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We support the 12th ABC Asia-Pacific Conference 2013.

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Association for Business Communication
THE 12TH ASIA-PACIFIC CONFERENCE
DOSHISA UNIVERSITY, KYOTO, JAPAN
MARCH 13 (WED) - 15 (FRI), 2013

Official Conference Guide
**CONFERENCE PROGRAM**

**DAY-1**

**MAR.13 (WED)**

9:10  Registration @Kambaikan Bldg. Lobby (2F)
10:00 Pre-conference workshops @Room A (2F)
10:10  Bertha Du-Babcock (City University of Hong Kong)
      Research Methods to Study Business Communication in Asia: From Research to Publication
11:40  Tim Craig (Doshisha Business School)
      Task-based Learning in the Business English Classroom: Learn Business English the Fun Way by Creating Your Own Company
13:00  Industry visit @Hakutsuru Sake Brewing Co. Ltd. in Kobe
       Bus tour: Depart at the main entrance (Kambaikan Bldg. 1F).
       Box lunch will be provided in the bus.
18:00  Back in Kyoto
       Arrival time may vary. Bus will make several stops at hotels on the way back.

**DAY-2**

**MAR.14 (THU)**

9:10  Registration @Hardy Hall, Entrance lobby (B1F)
10:00 Opening ceremony @Hardy Hall (B1F)
10:30  Keynote speeches @Hardy Hall (B1F)
10:30  Iris Varner (Illinois State University)
      East is East and West is West And Yet The Twain CAN Meet: Paths to Effective Intercultural Business Communication
11:50  Garr Reynolds (Kansai Gaidai University)
      21st Century Presentation: The Importance of Storytelling
13:00  Lunch break @Restaurant, Hamac de Paradis (Kambaikan Bldg. 1F)
14:00  Paper presentations #01-07 @Room ABC (2F)
18:00  Evening reception @Kyoto Garden Palace Hotel

**DAY-3**

**MAR.15 (FRI)**

9:40  Registration @Kambaikan Bldg. Lobby (2F)
10:30  Paper presentations #09-11 @Room ABC (2F)
12:00  Lunch break @Restaurant, Hamac de Paradis (Kambaikan Bldg. 1F)
13:00  Paper presentations #12-17 @Room ABC (2F)
16:10  Closing ceremony @Room A (2F)
17:00  Farewell party @Keishikan Bldg. Reception hall (B1F, See p.65)
I would like to express my sincerest gratitude to our honorable guests and participants for joining us.

“Oh, East is East, and West is West, and never the twain shall meet.”

These are the iconic words of British author and poet Rudyard Kipling. Kipling would be surprised to see that over the past few decades, our ABC members from the East and the West have been crossing both the Pacific and Indian Oceans to meet with each other. He would surely be amazed to see that such a large number of delegates from the East and the West have assembled today in this old capital town of the West.

Kyoto remains the cultural and artistic heart of the nation as well as a religious center. Your venue, Doshisha University, is sandwiched between the impressive Imperial Palace and Shokokuji Temple, one of the Five Great Zen temples. While you attend the conference, you can enjoy a stroll through these neighborhoods whilst also taking a journey through pages of history.

You can even experience Zen meditation. The art of business communication, much like Zen, is best practiced when simple, clear and focused. As Zen is about being present in the moment and free of distracting thoughts, so also is effective business communication. You will recognize, understand, and appreciate this Zen-like philosophy of simplicity while you are here with us in Kyoto.

I sincerely hope every one of you will enjoy your visit in this old capital town.

As Vice President of the Asia-Pacific Region, it gives me great pleasure to warmly welcome all of you to the 12th Asia-Pacific ABC Conference. Each year, the Asia-Pacific Region holds an international conference that provides a platform for discussions and debates among academics and professional practitioners. This interdisciplinary conference has attracted business and management communication scholars and professionals from all parts of the world.

On behalf of the Association, I would like to congratulate Doshisha University for staging this inspiring conference which includes pre-conference workshops, keynote speeches and individual paper presentations. The highlights of this annual event are the visit of Sake Brewery, evening reception with Geisha Girls, and the Best Paper Awards. All of the activities reflect the theme of this year’s conference “Zen and the Arts of Business Communication”.

To conclude, may I take this opportunity to thank Doshisha University for its generosity in sponsoring the conference? Thanks also go to the organizing committee members for their untiring endeavor in making this conference possible. I also wish to thank the sister organizations, Japan Business Communication Association and Korean Association for Business Communication, for their support. I trust that we are all looking forward to three days of stimulating debates and exchanges among participants who represent both the East and the West perspectives from academy and industry.
Messages

Munetsugu Takeda
Program Chair
The 12th Asia-Pacific Conference
Association for Business Communication
Doshisha University, Kyoto, Japan

The Conference Committee of the 12th ABC-Asia Pacific Conference wishes to welcome all of you to these three eventful days, where there will be many opportunities to network with colleagues and interact with scholars in the field of business communications.

We have worked hard to make this event a valuable one for every participant. We hope that your time spent at the conference and in this beautiful ancient capital of Japan will be worthwhile, and that it will occupy a pleasant place in your memory for a long time.

There is a Japanese phrase, linked to Zen Buddhism, that goes “ichigo-ichie.” The literal translation is “one chance in a lifetime.” I hope this conference will be your lifetime chance to get acquainted with many people and to discover new knowledge in our common research field.

As we would like to make your stay as comfortable as possible, please do not hesitate to let us know if you encounter any inconvenience or have any requests during the conference.

Hiromitsu Hayashida
Executive Director
Japan Business Communication Association
(Former President of Association for Business Communication)
Chuo University, Tokyo, Japan

On behalf of Japan Business Communication Association (JBCA), it is my great pleasure to extend a warm welcome to you all at the 12th ABC Asia-Pacific Conference.

Following the successful conference organized by the Korean Association for Business Communication last year in Seoul, Korea, we are happy to be able to co-sponsor this year’s conference at Doshisha University here in Kyoto.

In light of the emerging role of the Asia Pacific Region in the world economy today, I firmly believe that research activities of business communication will flourish further throughout the region. JBCA, with its long standing history of research in business communication, wishes to extend our support in every way possible in this endeavor.

I hope that your participating in the conference is a rewarding experience and that you get a chance to meet other colleagues working in this important area! Enjoy!
Welcome

Workshops

Keynote

Sessions (pm)

Sessions (am)

Sessions (pm)

We support the 12th ABC Asia-Pacific Conference 2013.

The Mitsui Bussan Trade Promotion Foundation is an organization which aims to further trade. It was established in 1927 by the former Mitsui & Co. to commemorate the 50th anniversary of the company. The first chairman was Mr. Takashi Masuda, who was the first president of the former Mitsui Bussan. The foundation ceased to operate after the war due to the dissolution of the former Mitsui. The foundation started anew in 1989, adding projects that provide scholarships and free housing for overseas students, in order to support international exchange. Up until March 2012, it had supported a total of 303 exchange students from China, Korea, Taiwan, Malaysia, and other countries.

