

# ICBEIT 2015 Guam

INTERNATIONAL CONFERENCE ON BUSINESS, ECONOMICS AND INFORMATION TECHNOLOGY

March 23<sup>rd</sup> – 24<sup>th</sup> 2015 at the Westin Resort Hotel in Tumon, Guam



Designed by Ms. Kristine Bactad and Ms. LeAnn Abonales, 2010

## DOING BUSINESS IN THE GLOBAL ECONOMY Economic, Political, Social, Cultural and Technological Environments



### ORGANIZED AND SPONSORED BY

University of Guam-School of Business and Public Administration

Penn State Altoona-Division of Business and Engineering

Nagoya University-Graduate School of Economics-Economic Research Center

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**APUGSM**

# WELCOME REMARKS FROM THE CONFERENCE CO-CHAIRS

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March 23<sup>rd</sup> 2015

**Dear Conference Participant:**

Welcome to this year's International Conference on Business, Economics and Information Technology in Tumon, Guam, U.S.A.!

We are pleased that you have chosen to join us in the next two days in what we anticipate will be a wonderful opportunity to exchange ideas in the spirit of scholarship and professional growth.

We have prepared a conference packet for you with our environment in mind. For your convenience, we have printed the Conference Program, but all other documents, including the Conference Proceedings, are made available to you electronically in the enclosed micro-SD card with adapter.

If there is anything else we can do to enhance your experience at this conference, please let us know.

We sincerely thank you for your participation. We look forward to meeting you in person and welcome the opportunity to speak with you in the next two days.

**Best regards from the Conference Chairs,**



**Maria Claret Mapalad-Ruane, Ph.D.**

Professor of Economics, School of Business and Public Administration  
Resident Development Economist, Pacific Center for Economic Initiatives  
University of Guam



**Barbara A. Wiens-Tuers, Ph.D.**

Associate Professor of Economics  
Head, Division of Business and Engineering  
Penn State Altoona



**Akihiro Noguchi, D.Econ.**

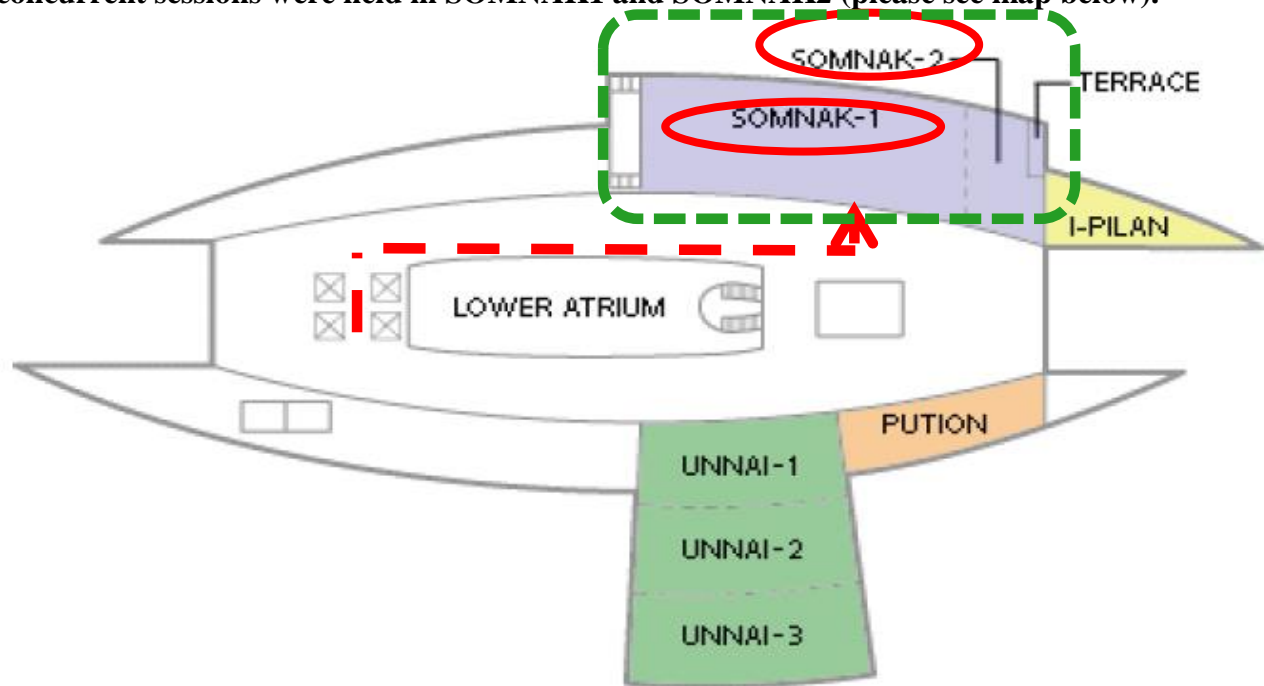
Professor of Accounting, Graduate School of Economics  
Former Director, Economic Research Center  
Nagoya University



**Michael Angelo A. Cortez, D.B.A.**

Associate Professor  
Graduate School of Management  
Ritsumeikan Asia Pacific University

The conference rooms are located on Level 3. Sessions 1 and 2 were held in the combined SOMNAK1+2 while concurrent sessions were held in SOMNAK1 and SOMNAK2 (please see map below).



### Day 1: March 23<sup>rd</sup> 2015

#### 0800-0915 Registration of Conference Participants and Complimentary Breakfast



(from left to right) Conference assistants Mr. Justin B. Castro, Mr. Alexander M. Duenas, Ms. Jonah May V. Guiking, Ms. Cierra R. Camacho and Ms. Ashley Ardiente of the University of Guam-School of Business and Public Administration



**WELCOME REMARKS BY THE CONFERENCE CO-CHAIRS AND SPECIAL GUESTS**

From the University of Guam (U.S.A.)



Dr. Maria Claret Mapalad-Ruane (left), Conference Co-Chair, Professor of Economics at the School of Business and Public Administration and Resident Economist at the Pacific Center for Economic Initiatives



Dr. Annette Taijeron Santos (right), Interim Dean of the School of Business and Public Administration



Dr. Anita Borja Enriquez (left), Senior Vice President of Academic and Student Affairs



Mr. Mike Naholowaa (right), President of the School of Business and Public Administration Advisory Council

***Other University of Guam participants who attended the conference but not mentioned later in this Conference Program included Mr. (Peter) Sonny Ada, former chairman of the Board of Regents; Dr. John Sanchez, Dean of the School of Education; Dr. Monique Storie, Director of the Micronesia Area Research Center and RFK Library; Ms. Leilani Leigh Graham, member of the School of Business and Public Administration Advisory Council and Mr. James Ji, Jr., adjunct faculty at the School of Business and Public Administration.***

***Special guests from the 33<sup>rd</sup> Guam Legislature included Senator Frank B. Aguon, Jr., Senator Mary C. Torres, Senator Frank F. Blas, Jr., and Senator James V. Espaldon.***

From Nagoya University (Japan)

Dr. Akihiro Noguchi, Conference Co-Chair, Professor of Accounting, Graduate School of Economics and Former Director, Economic Research Center



From Ritsumeikan Asia Pacific University (Japan)

Dr. Michael Angelo A. Cortez, Conference Co-Chair, Associate Professor of Accounting, Graduate School of Management



Unable to attend from Penn State Altoona (U.S.A.)

