







# 2015 Pan-Pacific Business Research Conference (PPBRC)

February 26 – February 28, 2015

at

Kellogg West Conference Center and Hotel Cal Poly Pomona, Pomona, California, USA

by

Pan Pacific Business Research Institute

## Pan-Pacific Business Research Institute 2015 Pan-Pacific Business Research Conference

February 26– February 28, 2015 (www.ppbri.org)

**On-Site Conference**; Kellogg West Conference Center and Hotel, Cal Poly Pomona, Pomona, California, USA

#### **Conference Schedule:**

Program schedule on February 26, 2015:

**Registration:** 5:00 pm - 8:00 pm**Review board meeting:** 6:00 pm - 8:00 pm

Program Schedule on February 27, 2015

**Registration** 8:30 am - 4:00 pm **Coffee Break** 8:30 am - 9:00 am

**The 1<sup>st</sup> Paper Presentation Session** 9:00 am - 10: 20 am **The 2<sup>nd</sup> Paper Presentation Session** 10:30 pm - 11:50 am

**Lunch** 12:00 pm - 1:40 pm

**The 3<sup>rd</sup> Paper Presentation Session** 1:50 pm - 3:20 pm **The 4<sup>th</sup> Paper Presentation Session** 3:30 pm - 4:50 pm

Cocktail party 5:30 pm -6:00 pm at The Restaurant at

**Kellogg Ranch** 

**Dinner and Award Receptions:** 6:00 pm - 8:00 pm at **The Restaurant at** 

**Kellogg Ranch** 

#### Program Schedule on February 28, 2015

**Research Interaction Forum** 10:00 am - 12:00 pm **Executive committee meeting** 6:00 pm - 8:00 pm

**Executive committee of the conference**: The conference chair & PPBRI representatives.

#### **Area committees:**

#### **Area committees:**

- Accounting: Ilwoon Kim\*, Sungkyoo Huh, K. J. Lee, John Jin, Byunghwan Lee, Steve Lim, Daniel Paik
- **Finance:** Heungjoo Cha\*, Jim Estes, Liang Guo, Ghulam Sarwar, Hua Sun, Taewon Yang
- Hospitality/Tourism Management: Myong Jae Lee\*, Joong-won Lee
- Management/Marketing: Haakon Brown\*, Joon Son, Hongbum Kim

#### The Aim and Scope of the Conference

The PPBRC is a highly interactive business conference that provides the opportunity for participants to share their research in an interdisciplinary setting and to disseminate research findings with others in the academic and business community. The conference will consider both conceptual and empirical papers in all areas of business and economics, including Accounting, Economics, Finance, Hospitality Management, Marketing, Management, Operation Management, and Information Systems:

- New theories, paradigmatic design and applications.
- New regulations and policies.
- Application of Accounting, Economics, Finance, Hospitality Management, Marketing, Management, Operation Management, and Information Systems in industrial or international settings.
- Case studies exploring current issues.
- Pedagogical issues in business education

The conference considers all topical areas but papers that focus on business issues in pan-pacific countries are particularly encouraged and welcomed.

#### **Guideline for Paper Preparation and Style**

Before submission, the paper should not have been published in any other journals. The paper should be in MS Office Word format. It should be written in a double space, one inch margin in

<sup>\*</sup>Area chairs.

all sides, and 12 font size with times new roman font. The cover page should include the title of the paper and author information—the name(s), affiliation(s), address(es), phone number(s), and email(s) as well as contact author of the paper. On the second page, the paper title should repeat along with an abstract, and key words. The title should appear in the center of the first line. Next provide two blank lines by hitting enter three times right after the end of the title. The abstract should be no more than 250 words. Give another blank line and then provide key words up to six words. PPJBR generally follows the American Psychological Association (APA) guidelines. Reference should be presented in a separate sheet at the end of the paper. Tables and figures and their numbering should appear on the appropriate page within the text. Please do not use footnotes; instead explain it within the text or use appendix. The appendix should be located between the end of the text and reference.

#### **Publication Opportunities in Proceedings**

All the papers accepted for presentation will appear in the conference proceedings. Authors should indicate if they want the full or extended abstract (no more than 1,000 words) to be printed in the conference proceedings. PPBRI has a copyright for all the printed articles and manuscripts that appear in the proceedings.