The foundation, authorized as a public interest-incorporated foundation by the Japanese Government on April 1st, 2012, started its new activities in support of the “Mitsui-Bussan scholarship program for Indonesia” and its scholarship students, as well as sending trainees to Japan from the universities in Australia.

Mitsui Bussan Trade Promotion Foundation
Flora Building, 10-2, Nihonbashi-Ningyocho 3-chome, Chuo-ku, Tokyo 103-0013, Japan
Telephone: 03-5847-8925

Day-1

Workshops

Bertha Du-Babcock
Tim Craig

@Room-A

Kambaikan Bldg.2F
10:00-13:00
Workshops
Day-1 10:10-11:30

Research Methods to Study Business Communication in Asia: From Research to Publication

Bertha Du-Babcock  (City University of Hong Kong, Hong Kong)

Dr. Bertha Du-Babcock is Associate Professor at City University of Hong Kong. She currently serves as the Vice President of Asia - Pacific Region of the Association for Business Communication (ABC). She was the recipient of the Distinguished Member Award in 2010; the Kitty O'Locker Outstanding Researcher in 2008; and the Meada Gibbs Outstanding Teaching Award in 2004. She also received the Outstanding Article Award for the Journal of Business Communication in 2007 and the Outstanding Article Award for the Business Communication Quarterly in 2001.

Du-Babcock is co-author of Asia Edition of Essentials of Business Communication. Her work has been published in numerous refereed journals. She is serving as Guest Editor of a Special Issue for the Journal of Business and Technical Communication on Business and Professional Communication in Asia Pacific. She is also an editorial review board member for MOC, JBC, BCQ, and GABC, and the ATTW book series.

Research Methods to Study Business Communication in Asia: From Research to Publication

The primary objective of the workshop is to help business communication professionals to develop research knowledge and skills in studying Asian business communication. Associated objectives are to allow participants to identify (a) research and publication possibilities and (b) colleagues for joint research projects.

Workshop topics include: (a) barriers to writing and submission for publication; (b) approaches to writing for publication; (c) guidelines for submission to journals/publishers; (d) effective response to editors’ and reviewers’ comments; and (e) strategic issues in academic publishing for non-native English speakers.

The workshop will be useful for both novices and experienced researchers. Novices will have an opportunity to explore areas that are new to them; whereas, experienced researchers will share knowledge about their research work. In this interactive workshop, participants will work in small groups to identify researchable topics. The small groups will develop their research topics within the basic principles and examples of research design set forward by the workshop leader. The groups will then share their discussions with other groups.

The structure for the workshop consists of three parts:
(1) Workshop leader provides an overview of the workshop and highlights key principles of conducting research and writing for publication.
(2) Groups engage in a circular process of small-group discussion and reporting to the whole group to explore and identify the workshop topics (see above).
(3) Workshop leader consolidates the discussions and makes key generalizations about research and publication.
Task-based Learning in the Business English Classroom: Learn Business English the Fun Way by Creating Your Own Company

Tim Craig (Doshisha Business School, Kyoto, Japan)

Tim Craig hails from Indiana, USA, but has also lived for many years in Canada and Japan. He holds a Ph.D. in International Business & Business Strategy (University of Washington) and a Master's degree in International Management (Thunderbird). He has 15 years' experience teaching ESL, including Business English, in Japanese companies and universities, and 16 years experience as a professor (teaching, research, curriculum design, MBA Director) at the Faculty of Business of University of Victoria, Canada. His publication record includes two books and numerous articles in academic and popular outlets, on topics ranging from business management to Japanese pop culture. He is currently a professor in Doshisha Business School’s Global MBA Program, where he heads a new specialization area called “Culture and Creativity.”

Task-based Learning in the Business English Classroom: Learn Business English the Fun Way by Creating Your Own Company

Tim Craig describes and demonstrates a task-based learning approach to Business English that he has developed and used successfully in Japanese university ESL classes. Working in teams, students create their own “virtual” companies and jobs, which become a platform for carrying out a series of tasks that mirrors what businesspeople do in the real world of building and working in companies.

The approach is built on four principles: (1) learning by doing, (2) personalization, (3) unlocking student creativity, and (4) integrated practice of business concepts, skills, and language.

Learning is highly personalized and taps into student creativity. Students create their own companies and jobs, which reflect and express their individual interests, ideas, and career goals. As managers of their companies, they create logos, taglines, and mission statements; design business cards; network at a trade show; decide how to price and market their products or services; conduct market research; and write and perform TV commercials. More advanced classes may include job interviews; making pitches to investors for financing; trading stocks or currencies; “greening” their businesses; and hosting foreign visitors. This all makes for a lively, student-centered classroom and a learning experience that is highly interactive, practical, and enjoyable for both student and teacher.
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西洋のコミュニケーション理論をモデルとしつつ、そこに構築されている概念が日本企業の内部関係にあてはまる\n
terms

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欧米では社会科学の一環として形をもつが、日本ではまだその本領は理解されていない。現代ビジネスで必要

にこの理論を活用しアレンジして分析し、対人コミュニケーションを観察するための考え方をわかりやすく紹介。

初め学ぶ翻訳と通訳
図解コミュニケーション学入門
北林利治／杉本 直／リチャード・ポカン／西村友美
A5判 230頁 定価 2240円 978-4-88139-008-4

異なる言語を含めたコミュニケーションの理解を促す翻訳と通訳。実際と理論の境界がはっきりと描かれた感

が入門書。幅広い用途に役立つコミュニケーション学の本質を考察するきっかけを提供。内容に翻訳と通訳の理論相互

関係付。
Keynote Speeches
Day-2 10:30-11:40
East is East and West is West And Yet The Twain CAN Meet: Paths to Effective Intercultural Business Communication

East is East and West is West And Yet The Twain CAN Meet: Paths to Effective Intercultural Business Communication

Intercultural Business Communication is an ancient field. However, intercultural business communication as an academic discipline is rather new.

This presentation will compare the Western and Eastern approach to communication and discuss how the two sides can meet in spite of cultural differences.

As an academic discipline, intercultural business communication has its roots in the West. Its founders come out of the western tradition of problem solving which is based on Aristotelian Logic.

Eastern thought approaches problems differently. Rather than isolating each aspect of the problem and searching for the best solution, people are encouraged to look at the situation holistically. Eastern thought focuses on finding our essence; Aristotelian logic is more oriented and focuses on the “best” solution.

In international business these different approaches can create huge problems, and so far we have not done a very good job of reconciling the differences.

Typically, both sides are encouraged to learn about each other and understand the reasoning for the other side’s world view. After they have learned about each other, they sit down and discuss their differences. But understanding the other side may not be sufficient. What, if they cannot agree? The presentation will explore several paths to overcome the hurdles of our cultural differences and suggest a new approach.

Iris Varner
Illinois State University, Illinois, U.S.A.

Iris I. Varner is a Professor Emeritus and Director of the International Business Institute at Illinois State University, USA. She earned the Staatsexamen from the University of Freiburg, Germany, an M.A., MBA and Ph.D. from the University of Oklahoma. She has given lectures and seminars around the globe. She was an ad hoc professor at the University of Lugano, Switzerland, the Dresden University of Technology, Germany, and Shanghai University.

