

Assignment 1: Report Posts 1-3

Identity and Approaches to Applied Business Research

BMDM7001

Zhenying Yang 1911286

22 March 2021

Word count 3515

contents

Report 1: Investigate ideas for a viable research proposal	2
1. Reflexive Lens	2
2. Evaluation of Sources	4
3. Validity and Reliability	6
4. Evaluation of concepts and themes	7
5. identifying research areas	8
Report 2: A Core Theory Evaluation and its application Analyzation	9
1. A General Theory Applied to Research	9
2. Discussion of Theme Development	10
3. Evaluation of Strengths and Weaknesses	11
4. Applications in Several Environments	13
5. Discussion of Possible Objections	13
6. Sources of Support and Possible Problems	14
Report 3: Identify the possible research theme and methods	16
1. Aim and objectives	16
2. Theoretical Perspectives	16
3. Research Methodology	17
4. Research proposal	19
5. Evaluation of Sources	20
6. Identify risk factors	21
Bibliography	22

Report 1: Investigate ideas for a viable research proposal

(word count 1354)

The proposal is aimed at exploring and evaluating viable investigate ideas.

There are five elements that constitute this report: reflexive lens (conceptualize author's positionality and knowledge structure), literature review (list of sources to define interested areas), analyzing literature (conclude their validity and reliability), evaluation of concepts (choose viable theses) and identifying research areas (specify research problem).

1. Reflexive Lens

The view which researchers conceptualize their social identity and positionality is a tool to assist understanding of knowledge (Jacobson and Mustafa, 2019).

When methodological dilemmas happen, it makes some key interpretations clearer to identify and incorporate reflexivity (Day, 2012, p. 61). Thus, within a confused period, a researcher is expected to think about their positionality, educational background and expectation for future studies carefully.

1.1 Education background

In the stage of author's basic education in China, which is the period that **compulsory education** was seeking 'balanced evaluation system' (Zhou, 2019, pp. 33-34), emphasis on mathematics, physics and chemistry constructs **empirical mindset** although author did not understand paradigm of positivism really at that time. On the other hand, the disciplines of moral education and

politics expressed thought of **Marx** (1818-1883), **Mao** (1893-1976) and **Socialism with Chinese Characteristic** (Mao, 1964; Deng, 1984; Jiang, 2006; Hu, 2016; Xi, 2014) adequately. Ideology of socialism in China leads students to think more about people, nation and world critically (Xi, 2014), although the view of Marx focused on social behavior and class contradictions (Babbie, 2014, p. 35). The paradigm of metaphysics inspired author's mind about **conflict and critique** (Kolozova, 2015).

In the period of undergraduate, I studied in a conservatory of music education. Despite studies lives occupied by various musical skills, the point of **'experience and education'** (Dewey, 1997) inspired me to be a **pragmatist**, who contextualized **Orff Schulwerk** within a practice to explore and accumulate musical experiences.

During my period of Master study, author joined a team, focusing on realizing application value by exploring relationship between art and health. Author was in a dilemma of paradigm, when **cultural anthropology** (Miller, 2017) and medicine affected research process together. In the dissertation, I cannot overcome the implication of **interpretivism**, therefore the study of **local food and ritual music** constructed by the method about 'thick description' (Geertz, 1977), local knowledge (Geertz, 1983) and ethnomusicology (Rice, 2013).

1.2 Advantage and Future Study

Combining my background before doctoral journey, author has strong logical and critical thinking to conduct **empirical research**. Also, exploration of cultural

phenomenon motivates ***sensitivity of observing human behavior*** and social events. Furthermore, struggle for music education and folk music research make author have ***advantage in folk music industries***, which is not only in theory, but also in ***skill*** due to learning different traditional instruments from childhood.

Basing on these educational experiences, in DBA journey, when social phenomenon which researcher focuses is business administration, it is a good choice to insist observation in depth and empirical thought on administration issue of folk music in modern business society.

2. Evaluation of Sources

With development of the ***Rural Revitalization Strategy*** (RRS) (the Central Committee of the CPC, State Council, 2021), the folk music as part of folkways (Sumner, 2019) developed into a production (Tschmuck, 2006, pp. 214-218) in market economy. It is obvious that this industry has difficulties to develop in modern music markets according to upsurge but not optimistic current situation of intangible cultural heritage (Davis and Stefano, 2016, pp. 23-54).

2.1 Conclude important sources

2.1.1 Folk Music in Rural Areas

Rural issue is the common problem all over the world, however More recent attention has focused on the provision of ***rural revitalization*** in China due to demands of ***'high-quality development'*** (Xi, 2017). The definition of 'Folk

Music' stems from western academic world focusing on 'music of the countryside' (Slobin, 2011, p. 1). In the process of countryside development, rural music is applied to multiple fields.

