

Cross-Cultural and Anthropological Perspectives in Management Education: Towards the Chinese Characteristics

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Management education focuses on business-related events and processes; one of its objectives is to emphasize cultural values and culturally related issues in the business world's realm from a cross-cultural perspective. Anthropology, as social and behavioral science, has a unique tradition in terms of profoundly studying cultures, and as such, is one of the fundamental pillars of management science. Anthropological methodologies play an influential role in directing the practice of business administration. Having provided the necessary guidance to the practice of business administration, the research methods of anthropology, especially its research methods for ethnography, are now widely applied to the world of business administration. This paper offers an initial exploration of intrinsic relations between anthropology and management education, discusses the development and application of interdisciplinary business anthropology, and probes the pathway to localize anthropology in business administration in China.

Keywords: business anthropology, cross-culture, ethnography, localization, management education

INTRODUCTION

Business firms have been hiring employees and researchers knowledgeable about enterprise cultures to improve management efficiency and profitability. The business administration environment is undergoing fundamental changes; thus, the practitioners and researchers in this field must, therefore, adjust themselves to these changes and utilize new approaches in management practice. Although anthropology has made significant contributions to the science of business management, it is a new trend in business administration to apply the theories and methods of anthropology to the practice and research of business administration. In contrast to quantitative research methods, by participant observation and in-depth interviews, anthropological research can help resolve various culturally related issues in business administration. Anthropological principles tell us that all human behaviors are carried out in a specific cultural context (Pan, 2019). For anthropologists, the administration is a social phenomenon and a cultural one, a focal point

in the anthropology of cultural study (Jordan, 2014; Tian and Wang, 2014; Van Marrewijk, Veenswijk, and Clegg, 2014). Anthropologists can use the theories and research methods of applied anthropology to analyze human resource management problems from a cultural perspective to pay attention to the organization's hidden cultural management and improve its human resource management level (Ding, 2019).

As early as the 1920-1930s, a Harvard University anthropologist had embarked on studying employee relationships and labor efficiency of the Western Electric Company located in Chicago. The principal investigators involved in the study were Elton Mayo and W. Lloyd Warner. Based on anthropological research methods such as ethnographic studies by participant observation and in-depth interviewing, they concluded that the employees' work efficiency would be increased if they know the management team cares about them and their work. This conclusion has influenced the study of business administration for decades. Scholars take this research as the cornerstone of human relations school in management science (Baba 2014, 2006).

Since then, anthropologists have begun to engage in applied research in many aspects of business management, from organizational culture studies to human resources management, from product design to consumer behavior studies, from competitive intelligence to international business strategies. Later, Burleigh Gardner and W. Lloyd Warner, two applied anthropologists, left the university environment and established the Social Research Cooperation Company in 1946. This company became a forerunner in business anthropology management consulting, successfully providing management consulting services to hundreds of medium-sized business companies. It remains active today (Tian, van Marrewijk, and Lillis, 2013). Analyzing from the perspective of applied practice, applying anthropological theories to the business field, we know that business anthropology plays a vital role in market research, product design, and user experience (Pan, 2019). For example, starting from the concept of humanism, combined with ergonomics and environmental psychology, the relationship between people, products, and the environment is demonstrated and analyzed. By analyzing disaster relief tents' design factors under humanism, research is in line with disaster relief tents' humanistic concept to meet user needs and enhance product value (Zhou, 2019).

In 1987, the Research Institute for Learning was established in the U.S. to study the natural learning process and establish a more effective learning environment. Its main research methods are anthropological participant observation, in-depth interviews and interactive analysis. The institute's research results have been widely used in industrial and commercial businesses' management practices to improve workers' learning ability to improve labor efficiency. Increasing numbers of senior management have recognized the contribution of business anthropologists across the country since the 1990s, making business anthropology an integral part of the business administration's academic study (Baba, 2006).

Beginning in the 1990s throughout Europe and the United States, the effectiveness of anthropological studies for business administration and their contribution to improving the quality of business administration has been recognized widely by business leaders; it has become a new area in the study of business administration. In China, the enthusiasm for anthropological research in business is on the rise. Some market-sensitive enterprises realize the significance of anthropological studies in business administration and begin to hire anthropological staff for management purposes. Some Chinese scholars have even anticipated that many enterprises will need to prepare a new Chief Anthropologist to advise enterprises' development (Tian, 2014; Tian and Zhou, 2012). Especially in the context of big data, anthropologists believe that it is connected with the organizational culture and the establishment of a cultural human resource system to organize a stable and efficient development of human resources when dealing with frequent employee mobility (Wang, 2019).

Qualitative analysis and observational studies by anthropologists can help decision-makers to improve insights that are lacking in quantitative research. In today's business world, there is a call for cultural returns on management. While paying attention to turning profits, business administrators need to observe the cultural heterogeneity in enterprises through a cultural perspective to achieve a rounded enterprise development. The ethnographic study is a unique method in qualitative anthropological research; the prominent feature is to provide descriptive analysis and whose research methods are dominated by

fieldwork. By observing the behavior and interactions of the people involved in management activities, anthropologists can better explore the significance of enterprise culture to business administration, effectively applying it to management practices to enhance business administration efficiency and the enterprises' profitability.