Dr. Barbara A. Wiens-Tuers, Conference Co-Chair, Associate Professor of Economics and Head of the Division of Business and Engineering

**0945-1000 COFFEE/TEA BREAK**



**HOW DO SOCIAL MEDIA SHAPE THE STRUCTURE OF DIFFUSION NETWORKS: AN ANALYTICAL SOCIOLOGY PERSPECTIVE**

**Dr. Benoît E. Desmarchelier (in photo), Xi'an Jiaotong-Liverpool University (China)**

**Dr. Eddy S. Fang, Xi'an Jiaotong-Liverpool University (China)**

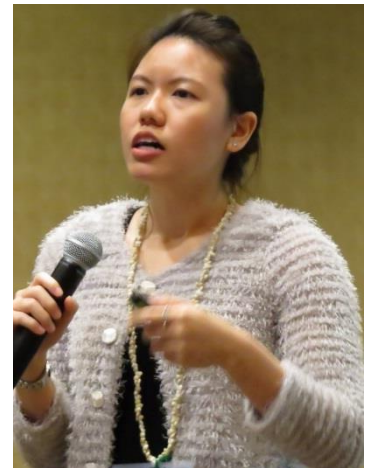
*Social Media has allowed for the emergence of giant networks of individuals, which are known to have reduced the so-called “6 degrees of separation” to an average of 4 degrees. It is hence unsurprising that these complex networks, made of numerous multiple links, are extremely effective at transmitting information and trigger large scale social and market movements. This is especially apparent in high-risk environments, where this tendency to generate information cascades can lead to the emergence of massive collective panics. While this hypothesis builds on a series of recent events, more systematic research on information diffusion processes occurring both in social media-using and non-social media-using collectives are necessary for us to investigate this phenomenon. In this paper, we propose to test this hypothesis by building on an agent-based model of information diffusion. In particular, we want to study how social media modify the topology of diffusion networks. we also aim to find out whether we can expect more frequent collective panics in populations using social media. The model we build is based on (i) an*

*empirical study conducted in China and (ii) is specifically designed to generate diffusion networks with multiple media as sources of information. These two characteristics distinguish the model from traditional models of diffusion dynamics.*

**KNOW ME, LIKE ME, FOLLOW ME, ENGAGE ME, BUY ME: THE GROWING MARKETPLACE FOR NEW BUSINESS VENTURES IN THAILAND**

**Dr. Pajaree Ackaradejruangsri, Asian Institute of Management (Philippines)**

*The proliferation of social networking sites is mind-bending. People nowadays are more out there in making connections, searching for information, posting thoughts, and sharing comments. It is no wonder that businesses want to be there, where the potential customers are. This study examines how social networking sites in Thailand, particularly Facebook, Instagram, Line, and Twitter, have grown to be part of a new marketplace for Thai business ventures. According to 243 online survey respondents who were Facebook users and five in-depth interviews with social network store owners, the results showed that there is high prospective growth and emergence in this market. Thai customers tend to shop more on social network stores, in which convenience, reasonable prices, store reliability, product quality, and security in the payment system are the main motivators for shopping. Thai business ventures also work on the advantage of less capital requirements, the easiness of setting up, and the direct access to potential customers to test the market, and then stores are opened on these social networking sites. There are pains and gains in operating social network stores, but with passion, integrity, flexibility, commitment, and optimism, the gain may outweigh the pain.*



**GROWTH STRATEGY EXECUTION WITH BUSINESS PROCESS CHANGE**

**Dr/Prof. Sanetake Nagayoshi, Waseda University (Japan)**

*Strategy execution is an essential matter for company to keep sustainable growth, and the ability to transform strategic plans into action is also a universal concern. This paper conducts two case studies of strategy execution in two Japanese companies in order to discuss business process change with growth strategy execution from the ontological perspectives. The results suggest that (1) it is not always necessary to change the construction level of business processes and the action rule in case of market penetration and market development, and (2) it is necessary to change the construction level of business processes and the action rule in case of product development and diversification.*

## **THE ROLE OF CULTURE ON HOW THE PEOPLE ADOPT TO ENVIRONMENTALLY FRIENDLIER LIFESTYLE: A COMPARISON OF GUAM AND JAPAN**

**Kevin K.W. Ho, University of Guam**

*In recent years, there are a number of research studies conducted all over the world investigating what factors are affecting people's decision to adopt an environmental friendlier life through actively participating in household recycling and waste management. One example is the study conducted by Nishio and Takeuchi (2005) using Japanese subjects, which suggested that constructs such as media contact, environmental involvement, perceived cost, perceived benefit, subjective norms, etc., are affecting people's decision on adopting household recycling and waste management. In this study, we use the model developed by Nishio and Takeuchi (2005) as a reference and explore whether the cultural differences between Japan and Guam will have an impact on how the people from these two cultures adopt their environmental friendlier lifestyle.*



## **‘CONSTRUCTING’ ISLAMIC FINANCE IN INTERNATIONAL MARKETS: TWO DECADES OF CHANGING ATTITUDES TOWARDS SHARIAH-BASED FINANCIAL PRODUCTS**

**\*Dr. Eddy S. Fang, Xi'an Jiaotong-Liverpool University (China)**

*In the past fifteen years, Islamic finance has attracted increasing attention in international markets. However, it is interesting to observe that no more than two decades ago, Islamic finance was kept outside of the realm of ‘legitimate’ finance. In this context, this paper conducts an archival research (874 news articles published in Western media) to retrace changing attitudes towards and conceptualizations of these alternative financial practices among ‘global’ financial agents. We find that, starting as an obscure set of practices often associated with religious fundamentalism before the mid-1990s, it first ‘mainstreamized’ at the turn of the century, and is by now increasingly perceived as an ‘ethical’ alternative in international markets.*



## CORPORATE EFFECTIVE TAX RATE AND TAX AGGRESSIVENESS IN JAPAN

**Dr. Souichi Matsuura, Ritsumeikan University (Japan)**

*This research investigates a relation between corporate effective tax rate and tax aggressiveness in Japan. Some companies face low corporate effective tax rate after Lehman shock because such a company show huge red figure on income statement. As a result, many companies have net operating losses. Japanese government reduce corporate tax rate from 30% to 25.5% on 2012. Before this reduction, managers have incentive to transfer earnings to future periods. I focus on the relation between earnings management incentive and tax aggressiveness.*



## POTENTIAL FINANCIAL EFFECTS OF THE 2014 CORPORATE TAX REFORM OF JAPAN: ELECTRONICS INDUSTRY ANALYSIS

**Mr. Abraham De Guzman (right in photo), Ritsumeikan Asia Pacific University (Japan)**

**Mr. Won Jae Kim, Ritsumeikan Asia Pacific University (Japan)**

*In an effort by the Japanese government to restore businesses after the Tohoku earthquake, majority of Japan's corporate tax amendments and reforms since 2011 were driven towards reducing the tax burden of corporations. This paper focuses on the potential financial effect(s) of the proposed corporate tax reforms contained in the following documents: (1) Basic Policies for the Economic and Fiscal Management and Reform 2014 (the "Honebuto no Houshin") and (2) the discussion paper outlining views on future corporate tax reform (the "Discussion Paper") released by the Corporate Tax Discussion Group (CTDG) of Japan's Government Tax Commission. Both documents contain measures*

*to ensure that the proposed reduction in the corporate tax rate will not adversely impact the Japanese government's tax revenues (Zeirishi-Hojin PricewaterhouseCoopers, 2014).*

*Literature concerning tax simplification is discussed to identify if the 2014 tax reforms are of the same nature. As regards to the probability of the proposed tax reform implementation, a section is dedicated concerning tax bill approval and amendment procedures of Japan, and the current composition per political groups of its legislative branches. Moreover, this paper will simulate the proposed tax reforms to re-compute historical tax items (from 2004 to 2014) of listed 10 actively traded electronics manufacturing corporations (10EMC) in the Tokyo Stock Exchange (TSE) to measure potential cash flows (positive and negative) impact. We hypothesized that the tax reforms individually and/or collectively will result to: (a) earnings (positive cash flows); (b) losses (negative cash flows); or (c) break-even (no cash flows). Accordingly, this paper aims to guide corporate decision makers in Japan (whether within or outside the electronics manufacturing industry) and related researches, concerning the potential effect of the proposed 2014 corporate tax reforms of Japan.*





## **CAN PERFORMANCE-BASED BUDGETING WORK FOR THE GOVERNMENT OF GUAM?**

**Dr. Doreen T. Crisostomo, University of Guam**

*In 2008, Guam Public Law 29-113 required several Government of Guam agencies to execute a performance based budgeting no later than September 30, 2009. Should the department or agency become non-compliant of this law, a penalty of twenty percent (20%) reduction in salary will be applied to the heads of the department and agencies. In a press release in October 2014, Vice Speaker of the Guam Legislature, Benjamin J. F. Cruz had called upon the Executive Branch to implement this type of budgeting for fiscal year 2016. This paper will provide suggestions and recommendations to make performance based budgeting work in the Government of Guam.*