#### **Distinguished Paper Awards and Publication Opportunities PPJBR**

All complete full papers submitted and presented at the Conference will be considered for a Distinguished Paper Award on a competitive basis. Distinguished paper winners will receive a certificate of recognition at the conferences closing dinner. Further, the authors of all the distinguished papers will be further invited to revise and resubmit their papers for potential publication in the *Pan-Pacific Journal of Business Research* (PPJBR), which has a plan in place to be a premier multi-disciplinary journal aiming to be indexed in the Web of Knowledge's SSCI (Social Science Citation Index) in the next 10 years.

### Paper Presentation Schedule On February 27, 2015

### **Room - Mountain Vista #1:**

**The 1<sup>st</sup> Paper Presentation Session,** 9:00 am – 10:20 am

1) An Empirical Analysis of the Determinants of Executive Compensation in the US Financial, Insurance and Real Estate Sectors

Phillip C. James \*, University of Technology, Jamaica, <a href="mailto:phillipcjames2000@gmail.com">phillipcjames2000@gmail.com</a> Il-woon Kim, The University of Akron, Ohio, <a href="mailto:ikim@uakron.edu">ikim@uakron.edu</a>

2) Compliance Reporting as Part of the Financial Statement Audit: A Comparison of County Governments and their Auditors across States

Sung-Kyoo Huh\*, California State University-San Bernardino, <a href="https://huh@csusb.edu">huh@csusb.edu</a> Kyung Joo Lee, University of Maryland-Eastern Shore, <a href="https://kjlee@umes.edu">kjlee@umes.edu</a>

### **The 2<sup>nd</sup> Paper Presentation Session,** 10:30 am – 11:50 pm

1) The Association between Audit Fees and Accounting Restatement Resulting from Accounting Frauds and Clerical Errors

Daniel Gyung Paik\*, University of Richmond, <a href="mailto:daniel.paik@richmond.edu">daniel.paik@richmond.edu</a> Kip R. Krumwiede, Christopher Newport University, <a href="mailto:kip.krumwiede@cnu.edu">kip.krumwiede@cnu.edu</a> Brandon B. Lee, Indiana University Northwest, <a href="mailto:byulee@iun.edu">byulee@iun.edu</a>

2) Stock Splits, Ex-post Condition, and a Separating Equilibrium Puzzle

Qiang Li, National University of Singapore, <a href="mailto:rsttq@nus.edu.sg">rsttq@nus.edu.sg</a> Hua Sun\*, Iowa State University, <a href="mailto:hsun@iastate.edu">hsun@iastate.edu</a>

### **The 3<sup>rd</sup> Paper Presentation Session,** 1:50 pm – 3:20 pm

1) Corporate Social Responsibility Performance and Outsourcing: The Case of the Bangladesh Tragedy

Daniel Gyung Paik\*, University of Richmond, <a href="mailto:daniel.paik@richmond.edu">daniel.paik@richmond.edu</a>
Brandon Byunghwan Lee, Indiana University Northwest, <a href="mailto:byulee@iun.edu">byulee@iun.edu</a>
Kip Krumwiede, IMA® (Institute of Management Accountants), kkrumwiede@imanet.org

2) Re-examining Capital Structure Theory: Evidence from Chinese Listed Companies

Kevin Liang Guo, California State University-San Bernardino, lguo@csusb.edu

3) Tobacco Settlement Bonds: a critical analysis of 9 states and 3 territories

Jim Estes, California State University San Bernardino, <u>jimestes@csusb.edu</u> Astrid Sheil, California State University San Bernardino, <u>astrid@csusb.edu</u>

### **The 4<sup>th</sup> Paper Presentation Session,** 3:30 pm – 4:50 pm

1) On Mutual Fund Flows and Security Returns

Heung-Joo Cha, University of Redlands, heung-joo cha@redlands.edu

2) Open interest and information contents

Young Hoon Ko, Hyupsung University, Korea, Joon Son, California State University at San Bernardino, <u>json@csusb.edu</u> Taewon Yang, California State University at San Bernardino, taewon@csusb.edu

### Room – Mountain Vista #2:

### The 1<sup>st</sup> Paper Presentation Session, 9:00 am – 10:20 am

### 1) The Effect of Debt Covenant Violation on The Use of Off-Balance-Sheet Operating Lease and Long-term Debt

Brandon Byunghwan Lee, Indiana University Northwest, <u>byulee@iun.edu</u>
Daniel Gyung Paik\*, University of Richmond, <u>daniel.paik@richmond.edu</u>
Sung Wook Yoon, California State University, Northridge, <u>sungwook.yoon@csun.edu</u>