Improving the level of management education is conducive to cultivating management elites for modern enterprises. Based on its demand for comprehensive talents, diversified training strategies will help cultivate students' organizational communication skills and overall planning coordination skills (Tang, 2020). Simultaneously, we should strengthen students' historical, cultural, and scientific cognitive abilities (Wang, 2017). Anthropology has a unique tradition in the in-depth study of culture and should give full play to the role of anthropological methodology in guiding business management practices. A batch of compound management talents will be produced to provide human resources support for the enterprise's overall development. Social anthropology provides a lot of information for the multidisciplinary research and development of management concepts and methods. Social anthropology considers the latest developments in postmodern and critical thinking and has contributed to management's teaching. By raising ethnographic awareness as a method of investigation and understanding, an open attitude can enhance management learning and demonstrate that the method has made progress in the teaching and research of online harness (Linstead, 1997). By combining anthropology and business education and discussing the application in business education, a more comprehensive explanation of the concept of anthropology. Anthropological methods have had an impact on business education. By incorporating anthropology into education and teaching, human resource management can undoubtedly be improved (Tian, 2009).

The further exploration of the integration between anthropology and educational business resulted in the field of educational anthropology. The content and anthropology methods play an essential role in the leadership and management of human resources and financial resources. The concepts and principles of anthropology are also applicable to business education and education management, and its methods much promote the understanding of complex educational issues and challenges.

ANTHROPOLOGY IS A FUNDAMENTAL PILLAR FOR BUSINESS STUDIES

In recent years, in western countries with highly developed market economies, some large, multinational business firms have officially hired anthropologists to provide operational research for the companies' management to maximize profits. Some companies have officially hired anthropologists, such as the telecommunications equipment company Motorola, the electric appliance manufacturer General Motors, the multinational financial consortium Citibank, and the car manufacturer Toyota. Moreover, some firms, such as Microsoft and Intel, have even hired a team of anthropologists as long-term official staff to engage in applied research for routine business management and strategic development (Jordon, 2010).

Anthropological studies focus on the social and cultural environment upon which people rely for existence. These studies also examine people's reactions to the environment, such as emotions, attitudes, and behaviors of individuals who have these reactions. Anthropology can be applied to business administration because the two are naturally related, and anthropology is a management science source. Anthropology is a science that studies human beings. At the same time, management is partially based on anthropology's professional knowledge and the effect on humanity and culture generated by anthropology. Accordingly, taking humans as the starting point, giving full play to people's initiative and promoting business administration's humanistic and scientific development is undoubtedly an effective way to promote beneficial management (Hamada, 1998).

Professor Guo Yi, one of the leading management science scholars in China, argues that the anthropology of business administration always bears some cultural factors. Instead of abstract concepts, the cultural factors in anthropology are usually comprehensible common sense. The difference between anthropologists and laymen is that anthropologists are experts in finding "solutions" from people's daily lives. In contrast, laypeople are uncritically governed by their habits formed in life because habits always determine people's words and actions. In most cases, management's reactions to business issues are usually taken for granted without systematically thought (Guo, 2012). When Yang (1995) researches human

economic activities, he must analyze it from cultural integrity. People's economic activities cannot exist independently of the culture on which they depend. With the continuous development of the economy, religion's economic function has become more prominent. Only by giving full play to and using its advantages can a suitable social and cultural space for the development of family businesses be established (Pan, 2019).

Anthropologists bring a real and unmasked attitude to communicate with their study subjects in the social environment, thus obtaining intuitive comprehension of beliefs, values, and fears, hence accomplishing classic anthropology and ethnography (Erickson and Murphy, 2003). In the development of anthropology, there are differences in branches and directions. Taking physical anthropology and cultural anthropology as an example, the former has relatively more respect for science; the latter, on the other hand, prefers culture and is usually categorized as “non-scientific.” In academia, there is always a cultural war between science and culture (Liu, 2012). Suppose we observe the development and changes in management science from the two's cultural conflict perspective. In that case, it is not hard for us to see that the theoretical development of management is pushed forward smoothly with the checks and corrections of the above two branches. Therefore, human beings' analysis needs to be based on the surrounding environment's conditions in many cases. This analysis should include, without being limited to, the simple application of the generalized analytical method of natural science (Walle, 2001).

All industrial and commercial activities are relationships among people; thus, business administration belongs to anthropology's social science category. Doctor Lv Li (Lv, 2012), one of the forerunners of the humanistic spirit in China's management science field, has pointed out that we can find the subjects of ideas, concepts, willpower, emotions, and behaviors in management. These subjects are related to the individual but are undetermined and non-quantitative. Therefore, these non-quantitative factors are hard to describe and analyze in a purely scientific manner objectively. In other words, we can only apply qualitative methods in the research. In qualitative studies, classic ethnographic research methods are near traditional anthropology and widely used in business administration. However, in a real sense, ethnographic studies of academic anthropology are different from the business administration's ethnography. Apart from some differences in techniques, the differences mainly exist in their study subjects. The former's subject is usually non-mainstream culture, while the subject for business organizational ethnography is industrial and commercial agencies and their business domains. Of course, differences in research subjects have nothing to do with adopting specific research methods. The special significance of anthropology to business administration lies in its unique research method in ethnography (Lan and Tian, 2011b).

