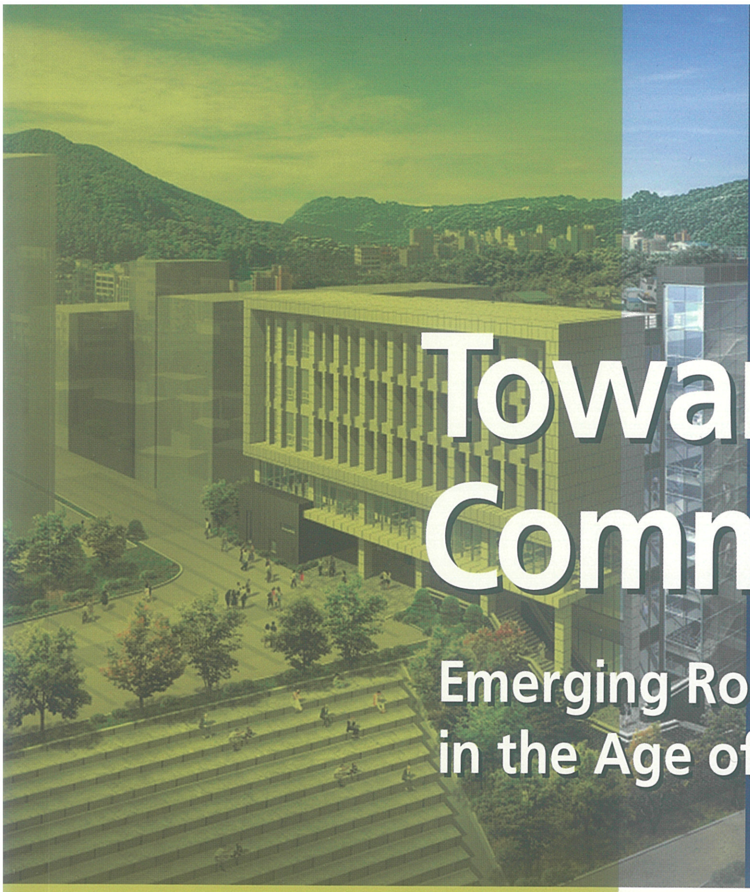
The 11th Asia-Pacific Conference
of Association for Business Communication



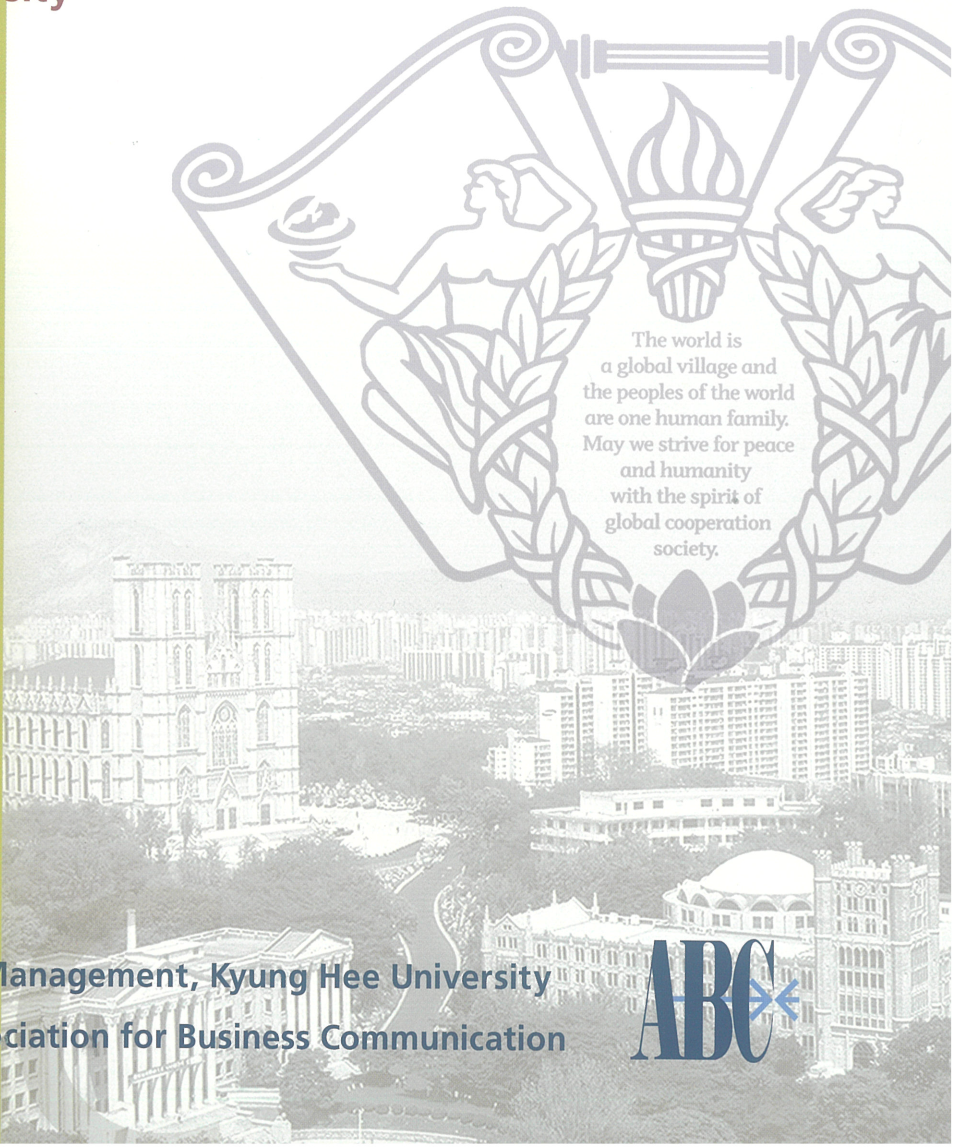
Towards Empathic Communication

Emerging Role of Business Communication in the Age of Global Consciousness

March 29-31, 2012

Orbis Hall, Kyung Hee University

Seoul, Korea



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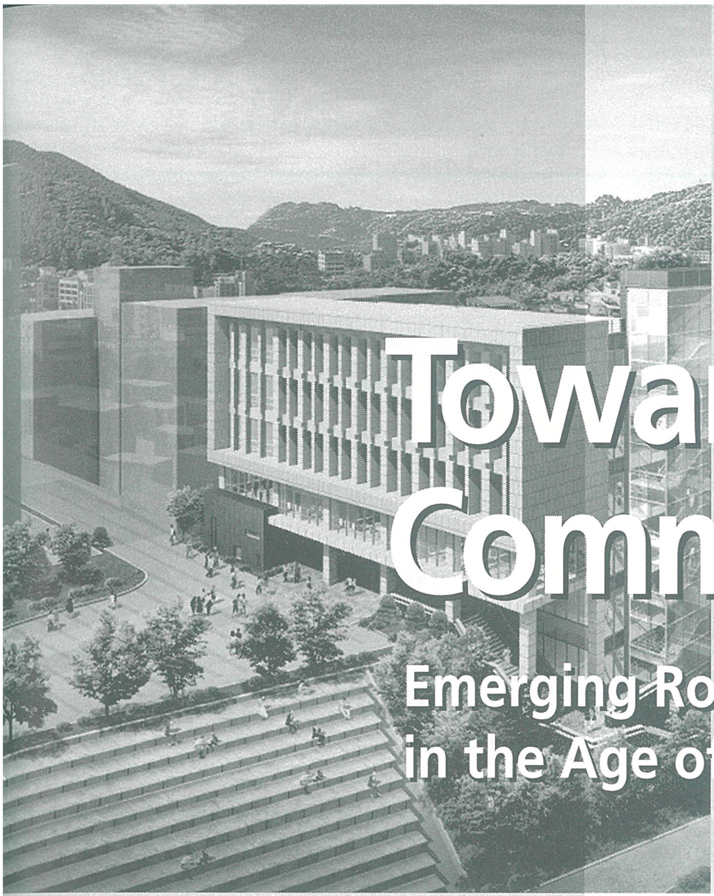

Towards Empathic Communication

Emerging Role of Business Communication in the Age of Global Consciousness

School of Management, Kyung Hee University

Korean Association for Business Communication

Conference Committee

2012

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Yung-Ho Suh (Dean, School of Management, Kyung Hee University)

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Hyejung Chang (Associate Dean, School of Management, Kyung Hee University)

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Yong-Seung Park (Professor, School of Management, Kyung Hee University)

Industry Collaborating Chair:

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Kyoung Jun Lee (Professor, School of Management, Kyung Hee University)

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Welcome to the 11th Asia-Pacific Conference of Association for Business Communication

2012

The conference is co-organized and run by the School of Management, Kyung Hee University (KHSUM) and Korean Association for Business Communication (KABC). The basic goal of the Conference is for experts, professionals, and academicians to share their ideas and experiences in the field of business communication. Conference sessions cover many insightful and new issues across emerging globalized industries and schools.

In particular, this year's conference focuses on empathic communication in a diverse and global landscape. A new paradigm is sweeping society, its organizations and its business environment. We are moving from an economy and a society built upon the logical, linear, and computer-like capabilities into a totally new economy and a society built upon inventive, empathic, and big-picture capabilities.

In this emerging paradigm, terms like empathy, compassion, trust, and culture have acquired a critical relevance to the understanding of the nature of contemporary business. Instead of mechanistic monitoring and control paradigm of an industrial age, a humanity-based paradigm for a post-industrial age has been emerging. Consequently, for the 21st century, we require an accompanying new paradigm of business communication paradigm which incorporates an empathic dimension, where such competencies as identifying with and understanding relevant business stakeholder's circumstances, feelings, and motives, has become even more critical.

We believe this year's Asia-Pacific Conference of ABC will provide participants with valuable opportunities to stimulate further discussion on the future of business communications in this exciting age of global consciousness.

ABC Asia-Pacific 2012

Program Schedule

2012

March 29, 2012 (Thursday) : Pre-Conference Workshop

Time	Program	
8:30–9:30	Registration / Orbis 111 Entrance lobby,	
	BC in Academy (in English) Orbis 423 Chair : Hyejung Chang (Kyung Hee University)	BC in Practice (in Korean) Orbis 111 Chair : Kyoung Jun Lee (Kyung Hee University)
09:30–11:00 11:00–11:15 (coffee break) 11:15–12:45	Publishing Business Communication Research in SSCI Journals 1. Overview of Management Communication Quarterly 2. How to Develop, Shape, and Present Manuscripts James Barker (Professor, Dalhousie University & Editor in Chief, Management Communication Quarterly)	Managing the System, Leading the People 1. Realize the Importance of Human Being 2. How to Enjoy Our Life and Work 3. Clarify My Personal Values, Vision, Mission 4. Understand How to Expand our Comfort Zone to Effectively Address Current Challenges 5. Understand the Cycle of Self–Development 6. Practice the Human Relation principles 7. Practice Innerview Technique 8. Building Teamwork Yeomsoon Choi (CEO, Dale Carnegie Training)
12:50–14:00	Lunch / Orbis 151	
14:00–15:30 15:30–15:45 (coffee break) 15:45–17:15	Gender Communication 1. Leadership and Communication 2. Influencing Tactics Asha Kaul (Professor, Indian Institute of Management)	Social Media Based Business Communication 1. Creative Thinking Processes for Business Communication Ji Sun Lee (Professor, Sookmyung Women's University) 2. Trends of Social Media Based Business Communication Kyoung Jun Lee (Professor, Kyung Hee University)

March 30, 2012 (Friday): Opening Ceremony & Industry Visit

Time	Program	Content
8:00-9:00	Registration	Orbis 111 Entrance lobby
9:00~12:10	**Opening Ceremony & Invited speech / Orbis 111**	MC: Jung Sook Park (Kyung Hee University)
9:00-9:40	Opening Ceremony	**Opening Remark:** Yung-Ho Suh (Dean, School of Management, Kyung Hee University) **Welcoming Remark:** Bertha Du-Babcock (Vice President, the Asia-Pacific Region, ABC) **Congratulatory Remarks:** Hiromitsu Hayashida (President, ABC) Jung-Man Kim (Vice President, Kyung Hee University)
9:40-10:25	Keynote Speech	**Business Communication in the Age of Global Consciousness: Directions for Thought Leadership** James Barker (Professor, Dalhousie University & Editor in Chief, Management Communication Quarterly)
10:25-10:40	Coffee Break	Orbis 111 Entrance lobby
10:40-11:10	Plenary I	**Preconditions for Effective Communication** Taesik Ahn (Professor, Seoul National University)
11:10-11:40		**Global Training and Developing International Managers** Shuming Zhao (Dean, School of Business, Nanjing University)
11:40-12:10		**Building an Iconic Brand – Connecting Humanity** Jinlong Wang (President, Starbucks Asia-Pacific)
12:10-12:15	Photo	*Kairos Square*
12:15-13:15 (12:30-12:45)	Lunch ABC Membership	Orbis 151
14:00-15:30	Industry & Cultural Visit	LG Display Co. Ltd. in Paju
16:00-17:00		Observatory in Korea Demilitarized Zone (DMZ)
17:00-18:30		Gallery and Museum, Heyri ArtValley
18:30-20:30	Dinner	Korean Traditional Restaurant in Heyri ArtValley

March 31, 2012 (Saturday): Paper Presentation & Plenary Sessions

Time	Program	Content			
8:00–9:00	Registration	Orbis Hall Main Entrance Lobby (3rd floor)			
		Session 1 *(Orbis 306)*	Session 2 *(Orbis 307)*	Session 3 *(Orbis 308)*	Session 4 *(Orbis 309)*
9:00–9:20 9:25–9:45 9:50–10:10 10:15–10:35	Paper Presentation I	Cross-Cultural Communication Chair: Louis Patterson (Kyung Hee University)	Internal Stakeholder Communication Chair: Rebecca Radnor (Kyung Hee University)	Industry-Specific Communication Chair: Gun-Jo Woo (Korea University)	Teaching Business Communication Chair: Rob Hart (Kyung Hee University)
10:35–10:50	Coffee Break	Orbis Hall Main Entrance Lobby (3rd floor)			
10:50–11:10 11:15–11:35 11:40–12:00	Paper Presentation II	Communication in Global Business Chair: Sung Eun Kim (Kyung Hee University)	External Stakeholder Communication Chair: Gyehee Lee (Kyung Hee University)	Trust in Communication Chair: Jae Won Lee (Kyung Hee University)	Information Technology in Communication Chair: Jae Hong Park (Kyung Hee University)
12:00–13:00	Lunch	Purunsol Cafeteria (B1)			
13:00–13:20 13:25–13:45 13:50–14:10	Paper Presentation III	Communication and Rhetoric Chair: Steven Frye (Kyung Hee University)	Issues in Business Communication Chair: Ilchul Kim (Dongeui University)	Empathic Communication Chair: Jasook Koo (Kyung Hee University)	Social Media in Communication Chair: Sang-Chul Lee (Korea Christian University)

14:15~18:00 Plenary & Closing Ceremony / Orbis 111

MC: Do Hee Kwon (Kwangju Women's University)

Time	Program	Content
14:15-15:00 15:00-15:25	Plenary II	**Communicating with Internal and External Stakeholders in Business** Asha Kaul (Professor, Indian Institute of Management) **Towards Business Communication by Empathy** Hyejung Chang (Professor, Kyung Hee University)
15:25-15:45	Coffee Break	Main Entrance Lobby, Orbis 111
15:45-16:10 16:10-16:35	Plenary III	**Rhetoric and Speech Education in Korean Business Communication** Sang Cheol Lee (Professor, SungKyunKwanUniversity) **Issues of Business Communication in Korea** Jihyeon Jeon (Professor, Ewha Woman's University)
16:40-17:40	Round Table	*Towards Business Communication Education & Research in Asia-Pacific Region* -Bertha Du-Babcock (Vice President of the Asia-Pacific Region, ABC) -Naoki Kameda (President, Doshisha University) -James Barker (Professor, Dalhousie University & Editor in Chief, Management Communication Quarterly) -Asha Kaul (Professor, Indian Institute of Management) -Shuming Zhao (Dean of School of Business, Nanjing University) -Jihyeon Jeon (Professor, Ewha Woman's University) Moderator: Yong-Seung Park (Professor, Kyung Hee University)
17:40-18:00	Closing Ceremony	Closing Remarks with Lucky Draw, Paper Competition Awards
18:00-20:00	Reception	Kairos Square

Paper Presentation

2012

Session 1 : Orbis 306

9:00-10:35	[Session 1.1] Cross-Cultural Communication Chair : Louis Patterson (Kyung Hee University)
1	A Comparison of Communication Behaviors and Strategies between Intra-and Intercultural Decision-Making Meetings: Hong Kong and Japanese Cases Bertha Du-Babcock
2	The Framework of Cross-Cultural Adaptation in International Business Negotiation Yuichiro Yamamoto
3	A Comparative Analysis of Persuasive Business Discourse between Hong Kong and Japan: The Impact of Culture Nicole NG Ka Wan
4	Promotion of Intercultural Understanding from the Educational Point of View Shun-itsu Nakasako

10:50-12:00	[Session 1.2] Communication Global Business Chair : Sung Eun Kim (Kyung Hee University)
1	A Research Paradigm to Optimize Globish for Global Business Communication MomotaroTakamori
2	Empowerment in Japanese and Swedish Companies: a Comparison Channou Gailliaert, S. Paul Verluyten
3	A Thematic Comparison of Annual Report Letters Written by CEOs of U.S. and French Companies William Wardrope, Jean MacDonald, Stuart MacDonald

13:00-14:10	[Session 1.3] Communication and Rhetoric Chair : Sang Cheol Lee (SungKyunKwan University)
1	From Language-Based Communication Zones Model to International Business Communication Zones Model Richard D. Badcock
2	Persuasion and Perception in Presentations Happy Goh, Peggie Chan
3	Professional Skills and Language Proficiency Sarah Louisa Birchley

Session 2 : Orbis 307

9:00-10:35	[Session 2.1] Internal Stakeholder Communication Chair : Yong-Seung Park (Kyung Hee University)
1	Satisfaction with Communication as Antecedents of Relational and Structural Social Capital Ikushi Yamagushi
2	Componential Priorities in Rapport Management Yeonkwon Jung
3	Construction, Co-construction, and Re-construction of Knowledge: How Professional Design Teams Actually Deliberate Chrysi Rapanta
4	Cross-Cultural Conflict and Socio-Pragmatic Factors in Japanese Workplace Kashii Fukaya

10:50-12:00	[Session 2.2] External Stakeholder Communication Chair : Gyehee Lee (Kyung Hee University)
1	Leveraging the Use of Video Resumes in Employment Communications Ban Phung
2	An Interactive, Networked Algorithm for Marcom Don E. Schultz, Martin P. Block, Kyoungsoo Kang, Ilchul Kim
3	One Consideration upon the Practical Keys to Have Better Business Communications in the Face of the Crisisin Business Management - Case Study: September 11, 2001, NY Tatsuya Yagi

13:00-14:10	[Session 2.3] Issues in Business Communication Chair : Ilchul Kim (Dongeui University)
1	Communicating Reputation: A Reflection of Tangible and Intangible Factors Asha Kaul, Avani Desai
2	Ineffective Knowledge Transfer- It doesn't matter Kuok Kei Law
3	Overseas Business Internships Philip McCasland, Sarah Louisa Birchley

Session 3 : Orbis 308

9:00-10:35	[Session 3.1] Industry Specific Communication Chair : Gun-Jo Woo (Korea University)
1	Collaborative Practices in the Hong Kong PR Industry: A Study of Two Sites Stephen Bremner
2	Overseas Advancement of the Traditional Japanese Crafts Industry -A Case Study of a Japnaese Umbrella Company- Misa Fujio
3	How to Communicate Locally in the Theatre Industry? - The Lion King in South Korea Hye-Won Chie, Shin-Eui Park
4	Suntory-Kirin Merger Breakup: a Study of Miscomminication in the Food Industry Yuji Nozue

10:50-12:00	[Session 3.2] Trust in Communication Chair : Jae Won Lee (Kyung Hee University)
1	What is 'Trust' in Business Communication? Takashi Masuyama
2	Trust Building Beyond 21st Century Hadina Habil, Rohayah Kahar
3	Has Globalization Become a Significant Driver of Stakeholder Influence on the Communication of Organizational Ethics, Commitment and Achievement in Corporate Social Responsibility (CSR)? Deborah Rolland, Jana O'Keefe Bazzoni

13:00-14:10	[Session 3.3] Empathic Communication Chair : Jasook Koo (Kyung Hee University)
1	Can a "You-attitude" Involve True Empathy in Global Business Communication? Naoki Kameda
2	"Empathy work" - Effective Enactment in Call Center Customer Service Colin Mackinnon Clark, Ulike Marianne Murfett, Priscilla S. Rogers, Soon Ang
3	Language Choice and Global Ethical Codes of Conduct David A. Victor

Session 4 : Orbis 309

9:00-10:35	[Session 4.1] Teaching Business Communication Chair : Rob Hart (Kyung Hee University)
1	Developing English-in-the-Discipline Courses for the New 4-year Undergraduate Curriculum in Hong Kong Natalie Fong
2	Career-conscious Course Design of Cross-cultural Communication Skills Mi-Young Ahn
3	One BCOM Teacher's Experience Using the iPad 2 Marla Mahar

10:50-12:00	[Session4.2] Information Technology in Communication Chair : Jae Hong Park (Kyung Hee University)
1	Consumers' Acceptance and Usage Behavior of Health Information and Services on the Web Ji-Young An, Jin kyung Paik, Suk Tae Kim, Chan Ohk Oh
2	The Impact of Design Decisions on the Content of Corporate Social Responsibility Websites Martha Carothers
3	One Study upon the Specific Features of the Websites of the Local Governments of the US, Japan and Korea: Comparative Researches of their Municipal Communications Yukio Hisashima

13:00-14:10	[Session 4.3] Social Media in Communication Chair : Sang-Chul Lee (Korea Christian University)
1	Social Media and Learning Jeffrey Mok
2	Review of the Research on the Business Communication based on Enterprise Microblogging Arum Park, Kyoung Jun Lee
3	The Discourse Analysis of Flaming Problems on Social Media Morihiro Shirouzu

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Biography of Invited Speakers

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- Jinlong Wang (Starbucks Asia Pacific)
- Yeomsoon Choi (Dale Carnegie Training)
- Ji Sun Lee (Sookmyung Women’s University)
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- Taesik Ahn (Seoul National University)
- Hyejung Chang (Kyung Hee University)
- Sang Cheol Lee (SungKyunKwan University)
- Jihyeon Jeon (Ewha Woman’s University)

James R. Barker

Professor, School of Business Administration
Dalhousie University
Halifax, Canada
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James R. Barker is Professor of Organizational Behavior in the School of Business Administration and Faculty of Management at Dalhousie University, Halifax, Nova Scotia, Canada. Professor Barker's research interests focus on the role of strategic behavior in the development of sustainable knowledge, innovation, and change initiatives and the consequences of these initiatives on organizational governance systems, markets, and practices.

His projects include collaborative research with scientists at the Los Alamos and Sandia National Laboratories and with scholars at the University of Melbourne, US Air Force Academy, and University of Strathclyde. He has also consulted with a variety of public, private, and service organizations. Professor Barker's teaching and consultation focuses on managing the value creation process across organization and market levels and emphasizes strategic leadership (both planning and implementation), stakeholder relationship management, sustainable enterprise management, and strategic change and innovation management.

Professor Barker's work has appeared in a number of leading professional journals, and he has won international acclaim for his research on teamwork and organizational change. His book, *The Discipline of Teamwork*, was reviewed by leading journals in the management, communication, and psychology fields. He has lectured at many universities and organizations including the Sloan School of Management at the Massachusetts Institute of Technology, the University of Auckland, the University of Strathclyde, the University of Melbourne, and the University of Western Australia. He is the current editor of *Management Communication Quarterly* and serves on the editorial board of many professional journals.

Professor Barker has previously held faculty positions at Waikato University in New Zealand and in the USA at Marquette University in Milwaukee, the University of New Mexico in Albuquerque, and the U.S. Air Force Academy. During his tenure at the Air Force Academy, Professor Barker served as the Chair of the Academy's Institutional Review Board and President of its Senior Faculty Forum. Professor Barker also served in the US military and worked as an operations and sales manager for Schneider National Inc., a large US transportation company.

Asha Kaul

Professor, Communications Area
Indian Institute of Management,
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Asha Kaul, Ph. D. (Indian Institute of Technology, Kanpur, India, 1990) is the founder Chairperson of the Gender Resource Centre and Associate Professor in the Communication area at Indian Institute of Management Ahmedabad, India. She teaches courses in business communication - oral and written, presentation skills, corporate communication, and leadership through literature to Post Graduate students and gender communication in various management development programmes. Her management development programme, Effective Communication Strategies: Men and Women @ Work is the first of its kind in India which collectively addresses issues related to men and women in the corporate environment.

She has written three books on communication: *Business Communication*, *Effective Business communication* and *The Effective Presentation: Talk your Way to Success* - and is the co-editor of two books *Management Communication: Trends and Strategies* and *New Paradigms for Gender Inclusivity: Theory and Practice*. She has been conferred with the award of Best Selling Author by Prentice hall of India, the publishers for her book, *Business Communication.* Asha Kaul has many articles published in peer reviewed journals and close to 150 articles of general interest published in national dailies. Currently, she is focusing on knowledge visualization and writing cases on Indian organisations to understand patterns of communication related to strategic choices in varied situations. She has also been a guest faculty at University of Chuo and Doshisha University.