She served as President of the Association for Business Communication in 2000 to 2001; She received the Outstanding Membership Award and the Meada Gibbs Outstanding Teaching Award, and was named a Fellow of the Association for Business Communication.

Varner authored over 100 articles. She is the author of Contemporary Business Report Writing, and co-author (with Linda Beamer) of Intercultural Communication in the Global Workplace.
21st Century Presentation: The Importance of Storytelling

Garr Reynolds's famous visual and engaging approach to presentations challenges the conventional wisdom of making presentations with multimedia in today’s world.

His 21st-century approach encourages you to think differently and more creatively about the preparation, design, and delivery of your presentations. In his presentation, Garr shares lessons and perspectives that draw upon practical advice from the fields of cognitive science, communication, business, and the traditional Zen arts.

There is no excuse for being boring ever!

Garr Reynolds
Kansai Gaidai University, Osaka, Japan
Day-2 Presentations

Afternoon Sessions

#01-07

@Room-ABC

Kambaikan Bldg.2F

14:00-17:25

Welcome

D1 Workshops

D2 Keynote

D2 Sessions (pm)

D3 Sessions (am)

D3 Sessions (pm)

Association for Business Communication
The 12th Asia-Pacific Conference, Kyoto
Studies on workplace and communication needs are commonly conducted by national organizations (The Conference Board, 2006; Labour Market Dynamics Research Programme, 2007; Australian Chamber of Commerce and Industry, 2006). These studies highlight the skills that employers feel are needed for employees to succeed in the globalised and IT-driven economy of the 21st century. Most of the studies have focused on identifying the competencies needed for the 21st century workplace (Stark-Meyerring, 2005; Maes, Weldy & Icenogle, 1997, Martin-Young, 1995). There is, however, a dearth of studies showing how such findings have shaped curriculum design to equip students for the workplace. Few studies describe changes made to the course design in response to these findings.

This paper presents one such study. It describes how a study involving 180 professionals in the fields of real estate, property, management, construction, IT, banking, finance, insurance and education, undertaken to elicit responses regarding the relevance and importance of skills taught, was used to inform the design and re-design of specific curriculum components on professional communication courses taught at the National University of Singapore.

Key findings were that interpersonal and oral skills play a major role in the workplace yet are seen as the top two barriers to effective workplace communication while emails, reports and proposals remain as very commonly written genres. These and other data from the study were used to affirm the continued emphasis on these skills as well as the move to give more emphasis to oral communication, including speaking in impromptu situations such as at meetings and interviews, where interpersonal skills are also important. This study also describes how formal and informal feedback from other stakeholders on the importance of oral communication have been responsible for the changes that the courses underwent in assessment.

References


The use of storyboards in media, especially television and animation is not new (Hart, 1998). Neither is their use in education where it is seen as an “instructional, persuasive, historical and reflective action” (Wang & Zhan, 2010). This paper explores how digital storyboards, as a form of visual storytelling, is used on a module on new product development to teach Engineering students to persuade the audience of the feasibility of a product they designed.

It describes the module—its objectives and student learning outcomes—and its assessment to contextualize the use put to the storyboards. The paper also reports on a small study done to evaluate students’ response to storyboards: their usefulness, skills learnt when crafting them, and difficulties encountered.

Preliminary results show that students find the storyboards useful, effective, relevant and persuasive in showcasing the product they designed, despite the difficulty of creating them and the inadequacy of the training received. Students enjoyed the experience, expressing a high likelihood of using them in the workplace. They felt they learnt to design, found the best thing about storyboards being their learning to communicate in a different medium, and the worst thing being their lack of creativity.

This study points to the possibility of storyboards being an alternative communicative mode in modules where persuasion features, this being in line with a focus on teaching and learning communication via multimodal means. The paper ends with a showcase of two different types of storyboards used by students to illustrate the variety that might be designed with little instruction and guidance.

References
While extensive research has been conducted on how consumers perceive country-of-origin labelling and seals, few have explored the unintentional consequences as a result of such labelling. Our study addresses the gap in research by investigating how two peripheral cues—seals and country-of-origin—affect product perception. In our study, we use the Elaboration Likelihood Model to understand how these cues interact with consumers' attitudes towards the product. Our findings suggest that while seals may have a positive effect on product image, they may also lead to a greater focus on peripheral cues, which can have negative consequences for product perception.

Seals and Country-of-Origin: The Effect of Peripheral Cues on Product Perception

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In most countries, English is the most widely used foreign language in advertising. Although numerous studies have investigated the appreciation, comprehension and recall of English-language advertisements by non-native speakers, several issues remain unresolved. For example, the use of English is believed to have a positive effect on product image, but empirical evidence for this effect remains scarce. Furthermore, a dependent variable like A has been ignored by many studies, even though it has been shown to have an effect on brand attitudes and purchase intentions. This presentation reports an experiment in which Dutch participants were confronted with four advertisements that were either completely in English or completely in Dutch. Subsequently, their attitude towards the ad, their attitude towards the language used in the ad, their image of the product and their recall of the slogan were measured. The results showed that generally, the attitude scores were higher for the Dutch versions, whereas the recall scores were better for the English versions. No effects on product image were found. Since the use of English in advertising appears to have negative as well as positive consequences, advertisers should weigh the advantages against the disadvantages.

A New Style of Teaching BELF: One consideration on a grass roots English teaching method

Tatsuya Yagi
sonic737boom@yahoo.co.jp

This is to introduce a new style of teaching Business English method in a school in Setagaya-ward, Tokyo, Japan. The school has been run by Setagaya Volunteer Center and myself to educate local citizens for Business English communication as well as the business communication practice in the actual business scenes. This is a new challenge named “pro bono public activity” and carried by the center aiming to collaborate with a person who is experienced and has expertise in certain business fields to provide volunteer educational work for the local community. After my early retirement in 2011 from one of the leading financial institutions based in Tokyo, my long-time stoic concept was to lecture my overseas working experiences and English communication skill to the society. And luckily I got an opportunity to have collaboration with the local public office to open a new school in Setagaya-ward, Tokyo starting from October 2012. The students are from university students to retired businesspersons aged from 20 to over 65 years old. I have found it quite intriguing that the students’ motivations vary depending on their studying backgrounds. We have 2 classes in Saturday mornings giving 12 lessons this term ending next March to 18 students. Each lesson consists of pronunciation remarks, shadowing practice of the skit, phrase check, detailed explanation of the skit and the background of various business scenes. Through the lessons, I can also learn much from their business backgrounds and further develop my teaching skills in terms of “shadowing method.” In this presentation, I would like to take up this trendy method conducted in my lessons and how the method influences their English studies in a true meaning of BELF.

reference: “Shadowing de mimi kara kitaeru shigotode tsukau eikaiwa” Alex M. Hayashi/ Tatsuya Yagi
"Ketteiban eigo shadowing" Shuhei Kadota/ Ken Tamai
Required competencies in a multi cultural job site: A case study of a community service project

Chihoko Itami  Meisei University Graduation School  12m6001@stu.meisei-u.ac.jp

Globalization has made Japanese business activities shift from simple export-import to cross-cultural collaborative works. Thus global business practitioners need to integrate multiple competencies (Norisada, 2010). However, only a handful of past studies pinpointed components of necessary multiple competencies for Japanese business practitioners (e.g., Okamoto, 2008).