### **1330-1430 Session 2B: Student Presentations (SOMNAK 2)**

**Chaired by Dr. Kevin K.W. Ho, University of Guam-School of Business and Public Administration**

## **ISLAMIC INTERNAL CONTROL IN NON-ISLAMIC ENVIRONMENT: A NECESSITY FOR JAPANESE COMPANIES**

**Ms. Mehriban Ahmadova, Nagoya University (Japan)**

*In 2001 a Japanese foreign subsidiary failed to follow Islamic rule despite labeling the opposite, which damaged the reputation of the subsidiary company and negatively affected the share prices of the parent company. Since Islamic finance started its rapid growth as a global alternative financing, Japanese companies have also demonstrated a strong interest in investment into Islamic finance. The purpose of this study is to describe arguments, which will explain the necessity of conducting Islamic internal control in overseas subsidiaries involved in Islamic finance by Japanese parent companies. As a result of literature review and historical and international comparison followings were found: (1) internal control is an important tool for managing risks of the company. Furthermore, risks are higher because chances for misconduct increase when subsidiaries are maintained abroad; (2) Islamic internal control is going through a formation phase, when it is facing several challenges. These challenges are significant obstacles for building strong and well-developed Islamic internal control. And the companies involved in Islamic finance should be more caution because any shari'ah non-compliance may seriously affect the whole business; (3) overall uniqueness of Islamic finance in a non-Islamic environment creates additional risks for business. Based on these findings I conclude that Islamic internal control is a necessary measure for prevention of misconduct in Japanese subsidiaries involved in Islamic finance.*





### **CHAMORRO VILLAGE: ENHANCING GUAM'S IMAGE AS A CULTURAL DESTINATION**

**Ms. Aileen Jo Artero (left in right photo), University of Guam**

**Ms. Leslie Estrella Gatan (in left photo), University of Guam**

**Ms. Melissa Lamorena-Fernandez, University of Guam**

*This case is about the Chamorro Village, a key cultural destination for tourists who come to Guam and the inefficiencies the organization has had in recent years. As Guam welcomes more than a million visitors each year, an overall plan needs to be created to successfully promote the island as a center of cultural, civic and economic activity. Chamorro village has the potential to function as an enhanced cultural destination that can serve the increasing number of visitors by providing unique cultural food, entertainment and retail venues; ultimately increasing revenues. With the construction of the Guam Museum and restoration of the Hagatna district, there should be consideration to improve and promote the Chamorro Village as a preferred destination for visitors looking to immerse themselves in Guam's culture.*

### **THE ROLE OF MALE INFLUENCE IN THE LIVES OF ELITE WOMEN LEADERS ON GUAM**

**Ms. Athena McNinch (right in photo), University of Guam**

**Ms. Rebecca Casimbon, University of Guam**

*The study will examine how men have influenced the leadership development and motivations of women leaders on Guam. A survey and interview process involving 20 to 30 elite women leaders on Guam will be undertaken and values will be derived from this data.*



**1430-1530 Session 3 (concurrent sessions)**  
**Session 3A: Accounting I (SOMNAK 1)**

Chaired by Prof. Martha G. Suez-Sales, University of Guam-School of Business and Public Administration



**ACCOUNTING FOR CHANGES IN OWNERSHIP INTERESTS WHEN SUBSIDIARY ISSUES ADDITIONAL SHARES**

**Dr/Prof. Masako Futamura, Otaru University of Commerce (Japan)**

*The purpose of this paper is to discuss the accounting treatment for changes in ownership interests when subsidiary issues additional shares. It has been argued whether that transaction should result in recording gains or losses or not. In Japan, accounting standard was amended for the international convergence in 2013, so that the difference should be reported as change in shareholders' capital in the financial statements. However, if the requirement in the accounting standard is analyzed in detail, it is not quite clear whether the accounting treatment is based on the interpretation that the changed in ownership interests from issuing additional shares by the subsidiary is the result of capital transaction or not. This paper shows that Japanese accounting still follows parent company concept in its basis for preparing consolidated financial statements.*

**SMALL SAMPLE STUDY: MARKET REACTION TO THE ANNOUNCEMENT OF CONVERTING PART-TIME WORKERS TO PERMANENT EMPLOYEES**

**Dr/Prof. Akihiro Noguchi, Nagoya University (Japan)**

*By simply shifting one's burden to the others does not create value. The maximization of profit through inappropriate human resource policies and practices is unlikely to maximize value for the organization in the longer term (The International <IR> Framework 2.9). Current accounting standards do not have the capability for reflecting that fact in the net income numbers. But, how about the reaction of the capital market to that news? The new job openings-to-applicants ratio in Japan became 1.62 in August 2014, but that of regular staff excluding part-timers was still only 0.68 (Japanese Ministry of Health, Labour and Welfare). Although converting part-time workers to regular employees should improve the reputation of the company, it will increase expenses and might reduce net income. In this paper, market reaction to the release of those news were analyzed based on small number of samples available.*



**SMES' UTILIZATION OF THE STATEMENT OF CASH FLOWS IN DECISION MAKING: A COMPARISON OF JAPAN AND GUAM**

**Dr/Prof. Katsuyoshi Okabe (left in photo), Nippon Bunri University (Japan)**

**Prof. Martha G. Suez-Sales, University of Guam**

*The purpose of this paper is to assess how small and medium sized enterprises (SMEs) in Japan and Guam use the statement of cash flows to manage liquidity and to make decisions. In Guam, SMEs may rely on the Financial Reporting Framework (FRF) for SMEs issued in 2013 by the American Institute of CPAs (AICPA). The FRF for SMEs describes the statement of cash flows as part of the basic financial statements. A similar standard is also included in the International Financial Reporting Standard (IFRS) for SMEs. However, Japanese accounting standards for SMEs do not include such statement. To evaluate these differences and the impact on SMEs, an online survey was used as the data collection instrument in both countries. In addition to this analysis, we discuss the limitations of SMEs' utilization of the statement of cash flows, and we offer recommendations to improve cash management strategies and credit policies.*







**EFFICIENCY OF THE DIVERSIFICATION STRATEGIES OF THE PRIVATE RAILWAY COMPANIES IN JAPAN**

**Ms. Yeon Jung Song, Kobe University (Japan)**

*Transportation industry, especially railway industry in Japan, has drawn attention because of the unique system, which is that private companies are the main agents of provision of transportation services. This paper investigates the effectiveness of diversification strategies on private railway companies by using a data set of rail companies in Japan and estimating the production frontier function. Production frontier function is estimated to investigate technical efficiency and the effect of diversification strategies using stochastic frontier analysis (SFA). Through comparing technical efficiency between the firms, this study discusses the efficiency of diversification strategies which is to utilize managerial resources effectively based on the relative efficiency inside railway industry.*

**GOOD THYME RESTAURANT: TIME FOR CHANGE**

**Mr. Johnny Lee (left in photo), University of Guam**

**Ms. Regina Fong, University of Guam**

*With the growing amount of new franchise restaurant competition in the same area of Hawaii, Good Thyme Restaurant is having trouble staying competitive with the newer restaurants around its area. The newer competitors are becoming busier while Good Thyme is losing a significant amount of its revenues. With no new items, Good Thyme is worried that they will no longer be profitable. This case gives an overview of Good Thyme's situation as well as possible ways it may compete with its surrounding competition.*

*Competitive strategies to help Good Thyme to stay competitive will be explored. Good Thyme's main competitor discussed in this case is La Parilla. La Parilla recently opened adjacent to Good Thyme, and it is very profitable. La Parilla has a newly constructed building. It also provides great customer service and similar menu items with better prices than that of Good Thyme. La Parilla also has a strong marketing strategy, including its buzz marketing.*



**THE KOREAN TOURIST MARKET IN GUAM**

**Ms. Natasha L.P. Cruz, University of Guam**

*Guam is an island in the West Pacific and heavily relies on tourism. Second to the Japan market, the Korean market is another area that generates visitors to Guam. The paper will focus on the tourism arrivals from Korea within the last several years to determine what drives visitors from Korea to visit Guam. The paper will discuss information such as the age of visitors to Korea, their marital status, age segmentation, income segmentation, prior trips to Guam, average length of their stay, their travel motivation, expenditures and their overall experience on Guam. The paper will give an overview of Guam's economy, details on the tourism industry, the exchange rates of the KRW and the USD, as well as other factors that drive Korean tourists to Guam. The goal is to analyze the Korean market and its impact to Guam's tourism arrivals as well as to suggest any recommendations to policies that may impact the overall Korean visitor industry.*