Dr Kaul has provided training and consulting to various corporate houses, public sector undertakings and institutions in India and abroad primarily in the area of communication and building and enhancing corporate reputation. She has helped companies draw up a strategic communication plan which helps them to draw on their resources in moments of crisis, addressing media, managing internal and external reputation, handling government and investor relations through extensive study of company history, websites and annual reports.

Dr Kaul had organized the 6th AsiaPacific ABC Conference at Indian Institute of Management Ahmedabad, India. All the papers for the conference were peer reviewed and published in the form of a book, *Management Communication: Trends and Strategies.*

Shuming Zhao

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Shuming Zhao is Professor and Honorary Dean of the School of Business, Nanjing University, the People's Republic of China. He serves as President of the International Association of Chinese Management Research (IACMR, Third Term), President for Jiangsu Provincial Association of Human Resource Management.

Professor Zhao graduated from the English Language and Literature Department, Nanjing University in 1977. He holds a master's degree in linguistics and education (1983) and Ph.D. in higher education and human resource management (1990) from Claremont Graduate University in the United States. He was a post-doctoral fellow of human resource management at the College of Business, Florida Atlantic University in the United States from 1990 to 1991.

Professor Zhao is an internationally-known scholar in human resource management and multinational business management. He was among the first group of scholars to introduce western human resource management theory to China and has conducted numerous national studies to advance the understanding of human resource management practices in Chinese firms. He has chaired several research projects for the National Natural Science Foundation of China, Ministry of Education, Ministry of Science and Technology, and Jiangsu Provincial Government. He has published more than 20 books and over 300 academic papers and article.

Professor Zhao successfully organized and held seven international symposia on multinational business management in 1992, 1996, 1999, 2002, 2005, 2008 and 2011. He has received awards from China States Council, the Ministry of Education, Jiangsu Provincial Government and Nanjing University. He is the founding co-editor of the *International Journal of Cross Culture Management* published in the United Kingdom. He received an honorary doctoral degree from Seton Hill University in the United States in 2006 and the Chancellor's Medallion from the University of Missouri-St. Louis in 2008. He received the Management Excellency Award by Fudan Premium Fund of Management in 2010. He received the First Prize Award for his book on *A Study of Professional Competencies of Chinese Managers* (Beijing: Peking University Press, 2008) from Jiangsu Provincial Government 11^{th} Philosophical and Social Sciences Outstanding Research Achievements in March 2011. He also received award for best teaching from Jiangsu Provincial Government in October 2011.

Jinlong Wang

Senior Vice President, Starbucks Coffee Company

President, Starbucks Asia Pacific

Hong Kong

Mr. Jinlong Wang is senior vice president of Starbucks Coffee Company and president of Starbucks Asia Pacific Region. He is responsible for over seeing all facets of the Starbucks brand, across Starbucks Asia Pacific, including its vision and strategy, business development and operations.

Prior to his current role as president of Starbucks Asia Pacific, Mr. Wang served as Chairman and president of Starbucks Greater China, where he was critical in the building of Starbucks continued successes in the company's second home market outside of the United States. Under his leadership, Starbucks has established presence in more than 30 cities with over 450 stores in Mainland China within 12 years. He was also instrumental in Starbucks Yunnan Coffee Project in the development of a complete value-chain in China – from seed to cup.

Mr. Wang returned to Starbucks in October 2005, after serving as president of Shanghai Buddies CVS Co. Ltd. and CEO of RIM China Consulting Co. for four years. At Starbucks from 1992 to 2000, Mr. Wang was vice president of International Business Development for Starbucks Coffee International and vice president of Starbucks Law and Corporate Affairs department, where he had spearheaded many of Starbucks new market entries outside of the United States.

Before joining Starbucks, he was an attorney at Preston Gates & Ellis in Seattle and Milbank, Tweed, Hadley & McCloy in New York. Mr. Wang also served as a government official at the Ministry of Foreign Economic Relationship and Trade of the People's Republic of China before coming to the U.S. to attend Columbia University School of Law.

Mr. Wang received his Bachelor of Arts in international economics and trade from the University of International Economics and Trade in Beijing in January 1982 and his Juris Doctor from Columbia University School of Law in May 1988. Mr. Wang currently serves on the board of Caesars Entertainment Corporation as well as its board audit committee.

Yeomsoon Choi

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Mr. Yeomsoon Choi is a CEO of Dale Carnegie Training Korea. He emphasizes the importance to initiate Korean-oriented high touch leader. Mr. Choi is the first Korean who gets the Carnegie lecturer from Dale Carnegie Training in the USA in 1990. He starts Carnegie Course at South Korea in 1992. Every year, He educates 'Carnegie training' around 4,000 people. Currently, He gives lectures on leadership to executives and staff members from around 800 companies such as Samsung, Hyundai, LG, SK and etc. He is interested in 'Student Education'. He opens a class about Carnegie Training in KAIST, Seoul National University, and Korea University.

Ji Sun Lee

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Dr. Ji Sun Lee majored in Industrial Design at Sookmyung Women's University and Interactive Telectommunications at New York University. She has worked for major technology companies in Korea as an engineer and IT consultant. She is taking a Ph.D. course in visual communication design at Seoul National University and teaching at Sookmyung Women's University as a full-time faculty. She is teaching Design Process Lecture and developing open knowledge platform of open education resource. She exhibited her work in various places, mainly in New York and published research paper about creativity, technology and education. Her artistic practice involves image visualization and physical computing.

Kyoung Jun Lee

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Dr. Kyoung Jun Lee is the founder and CEO of LoveisTouch Inc. and a professor of business in Kyung Hee University. He was also a visiting scientist of UC Berkeley, MIT, and CMU. He received Ph.D. in Management Science from KAIST. He won the IAAI (Innovative Applications of AI) Awards twice in 1995 and 1997 from AAAI.

He has been involved in founding and advising Internet start-ups in Korea, such as Cyworld ('Facebook' of Korea), OneQ (acquired by NHN), Mobilians, and FNBC (acquired by Galaxia Communications) etc. He is currently a non-executive director of YES24.com, which plays the role of Amazon.com in Korean online book store industry.

He has been also closely working with incumbent companies such as SK Telecom, BC Card, NHN ('Google' of Korea), Samsung, and Korea Telecom.

Taesik Ahn

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Dr. Tae-Sik Ahn has served as Dean of the College and Graduate School of Business at Seoul National University (SNU). He is a Professor in the School's Accounting Department and previously served as Associate Dean for Academic Affairs. Prior to joining SNU's faculty in 1996, Dr. Ahn was a faculty member at Ajou University and Arizona State University. His professional leadership positions have included President of the Management Accounting Association of Korea; President of the Korean Institute of Management Case Research; Executive Director of the Asian Academic Accounting Association; Chief Editor of the Korean Journal of Accounting; and Chief Editor of the Korean Journal of Management Accounting. He holds a Ph.D. in Accounting from the University of Texas at Austin and a B.B.A. from Seoul National University

Hyejung Chang

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Hyejung Chang is a Professor at Kyung Hee University, Seoul, Korea, and she currently serves as Associate Dean of the School of Management. Her research interests include knowledge management perspectives of service industry, focusing on quantitative models and economic evaluations of services and information technology. Her statistical research has spanned areas including corporate social responsibility, business communication, and human resource management.

She has published about 70 papers in many international and Korean journals, including the International Journal of Knowledge, Culture and Change Management, Health Care Management Review, International Journal of Health Planning and Management, Journal of Health Policy and Administration, International Journal of Medical Informatics, etc. With these distinguished research activities, Professor Chang has been nominated for Kyung Hee Fellow in 2010-12.

Prior to her current role at Kyung Hee University, she was a faculty at Memorial Sloan-Kettering Cancer Center at New York City and a Senior Researcher at Korea Health Industry Development Institute. Professor Chang received her Ph.D. degree in Quantitative Psychology from University of Illinois at Urbana-Champaign. She also earned her M.S. from the University of Iowa and B.S. from Seoul National University, respectively.

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Dr. Jiyeon Jeon is a professor of business communication at College of Business of Ewha Woman's University, Seoul, Korea. Her research interests include English Education and Business/Intercultural communication, and she teaches Business Communication, Intercultural Communication, and English for Specific Purposes in both undergraduate and graduate courses. She is secretary general of Korean Association of Teachers of English, and managing editor of The Journal of AsiaTEFL. Dr. Jeon also has been involved in active field consultation projects with major business corporations such as Korea Hydro & Nuclear Power Co., Samsung Anycall, LG CNS, and Jeju English City. Dr. Jeon earned her Ph. D. in Second Language Communication & Culture Education at Univ. of Minnesota, U.S.A.

The 11th Asia-Pacific Conference of the Association for Business Communication

Pre-Conference Workshop

March 29, 2012

- **09:30-12:45: Business Communication in Academy**

  Chair: Hyejung Chang (Kyung Hee University)

  1) Publishing Business Communication Research in SSCI Journals

  2) Managing the System, Leading the People

- **14:00-17:15: Business Communication in Practice**

  Chair: Kyoung Jun Lee (Kyung Hee University)

  1) Gender Communication

  2) Creative Thinking Processes for Business Communication

  3) Trends of Social Media Based Business Communication

9:30-12:45 **Orbis 423**

Publishing Business Communication Research in SSCI Journals

James Barker
Professor, Dalhousie University, USA
Editor in Chief, Management Communication Quarterly
j.barker@dal.ca

Professor Barker's workshop will unfold in three parts. First, Barker will overview Management Communication Quarterly, the journal for which he is the editor-in-chief, and discuss how he and his associate editors make decisions about what research papers warrant review and then publication. In the second part, Barker will discuss how to develop, shape, and present manuscripts in ways that increase a paper's probability of being sent out for review and receiving a successful outcome. The third part will be an interactive question and answer section designed to help attendees better position their papers for success and target journals that are amenable to business communication research.

14:00-17:15 **Orbis 423**

Gender Communication

Asha Kaul
Indian Institute of Management, Ahmedabad, India
ashakaul@iimahd.ernet.in

With increasing number of women within organizations at the global level, it has become a business imperative to create conducive work environments in which men and women are able to demonstrate superior performance. Coordination and communication between and among same gender and mixed gender groups at different hierarchical levels brings to the fore issues as:

1. Are there real or perceived differences between communication patterns of men and women at the professional front?
2. If there are, what are the best measures which can be adopted by organizations to address the same?

The aim of the workshop is to involve the participants in a hands-on experience on what is gender communication, differences if any, and best possible ways to address the same for organizational growth and development. In this interactive session, participants will work in three different groups: two same gender groups (one all-male and one all-female) and one mixed gender group so that experiences can be shared, discussed and conclusions drawn.

Presentation on the findings by the groups will be encapsulated, compared with global trends and an action plan drawn for what can be the best possible ways to communicate within organizations. The focus of the workshop would be on semantics, though syntactical differences will also be probed and highlighted. Perceptions of communication across genders will be captured to demonstrate variances in the spoken content and its receptivity.

As the scope of the topic for the workshop is huge, we will focus on the following topics related to gender: 1. Leadership and communication and 2. Influencing tactics. While we will concentrate on these two topics, other areas of interest/concern which will evolve from the discussion will also be addressed.

Methodology: We will follow a three pronged strategy to ensure involvement at all levels:

1. “Communication Combat”: This is a chart paper and pencil exercise in which participants list their views and “combat” to assert the correctness of their points.
2. Case based methodology: A brief case would be given to the participants. They would discuss in their respective groups and share their findings.
3. Game based approach: A brief exercise would be given to the participants where they would create products through junk material and share their findings.

Structure of the workshop:[1] While the structure for the workshop is based on previous experience of the facilitator in conducting similar workshops, there may be variations in terms of time allocation, based on participant interactivity.

1. Presentation by facilitator on what constitutes gender communication and its relevance in the current context with video clippings (30 min): Formation of groups for the session.
2. "Communication Combat" (30 min)
3. Summation of the key findings by the facilitator (10 min)
4. Reading of case study and jotting down of points (20 min)
5. BREAK (20 min)
6. Break-out groups in which the case is discussed and findings presented (20 min)
7. Summation of the key findings by the facilitator (10 min)
8. Junk material provided to the participants to conceptualize and create a product (40 min)
9. Presentation by Groups (10 min)
10. Summation of the key findings by the facilitator (10 min)

1) Acknowledgements are due to Mr Sudhir K. Pandey for research assistance provided in design of the workshop

9:30-12:45 **Orbis 111**

Managing the System, Leading the People

Yeomsoon Choi
CEO, Dale Carnegie Training
yschoi@carnegie.co.kr

Managing the System, Leading the People.

- Realize the importance of Human Being.
- How to enjoy our life and work.
- Clarify my personal Values, Vision, Mission.
- Understand how to expand our Comfort Zone to effectively address current challenges.
- Understand the Cycle of Self-Development.
- Practice the Human Relation principles.
- Practice Innerview technique.
- Building Teamwork

14:00-17:15 **Orbis 111**

Creative Thinking Processes for Business Communication: Tutorial

Ji Sun Lee
Sookmyung Women's University
sun.neofuture@gmail.com

Trends of Social Media Based Business Communication

Kyoung Jun Lee
Kyung Hee University
klee@khu.ac.kr

Sudden changes in technology require companies to have a workforce that can continually create innovative high concept products and services. For that, this research suggest to introduce a creative ideation process based on the design thinking. It is about a solution that can increase creativity within the technology centers of the world by analyzing both technology and design driven methodologies, combining the methodologies in conjunction with environments that foster learning through doing as seen in the open and sharing technology movement. Then, it is focused on how to bring a lot of inspiration, how to develop concrete ideas from the inspiration, and how to visualize the ideas for sharing them with others. In addition, it shows a tool through which non-specialists could quickly learn technology and eventually produce tangible results in the form of prototypes.

The 11th Asia-Pacific Conference of the Association for Business Communication

Keynote & Plenary

March 30, 2012
Orbis 111

- **Keynote Speech**
  Business Communication in the Age of Global Consiouness: Directions for Thought Leadership
- **Plenary Ⅰ**
  1) Preconditions for Effective Communications
  2) Global Training and Developing International Managers
  3) Building an Iconic Brand - Connecting Humanity
- **Plenary Ⅱ**
  1) Communication with Internal and External Stakeholders in Business
  2) Towards Business Communication by Empathy
- **Plenary Ⅲ**
  1) Rhetoric and Speech Education in Korean Business Communication
  2) Issues of Business Communication in Korea

Keynote Speech **9:40 - March 30, 2012**

Business Communication in the Age of Global Consciousness: Directions for Thought Leadership

James Barker
Dalhousie University
Editor in Chief, Management Communication Quarterly
j.barker@dal.ca

In this address, Professor Barker sets out a thought leadership agenda for business communication scholars as they move forward in the ‘Age of Global Consciousness.’ Barker first will discuss the place for business communication in today’s global market of ideas and the importance of thought leadership in this market. He will then focus on how business communication scholars can move forward effectively in this market by claiming and advocating for those areas in which business communication scholars hold thought leadership. Barker will acknowledge the place of the conference theme, ‘Empathetic Communication,’ in the thought leadership of business communication and then develop several other related conceptual domains in which business communication scholars can claim thought leadership. Barker will conclude by arguing for an agenda of advocacy that business communication scholars as draw upon as they develop the present knowledge market.

Business Communication in the Age of Global Consciousness: Directions for Thought Leadership

James R. Barker
Editor – in - Chief

Management Communication Quarterly

DALHOUSIE UNIVERSITY
Inspiring Minds

Faculty of Management

The Age of Global Consciousness

- **Presents Business Communication Scholars with a tremendous opportunity.**
- **But, we have to be strategic.**
- **We have to be our own best advocates for our thought leadership.**

The Age of Global Consciousness: Directions for Thought Leadership

How do we start?

Let's start with the orientation of this conference.

Empathetic Communication

- **Connects humans to the value the organization creates.**
- **Empathetic Communication builds solidarity.**
- **Empathy and Solidarity are the building blocks of value in human organizations.**

The Age of Global Consciousness: Directions for Thought Leadership

Where do we take these building blocks?

How can we build the different paradigm this conference aspires to build?

What strategic inspiration can we take from this conference focused on empathetic communication?

The Age of Global Consciousness: Directions for Thought Leadership

Begin by articulating our thought leadership today – in the Age of Global Consciousness.

1. Formulate where we hold thought leadership.
2. Articulate this thought leadership in a useful way.
3. Demonstrate that we make a difference in how the organization creates value.

The Age of Global Consciousness: Directions for Thought Leadership

I will address this direction:

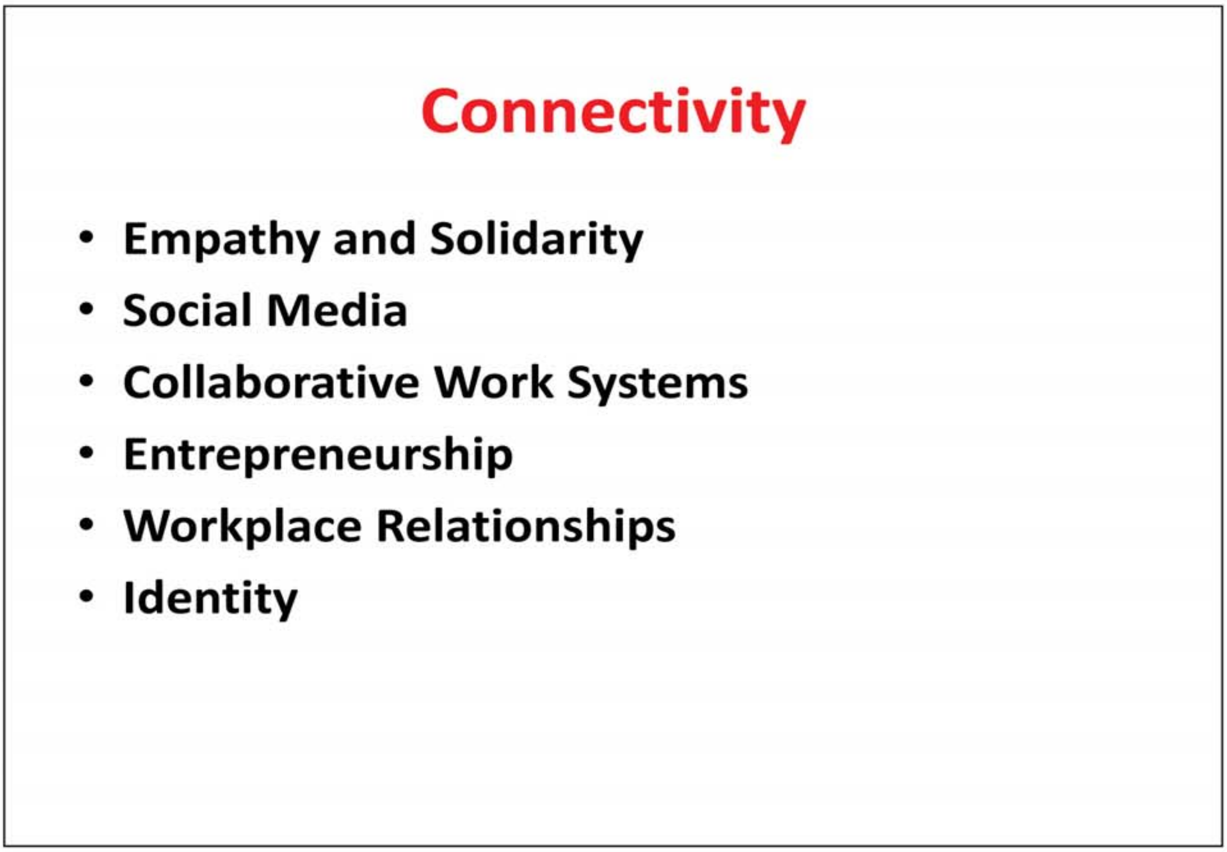
How we can begin to articulate our thought leadership strategically,

So that we build those new paradigms that speak to the power of business communication to create value.

Three Directions of Business Communication Thought Leadership

Three Directions of Business Communication Thought Leadership

- **Points we hold thought leadership.**
- **Points to go forward strategically.**
- **Different terminology – for constructing a different paradigm.**


Connectivity
• Empathy and Solidarity
• Social Media
• Collaborative Work Systems
• Entrepreneurship
• Workplace Relationships
• Identity


Collective Well Being
• Sustainability
• Corporate Social Responsibility
• Ethics
• Healthy Workplaces
• Productive Organizations
• Valuable Organizations

Moving Forward Through Time

- Action
- Discourse and Reality
- Complexity
- Dynamic Relationships
- Adaptation

What do we do now?

- Be our own best advocates.

1. Formulate where we hold thought leadership.
2. Articulate this thought leadership in a useful way.
3. Demonstrate that we make a difference in how the organization creates value.

What do we do now?

- **Seize the opportunity the Age of Global Consciousness presents us**

What do we do now?

- **Use our message to pull others to us.**
  - **Empathetic communication creates solidarity**
  - **Pulls humans into a collective understanding.**

What do we do now?

- Use our expertise in empathetic communication as a foundation.
- Articulate why empathetic communication is essential for organizational success.

What do we do now?

- Be our own best advocates.

Plenary I **10:40 - March 30, 2012**

Preconditions for Effective Communication

Taesik Ahn
Seoul National University
ahnts@snu.ac.kr

Preconditions for Effective Communications

Ahn, Tae-Sik
Professor in Business Administration
Seoul National University
2012, ABC Conference in Kyung-Hee University

Communication

- Webster: a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior
- Reducing the information asymmetry between two parties

Information asymmetry

- One party has more or better information than the other
- Information asymmetry in agency relationships of firms
  - Between Managers of Firms and External stakeholders
  - Between Boss and subordinates within the firm

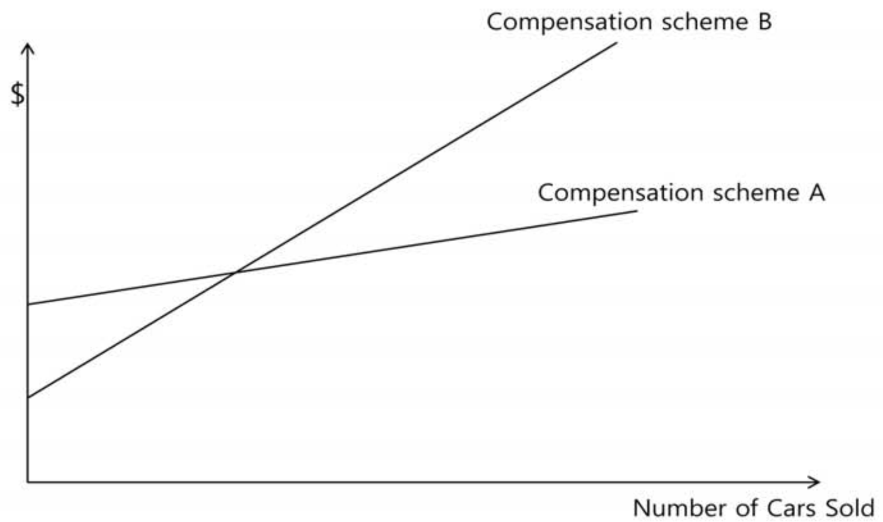
Information Asymmetry can cause

- Moral Hazard
  - Ex) Reckless driving after full coverage insurance contract purchase
  - Remedy: Information Systems and Incentive
- Adverse Selection
  - Ex) Only reckless drivers will buy full coverage insurance
  - Remedy: Signaling

Information systems to reduce information asymmetry

- Between managers and external parties
  - Firm's earning announcement
  - Investor relations (IR)
- For information system to reduce information asymmetry, transparency (truthful reporting) is a necessary condition

Signaling to reduce adverse selection



Selection of compensation scheme signals the effort commitment of managers

Transparent (Truthful) Reporting

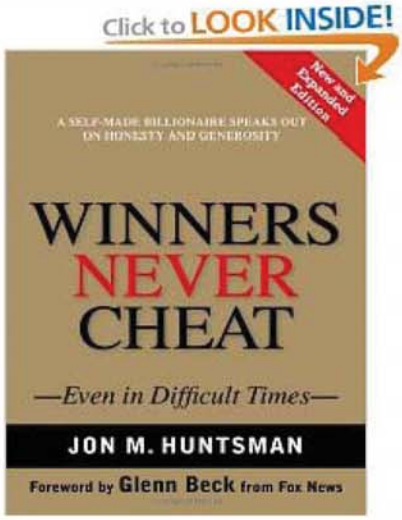
- Korea, low in Transparency Ranking
- Cost of Opacity is very high,
  - Cost of capital in global capital market
    - Ex) Credit rating and cost of capital
  - Foreign Corrupt Practices Act
- Transparency is a necessary condition for effective communications.

Trust

- Transparency builds trust
- Trust reduces transaction costs
- Makes effective communication possible
- Trust-based relationship generates real social capital (not social liability).

Winners never cheat

- Jon Huntsman
- Courage not to cheat and still believe we can win.