This study aims to identify components of required competencies from naturally occurring data in an actual job site. I pay special attention to the instances in which language and communication abilities interact. I employ ethnography of a participant’s inclusive leadership is composed of linguistic and communicative competencies, which was tailored to the situation.

The findings indicate inclusive leadership is a fundamental element required on a job site where participants’ cultural backgrounds, mother tongues, careers and commands of English language vary. The overall findings indicate that the required integrated competencies can be better taught in hands-on types of intervention.

References

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Catherine Whelan  Georgia College & State University  catherine.whelan@gcsu.edu

In this study, we examined the impact of the team listening environment on team coordination. While there is a long history of examining listening on an individual and interpersonal level in communication research, the construct of a team listening environment was only recently developed by a set of business communication scholars (Johnston, Reed, & Lawrence, 2011). They developed the Team Listening Environment (TLE) scale to identify how team members perceive the listening environment within their work groups.

We surveyed 233 full-time working professionals, including executives, mid-level managers, and entry-level managers. Using the TLE scale, we were able to identify the extent to which a team listening environment contributes to overall team coordination. Using multiple regression analysis, we found that a team listening environment is the single most important contributor to team coordination. We also found that the frequency of spontaneous meetings increased team coordination but that the frequency of scheduled meetings did not increase team coordination. Other factors such as length of employment with current employer, frequency of other forms of communication, age, and gender did not impact team coordination.

Our findings reinforce the notion that team coordination is highly dependent on developing a positive and effective team listening environment. We explore the implications of this finding for team development and training. We also describe our evolving philosophy of teaching business communication as a listening-centered course.


Alycia Lim Hui Ling  Nanyang Technological University  hlim002@e.ntu.edu.sg
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People smoke voluntarily despite knowing the negative effects. Over the years, there have been many studies which examined the way messages regarding smoking cessation and prevention are delivered. To add to the pool of research knowledge in how warning messages can be communicated differently for different products and intentions, this study examines the use of warning signs on cigarette packages and its effectiveness in influencing ones intention to stop smoking or to not take up smoking in Singapore. While previous studies have focused on the effects of graphic and copy messages individually and combined, this research goes further to explore the difference between self-directed and other-directed messages, to see if an individualistic or a collectivistic approach works better in an Asian context. We assessed the copy and graphic messages on cigarette packs, which were carefully selected through a pre-test. An experiment was conducted on 223 participants including both smokers and non-smokers. Results from the study showed that subjects generally respond better to graphic warning messages, which supports a similar study by Yeer and Rank (2012). However, we further demonstrate that self-directed messages were more effective, compared to other-directed messages. Fear appeal also worked better with non-smokers compared to smokers. Findings from this research could assist health authorities in Singapore and Asia, in strategically designing messages that are more suited to local communities for smoking cessation and prevention.

References
Humour and laughter in business meetings: a cross-cultural study

Kazuyo Murata
Ryukoku University  murata@policy.ryukoku.ac.jp

The present study explores the manifestations of humour and laughter in business meetings in New Zealand and Japan. It analyzes authentic business meeting discourse from a relational perspective of communication by employing interactional sociolinguistic techniques. The conceptual frameworks employed in this study are that of Relational Practice, politeness in the workplace (Holmes & Marra 2004). The data consists of video/sound-recorded business meetings from a New Zealand company (approx. 370 min) and a Japanese company (approx. 710 min).

The key findings of the analysis are that (1) although humor and laughter serve as Relational Practice, their manifestations are distinctive in each workplace, and (2) meeting members enact Relational Practice through humor and laughter in ways that meet the underlying expectations of each workplace. This study clearly shows that although transactional or work-related discourse is highly valued in the workplace because of its obvious relevance to workplace objectives, relational or social aspects of interaction play an equally valuable role by contributing to good workplace relations. This indicates that the relational aspects of business interaction should be taken into account in business education and that will lead to successful intercultural business. More and more empirical linguistic research on authentic business discourse is necessary in order to shed light on what is going on in interaction and make the research more illuminating.


Analytical Procedure of Metaphorgrams: A Practical Demonstration

Toshihiro Shimizu
The University of Shiga Prefecture  shimizu@english.gr.jp

This presentation will share the actual procedure of creating and analyzing a metaphorgram, a chronological visualization tool of conceptual metaphors (Lakoff & Johnson, 1980) behind the message. A metaphorgram is a novel approach to analyzing conceptual metaphors in business speeches. It is visual, statistical, and above all, cross-cultural. Conceptual metaphors are believed to disclose hidden conceptual messages delivered from the speaker to the audience. Metaphorgrams visually depict the chronological variations of these conceptual images of the speaker in a compound line-graph format.

In the presentation, a brief historical, and academic history of metaphorgrams will be introduced. The presenter will then demonstrate the step-by-step procedure to create a metaphorgram of a sample message, using “WordSmith Tools ver.5.0” (Lexical Analysis Software Ltd) and “T-Scope ver.2.0” (Shimizu & Shimokura, 2010). Using the metaphorgram obtained in the demonstration, the statistical analysis will be conducted on site to highlight the findings in the sample data.

All the participants and the presenter on the floor will share the real procedure of the metaphorgram analysis together. It is expected that the experience will raise new constructive arguments about the research model.

References
Metaphorgram, Details available at: http://www.metaphorgram.com

A Development of Conceptual Framework for Studying Communication Competencies among Direct Sellers in Malaysia

Nuredayu Omar
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Che Su Mustaffa
Universiti Utara Malaysia  chesu402@uum.edu.my

Many studies have been conducted related to communication competencies since the last decade until now. However, the availability of the studies on communication competencies has not been explored in depth particularly in the direct selling context in Malaysia. To understand the direct sellers’ communication competencies, a conceptual framework will be built based on related literature studies. Literature reviews have shown a variety of studies on communication competencies from the behavioral and cognitive perspectives. Although numerous studies have provide understanding of communication competence in various context, there is a gap in viewing communication competencies in a more dynamic context, particularly in the process of communication of direct sellers with their potential customers. This paper attempts to discuss the importance of a dynamic research related with communication competencies by developing a conceptual framework for a direct selling as a communication process. This study will contribute to the understanding of the appropriate ways for direct sellers to conduct their business. This study could also provide better explanation on the importance of communication in conducting direct selling business in Malaysia context.
The use of English as a barrier to effective intercultural communication: a case study in the Financial Sector

Mary Fischer  Edinburgh Napier University  m.fischer@napier.ac.uk

Until recently business research into the issues surrounding the costs of and barriers to internationalization has focused on cultural barriers and their potential for conflict and misunderstanding. Most research is Anglophone and assumes that, as English is the international language of business, language itself is not an issue and that communication problems are situated in underlying cultural assumptions. This paper surveys recent research on issues relating to the use of a lingua franca, normally English, in intercultural business dealings. Earlier research with English speaking investment managers indicated that they expected their partners to speak English, but also that there might be underlying, largely unacknowledged problems with this approach. In order to explore these issues semi-structured interviews were carried out by telephone with five Chinese business people who use English in their daily business transactions with international partners. The interviews were conducted by Skype or telephone by a Mandarin speaker and the conversations transcribed and translated into English. Following The results of this exploratory study confirm that the choice of language itself has considerable potential for causing conflict, and raises interlinked issues of face, harmony, hierarchy, directness and power. Furthermore, the Chinese preference for conflict avoidance and indirectness means that many of these conflicts may be hidden from the English speaking interlocutors. This has implications for monolingual English speaking businesses in their future dealings with Chinese counterparts. It also contributes to identifying potential underlying sources of conflict in these interactions.

