. The archaeology of knowledge of Foucault is used as a knife analysis in this research.

The main references used in this research are historical books written by the Imperial and/or Scholars at that time, which provide an authoritative facts and insights: 1) Dai Viet su luoc; 2) Dai Viet su ky toan thu; 3) Kham dinh Viet Su Thong giam cuong muc. Data in the form of artifacts or inscriptions: 1) Le Loi Statue in front of Thanh Hoa Town Hall; 2) Fort Co Loa.

GUERRILLA WARFARE AT THE TIME OF LE THAI TO

Le Thai To, born as Le Loi, was one of the most famous figures throughout the history of Viet. Le Loi was the son of an aristocratic nobleman in Lam Son. Lam Son had been established by Le Loi's grandfather, Le Hoi, c. 1330s. Lam Son was positioned in the north of the lowland Red River delta. The topography of Lam Son was mountainous with dense forest. Lam Son, along with Red River delta and Thanh Hoa, was a newly

colonized area by Ming Dynasty, which turned Lam Son as the frontier of Dai Viet (Taylor, 2013:191).

Initiated with several attempt to get rid the North dominance over Viet, such as Tran Ngoi in 1406 and Tran Quy Khoang in 1410, Le Loi continued the paved road. Le Loi was gaining favor from several local resistance leaders (Le Quy Don, 2007:37 & Taylor, 2013:191). Le Loi was supported by prominent families, such the famous Trinh lords of Thang Long and Nguyen lords of Hue. Le Loi gathered several local supporters, which were mostly anti Ming sentiment in highland areas of Nghe An and Thanh Hoa, as being documented by (Ngo The Long, 1976:37): "These heroes... such as Le Van An, Le Van Linh, Bui Quoc Hung, Luu Nhan Chu, Trinh Vo, Vu Uy, Le Lieu [and Le Loi]... secretly plot the uprising".

Le Loi also asked King Lan Kham Deng from Lan Xang (1375-1428, reigned 1416-1428) in the western regions of the Nghe An and Thanh Hoa highlands, bordering Lan Xang. An army of 30,000 with 100 cavalry elephants was sent from Lan Xang, but was bribed by the Ming Dynasty to strengthen the Ming Dynasty's dominance in the area (Simms & Simms, 1999: 47-48 & Stuart-Fox, 2006: 20-21). This incident marked the beginning of hostilities between the Dai Viet and Lan Xang. Since then, there were continuous clashes between them until Lan Xang became a tribute state to Ayudhya (Immanuel, et al., 2015). Several local ethnic minorities were also bribed by the Ming Dynasty, known collectively as Ai Lao or Lao (Taylor, 2013: 182). Ai Lao's army was crushed by Le Loi's troops led by Trinh Kha (Ngo The Long, 1976: 37-41). Le Loi was able to defeat Ai Lao by stalking them from the mountains and forests of Thanh Hoa. This attempt was successful with guerrilla warfare in the mountainous region of Thanh Hoa (Taylor, 2013: 182).

The Ming dynasty was able to control the region against the rebellion for two decades. However, the constant revolts created a financial and military burden for the Ming Dynasty. The guerrilla warfare used by the Dai Viet, attack and retreat tactics, were make it increasingly difficult for the Ming Dynasty to maintain their dominance (Wang Yuan-kang, 2012). Dai Viet forced the Ming Dynasty troops to retreat in year 1427. It was followed by the writing of the proclamation of victory by Nguyen Trai, Binh Ngo Dai Cao (Nguyen Khac Vien, 2004: 63). Afterwards, Le Loi ascended the throne as Le Thai To, leading Viet people and reigning over Dai Viet.

GUERRILLA WARFARE AT THE TIME OF AN DUONG VUONG

In 214 BC, with the great power, the Qin Dynasty had taken control of all of Linh Nam, dividing Linh Nam into 3 districts, namely Nanhai, Guilin, Tuong Quan, integrate them to the territory of the Qin Empire (Truong Huu Quynh, 2011: 48). After Guilin and Tuong Quan were founded, the Qin army, led by General Do Thu, advanced to the Southwest further into the Au Lac kingdom (Nguyen Phan Quang, 2000: 9 & Dinh Xuan Lam, 2016: 96). Qin troops arrived at the border and flooded the northern and northeastern areas of the Au Lac kingdom. At this time, the Au Viet (Tay Au) clan and the Lac Viet clan, who were closely related by blood, residence, economy and culture, were engaged in a struggle against a common enemy (Nguyen Khac Thuan, 2008: 12-13; Nguyen Quang Ngoc, et.al., 2010: 30 & Dinh Xuan Lam, 2016: 94-95).