Ethnographers' methods are mostly qualitative ones, such as participant observation and in-depth interviews, while research related to management science is primarily quantitative. Compared with traditional quantitative methods, qualitative methods are different but equivalent and are often flexibly applied by researchers following the environment's changes (Walle, 2002). The applicability of qualitative anthropological methods has been used in many approaches and methods in research on business administration (Walle, 2000). The discipline of business administration is, in fact, different from other scientific studies, especially for the many aspects of enterprise cultures, because it is hard to have specific numbers for measurement. Therefore, it is impossible to obtain a unified answer. For this reason, more direct and more specific first-hand data are usually obtained by using participant observation and open questions. In interviews, we may encounter a wide range of questions with open answers that are both applicable and timely, leaving enough development room for business administration research (Tian and Dai, 2013).

In addition to involvement in human relationships, business administrations' various issues must be closely connected with culture. Therefore, anthropological theories and measures can be quickly resolved since anthropology is one of the universally recognized disciplines in social and behavioral sciences, which possess unique and in-depth research on culture. The practice of business administration is a cultural process and the result of the cultural environment functions. Management practice and the generation of related management patterns are in line with the evolution of cultural and ethical principles in the whole history of a specific nationality during a period (Lv, 2009). As the founder of anthropological fieldwork, specifically participant observation, Malinowski put forward the principle of getting to the local people's

heart, grasping the relationship between his attitudes and life, to clarify what he thinks of the outside world (Kardiner and Preble, 1991). Later, this research method was widely used in humanistic studies and was personally applied to management studies by W.L. Warner (Tong and Yan, 2011). The advantage of economic anthropology is to look at economic phenomena from the viewpoint and advantages of anthropology. We can understand the relationship between the home textile economy and the rural industry's development with this thinking mode. Still, we can also better understand the assumptions and assumptions of personal rationality. From the economic development logic, interdisciplinary research has crucial theoretical reference significance (Zhang, 2019).

Natural analysis is the core value of anthropological field investigation. Nature-oriented values and methods have made it possible for anthropology to extend its research scope continuously. In consumer behavior studies within the science of business administration, scholars prefer "natural analysis," the basic strategy of conducting research on and explaining people's real-time behaviors by anthropological participant observation and the cultural atmosphere and values consistent with the occurrence of their behaviors. Such a qualitative analysis has won wide acclaim for "natural analysis," and the anthropological real-time participation analysis method is also embodied in "natural analysis" (Belk, Sherry, and Wallendorf, 1989).

Ethnographic studies can reveal cultural and social patterns that are difficult-to-describe in the world of business administration. Dr. Kathy Rudkin and Dr. Hemant Deo in the Wollongong University of Australia analyzed the ethnographic methodology and its significance in research on the financial service sector. They discovered that there are two advantages of the ethnographic method in financial studies. The first is that it places the researcher in actual situations to make him aware of the environment's independent cultural meanings. The second is that the ethnographic method makes it possible for more researchers to pay increased attention to marginalized groups in specific social environments. Therefore, using the ethnographic method in the financial service sector will enable researchers to get first-hand data challenging to attain through other means. This can primarily satisfy the needs of the financial service sector in terms of self-development. In other words, the ethnographic method can satisfy specific ideological and environmental demands in research on the financial service industry. There is no doubt that the results of financial service research can also be applied to the studies of other areas in the world of business administration (Rudkin and Deo, 2006).

APPLICATIONS OF ANTHROPOLOGY IN BUSINESS ADMINISTRATION

Anthropological theories and methods and anthropologists' research results can resolve many real-time business administration problems (Jordan, 2010). Various problems are facing the world of business administration. Some of the business problems are related to the improper use of new technological tools and methods or are related to workers' negative work attitudes. Business employees, massive enterprises, with their different educational, ethnic, and cultural backgrounds, need to overcome various difficulties in creating cultural consistency (Schwartz, 1991). The business administrative anthropologist can help business organizations invest in addressing difficulties and providing solutions (Mars, 1994).

There are not any standard views concerning specific application areas of anthropology in business administration. However, anthropology's vitality for business administration lies in the continuous development and deepening of research domains. Jordan suggests that the application of anthropology in business administration can be effectively classified into three related areas: organizational anthropology (researching complex organizations, their cultures, workflows and instruction changes), market and consumer anthropology, and design anthropology (product and service designs). Diversification and globalization are the main threads running through the researches mentioned above. Based on this view, some researchers have proposed that the fourth and fifth areas in business administration studies should be competitive intelligence and knowledge management (Tian, 2009) and international business or cross-cultural business communication, respectively (Ferraro, 2006). These five areas can be divided into enterprise culture, knowledge management, cultural auditing, organizational changes, product design, market research and consumer behavior, and globalization and cross-culture business (Tian and Zhou,

2012). In China, some business administration scholars believe that the application of anthropology in business administration should be in four areas: enterprise strategic planning, product and process design, enterprise management, and production and sales (Wang and Xu, 2012). The cultural research of time-honored brands is based on corporate anthropology and analyzes its cultural memory from structural functionalism. The function of the cultural memory, as tangible and intangible assets, plays an essential role in developing time-honored companies (Wang, 2019). Accordingly, we suggest that anthropology can play a beneficial and active role in business management in the following five major areas.