Contextualization in measurement: From ‘translation’ to ‘indigenization’ of organizational communication measures in Malaysian context

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Hassan Abu Bakar  University Utara Malaysia

Pure replication of Western studies and retesting of existing theories in Malaysia is a useful learning experience. To develop new knowledge, extended replication is a good starting point. To date, most contributions to Malaysian management research have been from extended replication studies. However, discovery of valuable and delightful knowledge will come from major breakthroughs in understanding the logic of managing and communicating in the Malaysian context. The identification of different indicators of the construct, while useful and meaningful for context-specific research, would pose challenges for cross-cultural or comparative research. Continuing efforts on contextualization in theory development may lead to the possible emergence of new constructs. Thus, this paper highlights the Malay communication characteristics in Malaysian organization as an effort to develop and validate of a psychometrically sound measure of organizational communication measurement. These studies contribute to the growing body of research on organizational communication by focusing on specific sub-cultures in a multi-racial society. The research conclude that to further Malaysian communication management research and develop valid knowledge, contextualization in measurement is not only desirable, but essential.

Listening to narratives of Japanese business persons’ language life – challenges and needs of Japanese Business users of English

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This paper examines Japanese business persons’ experience and perception of use of English in the global business contexts by listening to their narratives. It explores their use of English from early in their business career, and how they change their perception about English and their skills as they mature. It also examines what challenges they have faced in their use of English, how they have dealt with such challenges, and what English competence they feel is needed to perform their tasks. The narrative stories are analysed with the framework of BELF (Business English as a Lingua Franca) (Louhiala-Salminen, Charles, & Kankaanranta 2005), which legitimise non-native English users on their own right, in comparison with current BELF studies (Louhiala-Salminen & Kankaanranta 2011; Ehrenreich 2010). Additionally, hybridity, considered as ELF users’ one of main characteristics (Jenkins, Cogo, & Dewey 2011; Kankaanranta & Planken 2010), is examined as how they use their multilingual resources of Japanese and English, to perform their international business tasks in individual and social levels. This is a preliminary report of the first phase of the research.

In intercultural business communication, it is especially difficult for non-native speakers of English to take turns freely due to linguistic constraint. In addition to linguistic competence, turn-taking is also influenced by various sociocultural factors, such as cultural traits or power relations. With regard to Japanese turn-taking behaviors, some studies (e.g., Yamada, 1990) have reported that, in collective cultures including Japan, turns are distributed relatively equally; other studies (e.g., Tanaka, 2011) have reported that turn-taking is influenced by hierarchical power or topics. This study, based on simulated business meetings consisting of Japanese business people, university students, and foreign exchange students, first identified factors influencing turn-taking behaviors; it then discussed the relationship among factors, especially, which factors are more influential—for example, whether a vertical relationship (such as senior business people with more experiences versus university students) is a more determinant factor than one’s linguistic competence or vice versa. Finally, turn-taking strategies characteristic for Japanese business people, university students, and foreign exchange students were summarized, especially in the scenes of agreeing and disagreeing.

In terms of methodology, to make the analysis and interpretation as objective as possible, retrospective comments by the participants were also adopted as well as qualitative data analysis (such as floor-holding time or speech rate) and qualitative analysis (such as turn-taking strategies).

As the participants included Japanese university students, suggestions for university English education are also made in terms of turn-taking behaviors.

References
Doshisha AT A Glance

Passing down 135 years of Doshisha history and tradition

The Imadegawa campus is located on the site where Doshisha was founded 135 years ago. The campus buildings of the Meiji era, such as the Doshisha Chapel, Shoeikan, Yushukan, Harris Science Hall, and Clarke Memorial Hall, are designated as cultural properties of national importance, yet harmonize with the modern buildings on the campus which were constructed in the Taisho and early Showa eras. These buildings stand as a living museum, a testament to the history and development of university education in Japan through the years from the Meiji era to the present day.

Kambaikan Building (Main Conference Site)

This building was constructed in March 2004 by totally rebuilding the old Students’ Hall in order to ensure further effective utilization of the building. The new building consolidated functions tailored to the needs of today, including law and business schools, a student support center, a career support center, a students’ welfare center and a liaison office. A broad range of people gather here for a variety of purposes, which makes it an innovative and inspiring space.
### Day-3 Presentations

#### Morning Sessions

#09-11

**@Room-ABC**

Kambaikan Bldg. 2F

10:30-11:55

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## Welcome

D1 Workshops

D2 Keynote

D3 Sessions (am)

D3 Sessions (pm)

AdsIndex

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Association for Business Communication

The 12th Asia-Pacific Conference, Kyoto

Joshua William Davies   LAM Institute   joshua@laminstitute.com

Negotiation research is one of the most widespread and fruitful areas of theory, study, and practice in Northeast Asian business communications. Despite this prominence, little has been done to examine overall current trends in the field. This paper attempts a Northeast Asian (defined here as the region containing greater China, Japan, North Korea, and South Korea) focused narrowing of the three-fold purpose outlined by Agdal’s negotiation research (2007): to provide a general overview of the last 5 years of research, to synthesize both quantitative and qualitative findings, and lastly, to suggest avenues for future studies. Agdal’s model of four constructs (2007) was used to separate articles for discussion purposes into negotiation context, processes, outcomes, and outcomes. Empirical studies were collected, coded, and interpreted using standard techniques for meta-analysis (Glass, 1976) in order to extrapolate key findings regarding Northeast Asia. Qualitative studies were reviewed using Slavin’s best-evidence synthesis (1986), including the techniques of reciprocal translational synthesis for similar studies and refutational synthesis for those studies featuring conflicting results (Norbit, 1988). The analysis indicated significant areas of focus within the field of negotiation research in Northeast Asia, but also key gaps in both study methodology, and coverage. Implications include directions for future research work within Northeast Asia, comparative studies with meta-work done in other regional context, and on the job application of key findings towards improving real-world negotiation business processes.

The Fate of the Kyoto Protocol—Uniqueness of Emission Trading From a Perspective of International Business Communication

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There are so many methods of academic approaches to global warming issues. Many researches have been conducted on global warming issues from various aspects. Most of those researches have been focusing on environmental economy, biology, social economy, international law and/or public welfare. However, it is very rare to conduct a research from a perspective of international business communication. Especially, I try to apply buyer-seller contract communication to emission trading activities. This is the purpose of my presentation. The concept of emission trading (ET) is not well-known to public or well-defined yet. Even now, the notion of emission reduction is a vague concept, therefore miscommunication opportunities may arise between potential buyers and sellers of ET products in business negotiation opportunities. In an academic field of contract communication, I try to illustrate how ET businesses originate and practically work. The product that buyers and sellers were trading was “emission reduction” unceleanly stipulated in the United Nations’ (UN) Kyoto Protocol (1997)*, which was difficult to interpret as a commercial rule. Second, I will list up and categorize frequently-used terms and references of ET. These terms and references are most-likely used in both initial letters of intent and binding final contracts in real business negotiation process. Lastly, I briefly explain how we can perceive this type of conceptual transactions easily.