Incentive systems

- Appropriate incentive systems should be designed to encourage transparency
- Wrong incentive system design
  - Wall Street IB incentive scheme

Information systems to reduce information asymmetry

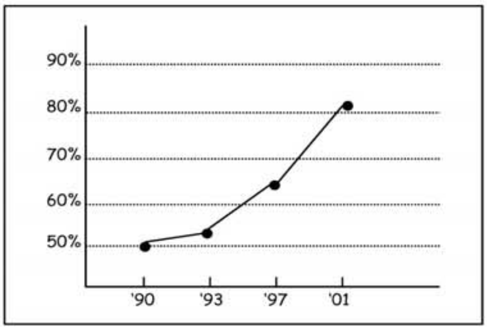
- Between boss and subordinates
  - Performance evaluation system
- Transparency (truthful reporting) is a necessary condition for reducing asymmetry

Transparency is not enough

- Financial information is not adequate for effective communications
  - Non-financial information is needed.
- Objective information conveys partial information
  - Subjective information

Tangible vs Intangible Assets

% of Intangible assets (USA, '90 ~ '01)



Source : Dow Jones

Company	Equity(=Net Tangible Assets)	Intangible Assets	Market Value
Microsoft	$4,5 Bill	$44,6 Bill	$49,1 Bill
IBM	$22,5 Bill	$31,5 Bill	$54 Bill
Ford Motor Co.	$21,4 Bill	$8,6 Bill	$30,0 Bill
McDonalds	$6,2 Bill	$20,0 Bill	$26,2 Bill
Coca Cola	$5,2 Bill	$73,4 Bill	$78,6 Bill

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Non-financials and Subjective Information

- Financials are not 'adequate.'
- Intangibles are more important
  - *The Little Prince (Saint Exupery)* makes several profound and idealistic observations about life and human nature. For example, Saint-Exupéry tells of a fox meeting the young prince during his travels on Earth. The story's essence is contained in the lines uttered by the fox to the little prince: *On ne voit bien qu'avec le cœur. L'essentiel est invisible pour les yeux.* ("One sees clearly only with the heart. What is essential is invisible to the eye.")

Sight vs Insight

- You may see what you can see with your sight (Appearance)
- You should develop your insight to see what is hidden behind what you see (Essence)

Problems with business communications

- Too much focus on objective (Quantitative) measures
  - Familiar
  - Easy to measure
  - Available
  - Limited information
- Subjective (Qualitative)
  - Hard to measure
  - Subject to argument
  - Important information

The perils of objectivity

- Human being can be 'objectively(?)' scored in matchmaking company

***2009년 남자 등급 분류표** (10등급 10개 항목 : 1,000점 만점) 상하(+/-)에 따라 5점 구분 가능

등급	평점	키	나이	자산(만원)	외모	성격	스타일	집안	학력	연봉	직업
A +	100	183	30	50,000	미남	매우좋음	멋짐	최상류층	해외 박사	20,000	판/검사 개업 의사 변호사
A -	90	180	31	30,000					해외 석사	15,000	미개업-의사/변호사
B +	80	178	32	20,000	호남	좋은편	매력	상류층	국내 박사	10,000	특수 전문직-교수/회계사/수의사
B -	70	175	33	15,000					국내 석사	8,000	20대 기업 대리 이상 (공무원/금융계)
C +	60	173	34	10,000	준수	무난	독특	중상류층	서울 4년제	6,000	일반 전문직-언론/방송 등
C -	50	171	35	8,000					지방 국립대	5,000	100대 기업 대리 이상 / 외국계
D+	40	169	36	7,000	평범	평범	평범	중산층	지방대	4,500	하급 공무원 / 일반 사무직
D -	30	167	38	6,000					특수 전문대	4,000	지방 전문직
F +	20	165	38	5,000	비호	나쁨	떨어짐	서민	지방전문대	3,500	일반 정규직
F -	10	163	39	4,000					고졸	3,000	비 정규직

남성 회원 600점 이상 선택 결혼 가능 / 500점 이상 회원 참여 가능 / 500점 이하 기준 미달 (항목에 따라 등급별 점수를 기입)

예제 총점:	700	80	80	80	70	70	80	60	60	60	60
당신의 총점	0										

Conclusion

- Transparency is a precondition for effective and efficient communications.
  - Transparent information system is required to build trust and reduce information asymmetry.
- Incentive systems should be designed and implemented to encourage transparent (truthful) reporting in firms
- Information systems should include not only non-financial information but also subjective information.
  - In addition to financial and objective information

Plenary I **11:10 - March 30, 2012**

Global Training and Developing International Managers

Shuming Zhao
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zhaosm@nju.edu.cn

全球培训与国际管理人才的开发
Global Training and Developing International Managers

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Professor and Honorary Dean
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Today's Agenda

- **Introduction**
- **Global Training**
- **Developing International Management Teams**
- **Two Cases: Emerson Electronics and Toshiba Group**
- **Conclusion**

I. Introduction

There are two kinds of managers in the 21st century: one is the manager with global vision and the other is the manager laid off.

----Drucker, 1998

In the future, we need managers with global vision and cross-cultural leadership.

II. Global Training: How to Design a Program for the MNC

- Assessing global training needs.
- Assisting management to think globally.
- Creating a global training strategy.
- Designing a guidelines for global training.
- Developing a global training curriculum. And
- Selecting and training global managers and trainers.

What is Global Training?

- Global Training means reaching commonly defined goals with people from cultures other than one's own while treating the other's culture with deep integrity.
- Global training facilitates the transfer of knowledge or skills so it can be used appropriately in the receiving environment.
- Global training creates a climate in which changes in attitude, behavior, and perceptions are achieved through the sharing of knowledge and technology in a culturally appropriate way.

Global Training

- Training for the global organization must provide a framework for changing the mindset of the executives, managers, and employees to focus on globalization.
- Global organizations like ***IBM, GE, McDonald's, Ford, Shell, Philips, Sony, NCR, Unilever***, etc. have shed their national identity, are highly adaptive to changes in the environment, and are extremely sensitive to all global trends that affect the future. It requires a completely different mindset and very adaptable managers and corporate cultures.

1. Assessing Global Training needs

Some considerations for assessing global needs are:

- Identifying employees who work in cross-cultural situations
- Determining who is to be trained and how.
- Identifying topic areas that are currently not being covered.
- Starting with the end result of training--the objective.

2. Assisting Management to Think Globally

- Global managers must learn how to collaborate with partners worldwide, gain as much knowledge as possible from each interaction, and transmit that knowledge quickly and effectively throughout their worldwide operations network. This expertise requires managers to learn knowledge and skills quickly and continuously from the culturally diverse global workforce.

3. Creating a Global Training Strategy

- A truly competitive global company focuses its strategy on four major factors: *organizational structure, management activities and processes, people, and culture.* Firms have to align the training strategy with the company strategy. A process to develop a strategy is to :

1). Determine the organization's value

2). Create a global training mission

3.) Examine internal and external environments that affect the training

4). Identify training goals and objectives

5). Identify action steps to accomplish the plan

6). Test strategic goals and objectives, and

7). Design a system to obtain feedback about the plan's results

4. Designing Guidelines for Global Training

Designing training courses for the multicultural workforce poses a distinct challenge. Instructional designers know that they cannot simply translate the training materials into a variety of languages. They must consider the program design--each word and each activity--from the standpoint of impact on the specific culture.

- ***Analyze***
- ***Design***
- ***Develop***
- ***Implement***
- ***Control***

5. Developing a Global Training Curriculum

- ***Category 1--Cultural Awareness***

  It is an introductory course in working with people from other countries. Most training in this category consists of understanding how culture affects work relationships and how understanding these differences can promote teamwork and productivity within an organization.

  Modules: Global business thinking
  Cross-cultural awareness
  Cross-cultural communication
  Working cross cultures

Developing a Global Training Curriculum

- ***Category 2--Multicultural Communication***

  It is a course focusing on communication between cultures. Although it is not language training, special consideration is focused on the varying degrees of language capabilities.

  Modules: Language and culture
  International protocol
  International teambuilding

Developing a Global Training Curriculum

- ***Category 3--Country-specific Training***

Pre-departure orientation program: **politics, economics, society, culture, business, management, etc. for instance:**

Culture-specific training: USA/Australia/ China

1 Establishing base camp: getting acquainted, setting the stage, confirming objectives, exploring participants' own culture and values and speaking English/Chinese.

2 Becoming acquainted with the terrain: living each day in New York/Sydney/Shanghai, exploring your new neighborhood and discovering USA/Australia/China, and recognizing cultural differences (similarities) that can make a difference.

Developing a Global Training Curriculum

Culture-specific training: USA/Australia/China

3 Face to face: the major challenge: communicating with confidence and interacting effectively with Americans/ Australians/Chinese; pitfalls, possibilities, practice, and more practice

4 Making a meaningful life as a foreigner: fulfilling special responsibilities, pursuing special opportunities in USA/Australia/China; adjusting successfully, contributing significantly; planning encouraging entrance strategies that will work, and creating your foreign community

5 Connecting, reviewing and, confirming.

Developing a Global Training Curriculum

- ***Category 4--Executive Development***
- Global briefings and roundtables
- International executive seminars
- Global project team management:

Modules: 1). The International project manager's Role
2). Project Planning and Organizing Tools
3). Project monitoring and Control
4). Global Leadership skills
5). Case Studies, instruments, demonstration problems and personal development contract

Developing a Global Training Curriculum

- ***Category 5--Host-country workforce training***

  The focus of training for the host-country workers should encompass:

1). What kinds of behavior the workers can expect?
2.) Why the expatriate manager may behave in an unpredictable, unconventional, and often unacceptable way from the host-country culture point of view? And
3). How to cope effectively with cultural differences

6. Selecting and Training Global Managers and Trainers

According to Sylvia B. Odenwald, The most common selection criteria (listed in order of importance) were (50 companies out of 78 responded):

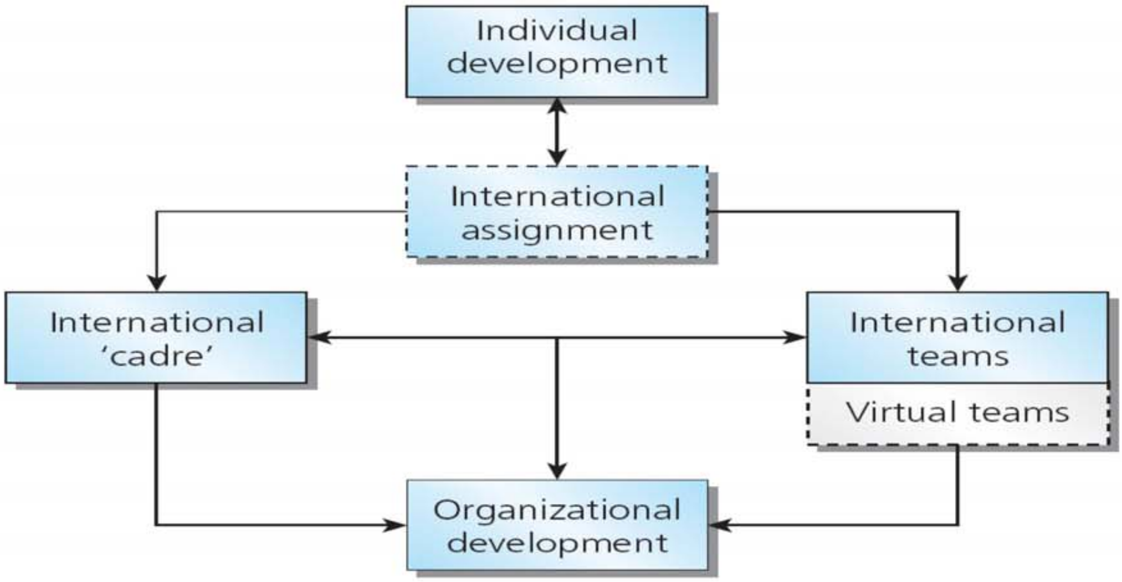
- **Technical expertise**
- **Management ability**
- **Previous overseas experience**
- **Personality profiles**
- **Language skills**
- **Previous successful work**
- **Cultural sensitivity**
- **Career potential**
- **Company experience**
- **Interpersonal skills**
- **Flexible**

III. Developing International Team for MNC

Thinking globally…acting locally has become the call to action for multinational corporations. American Society for Training and development (ASTD) Task Force suggests the following:

- Developing a global focus
- Operating regionally
- Understanding local government regulations
- Building training alliances, and
- Determining costs

Developing International Teams through International Assignments



More and more MNC take the Geocentric approach: utilizing the best people for the key jobs throughout the organization, regardless of nationality.

IV. Cases

Case One:
Emerson Electric

Case Two:
HR Development System of Toshiba Group

V. Conclusion

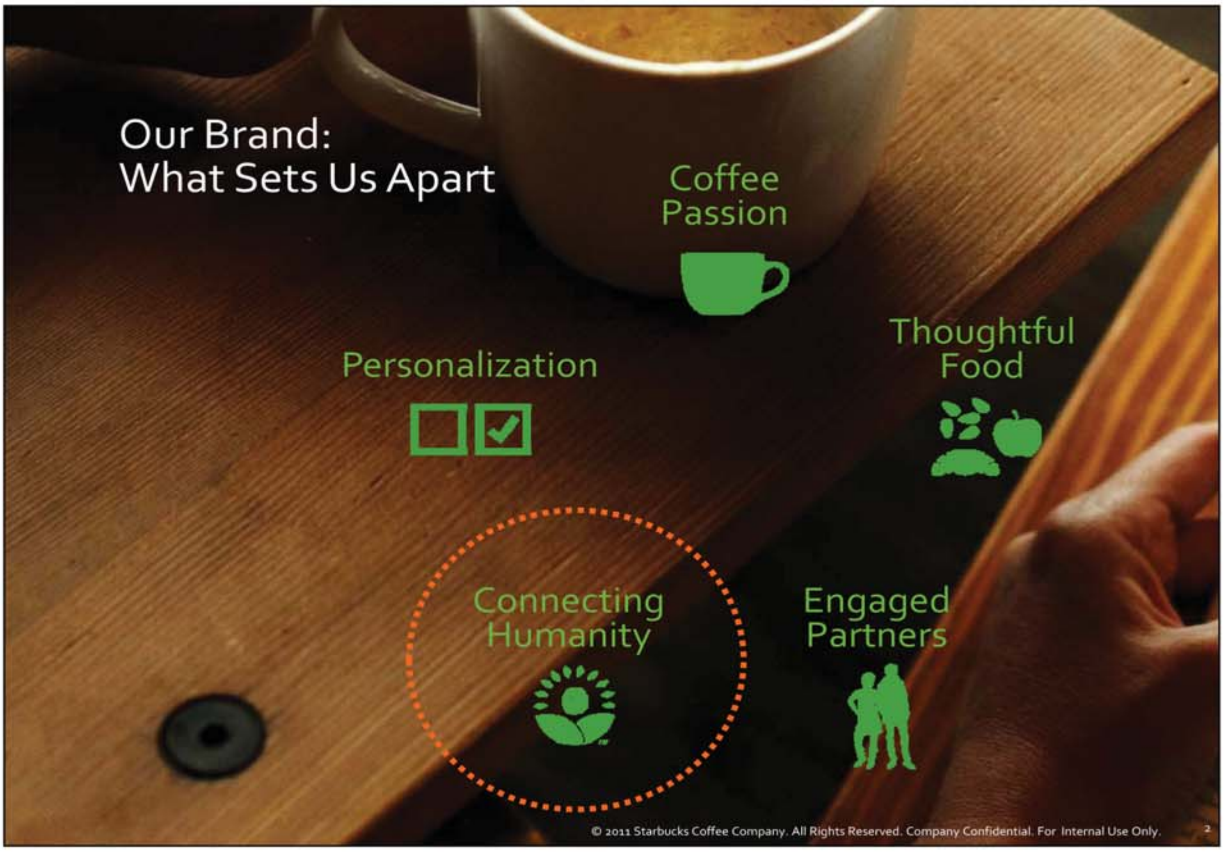
- To be successful in the future, tomorrow's leaders will need a deep vein of creativity, a sensitivity to cultural context, a commitment to sustainability, and a social conscience. That's on top of a more familiar set of non-negotiable, flexibility, adaptability, problem-solving skills, a multidisciplinary outlook, and a global mindset.
- It looks very different from today's situation because it will be shaped by economic crisis, technological advances, climate change, globalization, and other critical factors.

Plenary I **11:40 - March 30, 2012**

Building an Iconic Brand – Connecting Humanity

Jinlong Wang
Senior Vice President, Starbucks Coffee Company
President, Starbucks Asia-Pacific


STARBUCKS
Starbucks
Building an icon brand -
Connecting Humanity
your Starbucks
your Community
1,000,000 hours of
Community Services
by 2015


Our Brand:
What Sets Us Apart
Coffee
Passion
Personalization
Thoughtful
Food
Connecting
Humanity
Engaged
Partners
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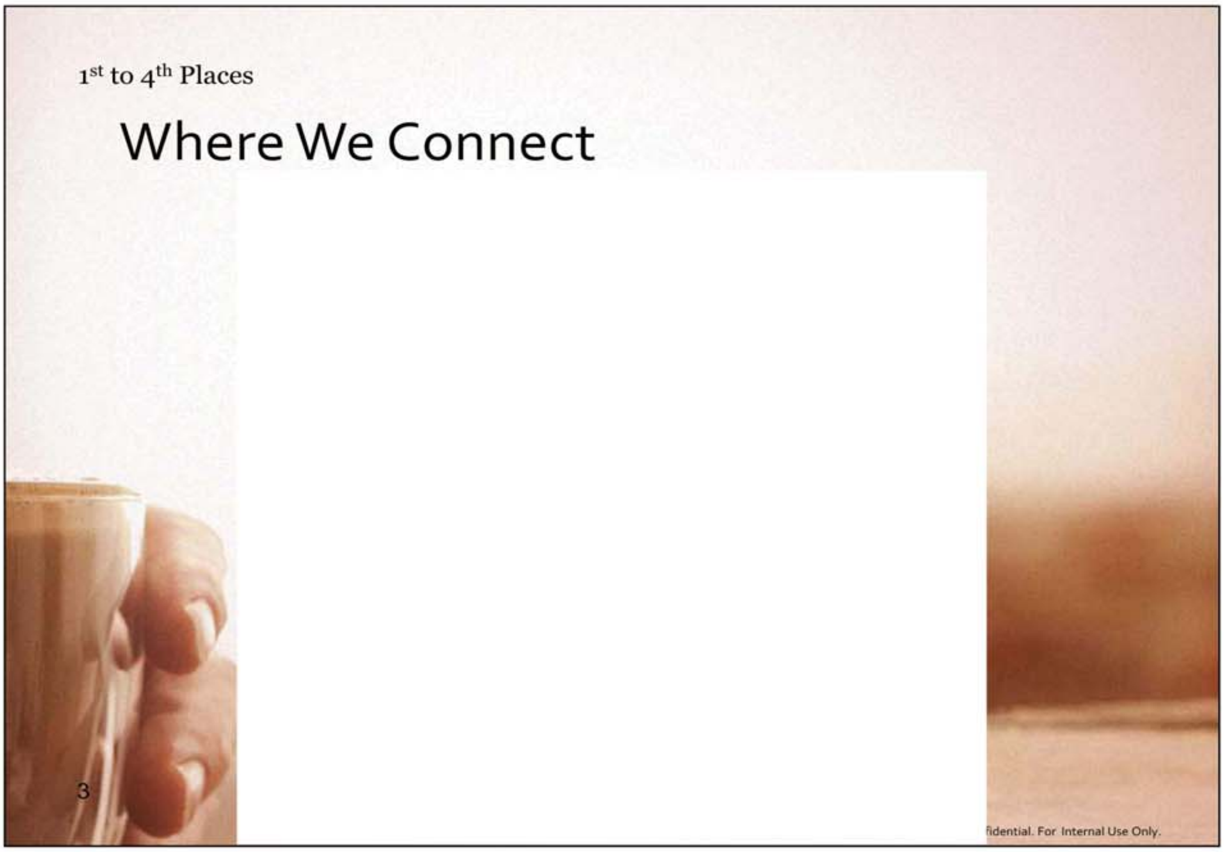
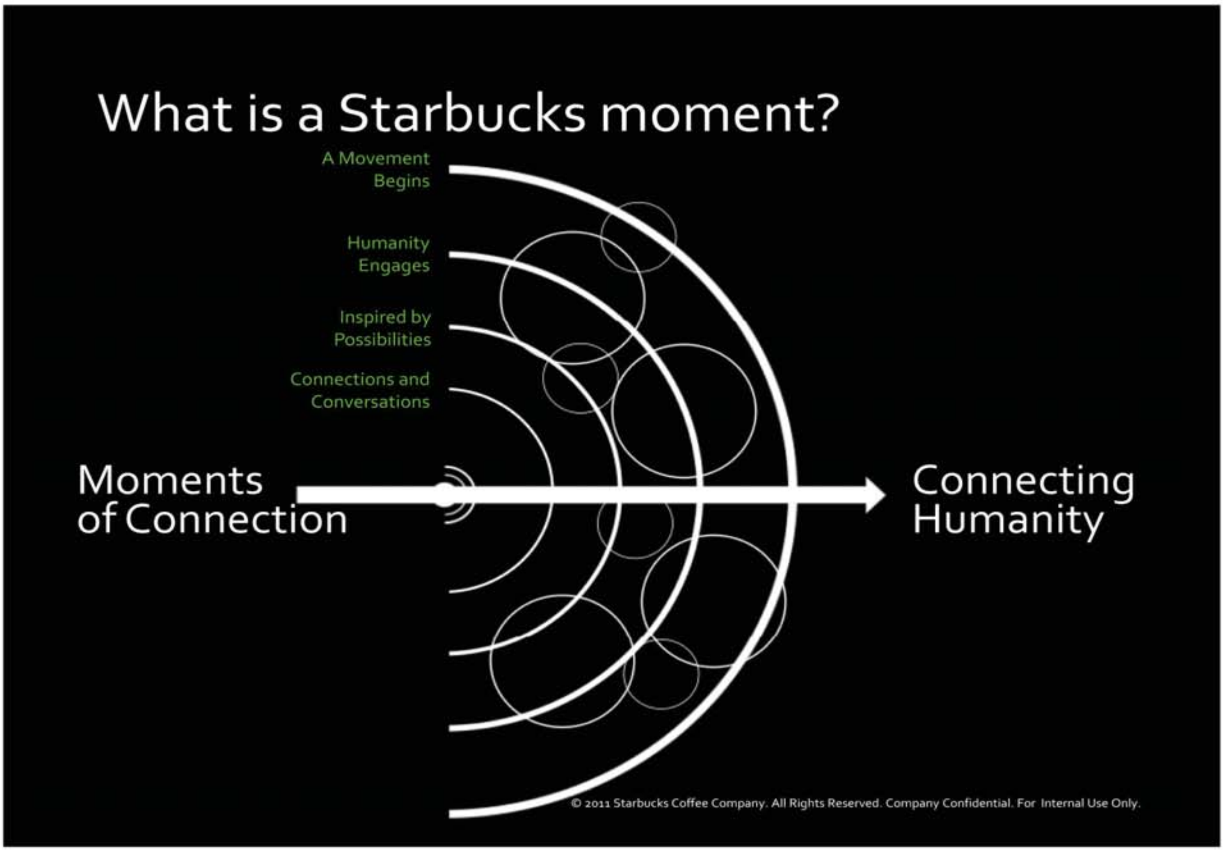

1st to 4th Places
Where We Connect
3
fidential. For Internal Use Only.


What is a Starbucks moment?
A Movement Begins
Humanity Engages
Inspired by Possibilities
Connections and Conversations
Moments of Connection
Connecting Humanity
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Connecting Humanity

It's our commitment to doing business in ways that are good for people and the planet.

We have a set of strategic initiatives we undertake to ensure our business is a positive force, from community service to environmental initiatives.

- Ethical Sourcing
- Environmental Stewardship
- Community Involvement

Community Brand Platform

Leadership and Brand Vision:

Support Thriving Communities

Community Strategy:

Starbucks is a Catalyst for Change
"One Neighborhood at a Time"

Value Proposition for customers, partners and the community:

Your efforts can make a difference by helping create positive change in your community.

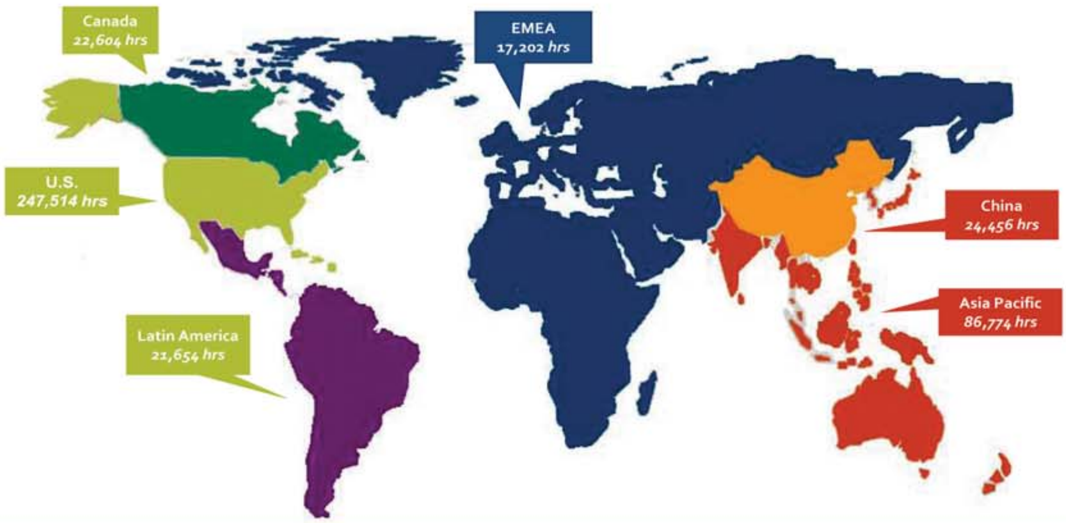
Innovative Approach:

Personalized connection to communities through multi-channel programming that drives for sustainable change.