**1545-1700 Session 4 (concurrent sessions)**

**Session 4A: Socio-Economic Environments (SOMNAK 1)**

**Chaired by Prof. Gena Rojas, University of Guam-School of Business and Public Administration and College of Natural and Applied Sciences**



**PROMOTING AGRICULTURE IN GUAM AS AN FUTURE ENGINE OF GROWTH**

**Mr. Anthony Barcinas, United States Department of Agriculture (Guam)**

**WALKING THE HONOLULU MARATHON AND GUAM KOKO HALF MARATHON: IMPLICATIONS FOR TOURISM**

**Dr. Ron McNinch, University of Guam**

*This paper updates and better defines data related to persons who complete marathons and half marathons for recreational, not competitive purposes. Two case studies involving the Honolulu Marathon and Guam KoKo Half Marathon will be presented. By providing simple time accommodations to slower runners or walkers, a greater tourism base may be activated for participating and completing these events. The shift for self actualization rather than peer to peer competition may be observed in these slower speed groups. This paper will also include a policy recommendation set.*



**HOMELESS IN PARADISE: PESPCTIVES OF BEING HOMELESS, CHALLENGES AND POSSIBILITIES TO BECOME SUCCESSFUL**

**Dr. Ansito Walter, University of Guam**

*This study was formulated to review the literature and investigate perspectives of homeless in Guam, how they felt about being homeless, the challenges they will face and the methods of solving such problems. There is limited and inadequate information about homeless in Guam. These limitations and inadequacies seems to create problems not only for laymen but for those critical and sophisticated thinkers interested in knowing or pursuing scientific research on homeless. This study may not only pinpoint major areas of challenges but may also indicate where effective communication and understanding of cultural awareness and sensitivities are needed to help homeless to become culturally fit and successful in Guam. With Guam's population shift due to the U.S. military build-up, the study might provide valuable information for Guam's social, cultural and workforce needs vital to building Guam as the Island of the Future.*





## **ROLE OF DEMOGRAPHIC FACTORS IN POVERTY MOBILITY IN THE PHILIPPINES**

**Prof. Cynthia P. Cudia, De La Salle University – Manila (Philippines)**

*Poverty is a global phenomenon that stunts the growth of the economy and the quality of life of the population. My study aims to examine the relationship between demographic factors and poverty mobility in the Philippines. Specifically, this study measures the effect of age, family size, and education on the movement in and out of poverty for the years 2008 and 2011. Using binary logistic regression, results reveal that the demographic factors included in the study significantly affect state of poverty of Filipino households. Furthermore, it estimates a causal model to examine mobility in and out of poverty in the Philippines using repeated cross-sections analysis.*

## **1545-1700 Session 4B: Undergraduate Presentations (SOMNAK 2)**

**Chaired by Dr/Prof. Akihiro Noguchi, Nagoya University-Graduate School of Economics**

### **HOW THE RELATIONSHIP BETWEEN TAX ACCOUNTING AND FINANCIAL REPORTING AFFECTED BY THE CONVERGENCE OF IFRSS AND JAPANESE GAAP**

**Ms. Sakiho Fujikawa, Nagoya University (Japan)**

*The purpose of this presentation is to clarify how the relationship between tax accounting and financial reporting has been affected by the convergence of IFRSs and Japanese GAAP. Tax rules require companies to report expenses for financial reporting purpose. As a result, in order to minimize taxable income, there is an incentive for the companies to report expenses for the maximum amount allowed by tax rules. This close relationship between tax accounting and financial reporting causes a problem. However, the convergence between IFRSs and Japanese GAAP gradually changed the situation. Based on the survey, it could be concluded that although the effect became smaller, still tax accounting has certain influence on financial reporting.*



### **AN ANALYSIS OF KYOCERA MEDICAL MANAGEMENT**

**Mr. Takaya Kubota, Nagoya University (Japan)**

*The purpose of this paper is to disclose the difficulties of adapting Kyocera Medical Management for hospitals. The paper will first assess the need of management accounting in hospitals, then explain Kyocera Medical Management, which is the management accounting techniques covered in this paper, along with reviewing existing research literature. The paper will then identify what factors present challenges to Kyocera Medical Management, followed by a conclusion.*





## **VALUATION DIFFERENCE OF AVAILABLE-FOR-SALE SECURITIES**

**Mr. Itsuki Sakai, Nagoya University (Japan)**

**Presented by Mr. Jun Komori (in photo), Nagoya University (Japan)**

*This presentation supports the view to include valuation difference of available-for-sale securities within net income. Although there is controversy on that issue, to preserve cross-shareholdings among loyal stockholders (KABUSHIKI MOCHIAI) should not be the reason. The reasons for OCI treatment of the valuation difference will be analyzed, and then, advantage and disadvantage of closely held or stable stockholders will be discussed.*

## **THE PRESENT STATE OF DIVERSITY MANAGEMENT IN JAPAN**

**Mr. Ryo Kawakami, Nagoya University (Japan)**

*Diversity in organization stands to lots of elements such like race, sex, age, business career, and so on. Diversity management allows to relief the conflict due to the differences and positively effects on organizational performance. Diversity management in Japanese firms is mainly focusing on utilizing women workforce for competitive advantage. The government has announced to adopt women inside the company, but doesn't work so much. What will be the problem causes to happen to be unsuccessful? Then what kind of way will be effective. Based on interview research, we compare the two opposite companies, one of which has built a culture to adopt women in the company and the other has not. Looking those companies, we show the way to adopt the women into Japanese businesses.*



**END OF DAY 1**

**0900-1015 Session 5 (concurrent sessions)**

**Session 5A: Legal and Civic Environments (SOMNAK 1)**

**Chaired by Dr. Ansito Walter, University of Guam-School of Business and Public Administration**



**THE 2014 GUAM ELECTIONS: THE CURSE OF THE FRONTRUNNER IS BROKEN  
Dr. Ron McNinch, University of Guam**

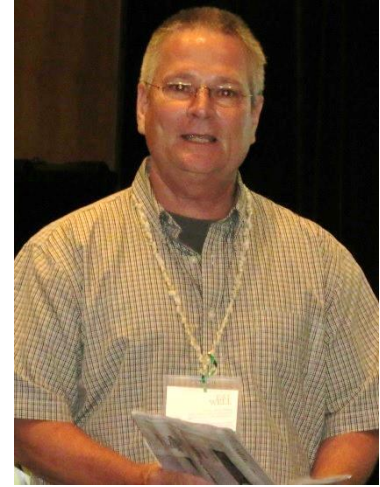
*In a number of Guam elections, the front runner for governor has been announced at least three weeks in advance with a general proclamation that the person leading will win the election. This occurred in 1994 with former Speaker Tommy Tanaka leading Carl Gutierrez by 20 points. Gutierrez won by nearly 8 percentage points. It was further claimed in the 2006 race between frontrunner Congressman Underwood and Governor Camacho. Underwood was declared unbeatable by a lead of 20 points and later lost by 1.6%. In 2010, it was widely circulated that Calvo would be Gutierrez by ten points, but in the end it was 0.6%. In the 2014 governor's race on Guam, Calvo maintained a high 70% support level in internal polls, but these polls were not made public to anyone. This paper will discuss how information and action can translate high poll numbers into negative results. This has implication for marketing, decision strategy and selection choice studies.*

**GUAM RESIDENTS' FAMILIARITY AND KNOWLEDGE OF THE U.S.  
CONSTITUTION: A SURVEY**

**Mr. Daniel Brown, University of Guam**

*Guam is an organized, unincorporated territory of the United States, in the western Pacific Ocean. As such, the island falls under certain auspices of the U.S. Constitution, even though Congress can determine which portions of the document apply to it. In recognition of U.S. Constitution Day, students at the University of Guam polled Guam residents in a short, fun, informative survey that measured familiarity and knowledge of the U.S. Constitution. The survey results were pitted against results of a similar, nationwide survey posted online. In this paper, I explain the process the students completed to create the survey as well as the informal reactions of the respondents. More critically, I examine certain results of this survey and explore reasons for Guam's relatively good scores. The island's young history as a U.S. territory, its historic and contemporary close affiliation with the U.S. military, and its continual quest for greater sovereignty are all factors that must be considered. I also discuss how other political entities have undergone status change and compare and contrast aspects of Puerto Rico's and Guam's affinity for the United States. Ultimately, I explore the political scene on Guam in light of residents' fondness for their government leaders and understanding how government works. I conclude that Guam's interest in organized government stems from ancient times and examine recent suggestions that the residents and leaders the class surveyed establish a local Constitution to continue advancing Guam's political maturity.*