My presentation is categorized in the area of either business stakeholder communication or the perspectives from the business world.

* The Kyoto Protocol was an international Protocol held in Kyoto in 1997 to the United Nations Framework Convention on Climate Change (UNFCCC).
Learning from the experts: An analysis of résumé writers’ self-presentation on LinkedIn

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The social network LinkedIn provides both opportunities and challenges for fresh graduates seeking employment, providing a platform for them to present themselves online to prospective employers in a favourable light. Research into LinkedIn has thus far looked at issues such as website architecture (Papacharissi, 2009) or the benefits of the medium (Thew, 2008). This paper takes a different perspective, by examining how the LinkedIn texts are constructed, and considers what implications this has for preparing students who wish to use the network as part of the job search process.

The study focuses on the Summary section of the LinkedIn profile, and examines the entries of forty established résumé writers to see how they present themselves through this medium. Taking a genre analytic approach (Bhatia, 1993), the study analyses the schematic structure of the genre, and looks at the linguistic strategies deployed by writers to achieve their particular rhetorical goals. LinkedIn is relatively new, and the extent to which the texts that members of the network produce can be considered stabilised genres is not yet clear. Nevertheless, the findings suggest that these summaries display many of the features of promotional discourse, such as establishing credentials and detailing the service offered, but that these are achieved in a variety of ways, ranging from a formal, impersonal style to a more interactive, informal one. Possible approaches to teaching students how to tackle the genre are discussed.

References

Characteristics of Japanese Negotiation

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It is often said that Japanese people are not good at negotiation. I would like to investigate its causes by discussing the tendencies and the mind-set of Japanese people when they negotiate. On the other hand, Japanese people are also influenced by globalization, which is one of the factors influencing the characteristics of Japanese negotiation. To discuss the characteristics of Japanese negotiation, we need to consider the issues related to globalization as well.

The social network LinkedIn provides both opportunities and challenges for fresh graduates seeking employment, providing a platform for them to present themselves online to prospective employers in a favourable light. Research into LinkedIn has thus far looked at issues such as website architecture (Papacharissi, 2009) or the benefits of the medium (Thew, 2008). This paper takes a different perspective, by examining how the LinkedIn texts are constructed, and considers what implications this has for preparing students who wish to use the network as part of the job search process.

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References
Organizational Storytelling for Changing or Strengthening Corporate Strategy, Brand, and Culture

Janis Forman  UCLA Anderson School of Management

Much attention has been devoted to storytelling for leadership training and development of communication skills, but with some exceptions (e.g., studies by Daphne Jameson and Cees Van Riel) storytelling at the enterprise level has received short shrift in the communication literature. In this presentation, I share my key findings about organizational storytelling and its relationship to corporate strategy, brand, and culture. My new book, Storytelling in Business: The Authentic and Fluent Organization (Stanford UP, 2020), provides a framework for engaging in organizational storytelling. The book includes case studies of organizations that have successfully used storytelling to change or strengthen their strategy, brand, and culture. I will discuss the key findings of this research and how they can be applied to real-world situations.

Language and culture in the context of international retail: A study of the multicultural commercial hub of Dubai

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Catherine Nickerson  Zayed University  catherine.nickerson@zu.ac.ae

In the past decade there has been a shift from Arabic towards English in the United Arab Emirates (UAE), initially as a result of the presence of the oil and gas industry and more recently in response to the need for a business lingua franca that can be understood by most of the 220 different cultures that are currently estimated to be living in the country. Our study will show that for the majority of Emirati nationals, while Arabic remains the language in the home, Business English as a Lingua Franca (BEFL) is now the de facto language of commerce. It would therefore appear that for international businesses, a successful strategy in the UAE would be to target the retail market using cheap labor from countries such as India and the Philippines, on the assumption that customers will be happy to comply in completing their transactions in English. The aim of the study will be to explore the validity of this assumption, with particular reference to Emirati consumers as an economically powerful group of Muslim consumers with increasing buying power that can be compared to other similar local populations around the Gulf Region. We will report on a survey of Emirati nationals in Dubai, together with observational data, and in doing so we will seek to answer the question, how does the consideration of the "customer language" affect international retail?

Communication of expatriate workers in Japan

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Through two surveys conducted in 1998 and 2008, communication problems of expatriate full-time workers with work visa in Japan are clarified and the causes are discussed in aspects of the satisfaction, stress and intercultural communication at work. As satisfaction inducing factors, the salary ranked highest in 1998 whereas it was replaced by the work content in 2008. Both surveys shows quite high satisfaction rate to their work in Japan, especially to the salary and the work content.

As of the stress, the highest stress causing factor was long work hour such as less paid holidays in 1998. In 2008, long work hour is not the highest stress causing factor anymore, as being replaced by a complaint to a limited promotion chance. In 2008 the communication problem does not stay in the diversity understanding, but, it evolves more workers rights in Japanese corporate culture, asking for equality for promotion, work, wage and diverse career development. I will discuss the intercultural communication problems in Japanese workplace in more details.
Day-3

Presentations

Afternoon Sessions

#12-17

@Room-ABC

Kambaikan Bldg.2F

13:00-15:55
Japanese human resource development for intercultural business communication has been mainly oriented toward linguistic competence, which has led to certain communicative issues for practitioners; an alternative way of viewing competence in business communication is called for. Past research found various linguistic and non-linguistic elements contributing to competence in business communication. Such elements include management of power relationships by speakers’ choice of specific modal verbs and silences (Handford, 2010), turn frequency and topic management (Du-Babcock, 2006), and decision making protocols (Tanaka, 2008). Such elements in language competency were studied in segregated fields of research. Training and development professionals who attempted to combine these notions across various disciplines faced epistemological paradoxes. This research aims at re-contextualizing business communication competence in English language using the qualitative analysis of can-do statement data from a TOEIC Can-do Guide (2008). Tasks in the can-do statement survey have been analyzed employing Knowledge Skills Analysis (Pucel, 2001) employed in Human Resource Development research. Results show that there are two non-linguistic competencies also critical for business practitioners -- inquiry and initiative -- that key performers and leaders need to combine with their linguistic competence.

References

This study aims to investigate complaint management discourse. Special attention has been paid to corporate image restoration strategies in response to the customer’s complaint to poor services. Theoretical basis for the study is Benoit’s (1995, 1997) image repair strategies, as the fullest form of the apologetic strategies may come from Benoit’s work articulated through image repair theory, which focuses on what a firm says when faced with a crisis. The theory of image repair introduces five superstrategies with twelve substrategies of image restoration. These overall strategies can be summarized as Avoidance statement (e.g. shift the blame; evasion of responsibility; reduction of offensiveness) and Accommodative statement (e.g. compensation; corrective action; mortification). A variety of complaint management writing samples expects to clarify the realization of the two statements for corporate image restoration purposes. The key to understanding complaint management discourse is to consider the nature of an accusation that demands responses from the accused for proper choices of image repair strategies. This study exemplifies the claim that the proper understanding of the nature of accusation is a key to image repair discourse.