7

Starbucks FY11 Community Service Results

More than 420,000 Hours of Community Service Globally



FY11 Results

- Starbucks partners and customers across **32** countries contributed **420,174** hours of service in FY11 — a 120% increase over FY10 hours of 191,224
- Hours of service in the U.S. increased **146%** — totaling 247,514 in FY11 compared to 100,523 in FY10
- Partner volunteers in the U.S. increased by **287%** — totaling 24,273 in FY11 compared to 6,273 in FY10
- Customer volunteers in the U.S. increased by **391%** — totaling 63,393 in FY11 compared to 12,900 in FY10
- Service projects in the U.S. increased by **146%** — totaling 2,111 compared in FY11 compared to 858 in FY10 (that's approx. 151 per Region!)

** These statistics serve as an example of how we've amplified our community efforts as a company. In FY12, we'll work to obtain more detailed global impact data.*

Starbucks Community Service in Asia Pacific

We bring this vision to life in Korea today by:

Youth Action Grants

- Support Teacher s for Community Center Children
- Ecological Tours for University Students
- Enhancing Global Citizenship of Middle and High School Students

Donations

- 3% of pre-tax profits as CSR fund (724 mil. Won in 2011)
- Partner Salary Deduction and Company Matching program since 2006
- Scholarship for Public Cleaners Children's University Tuitions

Community Service

- Total Hours in FY11:20,597.5 hours (7 paid hours per year including the part-timers)
- Global Month of Service in 2011 :3,220 hours through 187 activities with 80 NGOs
- Barista trainings for small community coffee shops(1 per district)

We make all this happen through **key partnerships:**

문화재청 Cultural Heritage Administration
World Vision
사단법인 전국지역아동센터협의회 Korea Association of the Community Child Center
덕수궁
어린이재단
사회복지법인 동방사회복지회
굿네이버스
환경부

 10

Global Month of Service – April 2012

Building on the success of FY11 to elevate partner engagement, enhance customer loyalty, demonstrate local relevance and build brand value.

WHAT is it?

Localized projects to support thriving communities by addressing local needs and build on current community service efforts.

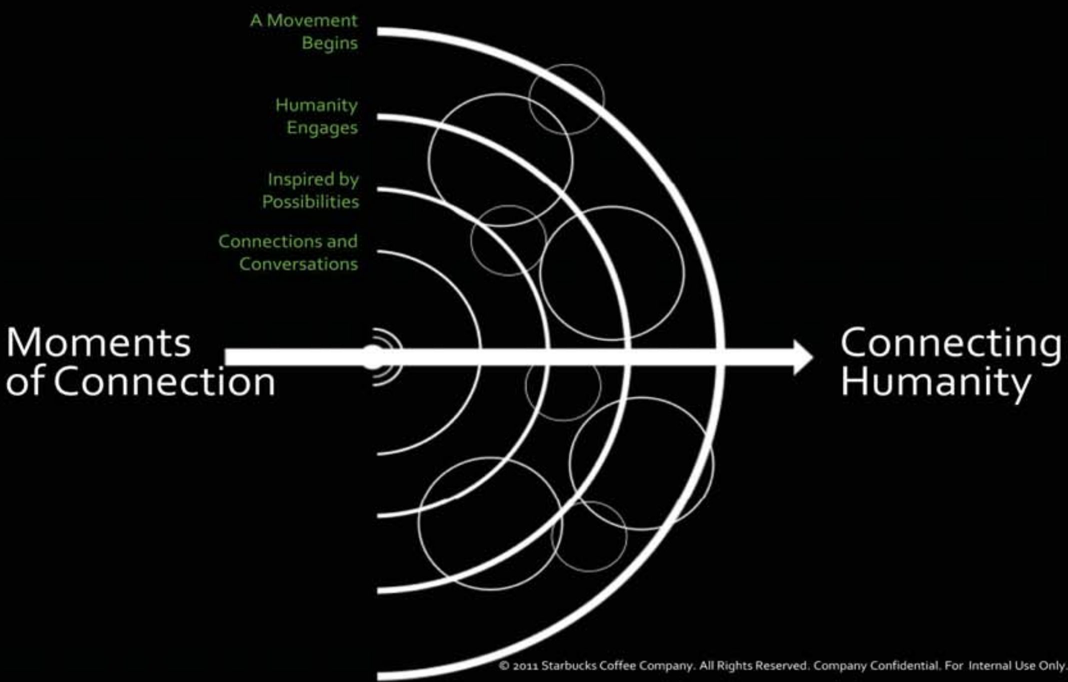
WHAT are the EXPECTATIONS?

- It is expected that **every** market around the globe has a service opportunity for partners and customers during the month of April.
- Markets will be accountable for reporting key metrics to help us tell our global story.

WHAT are the TARGETS?

- The target is 1,750 partner-led service projects globally, compared to 1,400 projects last year.
- We aim to reach 100,000 participants worldwide.

What is a Starbucks moment?



Plenary II **14:15 - March 31, 2012**

Communicating with Internal and External Stakeholders in Business

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Communicating with internal and external audiences forms the crux of how businesses are perceived by multiple stakeholders. Building on perceptions and creating positive image through use of appropriate channels of communication ultimately impacts the bottom-line of the company.

The aim of this paper is to address the modes of communication a corporate house adopts in varied situations to transmit a message of credibility and transparency. While the paper discusses different strategies and methodologies for good communication in a global scenario, the examples are drawn from corporate settings which have an established base in India.

Communication efficacy within organisations is measured by the "organisation universality" of the message. Do all employees echo a similar voice or are there discordant notes which create dissonance rather than harmony? A well-crafted message stemming from the CEO who walks the talk has a ripple effect on all employees who engineer and re-engineer their perceptions and image of the organisation, and communicate the same through varied channels to external stakeholders.

Challenging situations as strikes and crisis necessitate a change in operational communication requiring carefully designed interventions varying across multiple stakeholders (internal and external). At this point in time, a superset of rules and processes can only act as a guide to begin the process of strategic implementation of corporate communication. Different sectors would have a varied set of requirements. A careful study of the existing patterns of (mis)communication in the life cycle of the organisation can help carve a strategic communication plan which addresses issues at the strategic, operational and tactical level.

This paper deliberates on interaction with internal and external stakeholders in situations of strikes and crisis through website and media. Based on the differing patterns it suggests the need for design of a plan which sketches responsibilities at the level of CEO (strategic), senior leadership which attempts translation of the responsibility design (operational) and employees on field who implement (tactical) so that cohesiveness in communication and oneness in message is transmitted across levels and stakeholders.

Global managers must assume duties as cultural integrators and communicators to successfully manage their foreign subsidiaries and to do global business with their foreign counterparts. A tool global managers need for this duty is the "language of business" or BELF. They must keep in mind the following words by E. T. Hall who said that, "culture includes the relationship of what is said to what is meant—as when 'no' means 'maybe' and 'tomorrow' means 'never.'"

This presentation analyzes the significant variability among global managers with different cultural backgrounds in their interpretation and use of the BELF. It will also provide global managers with some practical strategies and guidelines to help them communicate more effectively with their counterparts or subordinates having different business and cultural backgrounds.

This paper addresses issues raised by diasporic languages in a global business setting. Often when selecting languages for international marketing, organizations focus on languages that are: 1) widely spoken by native speakers across many countries (e.g., Spanish), 2) spoken in a limited number of countries but those with populous, affluent and largely monolingual domestic markets (e.g., Japanese), and 3) widely-used second languages, especially those used among business or educational elites (e.g., English). This paper recommends adding a fourth category: languages spoken by widespread and economically significant diasporic communities.

When a group of people from an originally homogenous people are dispersed due to socio-political upheavals, they are said to be in diaspora. Diasporans (people in diasporic communities) are often spread across many nations where they form an interconnected web in their host communities that is frequently of significant commercial importance. Because of this importance, multinational enterprises should adopt strategies that address the importance of diasporic languages to maximize their global marketing effectiveness.

Diasporans retain their unique identity rather than assimilating into their new host countries. While several factors contribute to this separateness, using a common language that differs from the majority's language remains an important means through which diasporans retain their separate identity.

Diaspora refers to many dispersed groups. These include Chinese in Southeast Asia, Australia and North America; subcontinental Indian groups in Oceania, East Africa, the Caribbean and the Americas; and Armenians in France, Russia, North America and the Mideast. Finally, the term diaspora remains applicable to Jews living outside of Israel (from which the original term is derived). In each of these cases, the language of the diasporans is important in business. Often, the primary language of business is the diasporic group's language rather than the language of the other groups in regions where the diasporic group has moved.

Plenary II (15:00-15:25) **March 31, 2012**

Towards Business Communication by Empathy

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Cross border movement of people, goods and services, and data brings more and more cultures into contact with one another and increases the potential of cross culture communication. Especially in an increasingly globalized and diversified workplace and markets in business environment, cross cultural issues in communication often occur between organizations, between employees and customers, and also within an organization. Communication between people from different cultures could bring obstacles, challenges, and difficulties. To take advantage of diversity's powerful positive relationships with innovation, organizational high performance, and competitive advantage, the ability to communicate effectively across cultures is critical.

There exist cultural differences. For example, the low- and high-context culture remains one of the easiest and most frequently used concept to witness in intercultural encounters. However, recent studies have shown that differences between people within any given culture are much greater than differences between cultures. The various levels of culture show that culture can be seen as an onion-like construct. When the exterior is peeled off, there are not so many differences after all. Many obstacles such as ethnocentrism, discrimination, stereotyping, cultural blindness, etc. have intense negative effects in communicating with those of other cultures.

Empathy is essential for harmonious and productive relationships in the cross cultural workplace. Empathy leverages the strengths of all employees, seeks sustainable cultural change through culturally competent leaders, and increased employee commitment. The presentation will suggest the three step strategy of knowing-doing-being for empathic communication: (1) Know your own culture first, then learn about other culture, and then seek commonality and acknowledge cultural gap openly; (2) Avoid ethnocentrism and bridge the gap by respecting diversity; (3) Be a manager with empathy and intercultural competence.

Plenary III **15:45 - March 31, 2012**

Rhetoric and Speech Education in Korean Business Communication

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Plenary III **16:10 - March 31, 2012**

Issues of Business Communication in Korea

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Bridging the gap between research and pedagogy has always been one of the main concerns of any fields. However, the field of business communication has not reached to that concern yet in Korea. Although an increasing number of people recognize the importance of good communication skills for business, the education is still scarce; and the needs or the scopes of the business communication needed for Korean contexts are not fully identified.

This talk will (a) feature some difficulties that Korean people face in communicating within domestic workplaces and for global audience; (b) identify essential areas of business communication education for Korean people with illustrative examples; and (c) call for collaborative efforts for research development in the area of business communication in Korea.

The major categories required for Korean business context would be interpersonal communication and technical communication. Understanding the nature of Korean language and culture, (1) the interpersonal communication skills should be applied flexibly when communication with Korean people and when communicating for global audience; (2) the technical communication should be advanced to audience-centered. To make this advancement possible, it is important to form professional communities to share research results and disseminate workable practices.

The presentation will provide an understanding of the current context and facing issues of business communication in Korea.

The 11th Asia-Pacific Conference of the Association for Business Communication

Paper Presentation Ⅰ

9:00-10:35

March 31, 2012

- **Session 1.1. Cross-Cultural Communication**
- **Session 2.1. Internal Stakeholder Communication**
- **Session 3.1. Industry-Specific Communication**
- **Session 4.1. Teaching Business Communication**

9:00-9:20 **Orbis 306**

A Comparison of Communication Behaviors and Strategies between Intra-and Intercultural Decision-Making Meetings: Hong Kong and Japanese Cases

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Past research in the area of turn-taking behaviors has laid a solid foundation in examining turn-taking behaviors in cross-cultural decision-making meetings. However, little research has yet examined the communication strategy differences between individuals from nations that share similar high-context cultures, such as Japan and Hong Kong. The overall objective of the current study is to examine the communication patterns in small-group communication where individuals come from similar collectivist cultural backgrounds.

The current study attempts to broaden Du-Babcock's (2003, 2005) study in that she examined how and whether cultural dimensions and group composition influences communication behaviors in small-group decision-making meetings. The current study compares communication behaviors and strategies of business professionals from similar collectivist cultural societies where they participated in intra-cultural and intercultural decision-making meetings.

Four research questions are put forth and they are:

RQ1: Do Hong Kong Chinese and Japanese business professionals exhibit equivalent or different turn-taking behaviors and have different length of speaking time in intercultural small-group meetings?

RQ2: Do Japanese business professionals exhibit similar or different communication behaviors (turn-taking behaviors, lengths of speaking time, number of spoken words) where English was used when participating in intra-cultural as compared to intercultural group meetings?

RQ3: Do Hong Kong Chinese business professionals exhibit similar or different communication behaviors (turn-taking behaviors, lengths of speaking time, number of spoken words) in first-language (Cantonese) and second-language (English) decision-making meetings?

RQ4: Do Hong Kong Chinese business professionals exhibit different turn-taking behaviors and have different lengths of speaking time and number of words when they participate in intra-cultural as compared to intercultural group meetings where English was used?

Research Method

Involved in the current study are two sets of data. The data sets consist of five intercultural and three intra-cultural meeting dialogues containing over 65,000 words of copra. In the quantitative data analysis, similarities and differences in the communication patterns were defined by (a) the number of turns taken by individuals; (b) the length of speaking time during which each group member spoke; and (c) the number of words spoken. As for qualitative data analysis, three aspects of topic management strategies (e.g., socialization/small talk, floor management, and disclosure of disagreeing opinions) were identified and compared.

Findings

The current study examines the communication behaviors and strategies of Hong Kong Chinese and Japanese business professionals. The overall findings indicate that in spite of the presumed cultural similarity between Hong Kong Chinese and Japanese, distinctive differences were observed in turn taking behaviors. Generally speaking, in examining the communication behaviors, Hong Kong business professionals exhibited more measurable communication behaviors than did Japanese business professionals as a whole(Research Question 1).

In comparing the communication behaviors between intra-and inter-cultural meetings, results show similarities between the two groups. In comparing Japanese interaction in intercultural meetings with that of the intra-cultural meeting, results showed that in using English to make decisions, the average speaking time and number of words spoken were about two times more in intercultural meetings than in intra-cultural meeting although the number of turns was the same (Research Question 2).

Findings also reveal that Hong Kong business professionals exhibit significantly different communication behaviors in terms of the number of turn-takings, the amount of speaking time, and number of words spoken when the meetings were conducted in Cantonese as compared to English (Research Question 3). In comparing the intra-cultural meeting with intercultural meetings where English was used, no significant differences were found in that Hong Kong business professionals exhibited almost equivalent turn-taking behaviors, speaking time, and total number of words (Research Question 4).

Findings of the qualitative comparisons show that Hong Kong Chinese and Japanese exhibited similarities in greetings and introductions in that both groups reflected their collectivist cultural orientations striving to achieve group harmony atmosphere. In disclosing opinions, Japanese and Hong Kong Chinese exhibited differences. Hong Kong Chinese always put forth their opinions first, while Japanese waited for the Hong Kong Chinese to do so. The Japanese had a tendency to yield the floor to Hong Kong Chinese. To generalize, Hong Kong Chinese exhibited an assertive behavior pattern while the Japanese showed a reactive communication behavior.

Disagreements were also expressed differently; while Hong Kong Chinese expressed disagreement directly, Japanese used hedging to express disagreements. In contrast, in intra-cultural meetings, while Japanese business professionals carried over similar discourse patterns in disclosing their disagreements, Hong Kong participants tended to be more indirect in intra-cultural meetings than in intercultural meetings.

In examining languages use, results reveal different communication strategies when Hong Kong Chinese switched between Cantonese and English. I speculate that when using English, Hong Kong Chinese adopted to the Western cultural norm, and thereby lowering their context level when they participate in the intercultural meetings. For example, Hong Kong Chinese would say: “This is my opinion, and here’s the reason why.” In contrast, Japanese would paraphrase what Hong Kong Chinese had previously said and imply that there could be slight variations in the meaning. However, the indirectness of the communication style becomes apparent when Hong Kong participants take part in the intra-cultural meeting.

In contrast to the findings from Du-Babcock’s (2003, 2005) intercultural study where Hong Kong Chinese are compared with Americans, Hong Kong Chinese show identifiable attributes of a collectivist culture. In the current study, Hong Kong Chinese individualistic behavior was observed when interacting with Japanese, but collectivist cultural characteristics became apparent when they were interacting with other Chinese.

The overall findings of the current study challenge the blanket use of the collectivist-individualist construct as applied to Asian cultures. The analysis indicates the possibility of understanding these categories as located on a continuum rather than as opposites. A number of variables (e.g. linguistic competence, subject matter knowledge) in addition to cultural dimensions are likely to affect their communication behaviors and strategies. Further research on intra-Asian interaction will be needed to move towards a better understanding of intercultural business communication.

Keywords: Turn-taking Behavior, Topic Management Strategies, Intercultural Business Communication

9:25-9:45 **Orbis 306**

The Framework of Cross-Cultural Adaptation in International Business Negotiation

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Generally, when business people negotiate with business people of another culture, they may not behave in the same way they would within their own cultures. They will adapt to some unknown degree, spending more time to the other individual and thereby adapt to the norms and behavior of the culture of the other individual. Although some people decide to deliberately ignore ethnic or other group based differences and operate as if "business is business anywhere in the world.", some people believe that adapting to foreign cultures affect the degree of success of international business negotiation in terms of attraction, outcomes and so on. Based on the latter concept, I would like to identify appropriate behavior to avoid offending the local businessperson, thereby precluding an opportunity to do business. Specifically, I would like to establish a framework of the effect of cross- cultural adaptation on achievement of attraction and outcomes in business. In order to organize a framework of cross-cultural adaptation it is required to think about the situation which makes it likely to occur and does not make it less likely to occur. Then I will find out what factors have an influence on the effectiveness of cross-cultural adaptation.

Before going into the essence, some aspects of cross-cultural adaptation can be defined in the following three aspects. (1) language adaptation, choice of language and use of idioms and phrases, (2) non verbal adaptation such as greetings, physical appearance, dress code and manner, (3) norm and values in business, such as the way business negotiation is processed, collection of information, decision-making process, the attitude toward concluding contracts, the degree of being time-conscious and so on. From a different perspective, the degree of cross-cultural adaptation can be classified into three levels, such as no adaptation, moderate adaptation and excessive adaptation. In real business situations, generalizations of cross-cultural adaptation are difficult to be made in terms of because those behaviors are hard to be assessed objectively and properly. Particularly, it is hard to recognize the effectiveness in real situations depending upon the type of business, to whom the business is conducted, and relationship with the counterpart and other factors.

The objective of this study is to establish a framework of the effect of cross-cultural adaptation on business. To do so I will identify two major areas that need to be addressed as follows. 1) What exactly prompts adaptation to occur? 2) What sort of factors will facilitate the benefits of the parties in cross-cultural business negotiations?

1) At first, there are two types of situations of making cross-cultural adaptation likely to occur and does not make it less likely to occur. The former situation is that people are (1) inherently sensitive and used to be following ritual and manner of the foreign culture, and/ or (2) find it necessary to adapt and feel easy to adapt and/ or (3) are forced or willingly to narrow the economic or business inferiority in unfavorable business surroundings by cross-cultural adaptation. It is because they are familiar with the foreign culture and/or the process of business or they tend to reduce the probability of inappropriate behaviors and misunderstandings. By contrast, the latter situation can be described in the following four cases for simplicity. (1) The first case is that people do not think it necessary to make cross-cultural adaptation because they are certain that the counterpart is willing to show cross-cultural adaptation. (2) The second case is that they do not think it necessary to make cross-cultural adaptation because their product or service is highly competitive or almost without competition and they do not need to negotiate to provide it. (3) The third case is that they are not familiar with a culture, including a language, of counterpart and therefore, it is hard to adapt effectively. (4) The fourth case is that they think their adaptation may not contribute the development of their business negotiation for some reasons.

2) Secondly, I would like to refer to each factor affecting the effectiveness of cross- cultural adaptation. One important factor is a difference in the power of negotiation which may be related to a situation of business condition surrounding each parties' business strength and weakness. Depending upon their situation, adaptation may not be useful and effective enough to achieve their business target. The second factor is whether they are able to have ability to carry out cross-cultural adaptation. Not everyone has the ability to make adaptation. It may need time and cost until they are able to carry out successful adaptation in international business settings. The third factor is whether both parties are complementary matched in terms of strategies of adaptation in every situation. The fourth factor is the extent of adaptation, such as moderateness and excessiveness. Whether adaptation works effectively is dependent upon various responses of the counterpart.

The conclusion of this study is that a framework of cross-cultural adaptation in international business negotiation will help us to understand the significance and complexity of culture and adaptation in relation to business settings for business and educational purposes.

Keywords: Culture, Adaptation, Business, Negotiation, Framework

9:50-10:10 **Orbis 306**

A Comparative Analysis of Persuasive Business Discourse between Hong Kong and Japan: The Impact of Culture

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The use of English as a lingua franca in international business becomes essential in nowaday's global business environment. Crystal (1997) in his book, *English as a Global Language*, calculates that non-native speakers of English today outnumber native speakers by a ratio of 3 to 1. Crystal's remark coincides with Kachru's three concentric languages in that Kachru's (1997) findings reinforce the importance of the role of English in the Asia-Pacific region. With the increasing importance of English in international business, undeniably, this global trend has made English a worldwide business language and a business lingua franca. Moreover, the rise of Asian economies has made Asia an important research site to examine how non-native speaking Asian speakers (Chinese and Japanese in this case) compose business-related persuasive message.

Prior studies have emphasized East-West or high-context to low- context communication (Hall, 1976). Little research has yet systematically examine the persuasive strategy differences between individuals from nations that share similar high-context cultures (Hall, 1976), such as Japan and Hong Kong. To fill the gap, this presentation report a preliminary findings of a study examining the similarities and differences in composing persuasive message among individuals who come from similar high-context cultural backgrounds and who have received differing amount of influence from western culture.

Cultural influence and variables exert impact on the way individuals or groups encode and decode messages (Beamer, 1992; Hofstede, Hofstede, & Minkov, 2010). As mentioned by Varner (2000), the dynamics of interpreters influenced the whole intercultural business communication approach when both business partners communicate with a shared language. In order to engage in intercultural business communication successfully, communicators need to understand the business environment and communication practices of each side. Kankannaranta and Louhiala-Salminen (2010) also indicated that for BELF communication, business competence, knowledge of business communication and genre rules are much more important than language proficiency or fluency. Thus, understanding the impact of culture is essential for effective intercultural communication.

Two research questions are put forth to examine the impact of culture on business persuasive discourse written by Hong Kong and Japan students. Two research questions are:

1. What specific cultural influences can be observed in persuasive discourse by Hong Kong and Japanese students?

2. Are there differences in organizational pattern between persuasive discourse written by Hong Kong and Japanese students?

The aim of this study is to examine the extent to which cultural factor influences writing pattern and strategies in Hong Kong and Japanese students. The associated goal is to compare and contrast the written discourse between Hong Kong and Japanese students.

The corpora consist of written documents of two researched groups from Japan and Hong Kong. In analyzing the data, I will employ a well-established "structural moves" approach developed by Bhatia (1993) and Swale (1990) in terms of the form and content of writing persuasive documents. The data will be analyzed according to a predetermined set of coding categories for organizational and style patterns which consist of seven moves: Establishing Credentials; Introducing the Request; Offering Incentives/ Rewards; Enclosing Documents; Soliciting a Response or Requesting for Cooperation; Using Pressure Tactics; and Ending politely.

Keywords: Intercultural Business Communication, Persuasive Business Discourse

10:15-10:35 **Orbis 306**

Promotion of Intercultural Understanding from the Educational Point of View

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It is said that a person with a high cognitive complexity is able to comprehend a variety of respects from one event. A high cognitive complexity leads to the suppression of biase comes from stereotype. By observing things from various viewpoints without being caught in a specific preconception and common sense, we will be able to have a wider view and will be able to discover something new. It is vital to be flexible and to accept new ideas when we contact with people from different cultures. I would like to discuss important aspects in order to further promote intercultural understanding from the perspective of education.

Keywords: Cognitive Complexity, Stereotype, Preconception, Common Sense, Culture, Intercultural Understanding

9:00-9:20 **Orbis 307**

Satisfaction with Communication as Antecedents of Relational and Structural Social Capital

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Although scholars of organizational communication have long studied human relations and networks, both fundamental to developing social capital, only a few studies have examined how communication relates to social capital in organizations. This study examines how workers' satisfaction with organizational communication relates to the development of organizational social capital.