**ADMINISTRATIVE JUSTICE: ESSENTIAL TO GOOD GOVERNMENT OR A HINDRANCE TO MANAGEMENT EFFICIENCY, A STUDY OF CASES DECIDED BY THE GOVERNMENT OF GUAM CIVIL SERVICE COMMISSION**

**Mr. Ron Aguon (in left photo), University of Guam**

**Ms. Rikki Orsini (in center photo), University of Guam**

**Mr. John E. Ruane, University of Guam**

*The government of Guam is a high visibility institution commanding constant and intense media attention. In numerous publicized cases, agency management have been confronted with allegations against public employees ranging from fraud, embezzlement, theft, drug-use, prostitution, sex trafficking, excessive force, selective enforcement, discrimination, prison infractions, and other misconduct. In responding to these situations, management must apply constitutional and statutory standards in exercising disciplinary authority. Management's decision to dismiss, suspend, or demote is appealable by the employee to the Civil Service Commission. This process is quasi-judicial, meaning the use of trial-type techniques, except that the rules of evidence are not strictly applied. This is the administrative justice system designed to ensure fairness in adjudicating both management and employee rights. This paper will explore administrative justice facilitates good government or impairs management efficiency by analyzing cases decided by the Guam Civil Service Commission.*



**BORDER ENFORCEMENT DEPARTMENT: A FACILITATOR OF COMMERCE OR CONSTRAINT OF ECONOMIC GROWTH**

**Dean/Dr. Annette Taijeron Santos, University of Guam**

**Mr. Philip S.N. Taijeron, Jr. (in photo), University of Guam**

*The case is about a small island nation's Border Enforcement Department (BED). The Chief Executive Officer (CEO) for the government department wishes to prepare her organization for an impending burst of economic growth on the island. The CEO desires her department's financial recovery systems to provide funding for the level of operations anticipated. However, the government's budget department imposes financial ceilings on her well-intentioned cost recovery vehicle. External economic growth forces increase the CEO's concern about the adequacy of inspection facilities at her seaport area of operations. The CEO's need to modernize outdated organizational strategies adds to the CEO's growing list of priorities. The BED hopes to benefit from their recent investment in a PMBA scholarship they awarded to the CEO. The CEO graduated with honors from the local university's PMBA Program, so the BED is in good hands. The intent of this case is to provide an opportunity for business students to become aware of the direct applications of business theories and concepts in public entities and the importance of corporate social responsibility through public-private partnerships in the interest of economic growth.*





**A STUDY ON CORE BUSINESS SHIFT FROM DIAGNOSIS SERVICE TO SYSTEMS INTEGRATION SERVICE IN THE MAJOR BUSINESS CONSULTING FIRMS IN JAPAN**

**Dr/Prof. Sanetake Nagayoshi (in photo), Waseda University (Japan)**

**Dr/Prof. Yuki Kawabata (in attendance), Chukyo University (Japan)**

**Dr/Prof. Jun Nakamura, Kanazawa Institute of Technology (Japan)**

*Many business consulting companies in Japan gradually shifted their core business from business management diagnosis service into systems integration service after 1990's when they suffered from the economic recessions in Japan. In this paper, the reasons of the shift in the major business consulting firms in Japan are discussed from the academic point of view, quoting related theories like key performance indicators in professional service firm, value network and institutional isomorphism. Then the conceptual business shift mechanism is created by integrating these three theories, and it is examined by the interviews to the four consultants who had worked or worked for the business consulting companies in Japan.*

**THE ROLE OF SERVICES IN BUSINESS INTELLIGENCE: A STUDY**

**Mr. Kimihito Tanaka, Hosei University (Japan)**

*In this study, the role of consulting services in business intelligence (BI) was analyzed using a case study of IBM Corporation, which is the flagship BI vendor in Japan. Three roles of services (Suarez and Cusumano, 2009) were identified in this context: (1) services reduce the uncertainty and complexity associated with customer information; (2) services are the way to obtain feedback from customers; and (3) services constitute an important criterion in product selection. Additionally, services were found to increase the value of the BI software product itself. Based on a comparison between IBM and NTT DATA Mathematical Systems Inc. (the latter has a smaller market share than the former), a strategy for consulting services in the BI business was suggested. This strategy involves an appropriate combination of software and consulting services in order to provide value to the customers, which would, in turn, affect the market share of the BI vendor.*



**HOSPITAL ACCREDITATION AND FINANCIAL CONDITION OF PUBLIC HOSPITALS**

**Dr. Toshiki Kodera (in photo), Aomori Public University (Japan)**

**Dr. Koji Yoneda, Nagoya University (Japan)**

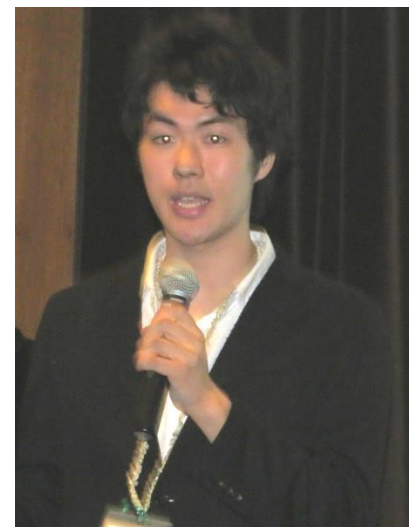
*Japan's public hospitals have a problem of financial condition. The bad financial condition causes public hospitals to downgrade quality of care and to close the hospital wards or departments. This study examines the relationship between the quality of care and the financial condition of public hospitals. We estimate models explaining the efficiency of hospital management and profit with particular items related to the quality of care. We find that there is a relationship between the financial condition and some items related to the quality of care. Our results suggest that public hospitals need financial support to improve the quality of care.*



**THE “14 RULES” – A GUIDE FOR UNLOCKING LEADERSHIP POTENTIAL**

**Dr. John J. Rivera, University of Guam**

*The most thoughtful lessons, sometimes, comes from the most unlikely of places. This presentation recounts one such profound teaching moment. Here, we are reminded that as leaders we must lead by example. Leaders are the managers of meaning and set the organizational tone for all to see. Presented are 14 simple rules that bring out the true essence of the best leadership potential in all of us.*



**THE EFFECT OF THE ACTION LEARNING SESSIONS ON LEADERSHIP DEVELOPMENT AMONG UNDERGRADUATE STUDENTS**

**Dr/Prof. Yoshikazu Tateno (in left photo), Rikkyo University (Japan)**

**Dr/Prof. Yuta Morinaga (in center photo), Musashi University (Japan)**

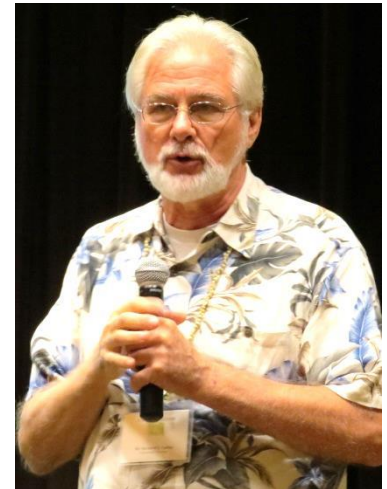
**Mr. Yuta Makino, Rikkyo University (Japan)**

*The purpose of this study is to evaluate the effectiveness of action learning sessions on leadership development among undergraduate students. The action learning session is a style of meeting in which participants can express their opinions only when asked by the other participants to do so. For this study, Students were asked to fill out a questionnaire on the effectiveness of the action learning session in which they participated. The results indicate that the action learning session promotes participants to reflect on their behavior in the group.*



## **GLOBAL CHALLENGES: THE NEXT FRONTIER IN BUSINESS EDUCATION** **Dr. Wai K. Law, University of Guam**

*The rapid globalization in the past decade draws attention to seven areas of global challenges: population, resources, technology, information, economic integration, security and governance. There is a recognized need to educate and develop globally competent citizens and leaders. An experimental course was designed and delivered, address global challenges related to resource, technology and information. This paper reports on the general design of the course, and student responses to the course*