Firstly, **government and academic organization intervene development** of folk music industry in countryside. Slobin (2011) wrote the book '*Folk Music: A Very Short Introduction*', illustrated the history, transformation and future of folk music, especially in tradition, 'intellectual intervention' and 'internal upsurge'. Since the 20th century, massive academic achievement published focused on folk music development all over the world (Bartók, 1975; Carlin, 2005). In China, this kind of references mainly includes three perspectives: folk music volumes (Yuan, 1987), series of Soundscape Study (Cao, 2003) and fieldwork records (Xiao, 2010).

Secondly, with **wokeness of intangible heritage protection**, music in countryside begin to fit in business society. It is an example in outside China that Ferris (1982) illustrated this point that commercialization of folk music in British folksong, black music and other countryside music. In China, the modern commercialization of folk music divides into different kinds of industries: **folk instrument, modern dramas reforms, music education et al.**

2.1.2 Ethical issue in organizations

The study of ethical issues in a SME (musical organization) or public sector serving for expressing rural music is discussed widely in the field of ethnomusicology (Rice, 2017, p. 110). In business management field, the

discussion of ethics issue combines with SME, public sector and specific industry governance, analyzing models of CSR (Skilton and Purdy, 2017), stakeholder theory (Schormair and Gilbert, 2020), strategy (Boucher and Rendtorff, 2016) and others.

2.1.3 Current trends

According to journals recent 5 years which included in CABS, rural development in China is a hot topic at the present stage, especially for Chinese scholars. In business field, Rural development in China focuses on revitalization of traditional village (Gao, Wu 2017), however, the rural music as part of rural culture has fewer literature to evaluate competitive advantage and strategies. For current trends, the concept of pluralism (Brand, Blok et al, 2020) in stakeholder theory has a high similarity with that in ethnomusicology theory (Pettan and Titon, 2015, p. 95). author thinks CSR is the bridge to communicate business and strategy of competitive advantage.

3. Validity and Reliability

3.1 Validity

Time-validity is an essential element to evaluate value of a theme. So, in this proposal, author chooses essays which published in 5 recent years with 4-star rated on CABS to find the research hotspot in current academic field. Furthermore, these sources have **valid contents and criterion** (Colliver, et al. 2012, pp. 367-368) to provide evidences predicting current and future of the

research (Kane, 2001, p. 319). On the other hand, contents of sources establish clear methods and models to construct validity or test data. In the sources of rural music industry, massive books author lists to support representative views about current and future of folk music industry. Author pursues a logical thought in order to construct solid theoretical framework by comparing with other business types.

3.2 Reliability

The lists cover massive and credible sources which published by a high-level press and famous scholars. Meantime, these literatures are representative in different fields, which are the introduction or handbook especially in the ethnomusicology (Slobin, 2011). Definitely, journals on business management pursue current trends as well as classics. The credible articles present a reliable theory and practice for us to repeat these models. The future research expects combination of models in ethnomusicology, and ethics (Rice, 2017; Schormair and Gilbert, 2020), which have sophisticated cases.

4. Evaluation of concepts and themes

The rural music industry will be a significant and viable theme in recent years of China. However, there are several dilemmas which author need to think deepens. Firstly, how to combine demands both China and international society to point out valuable views by learning from others and creating characteristics? Secondly, the topic needs to become narrow because there are so wide range

in folk music industry. A specific area in rural music industry needs to decide to make this research more reliable and valid.

5. identifying research areas

Figure 1 presents the process of theme development basing on education experiences and interested area. Due to China's 14th Five-Year Plan (FYP) (congressional research service, 2021), the theme of rural cultural governance in China will become an applied topics for Chinese society. Basing on previous experiences, I think the theme is appropriate to discuss the multi-stakeholder management in a theatrical company or musical department by a mixed method.