This study focuses on relational and structural social capital. Trust, mutual support and benefit, and collective goal orientation are key concepts which compose the relational dimension of social capital (e.g., Putnam, 1993). On the other hand, the theory of structural social capital follows structural-holes theory (Burt, 2001): "The structural hole argument is that social capital is created by a network in which people can broker connections between otherwise disconnected segments" (p. 31).

Communication is fundamental in forming relations that evolve into organizational capital. Developed by Downs and Hazen (1977), the communication satisfaction questionnaire (CSQ) assesses eight dimensions of organizational communication: communication with supervisors, organizational integration, media quality, horizontal and informal communication, organizational perspective, communication with subordinates, and personal feedback. Based on literature survey, it was hypothesized that four dimensions of communication satisfaction would be related to relational social capital and three to structural social capital as follows:

H1: Satisfaction with the communication climate is positively related to relational social capital.
H2: Satisfactory communication with superiors is positively related to relational social capital.
H3: Satisfaction with organizational integration is positively related to relational social capital.
H4: Satisfaction with personal feedback is positively related to relational social capital.
H5: Satisfaction with media quality is negatively related to network density in a work unit and positively related to network diversity outside it.
H6: Satisfaction with horizontal and informal communication is negatively related to network density in a work unit and positively related to network diversity outside it.
H7: Satisfaction with organizational perspective is negatively related to network density in a work unit and positively related to network diversity outside it

For testing those hypotheses, a survey was conducted. Questionnaires were distributed to 2,485 full-time Japanese workers at companies in Tokyo and three adjoining prefectures via the internet from February

2011. A total of 1,052 incumbent Japanese workers responded to the questionnaire. The questionnaire included demographic questions about the respondents, a revised version of CSQ specific to this study, and questions about relational and structural social capital. As for relational social capital, we adapted five questions each concerning trust/solidarity and collective action/cooperation partly from a World Bank survey concerning relational social capital (Grootaert, Narayan, Jones, & Woolcook, 2004). As for structural social capital, questions concerned relationships with superiors, colleagues, and subordinates within and outside sections, departments, and teams. We calculated network size (density), using a measure presented by Baker (2000). Besides density of networks within work units, we measured network diversity outside work units.

In order to analyze satisfaction with communication as antecedents of relational and structural social capital, we applied structural equation modeling. The model of relationships among four latent variables of communication satisfaction and relational social capital fits the data well. AGFI was 0.912 and RMSEA was 0.049. The relationship between communication climate and relational social capital was significant (β =0.65, $p<0.001$). Relationships among three other latent variables for communication satisfaction and relational social capital were not significant. Therefore, Hypothesis 1 was supported, whereas Hypotheses 2, 3, and 4 were not supported. Models of relationships among three variables of communication satisfaction and density and diversity of structural social capital fit the data well. AGFI was 0.961, and RMSEA was 0.039 for density in a work unit. AGFI was 0.954, and RMSEA was 0.044 for diversity outside a work unit. Media quality as an element of communication satisfaction was significantly and positively related with work unit density (β =0.47, $p<0.001$). However, the directionality contradicted the assumption. The negative relationship between horizontal communication and density was marginally significant (β =−0.15, p=0.060). Organizational perspectives were not significantly related to density. The negative relationship between horizontal communication and diversity outside a work unit was marginally significant (β =−0.14, p=0.088), but directionality contradicted our expectation. Media quality and organizational perspectives have no significant relationships with diversity. Therefore, Hypothesis 6 was partially supported, and Hypotheses 5 and 7 were not supported. Thus, the results of the data analysis suggest that workers' satisfaction with the communication climate develops relational social capital and horizontal communication opens highly dense networks within work units and brings the expected decrease of network density within work units.

The underlying rationale for a communication audit is that "how workers communicate messages determines how they work and interact with each other" (Downs & Adrian, 2004, p. 6); that is, communication relates to other organizational processes (Downs & Adrian, 2004), and good communication can become organizational capital. A communication audit not only maintains or improves communication but also examines and diagnoses the formation and development of social capital. Although further research is warranted, this study has contributed to organizational communication studies by clarifying the relationships between communication audits and social capital and by providing evidence that communication audits can diagnose social capital.

Keywords: Communication Satisfaction, Relational Social Capital, Structural Social Capital, Structural Equation Modeling, Japanese Workers

9:25-9:45 **Orbis 307**

Componential Priorities in Rapport Management

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Until recently, the main contribution to linguistic politeness has been made on strategic politeness (Lakoff 1973; Leech 1981; Brown & Levinson 1987). The issue of relativity of politeness phenomena, however, becomes a pitfall of strategic politeness, because the notion of strategic politeness is rather a description or use of linguistic strategies to mitigate face-threatening acts than politeness. In other words, strategic politeness researchers have a tendency to adopt a politeness research approach from the "local" perspective through which they highlight user-oriented politeness strategies. In this respect, postmodern politeness researchers claim that politeness needs to be relational work; the hearer's perception or judgment of (im)politeness is of necessity when we define politeness and/or impoliteness (Locher 2004; Locher and Watts 2005). For this purpose, this study demands an alternative concept to politeness, rapport, and it therefore refers to Spencer-Oatey's (2008) theory of rapport management.

Major claim of the study is that componential priorities are given differently across companies and they play a crucial role in rapport management in international business. Based on the three components of rapport management (face; sociality rights & obligations; interactional goals), the present study examines how these components influence international business communicators' dynamic perceptions and judgments of politeness. It investigates local business practices and their role in facework and social norms or appropriateness in international business settings.

Data of the study is composed of semi-structured interviews with nine managers working at the Finnish and Korean outlets of a Finland-based globally operating cargo-handling company (four from the Finnish end (MF) and three from the Korean end (MK)) and a Korean food company (AK; two interviewees).

First, this study investigates target companies' business practices (e.g. use of courteous or conventional expressions to boost formality in business writing; choice of communication channels (email; telephone); establishment of horizontal or vertical communication infrastructure, sensitivity of power and distance, decision-making process ((non-)consensus building); flexibility of time allowance, business regulations, and role in business; generosity in mistake; power play between buyer and seller), etc.

Second, it expands its discussion to how those business practices interface with the sociality rights & obligations and face wants in global business.

Finally, it explicates which component has a priority in rapport management in each company.

Overall findings in the study expect to exemplify the relativity of politeness phenomena in business and different componential priorities in rapport management.

Keywords: Rapport Management, Component, Componential Priority, Politeness, Finn, Korean

9:50-10:10 **Orbis 307**

Construction, Co-construction, and Re-construction of Knowledge: How Professional Design Teams Actually Deliberate

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Deliberation has traditionally been connected to persuasive argumentation, as a process of weighing all pros and cons until getting to a decision. However true this can be in various contexts, mostly related to rhetoric or collective public discourse, it is not the rule in everyday professional life. The present study focuses on team deliberation meetings in the context of design of on-line courses in Higher Education. This context requires knowledge to be shared between the team members having different backgrounds, institutional, and task-related roles, in order for them to produce a high-standard e-learning outcome. Therefore, e-learning context represents a complex, interdisciplinary workplace community. Our goal is to investigate the nature of team deliberation in this context.

To do that, we video-recorded 10 meetings of a professional design team in a well-established Distance University. The average time of a meeting was 1.6 hours and the total observation phase lasted 18 months. The communication dataset analysis was based on an Interaction analysis approach, extended into three levels: the macro-level, during which we separated deliberative from non-deliberative episodes; the meso-level, in which we distinguished between argumentative and non-argumentative sequences; and the micro-level, in which we identified all complete arguments in each sequence. Results show that inquiry argumentation is the most common type of efficient deliberative dialogue, whereas negotiation is also predominant. Meaning construction together with others, also called co-construction, and shift of perspective are some of the identified skills. Arguments from alternatives are also an important tool of knowledge re-construction.

This main result regarding the nature of team deliberative argumentation calls for a re-consideration of the types of communication skills business professionals are expected to have. The role of the cognitive object upon which argumentation takes place, and its continuous transformation on at least three levels, i.e. conceptual, epistemic, and inter-personal, are very important aspects of how decisions regarding complex problems are actually taken. What the author suggests in the end is a reconsideration of persuasion as the major technique during decision-oriented meetings. Instead, the three communication patterns emerged from the dataset analysis, namely construction, co-construction, and argumentative re-construction of knowledge, are presented as the “new” ways people communicate in the knowledge society in order to collaborate. Examples from the dataset are provided to illuminate this point of view.

Keywords: Team Deliberation, Argumentation, Knowledge Construction, Design, Interaction Analysis

10:15-10:35 **Orbis 307**

Cross-Cultural Conflict and Socio-Pragmatic Factors in Japanese Workplace

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I revealed that many English speaking full-time foreign workers in Japan had communication problems due to not knowing what would be happening in their workplace or not being informed enough to share the corporate culture and customs, which were mainly caused by the inefficiency of languages: Japanese language for foreign workers and English language for their Japanese co-workers and superiors (Fukaya (1999). To solve this language problem, many Japanese companies have tended to employ foreign graduates from Japanese universities, thus, miscommunication caused by insufficiency of Japanese language seems to have solved.

A Japanese official survey in 2008 addressed to foreign full-time workers, who completed tertiary education in Japan, however, reveals that they do suffer from more serious intercultural communication problems at their work in Japan. The problems do not stay only in traditional cultural differences, but extend to cultural similarities involving diverse Asian workers who speak fluent Japanese. I will clarify the present workplace communication problems of Asian workers in Japan whose majority owned by Chinese and Korean in terms of the cultural difference and similarity.

Cultural differences cannot always be tended to generate cultural conflict, as stated by Funayama(2004) that cultural differences may bear tolerance due to its obvious suggestion for mutual understanding, while cultural similarity may bear intolerance due to its conspiracy of silent dependence on the other party for understanding. Likewise, Japanese workers tend to behave to be tolerant to Western workers due to the natural feeling to accept the difference, on the other hand, they tend to behave to be intolerant to increasing numbers of Asian workers due to the mutual similarity, which may cause more complicated intercultural conflict. Especially to Asians who speak fluent Japanese, Japanese superiors and colleagues might feel stronger cultural gap through their different idea and way of doing work (Fukaya, 2010).

Among the reported cases of miscommunication, typical one is a Chinese worker's Japanese word "You are wrong!" to his Japanese superior at a discussion meeting, that offended the superior very much. In this case, the Chinese worker seems to fall into the pragmatic transfer to his native language and his native cultural background induces him to neglect the Japanese way of politeness (Meng, Y. 2008). I will discuss the pragmatic transfer in interaction, mainly in terms of sociopragmatic aspects of refusal, denying, politeness, etc. so as to avoid this kind of miscommunication at work in Japan.

Keywords: Miscommunication, Cultural Difference, Cultural Similarity, Pragmatic Transfer, Refusal, Politeness

9:00-9:20 **Orbis 308**

Collaborative Practices in the Hong Kong PR Industry: A study of Two Sites

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This paper examines collaborative practices in two Hong Kong PR companies, looking in particular at the patterns of interaction that were seen as workers went about the business of producing documents such as press releases and newsletters. The paper goes on to consider the implications this has for the ways in which students are prepared for writing collaboratively in the workplace.

The data come from a three-year study funded by the Hong Kong-SAR government that looks at creative and collaborative practices in the PR industry in the territory. As part of this study, a research assistant was placed as an intern for two stints of three months, first in a small and then in a medium-sized PR company, both of which have a mixed staff of local and expatriate workers. While working in these companies she wrote a daily reflective journal that amounted to some three hundred pages; this is the main source of data, and it is supplemented with documentation collected from the two organisations, and interviews with the research assistant.

Analysis of the data suggests that the two organisations under study displayed distinct approaches to the processes of collaboration, and to the ways in which they involved newcomers in these processes. Key differences related to the types of interactions around the texts that were being worked on: the larger organisation tended more towards the use of online editing and revising, and the use of centralized file-sharing platforms, while in the smaller organisation there was a higher degree of joint discussion and editing of texts. In fact it was observed that more generally there was a greater level of face-to-face interaction and ad hoc meetings in the smaller organisation, while the larger organisation had more formalized and scheduled discussions of work in progress, and often resorted to the use of Skype for routine communication, even within the office.

Overall the extent of face-to-face collaboration at the larger organisation was seen to be less: while employees were grouped into teams, these were somewhat hierarchical, and the division of labour led to a clear delineation of tasks and duties; once work was distributed among team members, they tended to work independently. Meanwhile in the smaller organisation more instances of groups of employees gathering to discuss and work on texts were observed.

There were also differences in the extent to which newer members of the organisation were involved in the creative stages of the process of text construction: in the larger organisation they were rarely present at brainstorming meetings, rather being tasked subsequently with the drafting of texts into which they had provided no input; in the smaller organisation the newcomers were engaged in nearly every stage of the process of text construction and promulgation. An important related issue was the extent to which newcomers were able to learn from their experiences: in the larger organisation they received less formative feedback than they did in the smaller organisation, which appeared more to resemble a community of practice of the kind discussed by Lave and Wenger (1991).

Finally the respective sizes of the two organisations had an impact on the work environment: the bigger of the two was of a size to have developed distinct cultures within the larger body, while the smaller organisation had a culture that all the employees felt themselves to be part of, and this was reflected in the interactions observed in the two workplaces.

It is clear from this study – and many others – that ways of collaborating vary considerably according to organisational culture. Gollin (1999) points out that collaborative writing 'is a complex activity and needs to be actively taught' (p. 289). Yet a number of researchers suggest that the kinds of competencies needed to be a successful collaborative writer are not generally addressed in university contexts. Indeed, Hansen (2006) contends that 'it appears that the majority of faculty who place students into teams do nothing more than that' (p. 15). The paper concludes by considering, on the basis of the findings outlined above, the question of what activity types could feasibly and usefully be incorporated into workplace-oriented writing courses to better prepare students for the realities of collaborating in the workplace.

Keywords: Workplace Collaboration, PR Organisations, Communities of Practice, Organisational Culture, Teaching Collaborative Writing

9:25-9:40 **Orbis 308**

Overseas Advancement of the Traditional Japanese Crafts Industry - A Case Study of a Japanese Umbrella Company -

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Owing to the long-lasting economic sluggishness in Japan, some traditional regional companies, which have exploited specific regional needs or advantages (Otaki, et al., 2006), are now forced to turn their eyes to overseas markets. One of these business lines is traditional Japanese crafts such as Kimono or Japanese umbrellas. This presentation will report a case study of a traditional umbrella company located in Kyoto, an old capital of Japan, with a special focus on its marketing strategies and communicative problems when it advanced into overseas markets. The company, utilising its expertise for making traditional Japanese umbrellas to diversify into making lamp shades which can be folded and in doing so, expanded its business to overseas markets, especially in Europe.

In this research, in addition to analysing media data, including TV programs and publications, a 90-minute interview was conducted with the company president. To minimise researcher's bias, Poulisse, et al. (1987) was referred to for the interview technique.

In the interview, in order to observe its marketing strategies, the following questions were asked regarding the marketing 4 P's (product, price, place, and promotion) (Perreault, W. E., et. al, 2010), with much less focus on price which does not much differ from the domestic market:

1) how has the company developed and modified the products for overseas markets? (product);
2) how has the company advanced into overseas markets, more specifically, how has it found local distributors? (place); and
3) what kind of promotion has the company used for the overseas markets? (promotion)

In this presentation, all of these three questions are analysed from cultural and communicative points of views, especially in terms of how the company adjusted its strategies according to differences in culture and communication style. Therefore, the following points are highlighted, respectively.

what kind of cultural differences were taken into consideration to adjust the products to overseas (especially European) markets? (product);
what kind of problems occurred in communicating with overseas distributors? (place); and
how has the company utilised SNS (Social Network Service) for overseas markets? (promotion)

For each question, several concrete examples will be presented (For example, with regard to 2) place, the different expectations of the manufacturer and a distributor have caused a serious problem.)

At the end of the presentation, based on the interview, recent rapid changes in the way to achieve overseas advancement will be extensively discussed.

First of all, the advent of SNS has significantly changed the way in which products are promoted in overseas markets: it now enables even small companies to promote and sell their products in overseas markets, and as a result, the age has come when large global companies or established trading companies can no longer dominate overseas markets. Second, as revealed in the president's comments, the "Made-in-Japan" brand, which was once a symbol of quality products, is no longer accepted as widely as it was in overseas markets. Also, the image of Kyoto − an ancient capital that is still the centre of traditional Japanese beauty − cannot be branded in overseas markets even though it is still highly advantageous in the domestic market.

These two points suggest that for overseas markets the only competitive edge is the unique expertise of individual companies and, therefore, using good communication to convey this competitive advantage becomes crucial.

Although this is a case study, similar cases of successful overseas advancement by small companies are still highly limited in number. Therefore, the specific problems and business chances presented by this case will serve as an invaluable reference by those with potential business chances in overseas markets.

Keywords: Traditional Japanese Crafts Industry, Overseas Advancement, Adjustment of Marketing Strategies, Cultural and Communicative Problems, SNS (Social Network Service), No more "Made-in-Japan" Brand

9:50-10:10 **Orbis 308**

How to Communicate Locally in The Theatre Industry; The Lion King in South Korea

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It is true that Broadway in New York and the West End in London are the two biggest and most powerful theatrical markets in the world. However, as theatrical markets have grown enormously in the last decade both in English-speaking and in non-English-speaking areas, the theatre business has expanded all over the world and the two biggest theatrical markets have been trying to branch out their shows in other areas. Although it has been understood that bringing Broadway's shows to non-English-speaking areas is mutually beneficial, the theatre industry has never examined this field closely enough or developed the mechanisms of international business to help both parties realize the full benefit of this arrangement. There are some fundamental issues to be considered in dealing with foreign countries such as the lack of experienced professionals or theatre facilities in the local markets and cultural barriers in doing business, especially in some developing markets like those in the Asian Pacific region. Theatre is live and local experience, which is one of the biggest things to make it different from other media forms such as film and TV. Therefore, the producers should carefully consider how to communicate with the local audiences in each market. Through analyzing, based on the news articles and personal interviews, the case of Disney musical The Lion King played in South Korea, this research will discover the better way how the live theatre branches out into other countries with different cultural backgrounds, especially non-English-speaking countries.

Japan's Shiki Theatrical Productions presented the first Korean language production of The Lion King, which is originally produced by Disney Theatricals, from October 2006 to October 2007 in Seoul at the Charlotte Theatre at LotteWorld, the city's first commercial venue dedicated to musical theatre. Shiki is based in Tokyo and operates under the direction of Keita Asari. The Lion King was the third Disney musical to play in South Korea, following Beauty and the Beast in 2004 and Aida in 2005, and it was the first Korean language production produced in Korea by a foreign producer. It happened through a partnership between Disney, Shiki and the Lotte Group. It seemed like a great opportunity. However, it actually brought some issues to the surface in the Korean theatre community as local producers protested against the production, decrying a "Japanese cultural invasion."[2)] There certainly were cultural tensions between South Korea and Japan. Also, the Japanese producers did not even know the local market well enough; there were not many theatergoers to fill the seats for a year and specifically for the family

1. Paquet, Darcy. "'King' swings to Korea." Variety 8 June 2006.

shows in Korea. Although Shiki did a great job on the production itself, it was hard for them to market it in the Korean theatre community.

Because theatre is a local-based business and accordingly, it is necessary for Broadway producers to work with local partners who understand the local markets better in terms of local culture, language and the local theatre business. Even the same show may require different marketing strategies from country to country. For local language shows especially, it is important that they have a local spin to engage and entertain the audiences in their own language, which necessitates the input of the local counterpart.

Obviously, it takes more time and effort to bring a show into non-English theatre areas than it would to take it to countries with the same language and similar cultural backgrounds. As those developing theatrical markets in the Asian Pacific region are continuously growing and the Broadway producers get to know those markets better, the international partnerships and collaborations would be more developed and expanded in the coming years. Sooner or later, production as well as distribution of theatre will become worldwide cross-cultural business, which would make the theatre truly global.

Keywords: Global Theatrical Markets, Korean Musical Theatre, The Lion King, Local Communication, Cross-Cultural Business

10:15-10:35 **Orbis 308**

Suntory-Kirin Merger Breakup: a Study of Miscommunication in the Food Industry

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Purpose of the Study

The issue of business communication in a failed merger in the food industry, as opposed to other factors that may have led to the failure, is worth analyzing. This study looks at one such recent case in Japan, and tries to come up with some useful findings and lessons from that experience. I hope that this study is of interest to other business communication specialists, as well as those interested in the food industry.

Research Methodology Used

Case study: Analysis of a proposed and then failed merger between the two Japan-based beverage companies, Suntory and Kirin, using official channel communication (such as press releases) as well as media coverage

Key Findings of the Study

This study looks at a merger that had been proposed but later failed, between two large Japanese beverage companies, namely, Suntory and Kirin, in 2009-2010. The merger proposal, which came into being in July 2009, was widely covered by the media, including all kinds of praises by way of personal speculations as to why this merger was desirable. However, when the merger proposal was called off in February 2010, the media attention was brief and relatively quiet. This may be partially explained by the fact that both Suntory and Kirin were major advertises in all kinds of media in Japan. However, stakeholders including the publicly held Kirin shareholders did not seem to have received adequate communication as to whether they preferred the merger as based on the management's reasons such as why the proposed merger would have been desirable, and then afterwards not so.

Mergers and acquisitions as business strategic tools are important, and are often used in many parts of the world. However, an analysis of a proposed merger between a large public company and equally large but private-held company is not often conducted, especially in the Japanese food industry. Thus, it seems worthwhile to look into this case.

Evidences show that not enough communication was made by the Kirin management and Suntory management/shareholders vis-a-vis other stakeholders. A successful integration after the merger needs careful preparation including ample communication with various stakeholders from the beginning of the merger proposal, which means that the failure of this proposed merger may have been a blessing in disguise.

Implications for Education and/or Business

This topic is relevant for students in both business communication and strategic management courses. It should also be meaningful for businesses that contemplate future mergers and acquisitions.

Keywords: Food Industry, Japan, Mergers and Acquisitions, Business Communication, Stakeholders

9:00-9:20 **Orbis 309**

Developing English-in-the-Discipline Courses for the New 4-year Undergraduate Curriculum in Hong Kong

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Purpose of the Study

As an initiative for the 4-year new curriculum in the Hong Kong tertiary education from 2012, this proposal will discuss my experience in developing English-in-the-Discipline (ED) courses for the Faculty of Education in the University of Hong Kong. An ED course is considered to be a course that supports students in learning effective academic English skills relevant to their discipline. This project is a direct response to the Senate's recommendation that the English Language Centre should collaborate with Faculty teachers within the University to explore innovative curricular models for enhancing English teaching and learning as students engage in their disciplinary study. The main objective of this project is to pilot the design and delivery of ED courses for Education students and to increase students' awareness of their professional practice and disciplinary context. The developed courses attempt to build connections between specific English language needs and students' disciplines.

Methodology

Students' and teachers' qualitative comments on the course design and materials served as an indicator of any positive changes in the ED courses. Data were collected by means of an end-of-course evaluation in a form of questionnaires with students to gather feedback on their perspectives on course design, course materials, and perceived language demand, together with how well the courses deal with their English language needs. The researcher also analyzed teachers' and students' views on the course assessment and feedback mechanisms. Followed by the end-of-course student survey, focus group interviews with students were also administered.

Key Findings

The results indicated that the courses allow students to benefit from mastering the subject knowledge through a group research project with timely language support from the English teacher. The pedagogically motivated learning approach has the advantage of allowing students to target and practice their academic English at different stages within the research project. They would learn how to make meaning through co-construction of knowledge in the course and have access to ongoing feedback from their English teacher at various phases.

Implications for Education

The project outcomes such as developed resources and procedures have immense learning potential as the diverse language needs of target students are taken into account by the researcher during the process of materials development. This project aims at supporting the development of ED curriculum with strong prospects for enriching Education students' learning experience in their discipline, and has the advantage of developing discipline-specific courses with more relevant and specific input from Faculty members who know the students' needs. The course templates also have great potential for being transferred to other foundation courses within other programs in the Faculty (cross-disciplinary) or to other faculties (University-wide) to benefit diverse learners.

The presentation will highlight the advantages and disadvantages of curricular models proposed for the new curriculum and analyze the challenges of collaboration with the faculty, course planning and implementation. It will also discuss how the course encourages commitment to students' disciplines.

Keywords: English in the Discipline, New Curriculum, Hong Kong Tertiary Education

9:25-9:45 **Orbis 309**

Career-conscious Course Design of Cross-cultural Communication Skills

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Purpose

This paper attempts to illustrate the adaptive course design of business communication for business undergraduate students with focus on the usefulness of cross-cultural communication skills. Researchers have stated the importance of relating academic classroom activities to its relevant professional competence as required on a real business setting (Conrad, 2003). The paper is a reaction to the growing need for embracing job-oriented business skills into the course design. For this purpose, it adopts the cross-cultural persuasion as key element of enhancing practical communication skills. This paper aims at 1) designing the career-oriented educational program that can be led to effective job performance; and 2) illustrate how the in-class feedback from students can be incorporated into course design of specific business communication skills.