## **BUILDING ON THE “ANDRAGOGY OF WORKPLACE RELEVANCE” IN COLLEGE CLASSROOMS**

**Dr. Richard S. Colfax (right), University of Guam**

**Dr. John J. Rivera(left), University of Guam**

*This paper presents a paradigm shift from pedagogy to andragogy in college classrooms to incorporate practical workplace-related assignments. Course learning is designed to bridge the gap between the classroom and “world of work.” Coursework samples that foster an “andragogy of workplace relevance” and link learning to future workplace experiences are presented. This makes learning relevant to the learner’s situation and experiences, provides learning experiences that have practical applications in real life, and gears learning to the learner’s level of readiness (Goodman, 2012; Knowles, 1989; Knowles, Holton & Swanson, 2005). The authors will discuss practical coursework samples that utilize the “andragogy of workplace relevance” to bridge gaps between the traditional classroom and the workplace. This links learning goals and activities/assignments to the future world of work. Thus, students develop skills, understanding and capabilities with direct applications in the workplace.*

## **EXPLORING THE “ANDRAGOGY OF WORKPLACE RELEVANCE:” DISCUSSION OF A WORKPLACE EXPECTATION STUDY**

**Dr. Richard S. Colfax, University of Guam**

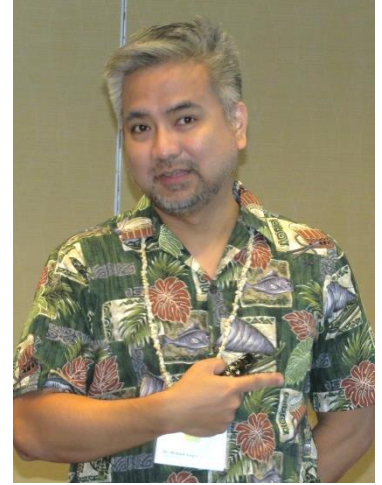
**Dr. John J. Rivera, University of Guam**

*The authors are engaged in exploring relevancy of classwork to the workplace. An extended survey of Guam businesses is under development that will survey local business perceptions of needs and expectations of University graduates who are entering the workforce. This paper discusses the development of a suitable survey tool, the issues faced and projected solutions.*



**ENVIRONMENTAL ACCOUNTING AND FINANCIAL PERFORMANCE OF JAPANESE AUTOMOTIVE COMPANIES: REVISITING THE DIRECTION OF RELATIONSHIPS****Dr. Michael Angelo A. Cortez, Ritsumeikan Asia Pacific University (Japan)**

*The positive impact of corporate social performance on financial performance has been espoused by sustainability scholars in the recent decades. I have joined the discussion and support the resource based view perspective that investments in inimitable environmental innovations of Japanese manufacturers lead to improved financial performance. Likewise, the reversal relationship of the constructs was also highlighted in sustainability literature, i.e., good financial performance is a prerequisite to investments in environmental innovations. Furthermore, both directions are considered in the phenomenon of virtuous cycles where both constructs reinforce each other. I referred to this as the accumulated slack where tangible and intangible benefits are accumulated in financial performance because of environmental innovations. In this paper, I revisit the constructs after gathering 13 years of panel data for nine automotive manufacturers of Japan. Financial performance and environmental innovations are used interchangeably as dependent and independent variables with fixed industry effects and with provisions for firm specific factors. Granger causality is also performed to explore the direction of construct relationships. Finally, structural breaks are performed on the panel data set for the first seven years and the last seven years of the period of study - 2001 to 2013. This study aims to: (1) determine if environmental innovations positively impact financial performance; (2) if financial performance positively impacts environmental innovations; (3) establish the predominant direction of construct relationships; (4) explore if the positive impacts hold for longitudinal time periods.*

**FINANCIAL REPORTING QUALITY (FRQ) OF JAPANESE SMALL AND MEDIUM-SIZED ENTITIES (SMES)****Mr. Muneaki Fujibayashi (in photo), Osaka Prefecture University (Japan)****Dr/Prof. Hirofumi Kojima, Osaka Prefecture University (Japan)****Dr/Prof. Mineo Tsuji (in attendance), Osaka Prefecture University (Japan)**

*This study investigates financial reporting quality (FRQ) of Japanese small and medium-sized entities (SMEs) using a small sample of a single industry during 2009-2013. It is usual in Japan that financial institutions request SMEs to submit a copy of their financial statements annexed to their final return forms to which a tax office superintendent has already affixed a receipt seal. We hypothesize and find that our sample SMEs engage not in accrual-based earnings management activities but in tax-based or cash-based ones, which is supported by our interview research with their trade creditors. Overall, our findings suggest that FRQ of SMEs is higher.*

**AN EMPIRICAL PERSPECTIVE OF SUSTAINABLE ENTREPRENEURSHIP ACROSS COUNTRIES****Dr. Maria Victoria P. Tibon, De la Salle University-Manila (Philippines)**

*This paper presents empirically grounded evidence on the manifestations and characteristics of sustainable entrepreneurship across countries through the use of the 2009 Global Entrepreneurship Monitor (GEM) data. Sustainable entrepreneurs were identified on the basis of the extent of integration of their economic, social and environmental goals. There were 295 sustainable entrepreneurs identified, most of them coming from developed countries. Defining and distinctive characteristics such as age, gender, company size, employment status, forms of innovation of sustainable entrepreneurs were also derived from the dataset*



**1300-1400 Session 7 (concurrent sessions)**

**Session 7A: Human Resource Management (SOMNAK 1)**

Chaired by Prof. Ron B. Aguon, University of Guam-School of Business and Public Administration



**TRAINING PROGRAM FOR NEW EMPLOYEES IN THE JAPANESE SHIPBUILDING INDUSTRY**

**Dr. Kumiko Nishio (top left), Kyoto Women's University (Japan)**

**Dr. Yuki Kawabata, Chukyo University (Japan)**

*The Innoshima area in the city of Onomichi, Hiroshima-Prefecture, Japan, was developed as a shipbuilding town. However, Hitachi Zosen Corporation (hereinafter: Hitachi Innoshima), which had dominated the shipbuilding industry, was restructured, and it significantly reduced the operations in the late-1980s. As a result, the regional economy faced a crisis. In order to cope with this situation, medium-sized companies and the public sector collaboratively established the Innoshima Technical Center in April 1999 for nurturing new employees, aiming at future development of the industry. The training program of the center was successful. Soother shipbuilding towns made the same type of training program. In this study we focus on how those training programs develop employees' skill as part of their career development.*



**EXPLAINING EMPLOYEE INTENTIONS TO STAY IN ORGANIZATIONS: THE CASE OF MBA STUDENTS**

**Dr. Vivien T. Supangco, University of the Philippines**

*This study sought to determine MBA students' intention to stay in their current organizations. The sample is composed of 76 MBA students in a Philippine university. This study used turnover models of March and Simon (1958) and Mobley (1977) to identify the more salient variables in the literature of turnover and turnover intention—namely, perceived supervisory support, perceived organizational support, career satisfaction, tenure, and income. Control variables included demographic variables (such as age, gender, and marital status) and indicator variables of firm-specific training and external mobility. Three theoretical perspectives—social exchange theory (Gouldner, 1960; Blau, 1964), human capital theory (Becker, 1975), and the side-bet hypothesis—inform the testing of hypotheses. Results show that factors affecting intention to stay include attitudinal, relational and economic and human capital variables that capture the individual's relationship with the organization. Thus, organizational tenure, career satisfaction, and perceived organizational support show strong relationship with intention to stay.*







## **HR PROCESSES AND PRACTICES: A COMPARATIVE ANALYSIS OF PRIVATE AND PUBLIC HUMAN RESOURCE MANAGEMENT PRACTICES IN GUAM AND IMPLICATIONS FOR EMPLOYERS**

**Dr. Karri T. Perez (left in photo), University of Guam**

**Dr. Richard S. Colfax (in attendance), University of Guam**

**Dr. John J. Rivera (in attendance), University of Guam**

**Ms. Stephanie Mangune (right in photo), University of Guam**

*This study compared Human Resource and employment practices in the US Territory of Guam private sector with the employment practices of the Guam Government public sector. Similarities and differences were noted and the results were detailed in a report which included a comparative matrix of the two entities on a variety of employment-related issues, including labor law, private and public regulations, wages and benefits and common policies and practices. Implications for employers include a diminished transferrable human capital pool as employees in each system choose to stay within the private or public system and not shift to the other system to take opportunities for growth.*