As described by Nguyen Khac Thuan (2008: 12-13) in his book, *Danh Tuong Viet Nam*, Tay Au and Lac Viet stood up and fought against the Qin attack. Dich Hu Tong, one of the leaders of Au Tay was killed by the Qin army. But then, the people of Tay Au and Lac Viet refused to give up, they ran into the forest, as Huainanzi's book notes: "Viet

people are in the forest with animals, no one allows themselves to be captured by the Qin army.” Viet people retreated into the forest, dodging from the Qin army’s charges, avoiding a major attack from Qin.

An Duong Vuong and many other leaders from Au Viet and Lac Viet continued to organize battles against the Qin army. The leaders coordinated to repulse the Qin army at night. The Au Lac people hid during the day, attacked at night, ambushed, relied on the leaders’ directions, took advantage of the mountainous and forest terrain to fight for a long time, making the Qin army’s food run out. They fought, persistently and effectively, as recorded in the book *Records of the Grand Historian*: “Yue people... more than ten years, men in armor, women in transport, suffering to survive...”. It was the concept of guerrilla warfare and in this way, the Viet troops grew stronger, meanwhile, the Qin soldiers gradually became weaker and despaired (Nguyen Khac Thuan, 2008: 12-13).

The resistance, perseverance of the Viet people, had left the Qin army vulnerable and short of food. The Qin army had given up hope. At that moment, the Viet army gathered, focused and dealt a heavy blow. On the momentum of victory, the Viet people killed General Do Thu and destroyed the Qin army. The Qin army was defeated. The Qin army was abandoned, the blood of a hundred thousand soldiers had been shed, as the *Huainanzi* book notes: “Qin soldiers, blood flowing, a hundred thousand...”. This was the first major victory against the feudal invasion of the North (Nguyen Quang Ngoc, et.al., 2010: 30 & Truong Huu Quynh. 2011: 48).

DISCUSSION

At the time of Le Thai To, in facing a difficult military pressure both from Ming Dynasty and from Ai Lao, the leaders of Viet people were forced to manage their army prudently. Le Loi was able to defeat Ai Lao by stalking through the mountains and forests of Thanh Hoa. This attempt was successful with guerrilla warfare in the mountainous region of Thanh Hoa (Taylor, 2013: 182). After defeating Ai Lao’s force, Le Loi managed to create constant revolts that resulted in financial and military burdens for the Ming Dynasty. The guerrilla warfare used by the Dai Viet, attack and retreat tactics, make it increasingly difficult for the Ming Dynasty to maintain their dominance (Wang Yuan-kang, 2012). Viet guerrillas forced the Ming army to retreat in year 1427 (Nguyen Khac Vien, 2004: 63).

At the time of An Duong Vuong, Viet people implemented guerrilla warfare. The guerrilla warfare, hiding during the day, attacking at night, ambushing, that was implemented in the mountainous and forest terrain, was to dodge to avoid the Qin army’s charges. The *Huainanzi*’s book provides an insightful proposal and objective of the guerrilla warfare (emphasis added): “Viet people are in the forest with animals, *no one allows themselves to be captured by the Qin army*”. The resistance, perseverance of the Viet people, in implementing guerrilla warfare, gives a fruitful result, the Viet people manage to kill General Do Thu and destroyed the Qin army.

CONCLUSION

The implementation of military management in the mid-early kingdoms of Viet people is really interesting to be explored and discussed. The application of Foucault’s archaeology of knowledge, where the author tries to dig, finds that the guerrilla warfare was the soul of military management of Viet people, specifically in facing repeated military pressures and foreign threats. Such military management played a vital role in achieving important milestones in the history of Viet people.

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