Method

For the pedagogical purpose, it presents to design two classification-activities to fit the proposed aim of relating academic course design to the practical communication skill need from a real job performance. One is to illustrate the diverse topic portfolio to broaden the population's awareness of cross-cultural dimension, and the other is to show a set of questions designed to increase their strategic thinking abilities. Finally, it illustrates the topic portfolio relevance of incorporating the academic objectives into the professional need of cultivating cross-culturally literate subjects in their future job performance.

Implication

The paper attempt to illustrate the relevance of career-conscious course design to teach the cross-cultural competence is significant from two perspectives: One is in view of the globalization that captures human resources mission at a global workplaces that usually involve multiple cultural background with peoples from different set of culture and knowledge. The other is the growing concern about the possible mismatch between the communication skill constructs that students learn in a classroom setting and the communication skill need that the students experience on their respective job performance scenes. Also, the course design considers the agreed nature of business communicators who often play a bridge role between divergent organizational functions or different culture groups for the peoples around the world. Therefore, addressing the persuasive side of the business communication profession is essential to the course design. For this reason, it presented the topic of the Power Distance Index (PDI)-a reference to people's attitudes towards the authority- aimed at enhancing the population's persuasive skills that they may face in real business setting.

Keywords: Career-conscious Education, Cross-cultural Communication, Persuasive ability

9:50-10:10 Orbis 309

One BCOM Teacher's Experience Using the iPad 2

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As a Business Communication lecturer, I strive to find ways to engage my students in the proper writing techniques used in business. Being a business writing teacher today has challenges that were never dreamed of by teachers just 15 years ago. Internet, e-mail, and texting have caused so many to forget how to write a letter, that teachers must bring their students back to the basics. The technology of today, I believe, can help business teachers bring their students back to the writing of yesterday.

The Reasons

Business writing is thought to be obsolete by many college students of today. When they have made it through six weeks of my Business Communication Writing course, they start to believe that it is a real skill to be learned and appreciated. When these students realize I have an iPad and utilize it, they tend to feel a little more comfortable, because technology is what they know and what is important to them.

The Research

The research used was fairly simple. I decided to buy an iPad 2 and experiment with it for a semester. Before my semester started, I spent a lot of time on the Internet, searching for sites written by teachers for teachers explaining what applications or apps were best to download to your iPad. Once I downloaded some I liked, I formatted them to fit my Business Communication classes. These are listed on the references page, along with the teacher's sites.

The Findings

I found that I chose a few iPad apps that were clinkers, but most were very helpful for use in the classroom. For example, the Attendance app, developed by David Reed of Capital University in Columbus, Ohio, is very useful not only for taking attendance, but keeping track of each and every student's attendance. It gives the teacher the ability to download the attendance record of each student into a report format. The teacher is able to quickly e-mail each student through the app. It is also possible to put students into random groups, which I do a lot of in my classes. Instead of laboriously writing out names into groups before each class period, I can simply tap a button and my students are put into groups of any size of my choosing. This is just the tip of the iceberg. I have more apps to share that have come in quite handy in my BCOM classes, such as grading tools and communication assistance between student and teacher.

The Implications

The iPad is technological wonder that can contribute greatly to the teaching of writing. It can help ease the stacks and piles of paper that pervade our desks, waiting to be graded. It can aid in the organization of the typical BCOM class. It can save the teacher, as well as the student, precious time when questions need answered immediately.

This is a study on the use of the iPad 2 solely by one teacher, but the possibilities would be even more astronomical if all of the students could have an iPad, as well. My BCOM courses are taught, not by choice, in non-computer classrooms. This brings about a whole host of challenges which would be eliminated if both students and teacher were using the iPad. Therefore, this study is twofold: One, to illuminate the usefulness of the iPad 2 for teachers teaching business writing, and two, to show administrators and educators alike, how useful the iPad can be for classes that cannot logistically be taught in computer lab classrooms.

Much information has been presented about using the iPad 2 in the classroom, but I have yet to find any helpful resources that guide the business writing teacher in the use of this powerful tool. My research includes taking an essay grading app and completely rewriting its key components to fit the professional writing of business documents and letters. This study should prove useful for those Business Communication teachers out there willing to embrace this new technology.

Keywords: Business Communication, iPad2, Technology, Writing, Teaching, Applications

The 11th Asia-Pacific Conference of the
Association for Business Communication

Paper Presentation Ⅱ

10:50-12:00

March 31, 2012

- **Session 1.2. Communication in Global Business**
- **Session 2.2. External Stakeholder Communication**
- **Session 3.2. Trust in Communication**
- **Session 4.2. Information Technology in Communication**

10:50-11:10 **Orbis 306**

A Research Paradigm to Optimize Globish for Global Business Communication

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Purpose

This presentation examines the role of Globish in the context of BELF (Business English as a Lingua Franca). Globish was proposed by a former IBM executive Jean Paul Nerrier. It is a specially-designed form of English that uses a limited vocabulary of 1500 words, short sentences, and no idioms. The main purpose of Globish is to achieve mutual intelligibility in global communication. It has gained attention in several countries, especially Japan. There are two possible reasons: (1) the lack of English capability of many Japanese and (2) the trend in Japanese business placing more emphasis on English (e.g. making English an official language within a company). Some Japanese people view Globish as a "cure" and believe that mastering it will make them better business communicators.

Although its creator and proponents claim that it is enough for conducting business, the presenter will argue that Globish is not optimal for global business communication. That is not to say that Globish is useless in business. Like past attempts to build an intelligible framework of the English language such as Plain English, which has become the official format for U.S. government documents, the concept of Globish itself appears workable. What the presenter wants to point out, however, is that the selection of Globish vocabulary does not seem to be a product of careful study or observation of a working language in global business communication. The presentation will describe the short comings of Globish and provide some examples of business English categories that should be researched to increase Globish usability.

Methodology

To clarify the role of Globish in global business communication, the definition, characteristics, and the purpose of Globish are presented in relation to the concept of BELF. BELF discourse is known with its three characteristics: (1) simplified English, (2) specific terminology related to business, and (3) a hybrid of discourse practices originating from the speakers' mother tongues. The presenter will especially focus on (1) and (2) of the three characteristics. Next, some proponents' opinions on the effectiveness of Globish in business communication will be given.

The presenter will put forward the view that while the principle of Globish is agreeable and a certain practicability does exist, it is too early to determine whether Globish can become a effective tool for doing business in the contemporary global society. The presenter will use semiology as a guiding theory to point out problems of Globish, and provide areas of research to be considered based on business communication studies.

Key Findings:

While the concept of Globish should be welcomed in the field of business communication, the system itself needs careful examination. Globish advocates seem to claim that Globish is sufficient for doing business on a very limited basis. Careful examination of the workability of Globish in the business field is most certainly needed.

Implications

Many companies in non-English-speaking countries such as Japan are now shifting their language policies to a more English-oriented focus. However, many employees are having difficulties adjusting to the new system, which is one of the reasons why Globish has received attention in Japan. This presentation aims to show some of the possible pitfalls of Globish, and areas of business communication that developments in Globish must take into account

Keywords: Globish, mutual intelligibility, BELF, global business communication, non-native speakers of English

11:15-11:35 **Orbis 306**

Empowerment in Japanese and Swedish Companies: a Comparison

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Empowerment refers to “any kind of formal and informal means of sharing decision-making power and influence between leaders and subordinates” (Hofstede & Hofstede 2005: 271). The purpose of our research was the investigation of cultural differences in empowerment between Japanese and Swedish enterprises.

Both countries were chosen based on the cultural dimensions Power Distance and Individualism of Geert Hofstede. Based on Hofstede, Sweden is a country with substantially lower power distance and higher individualism than Japan.

Based on the literature it is expected that empowerment is more developed in Swedish (lower PD, higher IDV) than in Japanese (higher PD, lower IDV) companies. Eylon and Au (1999:381) for example, indicate that respondents of cultures with high Power Distance may perform better under conditions without empowerment but which involved structured tasks, limited information and little responsibilities.

In our research we introduced a difference between discretionary empowerment and psychological empowerment. Discretionary empowerment focuses on which tasks are assigned and delegated to employees, while psychological empowerment refers to the way employees experience empowerment based on their feelings (Hui, Au, and Fock, 2004).

A quantitative method was applied by sending the respondents an online questionnaire. The data were analyzed by means of SPSS which was used to confirm or to refute the hypotheses. In addition, two interviews were conducted in order to obtain additional information about data revealed from the survey.

79 completed questionnaires were usable for statistical processing. The response rate was 38% for Sweden and 56% for Japan. The group consisted of 31 respondents working for Swedish companies and 48 respondents working for Japanese companies.

Females represented 62% of the respondents who work at Swedish companies. However, respondents of Japanese companies were 91% male, and almost the same percentage applied for those holding Japanese management positions. For respondents from Japanese companies that have completed the questionnaire, it appeared that the top management positions were almost completely dominated by men. This observation is supported by other literature which shows that senior management is almost entirely held by men in

Japan (web-japan.org). Furthermore none of the men holding a top management position in Japanese companies were younger than fifty years, as compared to the top managers in Swedish companies who were not younger than thirty years.

In the Swedish business culture, egalitarianism is an important issue. Everyone is treated and addressed the same and this aspect was supported by data from the interview. Egalitarianism is also reflected in the equal male and female distribution in the Swedish workplace. Additionally, one fifth of the executive functions and one third of management positions of Swedish listed companies are held by women (www.sweden.se). In our study, 12% of the top managers and 27% of the middle- and low managers on the Swedish side are women, compared to 3% of women working as middle- and low managers of Japanese companies.

In Japanese companies, a sense of unity is pursued which is almost similar to a family relationship between an employer and an employee. On the other hand, the Japanese forms of addressing each other makes a clear distinction in status and hierarchy (Verluyten, 2010).

Multivariate test pointed out a significant difference in effect of nationality on the scales discretionary empowerment, psychological empowerment, the extent to which one believes in its capability and performance and the degree of responsibility that one takes for certain actions.

The survey results illustrate that managers of Japanese companies prefer to rely on superiors and formal rules while managers in Swedish companies rely more on their own experience and their subordinates. Furthermore, managers of Swedish enterprises indicated to be more often involved in setting the goals and objectives for their job compared to the managers of Japanese enterprises.

Psychological empowerment is less often experienced in Japan in comparison to Sweden: employees of Japanese companies feel less empowered than employees for Swedish companies.

Our results also show that respondents working for Swedish companies agreed more in taking responsibility for certain measures and believing in their capability to perform their duties.

In conclusion, in accordance with the literature and our initial hypothesis, our research (surveys and interviews) shows that empowerment is more developed in Swedish enterprises than in Japanese enterprises.

Some limitations of our study should be mentioned. In this epilogue, some critical comments on the approach to the study will be given. Respondents of this survey varied widely in terms of gender. The answers given may be influenced by the sex of the respondent. 91% men were represented by the respondents who work in Japanese companies, while 62% women were represented by the respondents who work in Swedish companies. Moreover, socially desirable answers cannot entirely be ruled out. Finally, this research was conducted on a small scale given time and financial limitations.

Keywords: Cross-cultural, Empowerment, Trust, Hofstede, Management

11:40-12:00 **Orbis 306**

A Thematic Comparison of Annual Report Letters Written by CEOs of U.S. and French Companies

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As the fifth-largest economy in the world, France represents a critical component of U.S. trade and investment. According to the U.S. Department of State (2011), France is the U.S. eight-largest trade partner, accounting for more than $1 billion in daily commercial transactions, having approximately 2,300 French subsidiaries in the U.S. that provide more than 598,000 jobs and that generate an estimated $306 billion in turnover (U. S. Department of State, 2011). France is also the 7th largest foreign investor to the U.S., with shares amounting to $163billion, or over 7percent of total FDI (Embassy of Francein Washington,2012). There are currently 698 French corporations listed on the NewYork Stock Exchange alone (NYSE,2012).

Given the significant commercial connection between France and the United States, cultural exchanges characterizing transactions between countries is noteworthy. For example, research holds that mainstream French and U.S. cultures differ importantly in their conceptualizations of uncertainty avoidance and power (Hofstede, 2012) and tendency toward high-low context (Hall, 1990). Notable nonverbal communication differences, such as use of touching behavior and space, also exist between the two cultures, as well as various aspects of U.S. and French management styles, including decision-making, organizational leadership, and problem-solving.

Relatively unexplored, however, is the potential role of each culture's disparate legal environments, e.g., civil and common law systems. To what extent does each legal system, which governs the processes involving cross-border contracts, financial transactions, and investment procedures, relate to the rhetorical styles of CEOs' annual report letters?

This study attempts to provide insight into the nature of written expression found in the annual report letters constructed by CEOs of French and U.S. companies. We use Centering Resonance Analysis, or CRA (Crawdad Technology, 2005) to compare content and structural characteristics of 30 French and 30 U.S. CEO letters randomly selected from the New York Stock Exchange company listings from both countries. The CRA tool provides a regression-based method for determining rhetorical themes, word usage characteristics, and other text-based comparative measures for analyzing documents. We apply the results of the CRA to the existing body of literature on French and American cultural and legal differences and discuss implications for future research in international business communication.

Keywords: Annual Report Letters, French Companies, Centering Resonance Analysis, CRA

10:50-11:10 **Orbis 307**

Leveraging the Use of Video Resumes in Employment Communications

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Video resumes, also commonly referred to as visumes, are becoming more and more popular with the advent of transmitting streaming video via the internet. Current research suggests that the use of video resumes are problematic in the United States due to strict equal employment opportunity compliance issues which limit applicants' use of photos on a resume(Gurchiek, 2007). Thus, employment attorneys have counseled companies to reject video resumes as a legitimate source of recruitment to avoid the possibility of discrimination claims, although there has not been one discrimination case yet due to a video resume (Baldas, 2007). However, other research indicates that employers are finding that video resumes allow the candidates to stand out among a competitive pool of applicants (Cullen, 2007). Pratz (2008) argues that savvy candidates are leveraging 21st century communication skills in a world where relevant, fast information is the key to success. Consequently, major job search websites such are allowing video resumes to be uploaded to their pages for employers to preview. In a diverse global economy, the use of video resumes may offer some benefits in countries, particular some of the BRICS nations, where resumes often include the candidates' pictures and other personal information.

This study examines the pros and cons of using video resumes in employment communications and outlines a pedagogical approach on producing meaningful, quality video resumes as a marketing tool to gain exposure in the US and international job markets. By implementing the use of the STAR behavioral-based method of interviewing as a framework, this study analyzes 80 undergraduate business communication students' video resumes in 4 content areas: the effective use of STAR stories, the connection between relevant skill sets and the target goals of the employer, the effective use of multi-media, and the various delivery options. The assessments of these videos are based on a faculty generated rubric. The end result of this presentation is that business communication teachers will walk away with a practical approach in teaching students how to create and deliver effective video resumes to the appropriate audiences through using quick response codes (QRC), social media sites, and the traditional hard copy resumes and cover letters. The implications of using video resumes are important on several levels. First, in a fiercely competitive market, video resumes allow job candidates to separate themselves from the competition. Second, traditional resumes are being re-defined by technology and are perceived more as a marketing tool than an outdated document listing qualifications and experiences. Third, a growing number of US employers are relying on social media sites such as Facebook and LinkedIn to do reference checks and review endorsements to get a profile of candidates' skill sets (Berkshire, 2005; Roberts, 2008). Finally, the use of video resumes has direct implications in guiding business communication teachers to better design assignments and implement strategies that will best serve the needs of the new 21st century communications environment.

Keywords: Social Media, Teaching Business Communications, Business Communication in New Media Contexts, Career Management

11:15-11:35 **Orbis 307**

An Interactive, Networked Algorithm for Marcom

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Based on the 4Ps (McCarthy, 1960) this industrial-age, product-driven marketing system derived from and developed to support the manufacturing model of the mid-20th century, simply doesn’t work, particularly in developed economies. The relationship between the consumer and advertiser has changed. And, it continues to change dramatically. Today consumers are becoming increasingly powerful, rendering old marketing communication (marcom) models and methods obsolete. Consumers no longer rely on traditional advertising for information. New technologies like the Internet and improvements in telecom have put marketplace control in their hands by providing ready access to seemingly limitless amounts of information through increasing numbers of sourcing channels. Consumers are no longer bound by time and geography when considering alternatives or making purchasing decisions. This not only gives consumers more selection, it makes them more selective. Consequently, most traditional marcom has lost its power and impact on customers and consumers in this radically different marketplace. As marketers lose power, consumers gain power. In short, today’s, 21st century marketplace is the consumer powered marketplace.

This paper presents a conceptual view of how consumers gather, organize and use various types and forms of both online and offline communication to create internal networks which allow them to make decisions in the interactive marketplace. It is termed the O-C-R model (Observations, Conversations and Recommendations). The concept and model are based on more than 10 years of consumer-provided online data found in the Simultaneous Media Usage Studies developed by BIG insights, Worthington, OH, USA. The authors have been given permission to analyze this U.S. media usage data and to develop the conceptual frameworks presented here. The key element in this conceptual framework is that consumers create their own internal communication networks, which may or may not include marketer-generated data. They use these internal models to make ongoing marketplace decisions. The challenge it presents is that marketers are on the outside of the system and thus have limited information on how consumers are constructing and using these networks. That would appear to be the primary challenge for marketers going forward. Thus, new approaches and systems are needed to create effective marketing communication in this O-C-R-driven marketplace.

In this paper we review traditional marcom and how those activities have historically been used to attempt to persuade traditional consumers. Then, we discuss how the market has shifted and consumer behavior has evolved, starting first in the early 1990s with the commercialization of the Internet and World Wide Web. We then discuss the development of and how the closed loop, O-C-R system, functions. Finally, we give recommendations to marketers for navigating this new marketplace.

Keywords: O-C-R (Observation, Communication, Recommendation), BIG Research, Retail Community, SIMM(Simultaneous Media Exposure), CAS(Complexity Adaptive System)

11:40-12:10 **Orbis 307**

One Consideration upon the Practical Keys to Have Better Business Communications in the Face of the Crisis in Business Management – Case Study: September11, 2001, NY

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During my overseas working experience in NY over 4 years, I had a destiny to undergo a couple of unforgettable crisis in the business management of Japanese Trust Bank. The 1st one was the preparation for Y2K (Year Two Thousand) at the end of year 1999 and the 2nd one was there covery from the Disaster at World Trade Center in September 11, 2001. The 3rd one was the prevention of infection from the anthrax attacks in Oct.2001.

As for Y2K, we could manage to avoid unexpected problems or troubles in our banking businesses in NY because of the overall preparations and prearrangements of my subordinating staff members. Also, in case of anthrax attacks, we could manage to minimize the risk to handle many incoming mails.

In case of Sept.11, it was a different story. I, as the head of the administration divisions in NY including General Affairs, IT, personnel division, settlements or loan administration , had to share various kinds of difficulty with other branch executives who were also involved in this extremely sad situation, especially to maintain a good business communication level to continue the ordinary banking businesses in the midst of turmoil and disorder.

Our base in NY was located in midtown; therefore we didn't suffer any direct damages by the terrorist attack, fortunately. However, all of us were not aware what's going on and what would happen next, so that there was invisible fear and horror attacking all the employees' mind and causing extreme uneasiness. This also pushed us to cope with many important missions which were difficult to be carried out on the same table in the limited timescale. They were, ① to continue our core banking businesses ② to secure the safety of all the employees including their family members ③ to report the ongoing issues to Head Office to have their precise and timely instructions.

Here, I would like to make some considerations on how we tried to maintain the level of good business communication internally as well as with other entities including Euro Brokers or other financial institutions based in NY. Of course we did have a disaster recovery manual for general purposes but it couldn't be applied for every occasion including this unhappy experience. Our immediate action on the day was to make sure the safety of all the employees including their family members and let them leave the office keeping the minimum staffs in the office. Then, we assigned the roles to the managers while having an urgent meeting among executives to share the most updated information and keeping a good communication level in the office.

Already more than 10 years have passed after Sept.11, I would still like to look back this issue again to take up some lessons which I learned in terms of business communication management in crises and list up the key elements we have to bear in mind in order to take the possible best action even in case of unexpected disaster or panic situation in the future.

Keys:
① Be calm and have a stable mind to cope with the crisis
② Safety of the staffs has the top priority
③ Gather and select correct information as much as possible
④ Be careful with the rumors or uncertain information or hearings
⑤ Keep track of the ongoing issues everyday in order to have a most appropriate Management decision to minimize the risk and have a quick recovery from the crisis.

I would like to discuss the above issue as well as the Keys listed with other members at ABC conference in order to share the most appropriate preparation and prevention factors in our mind to have the best Communications in our Business Management.

Keywords: Practical Keys to Have Better Business Communication, case study, September11 2001, NY based Japanese Trust Bank, important missions, good business communications, keep a good communication level, the best Communication in our Business Management

10:50-11:10 **Orbis 308**

What is 'Trust' in Business Communication?

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Trust is a vague notion, and has several meanings applied in different contexts and situations. For example, trust means a firm relationship among family members, and sometimes a warm friendship in a social context. In other words, trust is a humans' voluntary conduct to give others kindness, offers, advice, and even love in return for no economical merits in a sociological context. For another example, trust is a fiduciary relationship where a landowner gives a lord his or her property or real estate for free, to escape from burdens of tax and heavy duties, in a classical European social context.

Then, what is trust in a business context, and where does it come from?

Trust in a business context exists, by nature, in the form of both internal and external communication methodology. Internal communication includes a corporate long-term commitment to employees, for example, recruitment, in-house education, and retirement pension plan. External communication covers equity investor'ｓ relation, reliable customer service, and/or long-term frequent business transactions with reliable business partners.

In trust, the way to convey messages also varies from time to time. Contractual and non-contractual: both contractual mutual agreements (e.g. investment trust, deed of trust, national trust etc.) and non-contractual one-way messages (e.g. oral profession, customary gesture, donation, grant etc.) exist in trust behavior.

In order to show you how trust works, as concretely as possible, I will explain in my presentation, various types of trust products; real estate trust, pension fund trust, will trust (testament) etc.

As a study of methodology, I will refer to the Shannon's traditional model of the communication process where we need an information source, message, transmitter, signal channel, noise, and destination to cover a communication process.

Finally, I will state my own views on trust, in business context to reflect cultural differences between western and oriental historical backgrounds. In a western world, business trust, I believe, is an external transaction with a third-party where money, land or property is held by one party for the benefit of others. A reliable third party called trustee carries out trust deed execution for the benefit of both trustor and/or beneficiary. However in an oriental world, business trust is still relatively a social and customary transaction where business term is not necessarily required or defined. In this sense business trust, in oriental world, is at the same time a spiritual notion and an internal transaction for the benefit of family, relatives, and/or close friends.

Table 1. Differences between western and oriental business trust

	Type	Counterparty	Context	Religion	Charitable trust (Tax free vehicle)
Western Trust	External	third person	Business	Christianity	Yes
Oriental Trust	Internal	family, relatives, friends	Business and social	Confucianism Buddhism	No

T.Masuyama (Author) originally made.

Keywords: Trust, Level of Credibility, Communication, Social Context, Information

11:15-11:35 **Orbis 308**

Trust Building Beyond 21st Century

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This study identifies the functions of social media such as Facebook, Twitter, blogs, and websites in building trust among small business entrepreneurs in Malaysia. At present, the internet and social media has been the “in-thing” in every aspect of human lives. The use of social media has been increasingly ubiquitous in businesses as well. Businesses ranging from small businesses to conglomerates have been jumping onto the bandwagon. The use of the internet and social media has been gaining increasing attention among scholars and researchers. Though a lot of research has been conducted on social media, not many investigate small business entrepreneurs in Malaysia, Hence, little knowledge is known regarding its use for these business entrepreneurs. This is a preliminary study which has just started. Data will be collected in the last week of December, 2011.Primarily, this study investigates the types of businesses advertised in the social media by the entrepreneurs, visuals used and languages of advertisements to attract users to visit their sites. The study employs a mixed-method approach, using questionnaire and interview to gain information from the respondents. Questionnaires will be distributed to respondents, selected using snow-ball sampling method, via online and face-to-face, depending on their accessibility to answer the questions. Prior to the distribution of the questionnaires, the researchers will firstly become participant observers of postings made in the social media. Once the relevant social media sites have been identified, the researchers will build rapport with the business entrepreneurs. The researchers will gather consent agreement from selected respondents. Subsequently, face-to-face interview will be conducted on selected respondents to triangulate the data. Data obtained from the interview will be analysed using Conversation Analysis, where it involves coding, and categorization. On the contrary, data from the questionnaires will be analysed using Content Analysis and descriptive statistics.

The expected key findings of the study are as follows: (1) products/services are transacted physically due to social media; (2) trust is built through recommendations by viewers through social media to purchase the products/services; (3) visuals play an important role in attracting users to trust and visit the sites; (4) brand and quality displayed affect the users’ trust; (5) pricing offered to the users; (6) easy delivery to the users; (7) languages used should be simple, direct and comprehensible; (8) trust is developed over time and/or the urgency of the needs of the users; (8) only certain products/services are useful using this channel of marketing. The findings of this study would be able to provide indicators to businesses on the effect of using social media to promote their products. At the same time, the findings might also be able to indicate that there is a need for exposure of the social media to small businessmen, as a ‘cheap-and-convenient’ marketing and communication tool. It is also needed for building ‘networking’, not only between the business entrepreneurs and the customers/users but also among themselves. Thus, guidelines or a model for small business entrepreneurs in using social media is also needed. In the

context of higher education, in particular, business communication, there is also a need to create guidelines and case studies in the course contents using social media. It is also important for the students to experience communication in business through hands-on experience using social media.