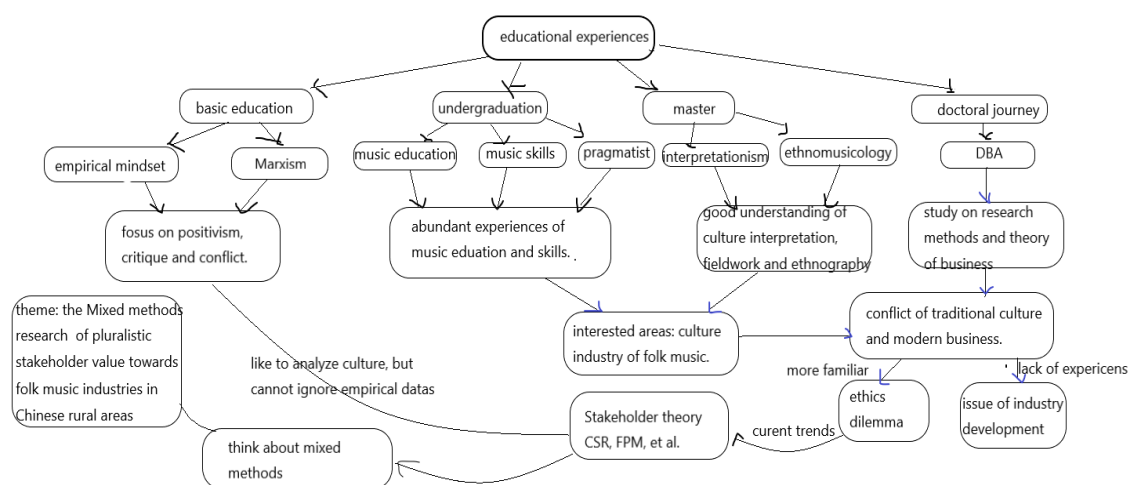


Figure 1: a theme developing diagram

Report 2: A Core Theory Evaluation and its application

Analyzation

(word count 1193)

This report aims at evaluating the possibility that stakeholder theory applies to future research. This theory with long-term controversy (Boucher and Rendtorff, 2016, pp. 3-4) has become a significant theory in large range fields to formulate effective corporation strategy management (Phillips, 2003).

1. A General Theory Applied to Research

Freeman popularized stakeholder theory and discussed the relationship between profits and other values (Freeman and Phillips, 2002; Freeman and Harrison, 2010; Linder and Freeman, 2017). For current trends, this theory applied to massive research in business tends to discuss ***multi-stakeholder initiatives*** (Soundararajan, Brown et al, 2019; Bakker, Frank et al, 2019) and ***pluralistic stakeholder value*** (Schormair and Gilbert, 2020; Brand, Blok et al, 2020). Under this general theory, Scholars prefer to combine with theory of ***Justification*** (Schormair and Gilbert, 2020), ***communication action*** (Patzner, Voegtlin et al, 2018), ***deliberative democracy*** (Brand, et al, 2020), ***Financial value maximization*** (FVM) (Linden and Freeman, 2017) and ***CSR*** (Skilton and Purdy, 2017).

In the field of strategic management, models of stakeholder theory focus on approaches encompassing SWOT (Hazzan et al, 2018), 'conceptualization of

shared process' (Habermasian,), competitive advantage (Porter and Kramer, 2002, pp. 56-133), creating shared value (Porter and Kramer, 2011, p. 62) et al. In business ethics, strategy for stakeholder management covers theories of corporation citizenship (Boucher and Rendtorff, 2016, p. 70), Common Good () and CSR. In organization governance and Political Philosophy perspective (Olsen, 2017), stakeholder theory used to evaluate 'Democratic Quality' (Arenas, et al. 2020) and 'reasonable pluralism' (Heath, et al, 2010, p. 434). Recent years, this theory focuses on different types of value creation (Schormair and Gilbert, 2020; Brand, Blok et al, 2020; Linden and Freeman, 2017), which is a significant view to combine traditional ethics and strategy management.

2. Discussion of Theme Development

Due to academic growth of DBA, it cannot be ignored to combine business theory. The theme discusses ***the shared value of CSR*** by analyzing strategy of competitive advantage in rural music industry of China.

The concept of 'shared value' explores relationship between society and business (Porter and Kramer, 2011). Due to social issues in the rural music industry, CSR which has integrated evaluation models, links to business strategy (Baumann-Pauly, et al. 2013). The conflicts between CSR and profits (Porter and Kramer, 2006) will become a critical issue, which affects corporations to develop competitive advantage and stakeholder priorities in

pluralistic value chain (Bitektine and Haack, 2015). Therefore, combining strategy formulation in CSR and competitive advantage, author tends to discuss economic and social (culture) benefits by stakeholder dialogue (Brand, et al, 2020). This is the expectation to provide Chinese case of rural governance in folk music industry. See figure 2, which shows the concept mapping of developing theme.