Auditing and Shaping Corporate Cultures

For anthropologists, business organizations are economic institutions aimed at achieving profits and traditional organizations with similar research value for anthropological studies in many aspects. Anthropologists can obtain insight into organizational culture and obtain formal or informal knowledge (Garza, 1991). Anthropologists always take the business sector as a cultural entity, a gathering of people that can be rationally studied, analyzed and understood by anthropological studies. One should also keep in mind the related business strategic background. For example, after long-term observation and research in related business sectors, cultural anthropologist Vincent Edwards proposed the interaction model between enterprise behavior and social-political, economic, cultural, and natural environmental background. The theory's core value is that enterprises can use background opportunities to promote their overall development (Wang and Xu, 2012).

In their research on social backgrounds both at home and abroad, anthropologists can uncover and explain behavioral models that influence enterprises' strategies and operations. Such anthropologists' expertise is ideal for research to improve business operations (Baba, 2005) using cultural auditing methods. By referring to a cultural audit, we mean the research on an investigation into organizational cultural features. After researching their vision, ideas, philosophy, values, and relations, we can make sure whether the employees consciously or unconsciously support cultural auditing ideas or beliefs (Strathern, 2000). Anthropologists can use applied anthropology theories and research methods to analyze the impact of deep cultural factors in human resource management on employee turnover from a cultural perspective and conclude that a reasonable employee working mechanism should be established. Pay attention to managing the organization's hidden culture and creating a humanized corporate culture (Ding, 2019). Therefore, the most significant contribution from business administration anthropologists is their systematic understanding of organizational culture, their research on strategic business backgrounds, their cultural auditing in business, and putting plans and propositions to construct business cultural systems.

Operational Management Process

Incorporate creation domains; anthropology is mainly involved in product design, development, and process innovation. An important role that the anthropologist can play in business administration is to help a business improve product design capabilities, develop new products or improve business models for promoting products to customers (Tian and Zhou, 2012). The ethnographic researcher is the best channel for product or technological designers to understand consumer behaviors better. Anthropologists usually make their observations on consumer behaviors in cultural, historical and global contexts. When the business invites anthropologists to research new technology or methods, management is likewise faced with an opportunity to observe new technology influences on consumers (Jordan, 2014).

Anthropologists believe that research on consumers is a social science, while consumption and the influences thereon are penetrating, which forcefully influence every aspect of our lives. After the 1960s and 1970s, Western countries have gradually transformed into a "consumer society." Consumption is becoming more and more critical in the production process. People realize that consumption is also a cultural phenomenon. Anthropologists have gradually developed consumer culture and consumer behavior-related research (Fu, 2020). The value of the ethnographic research method to product development and business operation studies has been widely recognized by the business world, especially in product design domains in recent years (Squires and Byrne, 2002). For example, anthropologist Robinson and his colleagues

applied the anthropological method to observe and define the consumption process. They then helped enterprises develop and design new products.

Through ethnographic studies, Robinson and his colleagues not only helped to develop a new OTC medicine but also helped a major auto manufacturer to develop a new platform truck, helped JanSport, a box backpack producer, to showcase in a completely original way the products were produced at a sports shop, helped Frito-Lay to analyze its markets better. It should be noted that if we integrate R&D culture, traditions, personality, and knowledge structures of engineering designers with the research results of anthropologists to promote the R&D of products and processes, we can not only satisfy the needs of current consumer groups, but we can also adjust to consumer trends and directions of the future (Garza, 1991). Besides, we can also use the human-oriented concept as the starting point, combining ergonomics and environmental psychology, to demonstrate and analyze the relationship between people, products, and the environment, to study the design factors that affect the disaster relief tent under the human-oriented concept, and to further analyze consumption of the emotional needs (Zhou, 2019).

Business Administration and Knowledge Management

From the historical context of business administration, we can see that business decision-making's failure or success requires not only large quantities of data-based analysis but also needs large amounts of non-quantitative analysis or qualitative analysis. Therefore, anthropologists' comprehensive observation of enterprise administration offers enterprises assistance to reduce decision-making errors, avoid communication barriers, and improve enterprise management efficiency. Anthropological application in business administration lies mainly in tacit knowledge management and human resource management (Tian, 2010).

In the knowledge system of management, the concept of tacit knowledge usually refers to some individual's knowledge that is hard to express to other members of the organization, or it is difficult to be learned and grasped by people either within or outside the agency (Burke, 1998). The process of transforming tacit knowledge into explicit knowledge is to express clearly the management and organize knowledge. The truth behind the studies on tacit knowledge is the most significant contribution of anthropologists who serve business administration.

The anthropological application to H.R. management specifically includes the guarantee system to deal with equity issues, manage staff who are too stable (or vice versa) or adjust the company's inner hierarchy or methods to react to labor disputes other events. Using such case study methods as participant observation and interviews, anthropologists may target targeted solutions to avoid excessive deviation between employee relations and organizational objectives. In the context of the era of big data, companies face widespread employee mobility. How to build a stable and efficient human resource system that develops in an organization is particularly important. Anthropologists have found that organizations are related to their organizational culture in research related to organizations. Therefore, building a cultural human resource system can lead to the future organizational human resource model (Wang, 2019).