Keywords: Trust, Business Communication, BELF, Social Media, Small Business Entrepreneurs

11:40-12:00 **Orbis 308**

Has Globalization Become a Significant Driver of Stakeholder Influence on the Communication of Organizational Ethics, Commitment and Achievement in Corporate Social Responsibility (CSR)?

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Corporate social responsibility (CSR) increasingly underpins the nature of the relationship between organisations and the societies with which they interact; it includes the responsibilities that are inherent on both sides of these relationships and it includes all stakeholders and constituent groups that maintain on-going interest in the organisation's operations (Werther & Chandler, 2011) Today, globalization appears to be creating new and different opportunities for organizations to communicate commitment to CSR activities to their stakeholders and simultaneously, for stakeholders to assess the ethics, values and achievements of such CSR activities. Current research in corporate communication indicates that the use of corporate web sites for the reporting of social responsibility activities is significantly increasing as companies realise the need to communicate their CSR activities to both internal and external stakeholders as well as to global ones (Isenmann, 2006; Rolland & O'Keefe-Bazzoni, 2009). As stakeholder audiences for online CSR communication increase, two questions arise. The first centres on organizational motivation (eg moral, ethical or other reasons) for such expanded and deliberate CSR communication reporting. The second asks how might global audiences have influenced the need for and the use of CSR message development as well as the online communication and delivery of such messages.

The global finance sector continues to undergo huge upheaval in its operations with subsequent enormous social impacts. As a result of these impacts, a significant rise in stakeholder distrust of banks, and an increase in dissonance between banking CSR rhetoric and stakeholder perceptions of actual practice has occurred(Fassin &Buelens, 2011; Scholtens,2009). The role and function of financial institutional corporate communication of CSR initiatives to stakeholders is inevitably questioned as corporations appear to" *re-articulate and re-invent the compact between the individual and the enterprise in a variety of formal and informal ways"*(Goodman,2011,p viii).

This paper seeks to explore the implications of this quote initially through a review of the nature of the business/society relationship. The development of corporate social responsibility and its current role in organizations Secondly, in an age of global consciousness, this paper examines the influence of stakeholder relationships on the drivers for such development (eg codes of conduct, changing societal expectations, corporate identity and the use of information technology)that underpin current online CSR

communication reporting for a globalized world. Utilising a case study approach through a content analysis of descriptive data, the online CSR reporting of a large global financial institution (UBS) to both its global and internal stakeholders was critiqued for evidence of CSR motivation, commitment and achievement in a time of much global distrust of banking operations. Our findings indicate that UBS is actively articulating both global and local social responsibilities, achieving high ratings in private sector annual analyses of the CSR reporting of European corporations and adhering to CSR global reporting standards thus indicating responsiveness to stakeholder perceptions of its corporate identity.

Keywords: CSR, Online Reporting, Globalized Audiences, Stakeholder, Responsiveness

10:50-11:10 **Orbis 309**

Consumers' Acceptance and Usage Behavior of Health Information and Service on the Wdb

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Purpose

Health consumers have referred to the Internet to seek consultations, social support, self-management, screening tools, and information about medications. When consumers use health information and services on the Internet, they are accepting an innovation as well as a new information and communication technology (ICT). Therefore, this study aims to understand health consumers' ICT acceptance and usage behavior of health information and services on the Internet by testing the theoretical framework of an Information and Communication Technology Acceptance Model (ICTAM) which was previously proposed and empirically tested in the literature.

Methods

A descriptive study design employing a Web-based survey was used. The survey was conducted through the LISTSERV of an official web portal for health of the South Korean government. For the survey, 56 items were used including demographics, background information of Internet usage, and the constructs of the ICTAM. Data were analyzed using SPSS for descriptive statistics, a principal component analysis (PCA), and a stepwise multiple regression analysis.

Findings

The total number of respondents was 200. Fifty five percent of the respondents were women and 45% were men. The average age of the respondents was 35.16 years (S.D.=10.07), ranging from 18 to 67 years. Sixty three percent reported at least some college education. About half of the respondents reported their annual income ranging from $30,000 to $49,999. Most respondents indicated that they reside in urban area (69.5%). More than one-third of the respondents (36.5%) reported that they used health information on the Web frequently.

For internal consistency (Cronbach's α), the results of the PCA with varimax rotation using Kaiser Normalization of each construct ranged from .76 to .96. For criterion-related validity, the entire correlation matrix indicated significant inter-correlations among the constructs.

For a stepwise multiple regression analysis, *age* and *income* were considered as confounding variables. All the constructs explaining *perceived usefulness* such as *social influences*, *cognitive process*, and *compatibility* were significant in the ICTAM. Among them, *perceived ease of use* (β=.37, *t*=6.35, *p*=<.001) explained the most significant variance in *perceived usefulness*. Specifically, ICTAM accounted for 65% of the variance in *perceived usefulness* (F=90.63, *p*=<.001). *Perceived ease of use* had a significant effect on *perceived playfulness* (β=.32, *t*=4.69, *p*=<.001). The ICTAM accounted for approximately 51% of variance in *behavioral intention to use* (F=101.80, *p*=<.001). In the ICTAM, *behavioral intention to use* was explained by *perceived usefulness* (β=.52, *t*=8.72, *p*=<.001) and *perceived playfulness* (β=.28, *t*=4.62, *p*=<.001). In the model, *perceived ease of use* had no direct effect on *behavioral intention to use*. *Behavioral intention to use* had a significant effect on *Web site usage* (β=.44, *t*=6.87, *p*=<.001) and *Web site loyalty* (β=.56, *t*=9.45, *p*=<.001). *Web site usage* was not a significant predictor of *Web site loyalty*.

Gender differences were also noted in the ICTAM. For men, the ICTAM accounted for approximately 65% of the variance in *perceived usefulness* (F=54.30, *p*=<.001) and 55% of the variance in *behavioral intention to use* (F=52.06, *p*=<.001). *Compatibility* had the most significant effect on *perceived usefulness* (β=.38, *t*=4.14, *p*=<.001). *Social influences* did not significantly influence *perceived usefulness*.

For women, the ICTAM accounted for 66% of the variance in *perceived usefulness* (F=68.89, *p*=<.001) and approximately 48% of the variance in *behavioral intention to use* (F=48.67, *p*=<.001). *Compatibility* was not a significant predictor of *perceived usefulness*. *Social influences* was conceivable as important to predict *perceived usefulness* (β=.21, *t*=3.23, *p*=<.01).

Implication

This study demonstrated the effectiveness of the ICTAM in the WWW context, generally in a personal setting, and specifically employing a web site that provides health information and services for consumers. For research, the ICTAM provides an organizing framework to understand and explain consumers' acceptance and usage behavior of health information and services on the Web. The use of ICT applications in healthcare can be more effective when their use is integrated into clinical settings. Therefore, it is essential to educate healthcare professionals in order to increase their knowledge of ICT applications and ultimately improve their competency for health communication with their consumers. Taken together, the use of ICT applications in healthcare may optimize relationships between health consumers and healthcare professionals and finally improve favorable health outcomes at the one-to-one level, the community level, or the global level.

Keywords: Consumer, HealthInformation, World Wide Web, Internet, Communication

Acknowledgement: This research was supported by the National Research Foundation of Korea funded by the Ministry of Education, Science and Technology (NRF-2011-413-G0006).

11:15-11:35 **Orbis 309**

The Impact of Design Decisions on the Content of Corporate Social Responsibility Websites

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Today's undergraduate students were born at the same time as the internet emerged in the early 1990s. As such they are children of humanity's fourth great Information Age, according to Robert Darnton. Their source for information is the internet and their understanding of that information is greatly shaped by many aspects of a website's written and visual content as well as the overarching design on the web pages. These students share the internet with an Industrial Age audience that has become increasing mindful of social responsibility in the business and corporate realm. Beyond corporate shareholders, the public sector monitors corporations for the products and services it purchases and uses. In addition it observes companies located in their backyards for the corporate influence on employees, communities, and the environment. The most immediate access to the evidence of a company's social commitment is via the internet. What is revealed about a company's corporate social responsibility, CSR, is often shaped according the written communication and how that text, along with images, is organized and presented on the company's website.

To introduce and reinforce this CSR element of societal concern to undergraduate students of the Information Age, a visual communications studio course provides pedagogy for integrating design concepts with the principles of corporate social responsibility. As intense consumers and users of electronic devices, students are undoubtedly familiar with LG and Samsung products and are poised to become more knowledgeable about the social responsibility of the corporations generating these electronic products. According to the CSR websites, LG states it is a responsible world citizen while Samsung aims to be a 'world leading '.

This presentation reviews the corporate social responsibility websites of these two international electronics corporations – LG and Samsung. It specifically analyzes several aspects of the visual display and interaction of their CSR content. Current web pages are shown in a comparison format to identify and illuminate a graphic discernment and brand differentiation between the two companies. Various components of the verbal and visual elements on the websites are considered, e.g. typography, images, layout, organization, and interactivity. In particular this case study establishes criteria for evaluating the visual design of website content in a systematic manner according to a rubric. The rubric provides an efficient manner of conducting a critique as in the studio scenario of visual communications students. This critique structure takes into account differing website viewers (both pre- and present-day Information Age) along with changeable design factors appropriate for these groups.

The advantage of participating in this critique is a greater understanding of how an internet audience responds to effective design decisions for the words and images on corporate social responsibility websites. Beyond the graphic appearance of the web pages, this design exercise has the greater potential of creating a lasting effect on the visual communications students who are likely to be the future graphic designers of such corporate social responsibility websites, not to mention better informed consumers of LG and Samsung products. The application of their design skills to real world clients with this type of problem-based learning augments the relevance of their undergraduate education, furthers their cognizance of the significant influence of the internet and social media, and perhaps more notably increases the development of their social awareness on a global scale.

Keywords: Corporate Social Responsibility, Visual Communications, Design, Text, Image, Critique

11:40-12:00 **Orbis 309**

One Study upon the Specific Features of the Websites of the Local Governments of the US, Japan and Korea: Comparative Researches of their Municipal Communications

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Purpose of the study: In these twenty years, websites have created their establishment of status as important mediums for Business Communications. And the usage of websites has increased its expansion in Municipal Communication and Academy Communication (created by myself in April 2010), both of which are placed as sub classes of Business Communications.

I have continued to research Business Communications on websites of the top 111 global corporations ranked in Fortune Global 500, 225 Japanese corporations of Nikkei 225s and 186 corporations listed in TSE Mothers, a Japanese emerging market. As a part of such researches, I examined world's leading universities' websites and made presentation concerning characteristics of and Academy Communication on the universities' websites at the Association for Business Communication Asia-Pacific Conferences held in 2010 at Chuo University, Tokyo for 50 world's principal universities (25 in the world and 25 in Japan) and in 2011 at University of International Business and Economics, Beijing for world top 200 universities ranked by the Times Higher Education.

For further study of Business Communications on websites, during the course of 2011 and by way of contrast, I have come to the point where the objects of my study have switched from universities in the world to local governments in the United States, Japan and Korea. The objectives of my presentation are to identify English names of their websites, languages used and measures facilitating access by socially vulnerable, such as foreigners, the handicapped, the aged and the underage, and to analyze differences in expressions among the local governments from the perspective of Municipal Communication.

Research methodology used: My recent research goes to examine the websites of local governments in the three countries, i.e. 50 states in the United States, 47 prefectures in Japan and 7 metropolitan cities and 9 provinces in Korea, from the perspective of Municipal Communication. Among the others, I have focused on measures facilitating access by socially vulnerable, i.e. English name of the website, and languages used, text size, style and kid's page on their websites.

I am much confident to declare that as far as I have researched, no precedence research similar to my study was found. And I am certain that my study is original and epoch-making.

Key findings of the study:

As a result of my study, following facts have been found.

- In the United States, states having websites in foreign languages are only 10.
- In Japan, 42 prefectures have useful measures such as text size, style and reading up, from the viewpoint to facilitate access by socially vulnerable to their websites.
- In Korea, 14 of 16 metropolitan cities and provinces have websites in more than three foreign languages which are contributable to increase foreign tourists.

Local Government's responsibility: Local governments should have responsibility to keep the states, prefectures or cities in good condition and in safety, and protect their residents, especially socially vulnerable. And in case of acts of God such as earthquake, tsunami and flood, socially vulnerable should be fully protected and informed in the same quality and quantity as other residents. I am confident in this statement that it is the principal responsibility of all local governments.

Keywords: Website, Municipal Communication, Local Government, Stakeholders, Socially Vulnerabl

The 11th Asia-Pacific Conference of the Association for Business Communication

Paper Presentation Ⅲ

13:00-14:10

March 31, 2012

- **Session 1.3. Communication and Rhetoric**
- **Session 2.3. Issues in Business Communication**
- **Session 3.3. Empathic Communication**
- **Session 4.3. Social Media in Communication**

13:00-13:20 **Orbis 306**

From Language-based Communication Zones Model to International Communication Zones Model

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The language-based communications model (Du-Babcock & Babcock, 1996, 2007; Babcock& Du-Babcock, 2001; Du-Babcock, 2006) provides a framework that international business communicators can use to guide them as they communicate in the complex and diverse global communication environment. The model describes how international business communicators at varying competency levels interact in language-based communication zones that are determined by their language competency matches. To communicate successfully messages must fit within the band widths of the zones. To do so international business communicators must adopt and use strategies and methods that match the zones in which they communicate. The presentation will describe the development of the model and especially focus on the latest transformation.

The model originated as a description of expatriate communication that distinguished the differing communication strategies methods of unilingual, partial bilingual and full bilingual expatriates. The expatriates communicated in a different percentage of direct and link-pin communication in Zone One (mostly link-pin) where they spoke no Chinese, Zone Two (mixed direct and link-pin) where they spoke some Chinese, and Zone Three (exclusively direct) where they were fluent in Chinese. The model corrected the unstated assumption in intercultural theory that communicators could communicate with each and only had to take cultural differences in consideration in order to communicate effectively and efficiently. The existence of translators and interpreters was recognized but was a separate body of literature. Language competency was introduced as a variable in international and intercultural communication theory. In the next stage, the model still focused strictly on language competency but was broadened to fit all communicators (both senders and receivers) taking part in the international business communication process. Five additional communication zones were identified: Zone Three-One, Zone Three-Two, Zone Two-One, Zone A, and Zone A-B. In the current stage, the model becomes a comprehensive framework that can guide all aspects of international business communication. The eight previously identified communication zones are consolidated into three communication zones: Zone One, MegaZone Two, and MegaZone Three. Zone One requires the largest adjustment as the communicators do not have a language competency match and have to communicate through link-pins channels for almost all communication. MegaZone Two requires an intermediate adjustment as communicators have a partial competency and communicate in both direct and link-pin channels. MegaZone Three requires only a parallel adjustment as communicators have a full competency match and therefore do not need link-pins and can interact directly in all situations.

Intercultural-based and knowledge-based zones are added to complete the model. International business communicators having different competency matches in regard to their intercultural sensitivity, knowledge, and skill and their knowledge of relevant factors in international systems interact in different intercultural and knowledge zones. There are six corridors in both intercultural-based and knowledge-based zones. Taking part in a three way adaptation process, international business communicators make concurrent but different adaptations to fit their messages in language-based, intercultural-based, and knowledge-based communication zones. Consequently, the language-based communication zones model is renamed the International Business Communication Zones to more accurately reflect the nature and content of the model

The presentation will have the following structure. The historical development of the model will first show the evolution of the model. In its development the model expanded and became more refined to provide a better and more explanation of the international and intercultural international business communication process. The major part of the presentation will focus on how communicators with different competency matches interact in direct and link-pin channels in the language-based communication zones and in different corridors of the intercultural-based and knowledge-based communication zones. To communicate effectively and efficiently communicators engage in a concurrent three way adaptation process. This adaptation process involves the development of direct and link-pin channels in the language-based communication zones and the differing possibility of exchanging information (knowledge-based communication zones) and achieving intercultural understanding or avoiding intercultural misunderstanding or conflict (intercultural communication zones). Empirical examples will be presented to illustrate the three way adaptation process.

Keywords: Communication Zones, International Business Communication, Intercultural Business Communication

13:25-13:45 **Orbis 306**

Persuasion and Perception in Presentations

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There have been a number of research papers highlighting the need for good oral communication skills to meet the requirements of the workplace in their respective countries. These include "English Communication events and skills needed at the workplace: Feedback from the industry" (Kassim, H and Ali, F, 2010), "University graduates' workplace language needs as perceived by employers (Lehtonen, T and Karjalainen, S.) and "Using Real-world Standards to enhance students' presentation skills" (Khushwanti K et al, 2004). These papers highlight the importance of teaching oral communication skills to prepare undergraduates of all disciplines for the workplace.

In Singapore, the need for good communication skills is also emphasized by the employers. It is most evident from job advertisements which state "excellent communication skills" and "good written and oral skills" as one of the criteria for employment. Indeed, having excellent oral skills was ranked one of the most important skills in a needs analysis survey conducted by a local university among 188 employers and employees between December 2009 and February 2010.

This paper focuses on the feedback of 10 assessors from different industries on a team presentation clip of four first year undergraduates studying at a local university and its implications for classroom teaching. The committee in charge of this project sourced for industry leaders who have experience in observing their junior colleagues in oral presentations to act as assessors. The clip identified was representative of varying student standards. There were three males and one female in the team and the presentation was twenty minutes followed by a ten-minute question and answer session. The team's main objective was to persuade the relevant authorities to adopt some measures to stop the antibiotics abuse.

These industry assessors were given a form designed to seek qualitative feedback on the four students' level of persuasiveness of their message, qualities of a good speaker, effectiveness of visual aids, and elements of an effective oral presentation. These four areas were deemed relevant to providing information to meet the objectives of the study. All four questions were deliberately worded in an open way that would not bias the assessors. The following were the questions asked to gather the relevant information:

1. Are you persuaded to adopt their idea? Why? (You may comment on what (content) was being presented and/ or how ideas were presented as reasons for your response)
2. Which particular presenter impresses you and why?
   Speaker 1 / Speaker 2 / Speaker 3/ Speaker 4/ None
3. In your experience of listening to oral presentations, what advice would you give our fresh graduates about the kind of visual aids they should choose and how to make them effective?

4. What are some areas that we should pay special attention to as we train our students to make effective oral presentations?

Based on the industry's feedback, this paper discusses the need to align the syllabus and teaching materials in the university's professional communication courses to as close to industry needs as possible to better prepare students for the workplace.

Keywords: Industry, Communication Skills, Oral Presentations, Visual Aids, Persuasiveness

13:50-14:10 **Orbis 306**

Professional Skills and Language Proficiency

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In the knowledge-based economy it is no longer sufficient for graduates to possess technical competency in their chosen field or even just sound language ability. The 'student as consumer' nature of higher education, means that not only should students posess language skills but they should be employable and equipt to work (Leon, 2002). Despite major Japanese companies now requiring increased English proficiency among their employees and the demands of the myriad of langauge tests now available in Japan, studies have shown that career success is not just related to linguistic instrumentalism - the economic value of a language (Wee, 2003, Kubota, 2011). International companies are becoming more concerned with their employees professional soft skills, specifically critical and analytical thinking, teamwork, and interpersonal skills (Lauder, Brown & Ashton, 2008). Research indicates that despite this trend, these skills are not the most predominant skills developed at universities in Asia (Yong, 2010; Ng, 2008). This presentation argues that by carefully combining increased linguistic competence with the teaching of professional skills, students in Asia will be better equipped for workplace success.

Taking a case study approach, this qualitative study utilizes student interviews and current research to describe how a private university in Japan has created a course to meet the demands of such employment trends. The course instructor identified a set of generic professional skills to be taught to advanced-level language learners and research was conducted over a three year period. The Academic Language Learning and Professional Skills (ALPS) Course is a three-year inter-faculty program for advanced language learners. The Professional Skills strand of the course focuses on the skills deemed to be essential for professional workplace success. Such skills include the ability to function in multi-disciplinary and intercultural teams, an understanding of ethical responsibility, a recognition for lifelong learning and the knowledge and ability to critically analyze contemporary issues. Research also shows that these skills are more effectively taught in context. It is argued that these skills should not be covered in lecture format but through active and cooperative learning which also recognizes students learning-style preferences. An overseas component to the course also exemplifies how real-world work experience provides a valuable addition to the curriculum.

This presentation will:

- describe how the key professional skills were selected,
- explain how the course was devised and implemented, covering both the successes and failures of the course and the underlying pedagogical strategies,
- describe how in-class groups were designed and managed and how this was a key component of the course,

- Share research conducted on the first cohort of students who have successfully completed this program. Initial results have shown that developing professional skills has motivated students and aided them towards success in the post-university recruitment process.

Finally, the presenter argues for the need for Business Communication professionals, EFL/ESL instructors and human resource management professionals to work together to develop a Professional Skills Framework for Asian students. This will open discussion on the more challenging question of 'how' such professional skills could and should be assessed. This presentation will be of value for language teaching professionals, business communication instructors, and human resource management professionals. It aims to contribute to the discussion surrounding intercultural communication training, and the role of Business English and Business Communication teaching in Asia.

Keywords: Professional Skills, Soft Skills, Linguistic Instrumentalism, Japan, ESP/EAP

13:00-13:20 **Orbis 307**

Communicating Reputation: A Reflection of Tangible and Intangible Factors

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What constitutes "reputation"? How do companies communicate their reputation to internal and external stakeholders has been a focal point of discussion among researchers in the last four to five years. Our study purports to identify tangible and intangible factors which have contributed to the reputation curve of five Indian companies, viz. Infosys, Larsen and Toubro, Tata Consultancy Services, ONGC and Reliance Industries which have topped the list of India's "Most Respected Companies" in a Business World Survey. Beginning with an analysis of their reputation rankings in 2010, we have traced the irrespective positions over the last five years and studied their reputation curve over three such surveys (2010, 2007, and 2004). We have applied the Dominant Factor Model, proposed by Fryxell and Wang, which recognizes that dominant variables (long term investment value, financial soundness and wise use of corporate assets) are directly linked to the subordinate capabilities (quality of management, quality of products/service, innovativeness, abilitytoattract, developand keep talented people and community and environment responsibility).

Based on our analysis we conclude that Indian businesses:

1. Communicate their reputation through both financial indicators as well as capability factors.
2. High score on the capability factor does not necessarily assign a high rank to the company on the reputation index.
3. An appropriate mix of the dominant and subordinate factors yields a good reputation.

Keywords: Corporate Reputation, Financial Metrics, Non-Financial, Capability Measures, Firm

13:25-13:45 **Orbis 307**

Ineffective Knowledge Transfer – It Doesn't Matter!

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This paper offers a communication-appropriation perspective to analyze knowledge transfers. This perspective proposes that ineffective knowledge transfer is sometimes a result of knowledge workers' deliberate effort to protect their knowledge appropriability. Knowledge appropriation refers to people's or firms' ability to secure the intellectual property right of their knowledge and retain the benefits from utilizing their knowledge (Kamoche, 2006). It determines the status, power, value and (monetary) benefits of a worker or a firm. Knowledge appropriation is a specific concern of workers when they need to share their knowledge with others (Wilkesmann, Wilkesmann & Virgillito, 2009).

Specifically, the communication-appropriation perspective suggests that workers may manipulate the mode of communication in knowledge transfer processes so as to preserve their subsequent appropriability of the transferred knowledge. The rationale of such proposition rests on two theoretical arguments and their respective limitations. First, knowledge transfer is often seen as a process of communication in which a particular piece of knowledge is communicated or transmitted from a knowledge provider to a receiver (Liyanage, Elhagn, Ballal & Li, 2009) and the success of such process depends on the selection of the type of communication/interaction mode between the actors (Schwartz, 2007). However, this selection decision of different communication modes by the actors as well as the decision's impact on the transfer process and the subsequent appropriation of knowledge are relatively under-researched (Gupta & Govindarajan, 2000; Law, 2007).

Second, the investigations of appropriation strategies that can be adopted by knowledge workers appear to be insufficient in the extant literature. Particularly, Bowman and Swart (2007) and Felin and Hesterly (2007) have called for more investigations of appropriation problems at the individual level and further explorations of appropriation strategies of workers to preserve their rights and claims on their intellectual capital.

The paper investigates the selection of communication modes (codification mode and personalization mode) based on different characteristics of knowledge (tacitness and complexity). It is argued that in order to avoid complete disclosure of knowledge, the knowledge provider may deliberately adopt a codification mode to transfer highly tacit knowledge and a personalization mode to transfer highly complex knowledge. Such adoption decisions would cause incomplete absorption of the transferred knowledge by the receivers, making the provider being able to preserve his/her appropriability on the knowledge after the transfer process.