## **1300-1400 Session 7B: Accounting II (SOMNAK 2)**

**Chaired by Dr. Ansito Walter, University of Guam-School of Business and Public Administration**

## **ABNORMAL AUDIT FEES AND AUDITOR SIZE IN THE JAPANESE AUDIT MARKET**

**Dr. Dan Hu, Nagoya University (Japan)**

*Using 9,716 firm-years samples of Japanese listed firms between 2001 and 2011, the study tests the association between auditor size and abnormal audit fees as this is currently missing from the literature. The study utilizes abnormal audit fees as an audit quality proxy, where higher abnormal audit fees are associated with greater auditing efforts that contribute to a higher quality audit. The empirical results show that Big N auditors are positively and significantly associated with a higher level of abnormal audit fees, indicating that the Japanese Big 3 auditors provide higher quality audits than non-Big 3 firms.*







## **THE EFFECT OF REAL EARNINGS MANAGEMENT ON AUDIT FEES: EVIDENCE FROM JAPAN**

**Dr/Prof. Naoki Kasai, Shiga University (Japan)**

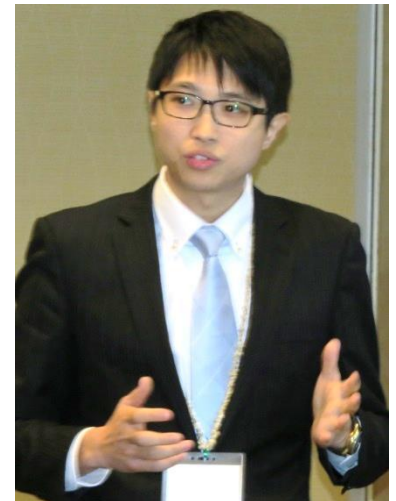
*This study investigates the relationship between real earnings management and audit fees. Research on the association between earnings management and audit fees is relatively scarce, and most prior studies focus on accrual-based earnings management. I report that real earnings management is significantly and positively related to audit fees. Further, I examine the association between audit fees and current as well as prior period real earnings management. A positive relationship is found only between current period real earnings management and audit fees. The current period effect could reflect either perceived business risk or audit effort. Moreover, this relationship is found to be stronger in the period following the enactment of Japan's Financial Instruments and Exchange Law (J-SOX). This study contributes to the extant literature on auditing and real earnings management.*

## **AUDIT FEES, EARNINGS MANAGEMENT, AND LITIGATION RISK: EVIDENCE FROM JAPANESE FIRMS CROSS-LISTED ON U.S. MARKETS**

**Mr. Junjian Gu (in photo), Nagoya University (Japan)**

**Dr. Dan Hu (in attendance), Nagoya University (Japan)**

*Many studies on audit fees have verified that audit fees reflect risk differences across litigation regimes. However, research on the association between audit fees and earnings management from the perspective of different litigation environments has been lacking. Using a sample of Japanese firms cross-listed in U.S. markets, this paper aims to determine the correlation between audit fees and difference litigation environments and whether the extent of correlation between audit fees and earnings management in Japanese litigation environment is different from the U.S. one. In this paper, we use the propensity score matching model to control for differences in firm characteristics between two litigation environments (Japan and U.S.) and regression model to test three hypotheses on correlations among audit fees, earnings management risk, and litigation risk. We found that there is a difference in audit fees under different litigation environment and audit fees increase with higher litigation risk. Further analyses show that high earnings management risk is correlated with high audit fees and audit fees originated from earnings management risk is reduced under greater litigation risk environment.*





**ESTIMATING ECONOMIC EFFICIENCY FROM LOCAL BUS DEREGULATION IN JAPAN**

**Dr/Prof. Hiroki Sakai, Kobe University (Japan)**

*This study attempts to assess the efficiency impact as a foothold to the comprehensive evaluation of the effects stemming from the Japanese local bus services deregulation in February 2002. Following previous studies on utility sectors, Stochastic Frontier techniques are applied. At this step, we calculate the impact of technical and allocative efficiency improvements by using aggregate data of private and public operators on pre-deregulation and post-deregulation. From the results obtained in the analysis, implications on Japanese deregulation policy and how to design a future direction to overcome the problems faced by Japanese local bus service are discussed.*

**A MONTE CARLO EXPERIMENT ON TESTING THE ACCURACY AND POWER OF SELECTED UNIT ROOT TESTS IN DETECTING NON-STATIONARITY: ITS IMPORTANCE IN ECONOMIC RESEARCH**

**Dr. John Paolo R. Rivera, Asian Institute of Management (Philippines)**

*Economic time series data inevitably exhibit unit root. A mandatory econometric task before performing time series analysis is to determine whether the series is stationary to avoid spurious results – may result to faulty economic planning and decision-making. Non-stationary time series can be detected through the widely used statistical tests namely the Augmented Dickey-Fuller (ADF) and the Phillips-Perron (PP). I exposit the power of these tests in detecting non-stationarity and analyze its respective capacity given its statistical properties. Results revealed that the ADF and PP have relatively the same power but the ADF is more efficient in detecting that a random walk, random walk with drift, and random walk with drift along a deterministic trend is non-stationary while the PP test is more efficient in detecting stationarity among the family of AR(1) data generating processes (DGPs). However, there are instances where the ADF and PP tests may not agree with each other. Thus, the properties of the DGP and the descriptive statistics of a series must be considered in deciding which test to use and which must prevail. Accurate detection of stationarity in time series is vital in choosing the best DGP for accurate applied time series analyses.*





**THE EFFECT OF SUPERVISOR CHARACTERISTICS ON SUBORDINATES' WORK-LIFE BALANCE: A DYADIC ANALYSIS IN JAPAN**

**Ms. Saki Kishino, Kobe University (Japan)**

*Long working hours has a strong impact on work-life balance. However, it is difficult to reduce working hours in Japan due to institutional constraints. Instead, organizations and managers seek other ways to achieve work life balance. In this paper, I investigated the effect of supervisor characteristics, i.e. demographic characteristics, management style, and own practice of work-life balance, on subordinates' work-life balance. Survey results from more than 300 supervisor-subordinate dyads show that supervisors' transformational leadership style has a strong impact on subordinates' work-life balance. Theoretical and practical implications are discussed.*

**SHARED LEADERSHIP AND TASK-PERFORMING PROCESS IN A TEMPORAL GROUP: AN EMPIRICAL CASE STUDY**

**Mr. Bumpei Sunaguchi, Kobe University (Japan)**

*This study explores the relationship between shared leadership and task-performing process. This study reviews previous research about group development, task-performing process and shared leadership, and finds that there exist some areas to be examined at the interface between share leadership and task-performing process. Recognizing the need, this study investigates how shared leadership changes in task-performing process. For the question above, this study employs the qualitative method of interviews and focuses on a mayoral election campaign group in Japan as the case, following the conditions shown in the previous research. The analysis based on the functional approach of leadership shows that the manner in which leadership is shared can change along with task-performing process. Based on the findings, the present study discusses the mechanism that causes the changes of shared leadership in task-performing process by focusing on urgency. Moreover, the study offers several theoretical and practical implications, especially in how managers can prevent human errors caused by the time pressure and enhance the efficiency of task-performing process.*



**THE PARADOX OF CONSTRAINTS ON CREATIVITY: UNDERSTANDING MANAGEMENT OF EMPLOYEE CREATIVITY**

**Mr. Masato Fujii, Kobe University (Japan)**

*The construct of creativity seems to be regarded as one of the critical resources that contemporary companies should have. Previous researches have shown that the influences of constraints on creativity are inconsistency. In order to investigate the paradox, the present study stands on the long-term viewpoint. From the viewpoint, this study describes the management of long-term creativity, through qualitative study to a company which has promoted employee creative in long-term. The results suggest that managers can enhance employee creativity by imposing constraints as organizational routine. This study contributes to find a key of solving the paradox of constraints on creativity.*