# 2) Does the Firm's Competitive Strategy Affect the Roles of Accounting Information for Equity Valuation?

Hye-Jung Jung, Jeju National University, Korea, <a href="mailto:co5mo5@hanmail.net">co5mo5@hanmail.net</a> Kyung Joo Lee\*, University of Maryland-Eastern Shore, <a href="mailto:kjlee@umes.edu">kjlee@umes.edu</a> Sehwan Yoo, University of Maryland-University College, <a href="mailto:yoo.speter@gmail.com">yoo.speter@gmail.com</a>

### **The 2<sup>nd</sup> Paper Presentation Session,** 10:30 am – 11:50 pm

### 1) Effective Nutritional Labeling for Improved Self Control

Haakon T. Brown, California State University at San Bernardino, <a href="https://docsusb.edu">https://docsusb.edu</a> Sarah Lee, California State University at San Bernardino,

## 2) Self-transformational leadership: A modern theorizing of Jesus' leadership

Yeon Choi, Hongik University, South Korea, <a href="mailto:yeonchoi@hongik.ac.kr">yeonchoi@hongik.ac.kr</a>

### **The 3<sup>rd</sup> Paper Presentation Session,** 1:50 pm – 3:20 pm

### 1) Impact of Information Source and Promotion Characteristics on Consensus of Promotion Evaluations

Hongbum (Anthony) Kim, California State Polytechnic University, <a href="https://hongbumkim@csupomona.edu">hongbumkim@csupomona.edu</a>
Scott A. Thompson, University of Georgia, Athens, GA, <a href="mailto:sat@uga.edu">sat@uga.edu</a>

## 2) An Investigation On Customer Attitude And Perception Toward Korean Food Tour

Sanha Ko, California State Polytechnic University Pomona, <u>sanhako@cpp.edu</u> Myong Jae Lee, California State Polytechnic University Pomona, <u>mjlee@cpp.edu</u> Ji-young Sophie Yoon, Sookmyung Women's University, Seoul, Korea, <u>yjy0823@sookmyung.ac.kr</u>

#### 3) National Culture and Value Relevance of Accounting Information

Kyung Joo Lee\*, University of Maryland-Eastern Shore, <u>kjlee@umes.edu</u> John J. Jin, California State University – San Bernardino, <u>jjin@csusb.com</u> Diane Li, University of Maryland-Eastern Shore, <u>dli@umes.edu</u>

### **The 4<sup>th</sup> Paper Presentation Session,** 3:30 pm – 4:50 pm

# 1) The Image of Taiwan As A Travel Destination: Perspectives of Outbound Travel Agencies in The United States

Yi-Fong Kao, California State Polytechnic University Pomona, <u>yifongkao@gmail.com</u> Myong Jae Lee, California State Polytechnic University Pomona, <u>milee@cpp.edu</u>

# 2) Performance Evaluations of Asian Ethnic Banks: The Case of Chinese-American Banks and Korean –American Banks

Sung-Kyoo Huh, California State University-San Bernardino, <a href="https://huh.gov.ncbi.edu">huh@csusb.edu</a> John Jin, California State University-San Bernardino, <a href="mailto:jijin@csusb.edu">jijin@csusb.edu</a>

**ABSTRACTS** 

1. An Empirical Analysis of the Determinants of Executive Compensation in

the US Financial, Insurance and Real Estate Sectors

Phillip C. James \*, University of Technology, Jamaica, <a href="mailto:phillipcjames2000@gmail.com">phillipcjames2000@gmail.com</a>

Il-woon Kim, The University of Akron, Ohio, ikim@uakron.edu

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**ABSTRACT:** The determinants of chief executive officer (CEO) compensation have been

examined in various research studies. However, to date most studies have only examined the

issue over a relatively short time horizon and with respect to only individual sector at any one

time. This study is the first to seek to identify the main determinants of CEO compensation over

a twenty-two year period from 1992 to 2013, and with respect to three US sectors, namely the

financial, real estate and insurance sectors. Companies were selected from the Execum database

and the data were analyzed by regression analysis. The results showed that some of the

statistically significant variables influencing CEO compensation were: directorship, age of CEO,

return on asset, return on equity and total asset. This study therefore adds to the existing body

of literature on executive compensation as it is the first of its kind to undertake a comparative

analysis of three sectors in the USA

**Keywords**: CEO compensation; financial sector; real estate sector; regression analysis

## 2. Compliance Reporting as Part of the Financial Statement Audit: A Comparison of County Governments and their Auditors across States