The investigation of such manipulation decision in the transfer process provides several contributions to the literature. First, it bridges closer research and reality. As Pfeffer (1981) articulates, power relations is an inevitable phenomenon in any organizations. Hence, the ignorance of power relations in studies somehow departs research from reality. The struggle for knowledge appropriation is a typical illustration of power relations in modern organizations.

Second, it pinpoints people's deliberate selection of different communication modes in knowledge transfers. Past studies tend to assume that people will automatically choose the best communication mode to transfer knowledge. As Foss, Husted and Michailova (2010) and Law (2007) suggest, this is apparently an over-simplification of the selection decision. The current paper sheds light on the deeper investigation of the captioned phenomenon by offering a power and appropriation perspective.

Third, it explores communication mode as a strategic option of workers to protect their knowledge appropriability. Past research mainly focus on the nature of the appropriation tension between the organization and its members as well as the configuration of an appropriation regime of the organization (Kamoche, 2006). Relatively few attention has been paid to the appropriation strategies of the workers. The communication as appropriation strategy perspective serves as solid theoretical foundation to study the inter-relationships between communication mode, knowledge transfer and knowledge appropriation.

Keywords: Knowledge Transfer, Knowledge Appropriation, Communication Mode, Knowledge Characteristics, Power Relations, Knowledge Management

13:50-14:10 **Orbis 307**

Overseas Business Internships

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Over 83,000 (Ikeda, 2007) Japanese students are currently engaged in some form of study overseas. Consequently, research on study abroad programs has expanded exponentially over the past decade (Yashima, (2010). A number of studies provide extensive accounts of the current state of study abroad programs (Asaoka and Yano (2009), Ayano (2006), Marriott (2000), Chen & Isa (2003)), yet few recognize the costs and benefits of overseas business internship programs.

Having observed, prepared students for, and participated in several study abroad programs with several different universities in a variety of countries, it appeared that the stakeholders are not completely happy with service they receive. Students in particular, are becoming more discriminating and demanding of their host institutions. Some schools are becoming more sensitive to the needs while others continue to conduct business as usual and are missing the opportunities that developing new internship programs would provide. The broader implications from a policy standpoint are that disgruntled clients affect more than just the SA program; they have the potential to adversely affect partner school relationships including foreign student exchange programs, visiting scholar programs and other cultural projects. What cannot be ignored is that these issues are also interconnected with the bottom-line: funding and budgets.

This presentation will argue that the traditional study abroad programs, with the one-size-fits-all approach, are no longer providing adequate educational experience for our business students who need to function in a global economy. Overseas business internships provide exciting opportunities for students to gain meaningful exposure to the working world whilst also providing real opportunities for learners to hone their language and intercultural business communication skills. We discuss the need to move to more tailor-made programs that are designed for very specific needs, clear purposes, and attainable language and culture objectives and will call on our colleagues in business and HE institutions to consider providing such programs.

We are seeking a non-academic setting where students can experience language and business culture and communication in a supportive but not sheltered or artificial environement. After conducting a needs analysis, the presenters ascertained that there were two target groups of Japanese students whose needs were not being catered for 1) Business/Economics/Political Science students (not humanities) to whom the current programs offered by institutions were uninspiring and 2) Students that had already been overseas and who were looking for something more out of their study abroad experience.

In 2010 and 2011 the presenters devised and successfully implemented two Overseas Business Internships in the United States. The students worked as interns, based in an office environment for between two and six weeks. Their placements ranged from working as in-house translators and positions in event management, hospitality and marketing departments. This research is based on data collected during two years of the program. The presenters will:

- provide an overview of Japanese learner's experiences, both positive and negative, of studying ESP and Business English both in Japan and overseas,
- define an 'internship' in the Japanese context,
- compare and contrast two SA programs; a traditional homestay and an internship program for Japanese business students,
- present data from student and client feedback
- call for a change of paradigm; suggesting that study abroad programs should be more about providing opportunities for students to demonstrate their language skills rather than studying language in a classroom,
- suggest some recommendations for how other Asian universities and global businesses can create quality programs to meet the needs of Japanese business students.

Keywords: Overseas Business Internships, Business Communication, Intercultural Communication, Language, ESP

13:00-13:20 **Orbis 308**

Can a "You-attitude" Involve True Empathy in Global Business Communication?

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The Purpose of The Study

This study aims to present a conceptual paradigm for global business communication research, with special reference to the empathic concept of "*You-consideration*" as an important tool in effective cross-cultural communication, in contrast to the non-empathic "you attitude."

The Research Methodology Used

In order to develop this conceptual study the following conceptual ideas of cross-cultural business communication are introduced and discussed: (1) Linguistic capability and communication competency are different things, (2) Linguistic skill alone does not guarantee effective business communication, and (3) Westerners and Asians have different communication styles.

The Key Findings of The Study

Results suggest that the American-born "You-attitude" is bound to fail in cross-cultural communication because such communication is only "decoration." A "You-attitude" generally means that a sender chooses words and phrases in such a way that the messages to be conveyed are more likely to be received. It is concerned with styles of expression and is mostly a technique for manipulating people with carefully chosen words and phrases. It inevitably fails to reach the other person in a sincere spirit of true empathy. "You-attitude" is merely a method of transposition between self and other; the differences between the two actually remain as before. The intention of the sender of the communication remains self-centered—with the goal of making the other person yield to the sender's interests, rights, and assertions.

In contrast, a "*You-consideration*" is a mental attitude that attempts to suppress self-centered judgments. With a "*You-consideration*," the sender attempts to keep criticism, observations, and analyses to a minimum. The sender of a communication thus attempts to transcend all forms of opposition, enmity, and conflict that might arise.

A "You-attitude" is not concerned with close personal identification. It is concerned only with styles of expression. It is merely a technique for manipulating people with carefully chosen words and phrases. The problem is that a "You-attitude" is bound to fail in cross-cultural communication—because such communication is only "decoration." It inevitably fails to reach the other person in a sincere spirit of true empathy. In contrast, a spirit of "*You-consideration*" is required for effective empathic cross-cultural business communication.

Further research is needed on these issues. It is noted that a serious and deep problem will arise when discussing business communication across cultures. It is a problem of concepts, translations, and cultures, because language and definitions are specific to particular cultures. For example, the conception of mind is heavily influenced by a particular cultural background. Moreover, it is said that important cross-cultural differences in meaning often become lost in translation. Speakers of a particular language often make assumptions about what is universal based on their own inability to imagine doing without a certain concept or adopting a different one, and translations are unable to reflect these fundamental conceptual differences.

Implications for Education and/or Business

Both Western and Asian businesspeople inevitably face problems of misunderstanding stemming from the differences in their cultural backgrounds and in fundamental conceptualizations. They will need to learn techniques to avoid awkward miscommunication problems that will be directly related to costs and successes of international business and management. This study will provide assistance for international business people and yield practical steps for them to solve problems. It will also provide researchers and teachers of global business communication with practical guidelines for effective business English and communication teaching.

Keywords: You-attitude, You-consideration, Cross-cultural Business Communication, Linguistic Capability Communication Competency, Westerners and Asians

13:25-13:45 **Orbis 308**

"Empathy Work"
Effective Enactment in Call Center Customer Service

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This paper proposes the concept of *empathy work* and its effective enactment in dyadic communications with customers. We define empathy work as *communicative attentiveness to assess the need for empathy and responding to meet that need expeditiously*. Our data were stressed agent-customer interactions in an after-market call center. We observed and interviewed agents and their manager, analyzed 587 calls on relational responses, and completed flow-sheets of 68 stressed agent-customer calls in which agents used empathic responses to a high degree, or not at all. Analyzing agent responses, customer reactions, and the impact on service effectiveness and efficiency in these calls, revealed that empathic responses alone are inadequate.

Analyzing customer calls as communicative genre helped us further diagnose the shared purposes and underlying conflicting needs that impact agent-customer interactions. Research shows that customers rate service quality higher if call center agents offer emotional support (Rafaeli et al, 2008). Ability to empathize with customers is regarded as an important agent competency (Burgers et al, 2000; Pontes & Kelly, 2000; Dorman & Zijlstra, 2003; Korczynski & Ott, 2004; D'Cruz & Noronha, 2008). The imperative to enact empathy pales against other goals, however. Customers want their queries dealt with and first-call resolution (Callaghan & Thompson, 2002). Agents are pressed for time as other callers wait in the queue and call length is monitored. Agents are rewarded for shorter calls; customers may want more time.

Our analyses reveal that empathy may help agents address these conflicting needs, if they "work at it." Empathy work involves diagnosing the varied individual empathic needs of customers and selecting suitable responses. Responses that may contribute include listening behaviors (such as repeating, paraphrasing, elaborating, and asking questions), offering emotional support, and anticipating future concerns. We conclude that the concept of empathy work has value for research and customer service training.

Keywords: Empathy, Interpersonal, Call Center Communication, Efficiency, Customer Service

13:50-14:10 **Orbis 308**

Language Choice and Global Ethical Codes of Conduct

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This paper addresses the strategic business decision of language choice for dissemination of multinational organization's ethical code of conduct (ECC) statements.

Investors and stakeholders have increasingly demanded that multinational corporations create and enforce corporate ethical codes of conduct applicable wherever they conduct business. As MNC's comply with these demands, they need to tailor their ECC's to the local culture while retaining the basic ethical principles within the ECC itself.

The enforcement of a global ECC requires the MNC to disseminate the ECC's content in a manner that effectively reaches employees internationally. While the content of the ECC itself must account for a host of cultural differences in behavior and values, at the most fundamental level, the dissemination of the information begins with the language choice for both written distribution and training programs.

The MNC's language choice in communicating its ECC to its employees conveys a message in and of itself. Translation of ethics policies reflects corporate commitment to the code of conduct and broadens comprehension for all levels of employees. Translation, though, requires MNC's to choose which languages. To that end, this paper addresses to issues involved in language choice for ECC's: 1) the implications of language choice for minority languages, business dominant languages and official state languages; and 2) issues arising from the need to accommodate potential variation of the original message due to linguistic inequivalencies.

Keywords: Global Ethical Codes of Conduct, MNC, Language, Ethic, Cultural differences

13:00-13:20 **Orbis 309**

Social Media and Learning

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With much talk on the use of social media in education and much celebrated reports on how teachers championed its use, this research asks what does it really means to students in the use of social media for learning in the context of a course that uses facebook as the social media platform. With reports that activity on social networks occupying twice the amount of gaming and nearly 3 times that of email (The Nielsen Company, 2010), the social media effect on modern human activities cannot be ignored. In particular, having become a "technological powerhouse with unprecedented influence across modern life, both public and private" (Kirkpatrick, 2010), Facebook is synonymous with a student's social life so much so that all major universities now has a facebook page. But how and what do these facebook pages mean to the students accessing them? Having a facebook page with students interacting with the page may be popular among the more social media savvy teachers, but what do they really do for the students? Do the students learn from these facebook interactions? Do they benefit the students in acquiring knowledge or skills? Or are they merely a fad and a social entertainment tool that is waiting to be blown away with the times? Herein lies the crux of this paper: what do the students really get out of these social media tools when evaluated against the learning and teaching goals of education.

This paper focuses on the perspectives of the students in their understanding and experience in learning from the use of social media in their courses. The social network profiling of the participants, aged between 19 to 22 years old, will be discussed to further understand the connection between learning and social media. The research methodology involved a survey and interviews. 50 students were surveyed for their social network profiles and ten interviews were conducted using maximum variation sampling. The research questions are: What does learning with social media mean to students? How do students learn with social media? Why do students use facebook in school and for learning? How do they see themselves learning with a social media or do they pose as distractions? This research seeks to uncover the realities of this phenomenon of learning with social media and debunk any myths that are attached to the notion of a "powerhouse with unprecedented influence". This paper will discuss the findings in the light of the claims by educators using social media in their teaching and the effects of social media on business communication pedagogy, in particular the teaching of business communication in a tertiary setting. The key findings that students found it natural and convenient to use a social media in relation with education will be discussed. This includes the discovery of informal and incidental learning; the "push" notion of learning; and learning with a "happy" effect. There are therefore implications to the image of the course and university; the teacher and student relationship and the enjoyment factor in learning. The paper will end with recommendations to the conclusions this research has discovered.

Keywords: Social Media, Facebook, Business Communication, Learning

13:25-13:45 **Orbis 309**

Review of the Research on the Business Communication based on Enterprise Microblogging

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Microblogging is a communication service which enables users to post short messages into an initially undirected message stream. Users can then subscribe to other users' message, to that a directed information stream is created (Riemer et al, 2010). Enterprise Microblogging(EMB) is said to change fundamentally the way in which corporations communicate and thus contribute to a change of the organisations itself. An attention of enterprises on EMB has increased and the academic research on EMB is started from 2009.

This paper aims to report the state-of-the-art of microblogging research by a critical review of literature currently available on this topic. In terms of research questions, this study was approached by posing the following questions: Firstly, what is a Enterprise Microblogging and how is it commonly defined?; Secondly, how does microblogging differ from another social software(e.g. blogs, wikis, forum et al), and what are the consequences of the microblogging adoption in the context of an organization?; Third, where are the leading examples of an Enterprise microblogging?; Fourth, where are the strengths and weaknesses in the existing literature? To do this, the literature is classified and the major outcomes of each study are addressed and analyzed. On this basis, this paper defines the microblogging concept, reports on its origin and features, gives examples of applications along with potential benefits and barriers to adoption, summarizes available tools and methodologies, and identifies future research challenges. We summarized pervious EBM studies at table 1 as the following.

Table 1. Previous work on the definition and understanding of Enterprise Microblogging

Author	Theoretical Perspective	Method	Sample	Contribution
Böhringer & Richter (2009)	Enterprise 2.0	A case study	Communardo Software GmbH in Dresden, Germany	Suggests the Enterprise Microblogging definition.
Günther, Riehle, & Schöndienst (2009)	Technology Acceptance Model theory	-Formulation of the model through content Analysis	-	-Identify the role of different factors in the employee adoption decision. -Formulate a model that seeks to predict employee microblogging adoption.
Zhao & Rosson (2009)	Informal Communication theory	The exploratory study:semi-structured interview	-	Identify several characteristics of the messages shared in microblogging, as well as other features that seem to be more technology-related.
Howard & Ryan (2010)	Knowledge management and informed learning theory, Enterprise 2.0	A case study: Yammer usage analysis of employees	CPA Australia: about 450 employees in 11countries	Provide a framework for organisations lookingto implement enterprise microblogging by analyzing CPA Australia's story.
Riemer,Richter, & Seltsikas (2010)	Microblogging	A case study: genre analysis, comparing usuage pattern	Communardo Software GmbH in dresden, Germany	Identify a fundamental difference in the purpose of communication when comparing PMB with EMB.
M Üller &Stocker (2010), M Üller &Stocker, (2011)	Web 2.0, Enterprise 2.0, Technology Acceptance Model	A case study:Survey, usuge data analysis, investigation of artefacts	Siemens:Reference@BT microblog	-Describe motivation, experiences and advantages for the organization in providing an internal microblogging application. -Shed light on microblogging usage and adoption within a globally distributed organization.
Zhang, Qu,Cody, & Wu (2010)	Social Networking	A case study: a data analysis, a web-based survey, interviews	Fortune 500 company(XB, a pseudonym)	-Shed light on how to harness microblogging to improve knowledge sharing and social interaction in an organizational context. -identify barriers to adoption.
Meyer & Dibbern (2010)	Technology acceptance theory	Action research Method: content analysis, questionnaire, interviews	-	Construct a model for Twitter acceptance on the basis of the unified theory of technology acceptance and use(UTAUT).
Riemer & Richter (2010)	Social software, Enterprise 2.0	A case study	Communardo Software GmbH in Dresden,Germany	Suggest microblogging is more likely for such platforms to be adopted in ways that socially reproduce existing organizational and work structures rather than acting as agents for change.

Author	Theoretical Perspective	Method	Sample	Contribution
Zhang & Hansen (2010)	Technology acceptance theory	A case study:a loge data ananlysis of users, survey	Fortune 500 company(XB, a pseudonym)	-Categorize users into 4 groups based on their posting and reading behaviors: Actives, Dabblers, Lurkers and Skeptics. -Show different perceived benefits, cost concerns, and social influence factors.
Choi, Rovenpor, & Fjermestad (2010)	Decision making, MBTI (Myers-Briggs Type Indicator)	Experiment:300 graduate students from Korea and U.S	-	.-Involves an assessment of the impact that personality has on decision in a group collaborative context. -Consider the cultural aspect of the micro-blogging adoption and usage.
Rohrborn &Bohringer (2010)	Usage pattern of communication	Conceptual study: empirical illustration by cases	IT project, Research departments	-Explain the core elements and usage patterns of microblogging and the resulting paradigm shift from direct to networked communication. -Gives an overview on available software solutions and selection criteria.
Meister & Willyerd (2010)	Enterprise2.0	Interviews	LG Electronics,MeredithCorporation	Provide three lessons to consider for adoption of microblogging inside organizations: Start small and monitor results, Provide training to employees, Integrate Microblogging into your workflow.
Zhao, Rosson, Matthews, & Moran (2011)	Awareness in collaboration system, Social software	An exploratory case study: surveys, interviews	A large company	Present results describing specific ways microblogging affects awareness levels within and across teams and the technology characteristics that lead to these effects.
Riemer, Alexander, &Richter(2011)	Enterprise2.0	Comparative study: interviews, genre analysis	Commurado, IREKO	Find striking differences in usge patterns and show that EMB is highly dependent on the particular organisational context shared by the EMB users
Riemer, Diederich, Richter, & Scifleet (2011)	Enterprise2.0	Comparative study of cases	Capgemini, Commurado	Conclude that appropriation of enterprise microblogging happens largely in accordance with the organisational context in which it is set.

Keywords: Enterprise Microblogging, Enterprise 2.0, Social Software, Review Research

13:50-14:10 **Orbis 309**

The Discourse Analysis of Flaming Problems on Social Media

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Purpose

This study aims to clarify how companies deal with a flaming problem on social media. The presentation especially observes companies that use social media frequently, examines the level of their customer orientation, and provides some problem-solving measures.

Design / Methodology / Approach

This study deals with online conversation scripts between a company and consumers, or its present and prospect customers, on Social media when a flaming problem occurred. In the first part of this presentation, the presenter will define the terms, such as Social network service, Social media, and Flaming problem. Since these terms are new and not familiar with yet, their definitions seem to be still ambiguous. For instance, Social media includes message boards on the Internet in the broad sense of the term. Therefore, these terms will be defined based on precedence researches.

Next, the presenter will categorize flaming patterns with the view of the source of the outbreaks and ways of coping with the actual problems. A flaming problem arises from a number of causes. Possible causes, often cited in mass media, are such cases as corporate scandals, inappropriate remarks, breach of manners on Social media, etc. The presenter will classify and label these cases.

Then, the Online discourse between companies and consumers will be considered. The online discourse data to be discussed were collected in the Social network services, such as Facebook, Twitter, and Google+. The collected discourse data will be organized and analyzed with NVivo 9, qualitative data analysis software. This study especially focuses on companies' attitude when they have communications with consumers on Social media.

In addition, the presenter will examine how often the "Like it" button was clicked in a certain discourse. The click of this button shows the user's interest in a given communication.

As mentioned above, the object of this research is company's behaviors coping with flaming problems. This study may be classified as a part of crisis communication management, because it deals with the aftermath of flaming problems. It does not deal with the mechanism of flaming problem.

Findings: Although social media is useful in spreading information, merely posting much information is not an effective usage. Furthermore, cutting off communication one-sidedly on social media while a flaming problem is still going on could be a mistake. To use social media effectively, companies should not treat it as a simple tool for sending out information, but use it as a platform for customer oriented communication.

Practical implementations: For many companies, flaming is a serious problem. No matter how companies try to avoid it, they may not avoid flaming problems. This study provides companies with guidelines to deal with flaming: what a company should (not) do when faced with this type of problem.

Originality / value: In this study, the presenter used qualitative data, such as online discourse data, and quantitative data, such as numbers of clicked “Like it” button. In addition, most of other similar social media studies have focused on the mechanism of flaming problem and buzz marketing. However, these studies have not clarified yet what kind of communication strategies companies should adopt when a flaming problem occurs.

Keywords: Business Communication, Crisis Communication Management, Social Media, Social Network Service, Discourse Analysis, Facebook, Twitter, Google+

The 11th Asia-Pacific Conference of the Association for Business Communication

Industry & Cultural Visit

- 14:00-15:30 **LG Display Co. Ltd. in Paju**
- 16:00-17:00 **Observatory in Korea Demilitarized Zone (DMZ)**
- 17:00-18:30 **Gallery and Museum, Heyri ArtValley**

LG Display Co. Ltd. in Paju

LG Display will accomplish No. 1 Company of this industry in the profitability in 2011 and grow over the average sales in the market to maintain and expand our market share at the present level.

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LG Display is expanding the possibilities of the digital era by developing displays that let users access information in the most precise and vibrant manner possible. They began the mass production of TFT-LCDs in 1995. Since then, working in an industry that is defined by keen and aggressive competition, They have been constantly introducing differentiated technologies and products to lead the market with timely investments and in-depth customer insights.

Today, LG Display are opening up an exciting new world of future-oriented products, ranging from “fourth-generation,” 3D displays to AMOLED, flexible, and transparent displays. In addition, they are preparing for an era of lowcarbon, green growth by entering into the thin-film solar cell business.

LG Display are also developing into a global display player, backed by win-win cooperative relationships with both upstream and downstream industries, a host of strategically-located overseas production facilities, the world’s largest number of LCD-related patents, and an army of high-caliber human resources.

LG Display is committed to leading the world’s display industry into the new and exciting digital era. As always, we look forward to your support and encouragement.

Observatory in Korea Demilitarized Zone (DMZ)

Korea is the only divided country in the world. After the Korean War (June 25 1950 – July 27 1953), South Korea and North Korea established a border that cut the Korean peninsula roughly in half. Stretching for 2km on either side of this border is the Demilitarized Zone (DMZ). As one of the last relics of the Cold War, the DMZ attracts a great deal of public interest, and is a popular destination for travelers visiting Korea. Despite the fact that this is the most heavily armed border in the world, it is extremely rare that any hostilities take place. These days the DMZ is a safe destination that we would thoroughly recommend to any traveler. The DMZ and its surroundings contain many interesting historical sights and pristine untouched natural surroundings.

A-P ABC 2012 participants will visit only an observatory. Various organizations offer DMZ guided tours with different itineraries. Most tours will take visitors to one of North Korea's infiltration tunnels, a military base, and right into Panmunjeom, the Joint Security Area in the middle of the DMZ where negotiations between the two sides are held.

Heyri ArtValley

HEYRI is a special community which integrates the production, exhibition, and sales of art as well as the residence of artists. It is located in Paju, Gyeonggi-do and 380 or more artists including artists, musicians, writers, and architects have built culture and arts spaces such as studios, galleries, museums, and theaters as well as residential facilities in 500,000m2 land of the village.

The origin of 'HEYRI ARTVALLEY' is 'Heyri Sori' which is the traditional folksong handed down in Paju region of Gyeonggi-do.

In December 2009, HEYRI was designated as the third 'Cultural District' followign Insa-dong and Daehangno (University Street) in Korea and the first one in Gyeonggi-do.

▶ HEYRI, the Eco-Village that Coexists and Interacts with the Nature

Unlike other development projects, 'HEYRI ARTVALLEY' was developed and implemented purely by the passion and efforts of civilian artists without the aid of state agencies, and also the natural features of the land such as the hills and streams were maintained in their original forms as much as possible. The nature-friendliness of the village is reflected in the design of the city as there are no straight sections in the roads for they were planned along the natural features and in the river the flows through the center of the village.

The paddy fields that were cultivated in the past are restored into the environment-friendly wetland filled with reeds and the river that overflew during the rainy season or the local downpour was also improved for safety through environment-friendly method to keep the balance with the surrounding environment, and these efforts enhanced the value of the place as the village of culture and arts. The improved spaces turned into the completely new spaces as they are used as parks, theaters, and community spaces for residents and visitors.

▶ HEYRI, Communicating with the Public through Culture and Arts

'HEYRI ARTVALLEY' is playing the overall role for the production, exhibition, performance, festival, education, discourse, sales, and international exchange of culture and arts as well as the creative residential space. Various activities such as the joint exhibitions by domestic and foreign galleries for various art shows, regular concerts of HEYRI Symphony Orchestra, the fall festival 'Paju HEYRI Pan Festival', and the spring festival 'HEYRI Art Festival' are bringing local residents and visitors closer to the culture and arts.

The '5th Paju HEYRI Pan Festival' was held in September this year under the theme of 'Green&Blue' representing the regional characteristics of Paju, the borderland, and the nature we need to preserve. It involved various genres of arts such as art, music, literature, and academic seminar, and especially, the 'Open Studio' where visitors can actually go to and experience the studios of artists received great responses from the public for it provided the opportunity that regular galleries and museums do not offer.

▶ HEYRI, Contributing to Local Development through the Development of Public Infrastructure

In 2011, HEYRI is developing infrastructures to enhance its public functions as the cultural district. It is continuously making efforts to contribute to local development as the space of culture and arts by protecting and promoting art facilities and resources, preserving ecosystem, and expanding public infrastructures for promoting exhibition visits.

Towards Empathic Communication:

Emerging Role of Business Communication in the Age of Global Consciousness

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