Marketing and Sales

An essential anthropological contribution to the marketing area is analyzing and expanding theoretical constructs concerning consumer behavior and market theories based on non-Western social research experience. John Sherry, a leading figure of business anthropology, argues that marketing and anthropology can cooperate. While conducting market research, anthropologists may also analyze consumers' products' symbolic meanings. This is also of great significance to the study of consumers' motivations to improve their economic and social status, regardless of whether these motivations are conscious or unconscious. Per the anthropological theory, the social and cultural factors of enterprises usually affect consumers. The key to business administration enterprises' success lies in the extent to which they understand the needs, desires, and enthusiasm of consumers for specific products or services and how to arouse such enthusiasm (Sherry, 1990). (Mao, 2019) Taking the theory of memory in anthropology as the starting point, it explores the process of memory storage, practice and reconstruction of winery brand culture. It is believed that the critical connotation of wine brands relying on winery or production area brand building lies in brand culture.

Improve the winery brand culture, link the winery brand culture with the market and individuals, and enhance its market competitiveness.

International and Cross-Culture Management

With globalization and world economic integration, there is a need for many enterprises to expand their business worldwide. As such, there is a need for cross-culture management. International business's success relies heavily on effective communication under specific rules, and due to globalization, the business market environment has crossed national borders. Therefore, anthropologists need to help with organizational inspection, remolding corporate value systems and assisting with remolding corporate value systems and helping enterprises see the world from a new perspective (Jordan, 2003). The combined efforts of anthropologists and scholars of other specialties can help enterprises build a globalized system, signing various agreements and formalizing rules to coordinate business systems (Yucel, Elibol and Dagdelen, 2009). In terms of medical communication, medical anthropology and traditional Chinese medicine are similar in methodology. Anthropologists build a bridge between the two medical cultures of the East and the West. Medical anthropology can enhance overseas society's understanding of the cultural value of Chinese medicine. Chinese medicine to participate in public health governance will promote Chinese medicine's international development (Zhang, 2020).

Anthropologist Edward T. Hall built a career in the cross-cultural communication field and eventually wrote several seminal works in business, anthropology, communication, and many other fields. His practice and influence in the fields of cross-cultural communication and intercultural training have been monumental. He clearly understood that errors in cross-cultural communication could destroy a business deal or a peace agreement. In his book, *The Silent Language*, Hall explains that communication includes nonverbal characteristics that must be understood in a cultural context (Hall, 1981). In his later books, he explored the culturally different ways of conceiving space and time and implications for business practice. Hall's practice in and theoretical contributions to business communication generated significant impact and international value in cross-cultural factors. Anthropologists, such as Gray Ferraro, have continued Hall's work on communication in international settings (Ferraro, 2002). By analyzing the relationship between anthropology and social and cultural conditions, a teaching model for the cultivation of cross-cultural behavioral competence has been constructed. This model significantly enhances students' cross-cultural awareness and cross-cultural behavioral capabilities and improves and improves Sino-Germany Jointly cultivates undergraduate students' cross-cultural behavior ability (Yao, 2020).

The most famous cross-cultural business communication anthropologist Geert Hofstede (1991) has created a global model to help business professionals distinguish cultural differences for individual countries. This most cited cross-cultural communication model is commonly called the four-dimension culture model, which contains power distance, uncertainty avoidance, individualism-collectivism, and masculinity. Many researchers, such as Redpath and Nielsen (1997), Emery and Tian (2003, 2002), among others, have added one more dimension to the Hofstede model. This dimension is called Confucian dynamism, which specializes in differentiating Chinese from Western cultural values. The contributions from Hofstede and his successors have played an essential role in facilitating international business and cross-cultural communications.

Applied Research on Management Education

Management education aims to cultivate talents for modern enterprise management, and management continues to develop scientifically. Its research methods continue to add quantitative knowledge, such as computing science and mathematics. Management research is increasingly biased towards descriptive and explanatory knowledge, leading to management theory and management practices that cannot be combined (Tian, 2015). Therefore, it is necessary to accelerate the optimization and innovation of business management education. It is also necessary to take social needs as the starting point, combine the university's teaching environment's characteristics, further integrate theoretical knowledge and practical teaching, and cultivate new economic ordinary professional technical talents for market development (Qiu, 2019). Innovative management education should take humanistic education as the core, put innovation

ability in the first place in talent training, cultivate personalized development, and continuously promote innovative business management talents (Zhai, 2014).

Based on the enterprise's demand for compound talents with comprehensive qualities, it is necessary to strengthen the cultivation of students' historical, cultural, and scientific cognition abilities, correctly understand history, understand and respect different cultures, improve scientific literacy, and cultivate a group of A compound management and operation with thinking ability, a good sense of innovation and the ability to accept things (Wang, 2017). Especially in the rapid development of "Internet +," it is necessary to accelerate the reform pace in education. Management education can adopt new teaching models conducive to cultivating students' independent exploration and discovery, independent innovation and entrepreneurship capabilities, and fostering a new generation of excellent management education Talent (Wen, 2020). Adopt diversified training strategies to cultivate students' organizational communication skills and overall planning coordination skills (Tang, 2020). Simultaneously, it should also strengthen students' practical creativity, unique creativity and collaborative creativity to shape managers into promoters, the main force of innovation and entrepreneurship (Wei, 2020).