Sung-Kyoo Huh\*, California State University-San Bernardino, <a href="https://huh@csusb.edu">huh@csusb.edu</a>
Kyung Joo Lee, University of Maryland-Eastern Shore, <a href="mailto:kjlee@umes.edu">kjlee@umes.edu</a>

ABSTRACT: The reporting requirements for auditors in the public sector have been expanded for quite some time. Auditors are required by Generally Accepted Government Auditing Standards (GAGAS) to issue opinion not only on fair representation of the financial statements of a government but also on the government's compliance with applicable laws and regulations. An applicable law examined in this study is the Single Audit Act of 1984 (SAA) whose main objectives are to improve the financial management of state and local governments with respect to Federal financial assistance programs through the use of SAA and to improve the efficiency and effectiveness of audits of Federal financial assistance (Public Law 98-502, 98 Stat.2327). The objective of this study is to provide evidence on how the SAA affects financial management of local governments.

This research examines the quantity of information reported by auditors in their compliance reports. A comparison is made of the similarities and differences between auditors of county governments in the states of California and Ohio. This research also investigates whether there are differences between independent CPAs and state auditors. The findings have important implications related to the extent to which the single audit process improved as a result of the amendments, the usefulness of the information reported and also single audit quality.

3. The Association between Audit Fees and Accounting Restatement

Resulting from Accounting Frauds and Clerical Errors

Daniel Gyung Paik\*, University of Richmond, <u>daniel.paik@richmond.edu</u>

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**ABSTRACT:** This study investigated the association between the level of audit fees and

restatements caused by accounting frauds or clerical errors. It is predicted that audit fees for

firms who make restatements subsequently due to fraudulent reporting will be significantly

higher than audit fees of non-fraud firms during the restatement periods before frauds are filed.

This happens because auditors have to exert additional efforts to assess weak internal controls

and to compensate for increased expected legal liability. Consistent with the prediction, our

results provide evidence that fraud-related restatement companies on average pay significantly

higher audit fees during the restatement periods before frauds are filed than non-fraud firms.

**Key words:** audit fees, restatements, internal control, legal liability

4. Stock Splits, Ex-post Condition, and a Separating Equilibrium Puzzle

Oiang Li, Department of Real Estate, National University of Singapore

Hua Sun\*, Department of Finance, Iowa State University

\*the corresponding author

**ABSTRACT**: We propose a new sampling strategy and estimate a split choice model. We

identify a group of firms that experienced similar "pre-event" performance as split firms, but

chose not to split, which we call pseudo split firms. We find that split firms earn an average of

16% post-event abnormal return in two years, in contrast to -25% earned by the pseudo split

firms. Surprisingly, we also find that roughly half of the split firms are of low revealed quality,

as evidenced by their deteriorating fundamentals, and the -14% average abnormal return after

split. The insignificant difference on firm fundamentals between ex-post "bad" split and pseudo

split firms suggests a mimicking behavior by some low quality firms. The puzzle then is that,

why don't pseudo split firms mimic as well? After all, they suffer 11% more negative abnormal

return than the "bad" firms that mimic.

**Key words**: Stock split; Trading range hypothesis; Signaling; Separating equilibrium

## 5. Corporate Social Responsibility Performance and Outsourcing: The Case of the Bangladesh Tragedy

Daniel Gyung Paik\*, University of Richmond, <a href="mailto:daniel.paik@richmond.edu">daniel.paik@richmond.edu</a>
Brandon Byunghwan Lee, Indiana University Northwest, <a href="mailto:byulee@iun.edu">byulee@iun.edu</a>
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ABSTRACT: A tragic disaster occurred in Bangladesh in April 2013 when a clothing factory building collapsed, killing more than a thousand workers. This incident negatively affected textile companies in the U.S. and in Europe who outsource their manufacturing in Bangladesh. Subsequently these companies had to decide whether to commit to better working conditions by signing one of two worker safety agreements developed in the after-math of the disaster. Although many firms signed one of these agreements, many more did not. Using a specific dataset consisting of firms who signed the *North American Alliance for Bangladesh Worker Safety* (NAA) and firms that did not sign, matched on industry and year, the results of this study suggest that the decision to sign the agreement is positively associated with social visibility, brand awareness, and size. We also find evidence that market reaction during the announcement window is favorable to the news that firms commit to sign the NAA, and that the market reaction to signing the NAA is associated with the market reaction after the disaster.