## **A STUDY OF THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOCUSED ON THE COMPLEXITY OF THE MOTIVE**

**Mr. Hiroaki Matsushita, Kobe University (Japan)**

*This study focuses on the employee's motive for engaging in organization citizenship behavior (OCB). Previous studies have argued that the motive for employee's OCB is egoistic as well as altruistic. In addition, recent researches show that these motives are mixed in a person and that he or she who has both altruistic and egoistic motive hesitates to engage in OCB. However, it's still unclear about why and how such person hesitates to OCB. This study shows that whether the employee with altruistic motive and egoistic motive hesitate to engage in OCB depends on the values held by the employee.*



**1530-1645 Session 9: PANEL PRESENTATION ON BUSINESS EDUCATION IN A GLOBAL ENVIRONMENT (SOMNAK 1)**

**Chaired by Dean/Dr. Annette Taijeron Santos, University of Guam-School of Business and Public Administration**



**MAKING GLOBAL CONNECTIONS: RESTRUCTURING PROGRAMS TO ADDRESS THE PRESENT NEEDS OF TODAY'S STUDENTS IN A GLOBAL BUSINESS ENVIRONMENT**

**Dr. Richard S. Colfax (right), University of Guam**

**Dr. Wai K. Law (second to left), University of Guam**

**Dr. John J. Rivera (second to right), University of Guam**

**Dr. Fred R. Schumann (left), University of Guam**

*Guam's unique geographic positioning between "east" and "west" offers tremendous opportunities for educational programs at the university level. The popularity of online business and the recent influx of global businesses into the region make it necessary for regional businesses to understand competition on a global scale. In order to provide relevant business courses to our students, our courses need to adopt an integrated approach to address business and business issues from a global perspective. The business college is strategically positioned to offer students a program that prepared the students for work and careers in the new global business environment.*

**1645-1700 Closing Session (SOMNAK 1)**

**END OF CONFERENCE**

## ACKNOWLEDGMENTS

### FOR ADMINISTRATIVE SUPPORT

**Dean/Dr. Annette Taijeron Santos** of the University of Guam-School of Business and Public Administration  
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**Ms. Natasha L.P. Cruz** of the University of Guam-School of Business and Public Administration  
**Ms. Angelina Tretnoff** of the University of Guam-School of Business and Public Administration

### FOR ON-SITE CONFERENCE SUPPORT

**Ms. Natasha L.P. Cruz** of the University of Guam-School of Business and Public Administration  
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**Ms. Cierra R. Camacho** of the University of Guam-School of Business and Public Administration  
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**Mr. Alexander Duenas** of the University of Guam-School of Business and Public Administration  
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### FOR DESIGN OF THE CONFERENCE LOGO

**Ms. Kristine Leigh Bactad**, Designer  
**Ms. LeAnn Abonales**, Co-Designer

### FOR CONFERENCE WEBSITE SUPPORT

**Mr. Jonathan O-Harrow** of Penn State Altoona

### FOR MEDIA COVERAGE

**Ms. MarVic Cagurangan** of the *Marianas Variety*  
**Mr. Justin Green** of the *Marianas Business Journal*  
**Ms. Jackie Hanson** of the *Marianas Business Journal*  
**Ms. Louella Losinio** of the *Marianas Variety*  
**Ms. Malorie Paine** of the *Marianas Variety*  
**Ms. Roselle Romanes and Camera Crew** of the *Pacific News Center*  
**Mr. Matt Weiss** of the *Marianas Variety*



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**Dear Authors:**

One benefit of presenting your paper at this conference is the opportunity to have it considered for publication in a double-blind, peer-reviewed, Cabell-listed academic journal published by the Allied Academies

<http://www.alliedacademies.org/Public/Journals/Journals.aspx>.

The Editorial Board will give your manuscript its utmost consideration, according to the following schedule. (Note that these deadlines are definite and no late submissions will be considered. Also, incorrectly formatted submission will not be accepted.):

**April 20<sup>th</sup> – 30<sup>th</sup>** Your manuscript, formatted according to the publisher's guidelines, must be submitted as an MS Word file (.docx) by email to [mcruane@uguam.uog.edu](mailto:mcruane@uguam.uog.edu) (subject title: Submission for Journal Review). By submitting your paper, it is understood that your paper is your original work and that it has not been published in another journal or is not being reviewed in another journal.

**June 30<sup>th</sup> (estimated date)** You will be notified of the editors' decision.

**July 31<sup>st</sup> (or 4 weeks after notification)** Authors of accepted papers must make all required revisions and submit final manuscripts by this deadline. Also, Allied Academies requires all authors to fill out and submit the "Author's Warranty" form (also known as "Permission to Publish Paper") before it can publish your paper. In addition, all authors must become members of the Academy of the journal in which their paper will be published (one-year membership fee \$75 per author). Members will receive a PDF version of the journal which contains their paper(s). Printed copies of the journal must be ordered and paid for separately. For more information, visit [www.alliedacademies.org](http://www.alliedacademies.org) or email Executive Director, Mr. Trey Carland, at [info@alliedacademies.org](mailto:info@alliedacademies.org).

Thank you for your participation in our conference as paper authors and presenters.

**Best regards from the Journal Special Editor,**

*MariaClaret M. Ruane*

**MARIA CLARET M. RUANE, PH.D.**

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# ABOUT THE CONFERENCE ORGANIZERS

## UNIVERSITY OF GUAM-SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

<http://www.uog.edu/sbpa>

The School of Business and Public Administration (SBPA) is the regional center for education, development, service and research in business and government. Its core values promote and foster sustainable, ethical, and socially responsible leadership. In its commitment to teaching, service and research, SBPA is dedicated to the success of its students by providing quality bachelor's and master's degree programs in business administration, criminal justice and public administration with concentration appropriate to the region. The School is a repository of knowledge for economic and business issues, where scholarship and service support and enhance its educational programs. The School encourages faculty and students to undertake applied research and provide community and university services for the benefit of business and public agencies in the region. The School plays an important role in providing needed services to the community and university through small business development, conferences, seminars, and professional consulting to business and government. The School's undergraduate and professional master's programs in Business Administration are accredited by the International Assembly for Collegiate Business Education (IACBE) while its master's in Public Administration program is a member of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).



## PENN STATE ALTOONA-DIVISION OF BUSINESS AND ENGINEERING

<http://www.altoona.psu.edu/be/>

Penn State Altoona, a scenic campus of 157 acres, is just 45 miles from the University Park campus. Enrolling approximately 4,000 students, Penn State Altoona offers a unique residential undergraduate experience by combining a small-college atmosphere within the context of a major research university. Small classes taught by experienced professors in a friendly setting provide students with the opportunity to complete baccalaureate majors at Penn State Altoona. Penn State Altoona also offers the first two years of course work for more than 180 Penn State majors, which can be completed at other Penn State locations.

The Division of Business and Engineering at Penn State Altoona is a strong, dedicated group of faculty and staff engaged in top-notch research and exceptional teaching. We offer high-quality, accredited, diverse programs, exciting student activities and modern facilities. Our deep dedication to teaching enables our students to excel in the fields of business, engineering, engineering technology, or information sciences. (Photo by Roseanna Shumkas)



## NAGOYA UNIVERSITY-GRADUATE SCHOOL OF ECONOMICS-ECONOMIC RESEARCH CENTER

<http://www.nagoya-u.ac.jp/en/>

Located in the center of Japan, Nagoya is the heart of the country's business and industrial network. Economic Research Center of the Graduate School of Economics at Nagoya University was established in 1926 as Industrial Research Bureau affiliated with Nagoya Commercial College, which became School of Economics at Nagoya University. Economic Research Center serves the society by conducting theoretical and empirical research on economics, management, and accounting. It conducts research on Asia by cooperating with other research centers in Nagoya University and with other universities in Asia, and conducts joint research projects with the central and local government, and business, by inviting researchers.



## RITSUMEIKAN ASIA PACIFIC UNIVERSITY-GRADUATE SCHOOL OF MANAGEMENT

<http://www.apu.ac.jp/home/study/content30/?version=english>

With a globally diverse faculty and student body, the Ritsumeikan Asia Pacific University Graduate School of Management (APUGSM) MBA program aims to equip the next generation of global management experts with specialist management and intercultural skills, business creativity, and the ability to put their knowledge into practice. Employing world-standard business school methods, this unique APU program makes use of a range of case studies and sets its sights firmly on Japan and the Asia Pacific region. APU is currently Japan's leading university in terms of internationalization and cultural diversity.