THE RISE AND DEVELOPMENT OF BUSINESS ANTHROPOLOGY

The applications of anthropology in business administration represent an outstanding contribution to business studies by business anthropology's unique research methods. The contribution of anthropologists to business administration is universal in the management world. Business anthropologists' roles, their corresponding functions and contributions, their study of various business organizations, and their research accomplishments often benefit from their ethnographic research methods. Ethnographic methods, such as participant observation, are utilized to collect necessary information, allowing anthropologists to utilize their skills and methods to research the business world to fully realize the anthropological potential, improve business performance, and increase profitability for firms.

The term "business anthropology" came into use beginning in the 1980s, although the earliest business anthropology can be traced back to the European colonial period in the 19th century. An example company using such work is the British East India Company, which once hired anthropologists to research India to serve its business benefits (Qi, Wang, and Liu, 2012). The Hawthorne Project launched in 1924 is generally accepted as the landmark for anthropology in business. This research marks the first phase of business anthropological development. Anthropologists from Harvard University researched employee relationships and labor efficiency at Western Electric Company in Chicago. Elton Mayo and Lloyd Warner were the study's significant researchers, based on the Functional School of anthropology theories' theories. The Hawthorne Project applied classic anthropological research methods such as participant observation drew a conclusion that had a significant influence on business administration studies for many decades. The researchers concluded that the staff's labor efficiency could become higher due to staff management's management level of concern (Jordan, 2010).

The second phase began after WWII. The research by Helen B. Schwartzman of Northwestern University in the United States played a significant role in business anthropology. In 1941, Harvard University established the anthropological club. In 1946, several anthropology professors at Harvard University, including Burleigh Gardner, Lloyd Warner and others, left the university and established their consulting company, which pioneered anthropological consultation in business administration. The company's business included all areas and departments of business administration and successfully provided consulting services to hundreds of large and medium-sized business firms. It is still one of the most active consultation companies in business administration (Bruce, Henry, and Dennison, 2006).

The third phase took place during the 1960s and 1970s. The research during this period benefited from the fieldwork of anthropologists in hetero-cultural areas. Because of its generous contributions to politics and research ethics, the government began to pay greater attention to anthropological research. At the same time, anthropologists encourage the relative independence of the research objects as part of this plan. This period was also a significant period for discussion of anthropological research ethics.

The fourth development phase was in the 1980s, during which business organizations generated significant interest in anthropological research. The University of California organized the first Academic Society to research organizational culture and management, compiled quarterly publications and promoted its development. During this period, management had developed to the point where many had become interested in the new stage of cultural management theory. Today, anthropological research in business administration has drawn wide attention; therefore, many enterprises are beginning to hire anthropologists for business development (Tian and Zhou, 2012).

Since the mid-1990s, many anthropological departments at European and American universities have formally offered business anthropology courses. Some institutions are beginning to enroll doctorate and graduate students, such as at Wayne State University, Albany State University, North Texas State University, and Denmark Copenhagen University. Colorado State University's Boulder campus recently began offering double majors in business administration and anthropology, which has proven very popular. Based on Dr. Jordan's work, since the mid-1980s, the influence of anthropological theories and methods has grown ever larger, especially in the courses of organizational behavior, consumer behavior, marketing and management, competitive business information and other fields. Professors of business colleges have primarily introduced anthropological theories and methods in their teaching practices, thus improving their teaching qualities and effectiveness. Dr. Ann Jordan published her seminal work "Business Anthropology" in 2003, which marked the formal establishment of business anthropology's sub-discipline (Jordan, 2003). As an independent course, business anthropology has begun to be set up in some Chinese universities.

In China's anthropological academic circles, applied research with an orientation towards business administration and solutions for practical problems has witnessed tremendous development (Tian and Zhou, 2012). Applied anthropology is only a general term that encompasses all research to solve practical problems through anthropological methods. For example, when we apply anthropological methods in our research to solve educational problems, we call it educational anthropology. Similarly, when we use it in research to solve urban issues, we call it urban anthropology. Business anthropology is an emerging cross-discipline applied to anthropological methods for business administration practice, and it belongs to both social science and management science. Therefore, it can be considered a broad discipline. In Europe and the United States, ever greater anthropologists are involved in research in business strategies and operations. In such studies, anthropologists tend to assess product qualities and possible consumer reactions before the technological products' actual sales begin (Tian, Van Marrewijk and Lillis, 2013).

As the economy in China evolves and changes, the business strategy must also adapt. There is no doubt that China's economic transition will affect business strategies across a wide range of industries: from telecommunications to automotive, hospitality, airline, textiles, cosmetics, etc. Business anthropology is discussed from the creation and theory of ethnographic texts on the market, capital, technology, and consumer culture. Business anthropology plays a vital role in market research, product design and user experience (Pan, 2019). Business firms must across a wide range of activities, such as how to upgrade products and services to meet international market needs, how to effectively reach the target market, how to establish the positioning of products and services, and how to effectively conduct advertising and promotions internationally and cross-culturally (Alon 2003, Gerth 2010). Chinese business leaders realize the changes taking place every day in the world marketplace; they fully understand that to better market their products and services internationally, they must better understand international market environments from a cross-cultural perspective (Paliwoda and Ryans, 2008).