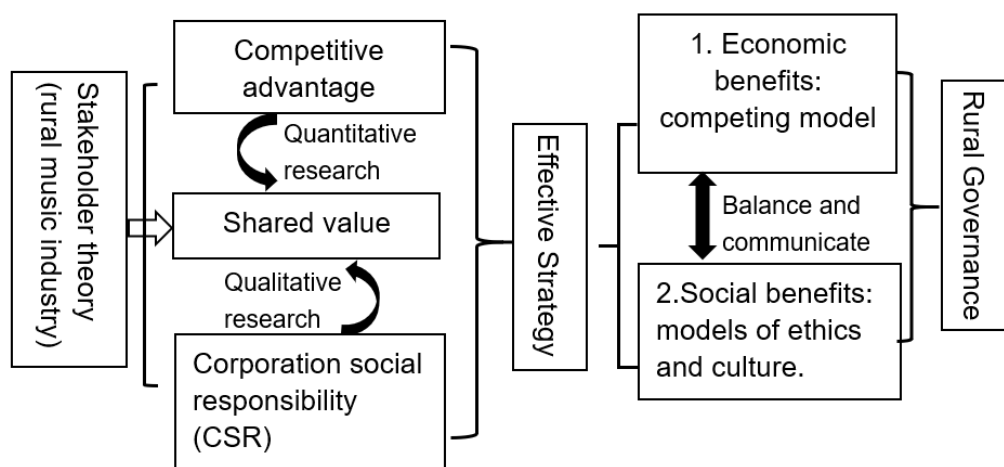


Figure 2: a concept mapping of developing theme

3. Evaluation of Strengths and Weaknesses

The theme discusses whether corporations can formulate the model of strategy management in folk music industry to establish their own competitive advantage and fulfill CSR at the same time? Whether the result of Rural revitalization means ‘rural collapse’ (Meehan, 2019) in modern business society?

3.1 Strengths

This research catches up developing demands of Chinese policy and nation governance to discuss ethics issues of traditional culture industries in the next

15 years of rural revitalization (Xi, 2017). Author thinks it will be a research with high application value in modern China. On the other hand, facing decision-making (Linda, 1986) of profits and tradition, corporations must deal with confusion and conflicts of stakeholder priorities when their business activities cause loss of tradition in the process of pursuing financial profit maximization. Author think the greatest challenge of rural issue stems from ethical problems in folkways transformation. Furthermore, the nature of 'rural China' (Fei, Hamilton, et al, 1992) is competitive advantage for rural areas comparing with cities and towns. This research aims at evaluation of stakeholder value pluralism (Linden and Freeman, 2017) to advocate importance of links between CSR and business.

3.2 Weaknesses

Definitely, we also can find some weaknesses in this research. Firstly, limited models in CSR of rural music industry makes it difficult to analyze strategy, which creates a system evaluating priority between different stakeholders (Jones, 2004). Secondly, evaluation of validity and reliability in this research is a complicated process. When value pluralism leads to mutual benefit (Jones, 2004), how can an organization to adjudicate deontology and teleology (Wempe and Kaptein, 2002)?

4. Applications in Several Environments

This part explores the possible environments in which this research can apply. Firstly, author chooses ***a cultural department in rural areas*** to investigate management mechanisms of rural music in the situation of considering multi-stakeholder values. This research focuses on government department to collect data and explore relationship between CSR and industry development for Chinese rural governance. Secondly, it is significant to ***compare area differences*** in the process of improving rural music industry. This topic mainly considers the relationship between regional diversity and pluralistic stakeholder values. Final environment is to discuss ***CSR in rural small and medium enterprise (SME)*** which devotes to express folk revitalization. Industrialization development of rural music, which explore a way of survival to inherit and develop traditional culture, needs pluralistic value management for SME to judge CSR strategies, so that competitive advantage of tradition will not disappear totally.

5. Discussion of Possible Objections

Supporters of ***stakeholder value monism*** will point out opposite views due to pursue single value, such as financial value maximization. Friedman (1970) pointed out profit-orientation ***single value*** for CSR. During the next several decades, the controversy between profits maximization and ethics issues never

stops, although Freeman prefer to support the coexistence of FVM and multi-stakeholders (Linden and Freeman, 2017, p. 353).

On the other hand, **traditional folklorists** believe heritage and transformation, however it is unacceptable for them to undertake economic profits come before music in culture (Nettl, 2005, p. 215). However, in the perspective of **government policies**, reformation of culture centers cannot be resisted (Burns, J. P, 2000). Worry about unemployment has happened in the group of employees who work in these organization, although the reformation has not begun. Therefore, in current rural development, it is not equal priorities to order profits with culture, charity and other social responsibility.

In the **personal ability**, this theme combines music industry, rural governance and business. Due to limited knowledge and experiences in business, it is a difficult research to think about multi-stakeholders and conduct an integrated process to collect data.

6. Sources of Support and Possible Problems

Basing on abundant sources from cultural department, as an ethnomusicologist, author understands rural music industry development and dilemmas in the future. It is easy for me to make friends with insiders and outsider (Nettl, 2005, p.149). These sources from theatrical companies or cultural departments may be unpublished or oral history. However, dual identity of DBA and ethnomusicologist make conflicts to evaluate multi-stakeholders. Axiologically,

it is difficult for author to ignore importance of cultural value when an organization formulate strategy to pursue competitive advantage and CSR. On the other hand, culture industry more focuses on modern electronic music (Berry, et al, 2009, p. 25), fewer literature in the folk music industry brings challenge for author, which means to collect more secondary materials or records in fields.

Report 3: Identify the possible research theme and methods

(word count 968)

This report focuses on a specific objective to evaluate viable strategy and research methods of rural business ethics in eastern Fujian of China. Operationally, I choose theaters in countryside as research sectors to discuss the business models of rural music in tradition villages (Chen and Chen, 2011).