References

Demographic factors affect the superior-subordinate communication, relationship quality, work stress and communication satisfaction in an organization. This study aims to identify whether there are differences between the demographic factors and research variables, namely superior-subordinate communication, relationship quality, work stress and communication satisfaction. The selected 447 respondents were from eight correctional institutions consisting of officers ranked from Prison Superintendents to Prison Warder. The sampling method used in the study was stratified random sampling. The statistical analyses used to test the differences in demographic factors on variables were T-tests and One-way Analysis of Variance (ANOVA). The results showed the differences in terms of race and marital status on superior-subordinate communication. Meanwhile, for relationship quality, there were differences in terms of race, marital status, education background and designation. Sex and marital status differed in terms of work stress among the respondents. Marital status and designation differed in terms of the respondents’ communication satisfaction. Generally, it can be said that the single Malay respondents had a low perception on superior-subordinate communication and relationship quality. The single male respondents faced a higher level of work stress compared to female and married respondents. In addition, the single respondents holding junior officers’ posts had a low perception on communication satisfaction.
The study was carried out to identify how social media was used in the business by entrepreneurs. It was also to examine the ways social media was utilized to build trust with customers in the course of doing business. This is because social media has been widely used in business in many aspects, such as to network socially, promote products, and get new customers. This study adopted the qualitative method which is interview. A few budding entrepreneurs who have been actively using social media were interviewed. The data was transcribed and analyzed using content analysis. Results were described and explained to get the picture. The research discovered that entrepreneurs used social media that is Facebook to build image with their customers; to network with people who can add value to their business such as suppliers and vendors; and to find opportunity to do joint venture and business expansion. In addition, Facebook was also used to create engagement with customers in order to develop brand loyalty. Besides, in trying to build trust with customers, entrepreneurs were able to use Facebook features such as sharing fan page, creating or inviting events, and posting updates on products. The ease of uploading photos/videos also enhances the probability of providing attractive visuals of the products being promoted. The results of this research would enable training modules for small business entrepreneurs be prepared on how to utilize social media such as Facebook to get customers engagement at no cost or lowest cost. This can spur training in the areas of internet marketing and the use of social media in business. Language training on how to effectively promote products on social media could also be developed and organized for small and medium scale entrepreneurs.

References:
A proposed model for understanding the role of culture in listening.

Jean L. Bush-Bacelis  Eastern Michigan University  jbushbac@emich.edu
Marcos O. Bacelis  Independent Consultant

A fundamental base of effective business and managerial communication comes from the literature of listening. Hynes (2011) suggests that listening is critical for managerial competency. Of course we know that listening and hearing are not the same and we know that listening competency may be improved. There are barriers to preventing effective listening including motivation, willingness, internal and external noise, detouring, debating and time (Hynes.) Collins (2009) suggests that to be good listeners, we should consider the factors that influence our interpretation of events and surroundings, including attitudes, values, and culture. One’s culture determines how and why we listen and perceive. As we are nurtured in our cultures, we learn which clues are important. Varner and Beamer (2010) suggest that culture determines the hierarchy in which we perceive. For example a high context individual is likely to place more meaning and to listen to the surroundings, the setting, and the tone, whereas, a low context person will place more meaning and will listen to the importance of the actual words. For example, in Japanese culture, “The listener has to decipher the parts that have been left unsaid.” (Kameda, 2012)

In addition to culture, self-awareness can also affect listening. To have greater self-awareness or understanding means to have a better grasp of reality (Dalai Lama.) Strengthening one’s awareness of self and of culture may lead to more efficient listening. This paper will illustrate a model for understanding the role of culture in listening and by implication how to shape a message for an intercultural or cross-cultural audience. It will also address the importance of self-awareness and self-management as they apply to listening and culture. Finally it will include multiple cultural examples illustrating how to use this model in cultural training and education.

May I help you?: An analysis of cross-cultural service encounters

Jon S.Y. Hui  The University of Hong Kong  jonhui@hku.hk

Service encounters for a customer often start with making a call to the company or an organisation’s call centre, and the quality of the customers’ experience in this context can directly influence the reputation and success of a business. Establishing rapport with customers is a good start to a satisfactory service encounter. This paper investigates communication strategies employed by customer service representatives (CSR) of call centres at the start of a call, where the right approach is vital to the success of the call as a whole.

Applying the rapport management framework (Spencer-Oatey 2000), linguistic features of two call centres in the Asia-Pacific region are analysed. Focussing on the opening of the calls and the forms of address used by the participants, I provide a number of authentic examples to illustrate the linguistic features evident in establishing and maintaining rapport between the CSR and their customers. Two contrasting approaches are identified by the analysis. It can be argued that the differences in communication strategies and language use are influenced by professional contexts, cultural and social practices. Findings of the study have strong implications on design of business and professional communication training courses.

Reference

A Study of the Relation between a Copyright and SNS in Japan

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SNS has become a huge component of providing many kinds of information. But it tends to increase a breach of the Copyright Act. In Japan, the copyright law was made amendments to match new technology last year. To protect copyright is important but to stagnate expansion of SNS is not good policy. For example, IOC permitted a top athlete to tweet or post after their events. With quick information, businesses could promote products and services, obtained instant response, and increased fans at the London Olympic.

This presentation explains basic situation of copyright law in Japan. Secondly, analyzes some problems of SNS usages. And finally, provides new idea about the relation between a copyright and SNS in Japan.
Establishment of mock trial debate course as an undergraduate course in Korean college: Social and cultural constraints and its educational future for business students

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For the first time in Korean history, mock trial debate course is opened at SungKyunKwan University in 2012, as an undergraduate course. This paper is to introduce the development of mock trial debate education at Korean colleges and universities. First, it introduces curriculum of mock trial debate courses at the SungKyunKwan University as an example. Second, it discusses social and cultural variations of the Korean mock trial debate curriculum in comparison to those courses in the U.S. Third, in establishing the mock trial debate course, it discusses social and cultural constraints and obstacles of the various academic administrative perspectives. Fourth, it discusses future of the courses and examines needs and expectations of Korean business students for mock trial debate courses.

The Role of Self-perceived Effectiveness of Identity Construction on Facebook in Face-to-Face Communication at Workplace

Danielle Ka Lai Lee  
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Dynamics of social networking sites (SNSs) have been constantly reshaping the landscapes of communication. Among all, Facebook has been in the limelight because of its enormous population. As of October 2012, Facebook has one billion active users monthly.