LOCALIZATION IN THE CHINESE CONTEXT

The history and tradition of anthropology in China had always taken practical application as its guiding ideology; it has provided a management basis at different levels for the nation, government, and various enterprises. However, in the cultivation of modern business and administrative talent in China, there is a severe lack of related anthropological knowledge in education, to say nothing of a lack of anthropologists' involvement in business organizations' management practice. Thus, there is a shortage of research results and related documents, and neither the academic world nor the business sectors know much about business

anthropology. Nevertheless, in the last 30 years, the rapid developments of China's business administration sector and its culture have provided a rock-solid foundation for the rise and development of business anthropology in the country.

Given the reality of business anthropology development in China, it is worth mentioning the study of Nongmingong (peasants who work in urban areas), a unique social-economic phenomenon in the modern Chinese business world. Dr. Zhou Daming and his students were pioneer scholars for this phenomenon, beginning in the middle of the 1990s. They look at group differences among Nongmingong and suggest that business leaders must be aware of the group differences in their everyday business management operations (Zhou and Sun, 2009). Several recent endeavors are worth noting; for instance, Dr. Qi Xiaoguang applies anthropological fieldwork methods to study corporate cultures' issues faced by international companies in China (Qi, 2011). Chen and Bai (2012) applied anthropological methods to study tourism in Yunnan Province. They suggest that the government should mobilize local ethnic resources to develop the Yunnan tourism industry. Dr. Wang Chunxia has shown how different religious thoughts and customs have impacted Macau Chinese business communities (Wang, 2012). Li Dekuan, a doctoral supervisor professor at Ningxia University, studies the significance of ethnicity in human resources management in business firms that either hire minority employees or conduct business operations in the minority concentrated areas (Li, 2012). Introducing the concepts, theories and paths of anthropology into the field of research in the field of Chinese medicine and studying and analyzing the social and cultural logic in the development of Chinese medicine from the perspective of anthropology will help Chinese medicine to go to the world more authoritatively (Zheng, 2020).

Along with accelerating industrialization and urbanization, Chinese society has undergone a gradual transformation. At the same time, it has witnessed a business era that is different from traditional times. Some local scholars have noticed such trends. Dr. Chen Yunpiao once called for politicians, management experts, and anthropologists in China to face up the coming of the business era, to research the social-cultural changes as well as changes brought about in such aspects as people's behavioral models, ways of thinking, value systems and other various aspects. He suggests that man and machine relationships have become closer than in any other historical period in this new era. Simultaneously, such a relationship's harmony and conditions have become one of the most critical issues for all organizations (production organizations in particular). In this case, a man should be evaluated technologically and adapt himself to the machine to organizational norms, especially production organizations' specifications, consistent with machines' operation and improving production efficiency. Therefore, organizational norms in the business era are different from those during the days of traditional society. The major features of social, organizational norms in the business era include transparent relationships, obedience to authority, problem-orientation, and no involvement of human feelings, impersonal and rational calculation, etc. Organizational culture, or enterprise culture, is related to such norms. In this sense, Dr. Chen did have foresight into socio-cultural changes and innovative research on the anthropological theories and methods in the business era (Chen, 2003).

Simultaneously, researchers of the management sector also noticed the importance of humanistic factors in management studies; they began to advocate anthropological theories and methods to research management. As aforementioned, Professor Guo Yi has always advocated the humanistic mentality of management, the focus on humane care, and that management colleges must spread the humanistic spirit. While talking about the localized research on management, Professor Guo Yi also makes the point that the phenomena and issues for China's organizations and management never being so-called "situational" issues, but that they are, on the contrary, a reasonably independent "local knowledge" system with prominent features (Guo, 2010). Some local management theorists agree with such a view, as they view that the development of management theories in China must focus on the specific context (Xie and Wei, 2012).

Dr. Lv Li is an active advocate of humanistic values and has focused significant attention on applying anthropological theories and management methods. He believes that anthropologists advocated by anthropologists, such as cultural relativity, commonality, the individual's adaptability to society, and anthropological integrity emphasized by anthropologists, conform to localized management practices'

inherent characteristics. Therefore, it is appropriate to research management practices, especially on local management practices, with an anthropological perspective. Thus, Dr. Lv Li put forward the new term “management anthropology,” the nature of which is essentially the same as cross-disciplinary business anthropology. The only difference is that management anthropology emphasizes management practices, while the new cross-disciplinary business anthropology closely relates to economic anthropology and management anthropology. In addition to its focus on management practices, management anthropology also emphasizes the careful consideration of product design, market promotion and the integration of production and sales (Lv 2012, 2009).

Although business anthropology is a new inter-disciplinary subject and a cross-discipline, many research reports and papers already exist there due to its rapid development in advanced Western market economies. However, in business administrative administration research in China, only a few research reports and papers can be found as business anthropology. Foreign documents can only provide a limited reference to current theories and practices in China since management's essence lies in localization. Western management theories' appearance is based on the West's systematic environment and is closely related to the West's political, economic, and social background. That is why combined efforts are needed from both management theorists and anthropologists to localize management anthropology and business anthropology.