1. Aim and objectives

The aim of my research theme is to evaluate stakeholder value conflict (Jones, et al, 2016) in management of rural theaters. It looks at what is the stakeholder priorities in this industry and how the shared value brings competitive advantage (Porter and Kramer, 2006; 2011) due to the revitalization of traditional village in recent China. This research plans to obtain the following objectives:

- To explore pluralistic value management in the rural theaters;
- To explore the CSR stories of village theaters;
- To formulate an appropriate strategy and establish their industry advantage.

2.Theoretical Perspectives

The core framework of this research pursues an appropriate strategy management of pluralistic stakeholder conflicts (Bonnafous-Boucher and

Rendtorff, 2016, pp. 8-10) in rural culture governance (Xi, 2017). The aim of theoretical structure is to construct developing strategies of village theaters into multi-value perspectives, which encompasses economic and social issues (Porter and Kramer, 2002, p. 59). The discussion of a strategy focuses on the dilemmas of traditional theaters in that two parts. For the strategic perspective, business ethics (Bonnafous-Boucher and Rendtorff, 2016, p. 10), encompassing CSR and competitive advantage of corporations mainly in this research, reshape administration models of village theaters in current governance context of China.

3. Research Methodology

3.1 Possible Methods

This research combines two fields of business and ethnomusicology to discuss strategies which deal with dilemmas. For the social benefits of traditional theaters, ***the model of ethnomusicology*** (see figure 3) describes culture context in ***interpretivism stance*** (Rice, 2017, pp.4-5). The Merriam model (Merriam, 1964) has similar core with 'cultural interpretation' (Geertz, 1977), which focuses on moral and culture value in social issues. The understanding of 'reality' realizes by ***fieldwork methods*** to pursue descriptive works (Nettl, 2005, p. 3). In this aspect, ***qualitative research*** is an appropriate method to understand and describe business ethics in folk music settings.

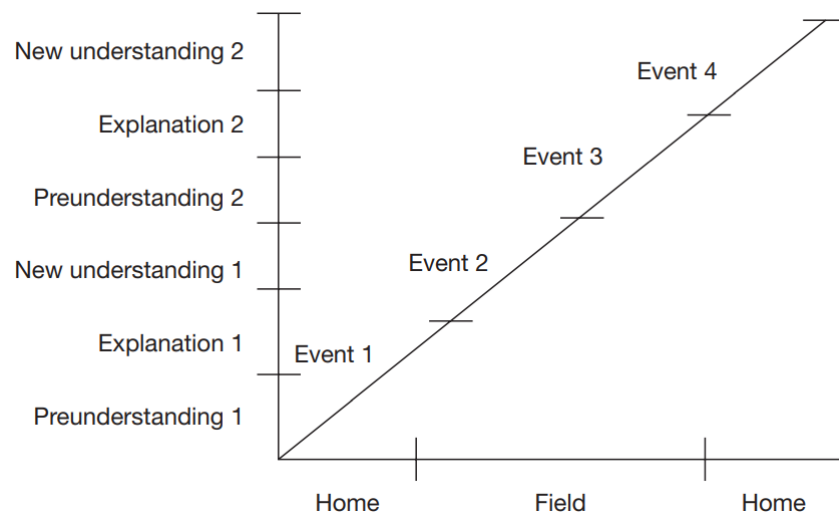


Figure 3: A three-dimensional model of musical ethnography (Rice, 2017, p. 15)

Although qualitative methods in Ethnomusicology present moral aspect of business society (Rice, 2017), the subjective part makes difficulties in repeatability of research models. Differently, quantitative method focuses on deductive perspective and testable hypothesis (Babbie, 2014, p. 49). In testing hypothesis of pluralistic stakeholder values, quantitative method has advantage to conceptualize and operationalize complicated variables and realize deduction of relationships from large sample (Babbie, 2014, p. 46).

Therefore, the mixed methods of QUAL→quan design (Anand and Watson, 2004) are the good choice to conduct this research, which are used of identifying diversity values (Saunders, et al, 2016). However, the methods need to spend more time and sources to collect data from fields (Creswell, 2011).

3.2 Reliability and Validity

In reliability, quantitative research aims to make the process of data collection reproduced and with internal consistency (Golafshani, 2003, p. 599). For my

research, the part of evaluating pluralistic stakeholder conflicts is expected to obtain a stabilized and similar measurements in a period by questionnaire, which is higher Cronbach's alpha. In the validity perspective of questionnaire, how to get good number in CFA and EFA (Field, 2018, p.1175) need to be tested by SPSS. It is the challenge for me to construct validity in collecting large sample with high response rate during conducting questionnaire.