## 6. Re-examining Capital Structure Theory: Evidence from Chinese Listed Companies

Kevin Liang Guo, California State University-San Bernardino, <u>lguo@csusb.edu</u>

**ABSTRACT:** In this paper we examine whether and to what extent the main stream capital structure theories developed in Western countries apply to Chinese listed companies during its most recent transition period after year 2000. Specifically, we examine a variety of trade-off and pecking order models and compare their performance by nesting these two different models in the same regression. Using data from 1,057 non-financial Chinese listed firms during the period from 2000 to 2011, we present empirical evidence indicating that: firstly, equity tracks the financing deficit better than debt in Chinese firms, which is not consistent with the pecking order theory. Secondly, Chinese firms seem to be more sensitive in expanding debt for meeting their financing needs than in using surplus for retiring debt. Thirdly, Chinese firms have an optimal leverage ratio. Both the partial adjustment and error correction models suggest that Chinese firms adjust towards target leverage slowly before 2006, which is consistent with the findings in Qian et al. (2009). However, after 2006, they accelerate their leverage adjustments at a speed as fast as that documented in the developed markets. The increasing adjustment speeds are attributed to the shrinking transaction costs and agency costs caused by recent currency and share-split structure reforms. Overall the trade-off theory works better than the pecking order theory in explaining Chinese firms' capital structure. Chinese companies' financing behaviors are becoming more akin to those in the developed market with increasing integration and financial liberalization.

7. Tobacco Settlement Bonds: a critical analysis of 9 states and 3 territories

Jim Estes, California State University San Bernardino, jimestes@csusb.edu

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ABSTRACT: Tobacco Settlement bonds were issued by states to obtain early use of the funds

awarded to them in the Tobacco Master Settlement Agreement (MSA). Entered into in

November 1998, the MSA was a settlement of 46 states attorney's general lawsuits against the

tobacco industry, which in return was released from future liability on civil lawsuits resulting

from damages caused by smoking. This paper explores the settlement agreement, the use of

capital appreciation bonds by nine of states, Washington DC, Puerto Rico and Guam and the

probable failure of the bonds and securitization efforts by the states.

Key Words: tobacco settlement bonds, capital appreciation bonds, default, securitization

8. On Mutual Fund Flows and Security Returns

Heung-Joo Cha, University of Redlands, heung-joo cha@redlands.edu

ABSTRACT: The unprecedented growth of mutual funds has brought about the need for an

understanding of the relationship between mutual fund flows and security returns. In this paper, I

examine the dynamic relationship between security returns and mutual fund flows. I employ

various empirical methods including VAR (vector-autoregression) analyses, and Granger

causality tests. The findings include: (i) stock market performance Granger-causes equity mutal

fund flows but not vice versa, which is contrary to the popular belief that equity mutual fund

flows lead stock price changes; (ii) there is weak evidence of causality from equity fund flows to

index prices mainly through the cointegration term; (iii) S&P 500 returns and equity fund flows

comove over time, while Treasury bond and bill returns do not appear to comove with their

corresponding fund flows; (iv) the most significant factors explaining mutual fund flows appear

to be measures of security performance in the U.S. financial market.

JEL classifications: G11; C22

Keywords: Equity mutual fund flows; Cointegration; Causality; Unit root; Vector autoregression

(VAR)

#### 9. Open interest and information contents

Young Hoon Ko, Hyupsung University, Korea Joon Son, California State University at San Bernardino Taewon Yang, California State University at San Bernardino, taewon@csusb.edu

ABSTRACT: In this paper we want to explore whether open interest has information contents for underlying markets. Many practitioners have used information about trading volume and open interest in option and futures contract trading. Trading volume has been found to provide useful information. However research on open interest was not noticed. Thus Using Causality test proposed by Granger (1969) and Granger and Newbold (1977), we test whether open interest of S&P 500 futures contracts predicts the performance of underlying S&P 500.

10.Does the Firm's Competitive Strategy Affect the Roles of Accounting Information for Equity Valuation?