When considering the localization of management science and business anthropology, it is necessary to mention and analyze a particular case known as the “13 Jumps” of Foxconn. The 13 Jumps refer to the tragedies in which 13 workers jumped off tall buildings in Foxconn factories in several years because they could not handle the high pressure at work by themselves. At this Taiwanese-funded private enterprise, starting in 2010, employees began to commit suicide frequently, drawing much public attention. “Thirteen Jumps” for the time being became a buzzword in social management and business management circles in China. Why then did such tragedies occur? If we investigate the causes, it is not hard to discover severe problems in the Foxconn culture. Per anthropological theories, culture is deeply rooted in the business organization members' daily lives, including decision-making, resource allocation, position promotion, and proper behaviors. Therefore, culture affects every product of the enterprise. These products range from job satisfaction, business turnover, productivity, profit capability and so on. Management needed to understand the cultural variables to improve efficiency and team cohesion effectively.

In terms of Foxconn, the management must have ignored the value inherent in corporate culture, overlooking the central theme in creating Foxconn's enterprise culture, which is why tragedies occurred one after another. If we look at the case in a broader environment in the localization of business administrative enterprises, we should keep in mind that China is a socialist country and has always kept to a socialist path with Chinese characteristics. Since 2010, China has been making dedicated efforts to build a moderately well-off society. A harmonious society is focusing much on the premise of maintaining stability. If we look at Foxconn, we can see that it bears solid capitalist colors, simply stressing yield, pursuing maximized profits, forcing the staff to work overtime, and never caring whether the employees could bear the pressure and stress or not. Due to their ignorance of the localized environment in a broader sense, the employees held frequent strikes and even came to commit serial suicides. In this way, the enterprise was not stable; neither can the surrounding Chinese society remain stable, which is the opposite of the current Chinese goal of constructing a harmonious society (Tian and Dai, 2013).

In contemporary industrial society, almost every organization must face the fact that its employees are of different cultural backgrounds. Such commercial companies usually need to establish a diversified team to accomplish certain specific tasks. In such teams, mutual trust and active assistance are very important. In companies like Foxconn, with its founder from capitalist Taiwan, it was natural for management to have a solid industrial and commercial background. However, its employees come from socialist mainland China and are primarily composed of peasant workers who carried a robust agricultural worldview in their job and life. Between the two cultures, shared interests and some irreconcilable contradictions co-existed. The enterprise's organizational culture built on shared interests can be viewed as a formal cultural model.

In contrast, a model built on cultural contradictions is the informal cultural model of the enterprise. The ethnographic research method with anthropologists' expertise has some good advantages in studying formal

and informal cultural models' differences and similarities. It thus could help Foxconn to solve its inherent cultural contradictions.

One of the Chinese leadership tasks is to develop China's cultural soft power and take the cultural industry's construction as one of the pillar industries in China's social and economic development. Similarly, in the face of fierce international competition, if Chinese businesses try to succeed through competition, they must create and develop their enterprises' soft power with distinct characteristics of their own. In this sense, Chinese scholars of management science should research industrial and commercial cultures from the anthropological perspective to design and develop enterprise culture, indispensable for localized management innovation in China.

CONCLUSION

In the community of Chinese business administration scholars, the empirical analysis still dominates the business administration disciplines. Thus, when Chinese management scholars try to provide solutions for organizational and management problems in the local culture, they think of a methodology - the approaches and methods to study "local knowledge" (Tian and Dai, 2013). However, they forget that cultural sources of "local knowledge" are the fundamental premises in management studies. They should first understand and grasp the specific features and properties of organizational and management knowledge regarding China's national situation. The enormous reality facing the localization of management enterprises is the stability of the social environment and social life harmony. A series of related management problems cannot be addressed through quantitative measures (Guo, 2010). Therefore, if scholars want to research business administration on an even more localized level and become even more diversified; they need to advocate using qualitative methods as ethnographic approaches.

Anthropology is still a discipline to be developed in China. As a branch of applied anthropology, business anthropology presents a new area to be explored with a bright future (Tian and Zhou, 2012). For the management world, ethnographic research and participant observation are two specific yet related methods that are very valuable. The scientific application of such qualitative methods can provide healthy and valuable information for business administration. In its unique yet practical approach, anthropological research methods have provided a path for studying human behavior. These methods deserve the welcome of the whole business administration world. In fact, through the visionary approach of these methods, business anthropology has already made outstanding contributions to business research, both academically and industrially. At the same time, social anthropology provides a large amount of information for the multidisciplinary research and development of management from concepts and methods and has contributed to management's teaching. Anthropological methods have had an impact on business education. The concepts and principles of anthropology are applied to the fields of business education and education management. Its methods have much promoted the understanding of complex educational issues and challenges.

The localization path of business administration in China lies in applying anthropological research methods to local management practices, enabling the scholars to understand better the actual reactions to and the causes of such practices and obtain beneficial knowledge from these research methods. As a nation with various ethnic groups, China is ever more actively involved in globalization and is also involved with developing its social economy. China also specifically decided to develop cultural soft power as the focus of the national strategy. Research on enterprise culture has thus become more and more critical. Therefore, there will be a rapid increase in the demand for applied anthropological talents in China's future labor market, such as the need for business anthropologists. There are reasons to preview that business anthropology will have an important role to play moving forward. The research on business anthropology is expected to flourish and prosper through wide application and great effectiveness.

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