The dependability (Lincoln and Guba, 1985) in qualitative research means good quality study (Seale, 1999) in observation and understanding business context of folk music. In the process of participant observation, the data from field sustains the trustworthiness (Lincoln and Guba, 1985). Multiple perceptions bring the challenge to test validity and evaluate competitive advantage in the situation of understanding pluralistic reality.

4. Research proposal

Ontologically, the reality in the field pursues practical effects and understanding of multiple perceptions. Epistemologically, the mixed methods in constructivism stance (Cassell, et al, p.18) pursue mathematics data analysis and sensemaking. Methodologically, the pragmatic mixed methods combine deductive and inductive thinking.

This research uses the mixed methods of QUAL→quan design to explore strategy management of theaters in traditional village according to CSR stories and judgement of pluralistic stakeholder value. Clarke (1998) pointed out 8

stakeholders, their expectation and corporation accountability. Basing on massive literature and cultural characteristic of theaters, this research divides into three phases. The first stage involves long-term fieldwork to explore the significant values of stakeholder management for pursuing the competitive advantage of theaters in traditional villages. The second stage focuses on CSR stories by depth interview and case study to deduct reasonable strategies. The final phase aims to test hypothesis which generalizes by last two stages. And the type of questionnaire is adapted from Likert-scale with good reliability and validity, conducted to 20 village theaters in eastern Fujian of China.

Objectives	Phase	Methods	Purpose
To explore pluralistic value management in the rural theaters;	1	Qualitative (fieldwork, depth interview, participant observation et al)	Theoretical phenomenon; Deductive reasoning; Generalize hypothesis.
To explore the CSR stories of village theaters;	2	Qualitative (depth interview, case study, fieldwork.)	
To formulate an appropriate strategy and establish their industry advantage.	3	Quantitative (questionnaire, collect data, statistic)	Test hypotheses

Table 1: The Research questions match methods

5. Evaluation of Sources

The sources in the process of research divide into two fields: business and ethnomusicology, which means multiple types of references conclude. This part focuses on the non-refereed sources, which understand and describe from fieldwork, encompassing records of observation, interview contents, oral history

and unpublished local knowledge. These sources are subjective views from insider and outsider, using modestly due to demands of constructing knowledge.

6. Identify risk factors

The transformation of theaters from public sectors to privacy organizations change the priorities and stakeholder expectation in business activities totally. It is the challenge to deal with the stakeholder conflicts, especially in culture aspect, because heritage culture is not only duty, but also decisive element of economic value. Although three-dimension model of Merriam (Merriam, 1980) connect society, music and individuals, the ethical dilemma is still important element to formulate developing strategy in that SME.

Bibliography

Anand, N. and Watson, M.R. (2004) 'Tournament Rituals in the Evolution of Fields: The Case of the Grammy Awards'. *Academy of Management journal*, 47(1), pp. 59-80.

Arenas, D. Albareda, L. and Goodman, J. (2020) 'Contestation in Multi-Stakeholder Initiatives: Enhancing the Democratic Quality of Transnational Governance'. *Business ethics quarterly*, 30(2), pp. 169-199.

Babbie, E. (2014) *The Practice of Social Research*. 4th Ed. Canada: Cengage Learning.

Bartók, B. (1975) *Rumanian Folk Music: Carols and Christmas Songs*. Netherlands: Springer.

Berry, C. et al, (2009) *Cultural Studies and Cultural Industries in Northeast Asia: What a Difference a Region Makes*. Hongkong: Hong Kong University Press.

Bitektine, A. and Haack, P. (2015) the "macro" and the "micro" of legitimacy: toward a multilevel theory of the legitimacy process. *The Academy of Management review*, 40(1), pp. 49-75.

Bonnafeous-Boucher, M. and Rendtorff, J. D. (2016) *Stakeholder Theory: A Model for Strategic Management*. Paris: Springer.

Brand, t., Blok, v. and Verweij, M. (2020) 'Stakeholder Dialogue as Agonistic Deliberation: Exploring the Role of Conflict and Self-Interest in

- Business-NGO Interaction'. *Business ethics quarterly*, 30(1), pp. 3-30.
- Burns, J. (2000). 'Public Sector Reform and the State: the case of china'. *Public Administration Quarterly*, 24(4), 419-436.
- Baumann-pauly, D. (2013.) 'Organizing Corporate Social Responsibility in Small and Large Firms: Size Matters'. *Journal of Business Ethics*, 115(4), pp. 693-705.
- Cassell, C. and Cunliffe, A. L. (2018) *The SAGE Handbook of Qualitative Business and Management Research Methods*. London: SAGE.
- Chen, I. and Chen, J.S. (2011) 'The motivations and expectations of international volunteer tourists: A case study of "Chinese Village Traditions"'. *Tourism management* (1982), 32(2), pp. 435-442.
- Clarke, T. (1998) 'The stakeholder corporation: A business philosophy for the information age'. *Long range planning*, 31(2), pp. 182-194.
- Colliver, J.A, Conlee, M.J. and Verhulst, S.J. (2012) 'From test validity to construct validity ... and back? Medical education'. *Med Educ*, 46(4), pp. 366-371.
- Congressional Research Service. (2021) China's 14th Five-Year Plan: A First Look. Available at: <https://crsreports.congress.gov/product/pdf/IF/IF11684> (Access 8th March 2021).
- Creswell, J.W. (2011) *Designing and conducting mixed methods research*. 2nd Ed. London: SAGE.
- Davis, P. and Stefano, M. L. (2016) 'Chapter 2 Intangible Cultural Heritage in