This ever-flourishing SNS has been intriguing researches on identity performance. However, studies examining connections between self-perceived effectiveness of identity construction on Facebook and workplace communication are scantly at most. The present study explores how to manage communication problems in Japanese care facilities which could affect the quality of care work. Although there are many communication-audit studies in various organizations such as a healthcare organization (Hargie & Tourish, 2000) and schools (Zwijze-Koning & de Jong, 2009) in the US and Europe, few communication audits have been conducted in any organizations in Japan. So, a communication audit of 1,415-minutes of semi-structured interviews in total was performed for 32 Japanese care workers at ten facilities in Tokyo, Japan in early September, 2012. The interviewees were each interviewed for about an hour. The qualitative data suggest that there are various communication problems and different ways to manage them. Communication problems included information overload and difficulties in communicating information well utilized PC software and IT-media effectively; participated in a training program for sending information efficiently; accounts and showcase recent updates. In-depth interviews would also be conducted to probe their satisfactions regarding colleagues’ feedback and sense of fulfillment, and to explore their attitudes and practices of face-to-face communication with colleagues afterwards.

Preliminary findings showed that self-perceived effectiveness could predict rapport building at workplace. Contrarily, if the construction was perceived as ineffective, though business communication would not be worsened, the participants’ desires of explicit self-disclosures on Facebook would be dampened.

The study would deepen understanding about how virtual world and reality are strongly linked together with self-perception coming into play. Besides, it has implications in building business rapport via networking virtually. For example, Facebook can be used strategically to unite newcomers into business teams.

Communication audits for managing organizational communication problems in Japanese care facilities

Ikushi YAMAGUCHI  
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The present study explores how to manage communication problems in Japanese care facilities which could affect the quality of care work. Although there are many communication-audit studies in various organizations such as a healthcare organization (Hargie & Tourish, 2000) and schools (Zwijze-Koning & de Jong, 2009) in the US and Europe, few communication audits have been conducted in any organizations in Japan. So, a communication audit of 1,415-minutes of semi-structured interviews in total was performed for 32 Japanese care workers at ten facilities in Tokyo, Japan in early September, 2012. The interviewees were each interviewed for about an hour. The qualitative data suggest that there are various communication problems and different ways to manage them. Communication problems included information overload and difficulties in communicating information well utilized PC software and IT-media effectively; participated in a training program for sending information efficiently; accounts and showcase recent updates. In-depth interviews would also be conducted to probe their satisfactions regarding colleagues’ feedback and sense of fulfillment, and to explore their attitudes and practices of face-to-face communication with colleagues afterwards.

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References:

Acknowledgment:
The author would like to acknowledge the support of grant B (24330177) [2012-2016] from Ministry of Education, Culture, Sports, Science, and Technology of Japan.
This presentation explains and illustrates the concepts of intercultural based communication zones. This concept is an addition that broadens language-based communication zones model. International business communicators can use this concept to guide them in becoming more effective and efficient in intercultural exchange in international business communication. The explanation includes (a) how cultural differences activate intercultural based communication zones; (b) how to use Victor’s LESCANT model to systematically detect cultural differences; (c) why and how the intercultural communication process differs in corporative and hostile zones; and (d) why and how adjustment patterns and information exchange potential differs in six intercultural based corridors. The illustration is a case study of Japanese – US business communication.

Findings from the Chinese and Japanese Zen traditions: how to make business communication succinct

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Purpose of this study: Ascertain certain characteristics of Zen Buddhist teaching and interpersonal communication methods, which can be applied to business communication in order to make it succinct and to the point. The study reviewed both Chinese and Japanese Zen Buddhist literature to identify the use of emotions in communicating message by Zen Buddhist teachers. Their approach towards teaching and learning demonstrated the importance of emotions in interpersonal communication.

Emoting conceivably is a double-edged sword: While it may demonstrate empathy, qualities that would win the respect of stakeholders (Jin, Pang, & Cameron, 2012), it may inadvertently reveal the CEOs’ vulnerability, traits stakeholders may not appreciate from leaders.

This study examines the range of emotions displayed by CEOs and how this affects audience perceptions of the leadership and the organization. The authors studied the emotions displayed by CEOs in three simulated crisis media conferences in October 2012 where there was organizational culpability in a health crisis resulting in loss of lives. Findings showed that emotions were communicated through such nonverbal cues as well as through verbal cues like the use of emotion-laden words. This study hopes to offer practical insights on the extent which it is acceptable to stakeholders for CEOs to emote.

Selected references
During crises, one way organizations connect with stakeholders is by organizing media conferences to communicate updates (Coombs, 2012). While studies have examined what organizations should do to influence journalists through information subsidy in order to obtain favourable media coverage (Fearn-Banks, 2011; Phillips, 2012), no study has examined the role scents can play in enhancing journalists’ perceptions. Scent is closely linked to emotion (Herz & Cupchik, 1992), and can create positive sentiments. This study explores how ambient scent injected into the atmosphere during the media conference can create positive mood states and enhance message recall among journalists through the theoretical lens of the psychology framework, Stimulus-Organism-Response (S-O-R) paradigm. The paradigm posits that a stimulus (S) elicits different responses (R) from the organism (O), depending on the state of the organism (O). The results of this study can be implied to managerial practices such as the employer-customer interface. It was hoped that the present study would begin to shed some light on the issue of what circumstances the apology is effective in reducing punishment. The results of the present study demonstrated that the issue of apology's effect on discipline is more complex than once thought. Thus greater consideration should be taken in efforts to achieve a better understanding of each of its effects.

Selected references

In many conflicts in business communication, apology and forgiveness are essential for reconciliation and conflict resolution. Both managers and scholars have strong reason to understand the human response of apology in different contexts and under different circumstances as a possible influence of punishment of employees for violating workplace rules. Based on the equity theory, we surmise that as the seriousness of the violation increases the offender will be required to express more elaborate apology to reduce the punishment. This study analyses the effect of apology on subsequent disciplinary action, considering different levels of elaborateness of apology and severity of outcomes. A 3x2 factorial design of two independent variables was analyzed with 262 participants using ANOVA. Overall, this study provided empirical evidence to partially support the claim that apology leads to less punishment. Although there was no statistically significant support for apology's effect on a 6-item composite of disciplinary action, the effects of apology on individual items such as dismissal showed significance. There was also support for the effects of severity of outcome on the level of disciplinary action recommended. Rather practically, the findings of this study can be implied to managerial practices such as the employer-customer interface. It was hoped that the present study would begin to shed some light on the issue of under what circumstances the apology is effective in reducing punishment. The results of the present study demonstrated that the issue of apology's effect on discipline is more complex than once thought. Thus greater consideration should be taken in efforts to achieve a better understanding of each of its effects.

Selected references
Doshisha Chapel
Designated a national important cultural property
This American-Gothic brick building, with its iron-sheet thatched roof, was constructed in 1886 following a donation from the American Board of Commissioners for Foreign Missions. It was designed by D.C. Green and is the oldest brick Protestant chapel in existence in Japan, as well as being a symbol of the history and the spirit of Christianity at Doshisha.

Clarke Memorial Hall
Designated a national important cultural property
The construction of the Clarke Memorial Hall was made possible by a contribution from American missionaries Mr. and Mrs. B.W. Clarke. It is a stately and magnificent building based on the German Neo-Gothic style, and its unique steeple has become a symbol of Doshisha. It was named the Clarke Seminary when first established in 1894 and made the center of theological education and research.
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4. The Great Gatsby

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