China today: Policy and Practice in the Early Twenty-First Century', The Routledge Companion to Intangible Cultural Heritage. London: MPG Books Group.

Day, S. (2012) 'A reflexive lens: Exploring dilemmas of qualitative methodology through the concept of reflexivity'. *Qualitative Sociology Review*, 8(1).

Deng, X. (1984) *Selected Works of Deng Xiaoping (1975-1982)*. Beijing: Foreign Languages Press.

Dewey, J. (1997) *Experience and education*, New York: Taylor & Francis, pp. 241-252.

Freeman, E. and Phillips, R. A. (2002) 'Stakeholder Theory: A Libertarian Defense'. *Business ethics quarterly*, 12(3), pp. 331-349.

Fei, X. T, Hamilton, G. G. and Zheng, W. (1992) *From the Soil: The Foundations of Chinese Society*. Berkeley: University of California Press.

Ferris, W. and Hart, M. L. (1982) *Folk Music and Modern Sound*. Jackson: University Press OF Mississippi.

Field, A.P. (2018) *Discovering statistics using IBM SPSS statistics*. 5th Ed. London: SAGE.

Freeman, R.E. (1984) *Strategic management. A stakeholder approach*. Boston: Pitman Publishing.

Freeman, R.E. (2010) *Stakeholder theory. The state of the art*. Cambridge: Cambridge University Press.

Friedman, M. (1970) 'The social responsibility of business is to increase its

- profits'. The New York Times Magazine, September 13.
- Gao, J. and Wu, B. (2017) 'Revitalizing traditional villages through rural tourism: A case study of Yuanjia Village, Shaanxi Province, China'. *Tourism management*, 63, pp. 223-233.
- Geertz, C. (1977) *The Interpretation of Cultures*. New York: A Member of the Perscus Boob Croup.
- Geertz, C. (1983) *local knowledge: Further Essays in Interpretive Anthropology*. New York: Basic Books.
- Golafshani, N. (2003) 'Understanding Reliability and Validity in Qualitative Research'. *the Qualitative report*. 8, pp. 597-607.
- Goreham, G. A. (1997) *Encyclopedia of Rural America Encyclopedia of Rural America: The Land and People*. ABC-Clio Inc.
- Hazzan, O. et al. (2018) *Application of Management Theories for STEM Education: The Case of SWOT Analysis*. Cham: Springer.
- Heath, J. et al. (2010) 'Business Ethics and (or as) Political Philosophy', *Business Ethics Quarterly*. 20(3), pp. pp.427-452.
- Hu, J. T. (2016) *Selected Works of Hu Jintao*. Beijing: Foreign Languages Press.
- Jacobson, D. and Mustafa, N. (2019) 'Social Identity Map: A Reflexivity Tool for Practicing Explicit Positionality in Critical Qualitative Research'. *International journal of qualitative methods*, 18, pp. DOI: 160940691987007.
- Jiang, Z. M. (2006) *Selected Works of Jiang Zemin*. Beijing: Foreign Languages

Press.

Jones, R.G., 2004. *Robert Phillips. Stakeholder Theory and Organizational Ethics*. Wiley Subscription Services, Inc.

Jones, T.M. et al. (2016) 'Management Theory and Social Welfare: Contributions and Challenges'. *The Academy of Management review*, 41(2), pp. 216-228.

Kane, M.T. (2001) 'Current Concerns in Validity Theory'. *Journal of educational measurement*, 38(4), pp. 319-342.

Kolozova, K. (2015) 'Toward a Radical Metaphysics of Socialism: Marx and Laruelle'. Brooklyn, NY: Brooklyn, NY: punctum books.

Kramer, M. R. and Pfitzer, M. W. (2016) 'The ecosystem of shared value'. *Harvard Business Review*, 94(10): 80–89.

Lincoln, Y.S. (1985) *Naturalistic inquiry*. Beverly Hills, Calif, London: Sage.

Linda, K.T. (1986) *Ethical Decision Making in Organizations: A Person-Situation Interactionist Model*. *The Academy of Management review*, 11(3), pp. 601-617.

Linden, B. V. D. and Freeman, R. E. (2017) 'Profit and Other Values: Thick Evaluation in Decision Making'. *Business Ethics Quarterly*, 27(3), PP. 353-379.

Mao, Z. (1964) . *Selected works of Mao Tse-Tung*. Vol.1. Peking: Peking: Foreign Languages Press.

Meehan, P. (2019) 'Rural responses following collapse: insights from Monte El

- Santo, Oaxaca, Mexico'. *World archaeology*, 51(2), pp. 328-345.
- Merriam, A.P. (1980) *The anthropology of music*. 1st Ed. Evanston: Northwestern University Press.
- Miller, B.D. (2017) *Cultural anthropology*. London: Pearson.
- Nettl, B. (2005) *The Study of Ethnomusicology: Thirty-one Issues and Concepts*. Illinois: UNIVERSITY OF ILLINOIS PRESS.
- National Congress of the Communist Party of China. (2017) 'Society in All Respects and Strive for the Great Success of Socialism with Chinese Characteristics for a New Era', *Delivered at the 19th National Congress of the Communist Party of China*.
- Olsen, T.D. (2017) 'Political Stakeholder Theory: The State, Legitimacy, and the Ethics of Microfinance in Emerging Economies'. *Business ethics quarterly*, 27(1), pp. 71-98.
- Patzer, M, Voegtlin, C. and Scherer, A.G. (2018) 'The Normative Justification of Integrative Stakeholder Engagement: A Habermasian View on Responsible Leadership'. *Business ethics quarterly*, 28(3), pp. 325-354.
- Pettan, S. and Titon, J. T. (2015) *The Oxford Handbook of Applied Ethnomusicology*. New York: Oxford University Press.
- Phillips, R. (2003) *Stakeholder Theory and Organizational Ethics*. San Francisco: BK.
- Porter, M.E. and Kramer, M.R. (2002). 'The competitive advantage of corporate philanthropy'. *Harvard business review*, 80(12), pp. 56-133.

- Porter, M.E. and Kramer, M.R. (2006). 'Strategy and society: the link between competitive advantage and corporate social responsibility'.; *Harvard business review*, 84(12), pp. 78-163.
- Porter, M.E. and Kramer, M.R. (2011) 'Creating shared value: how to reinvent capitalism - and unleash a wave of innovation and growth'. *Harvard business review*, 89(1-2), p. 62.
- Putnam, H. (2017) *Pragmatism as a way of life: the lasting legacy of William James and John Dewey*. London: The Belknap Press of Harvard University Press.
- Rice, T. (2013) *Ethnomusicology: A Very Short Introduction*. London: Oxford University Press.
- Rice, T. (2017) *Modeling ethnomusicology*. New York: Oxford University Press.
- Saunders, M, Lewis, P. and Thornill, A. (2016) *Research Methods for Business Students*, 7th Ed. Essex: Pearson.
- Schormair, M.J.L. and Gilbert, D.U. (2020) 'Creating Value by Sharing Values: Managing Stakeholder Value Conflict in the Face of Pluralism through Discursive Justification'. *Business ethics quarterly*, pp. 1-36.
- Seale, C. (1999) *The quality of qualitative research*. London: SAGE.
- Skilton, P.F. and Purdy, J.M. (2017) 'Authenticity, Power, and Pluralism: A Framework for Understanding Stakeholder Evaluations of Corporate Social Responsibility Activities'. *Business ethics quarterly*, 27(1), pp. 99-123.

Slobin, M. (2011) *Folk Music: A Very Short Introduction*. New York: Oxford University Press.

Soundararajan, V, Brown, J.A. and Wicks, A.C. (2019) 'Can Multi-Stakeholder Initiatives Improve Global Supply Chains? Improving Deliberative Capacity with a Stakeholder Orientation'. *Business ethics quarterly*, 29(3), pp. 385-412.

Sumner, W. G. (2019) *Folkways: A study of the sociological importance of usages, manners, customs, mores, and morals*. Boston: Good Press.

the Central Committee of the CPC, State Council. (2021) *No.1 central document*.

Tschmuck, P. (2006) *Creativity and Innovation in the Music Industry*. Netherlands: Springer.

Van Der Linden, B. and Freeman, R.E. (2017) 'Profit and Other Values: Thick Evaluation in Decision Making'. *Business ethics quarterly*, 27(3), pp. 353-379.

Wempe, J. and Kaptein, M. (2002) 'Three General Theories of Ethics and the Integrative Role of Integrity Theory'. *Academy of management review*. 11(3), pp. 601-617.

Xi, J. P. (2014) *The Governance of China*. Beijing: Foreign Languages Press.

Xi, J. P. (2017) *Secure a Decisive Victory in Building a Moderately Prosperous*. Beijing: Foreign Languages Press

Zhou, G. L. and Zhou, X. (2019) *Education Policy and Reform in China*. Beijing:

China Renmin University Press.