**Hye-Jung Jung**, Jeju National University, Korea, <u>co5mo5@hanmail.net</u>

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ABSTRACT: The purpose of this study is to investigate the association between the firm's

choice of its competitive strategy and the roles of accounting information for the firm's equity

valuation, i.e., the value relevance of earnings and equity book value. In particular, we examine

whether the value relevance of earnings and equity book value is systematically different

between the firms adopting a differentiation strategy ('differentiators') and those adopting a cost

leadership strategy ('cost leaders'). We hypothesized that the value relevance of earnings is larger

for the differentiators than for the cost leaders. Empirical analyses use the Korean manufacturing

firms over twenty year period (1991-2010). The sample firms are classified into two groups

(differentiators and cost leaders) each year according to the magnitude of the following business

strategy variables: ratio of research and development to sales (RDS), market to book ratio

(MTOB), and the ratio of employees to sales (EMPS). These measures are expected to be larger

for the differentiators than for the cost leaders. The value relevance of accounting information is

measured by the magnitudes of valuation coefficients of earnings and equity book value in a

regression model adopted from the valuation model of Ohlson (1995). Our empirical results

show that the value relevance of accounting information as measured by earnings response

coefficient is larger for the differentiators vis-à-vis the cost leaders. The results are robust across

different testing methodologies.

Key words: Competitive Strategy, Differentiators, Cost Leaders, Value Relevance.

#### 11. Effective Nutritional Labeling for Improved Self Control

Haakon T. Brown\*, California State University-San Bernardino, hbrown@csusb.edu Sarah Lee, California State University-San Bernardino

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ABSTRACT: Food consumption has become an increasingly important research area due to the increasing amounts of health problems related to obesity and poor eating in general. One specific area that has been examined extensively since the implementation of the Nutritional Labeling and Educational Act (NLEA) of 1990 is the effect of nutritional labels on individual eating habits. The NLEA provided a framework specifying what information should be displayed on labels, what health claims can be made, and how nutritional information should be provided (FDA) (Heike & Taylor, 2012; Zarkin, Dean, Mauskopf, & Williams, 1993). Label usage, in general, has increased since this act was passed (Kristal, Patterson, Li, & White, 1998). However, despite increased label usage, the effectiveness of the labels is unclear because consumers do not easily understand what is being conveyed on these labels. In 2003, the International Food Information Council (IFIC) Foundation conducted a qualitative review paper where they found mixed reviews on food labeling such that some people found it useful for making better food choices, whereas others viewed labels as too complicated. Later in 2006, Rotham, Housam, Weiss, Gregory, Gedretsadik, Shintani, and Elasy studied the relationship between comprehension of food labels with literacy and numeracy skills. Other research has indicated that people have a difficult time interpreting numbers,

especially when math is involved (Rotham et al., 2006; Campos, Doxey, & Hammand, 2011; Cowburn & Stockley, 2005). Drichoutis, Lazaridis, and Nayga (2006) found that consumers struggle to calculate quantitative nutrient information. This is especially problematic for consumers attempting to interpret and apply serving sizes as well as percent daily value information in order to better monitor their consumption (Rotham et al., 2006).

These comprehension problems with the current labeling standards have driven further research investigating simpler label designs (Kristal et al, 1998), but much research still needs to be completed in order to produce a label that is effective and comprehensible for multiple demographics. The purpose of this research is to investigate the effect of a new nutritional labeling mechanism (in this case labeling fat content by volume) on consumer ratings of the healthiness of food items and, ultimately, their food choices. One laboratory experiment provides support for the hypothesis that labeling fat content by volume increases people's comprehension of the nutritional value of food items and in turn makes them more likely to choose healthier options.

12. Self-transformational leadership: A modern theorizing of Jesus' leadership

Yeon Choi, Hongik University, South Korea, yeonchoi@hongik.ac.kr

ABSTRACT: Self-transformational leadership (STL) is based on the assumption that

transforming others requires transforming oneself first. It is a prescriptive theory to propose a set

of practices which, if performed routinely, would result in transforming people. The research

involved three steps. First, I reviewed the leadership theories published during the last three

decades. It resulted in identifying three basic leader behaviors that transform people. They are

communicating hope, showing authentic examples, and serving people. Second, I applied these

three behaviors to analyzing Jesus' leadership in the New Testament. Thus, Jesus' leadership

was used as data for testing the validity of the three behavior model. The results being highly

supportive, the three behaviors were adopted as the basic practices for STL. Third, I identified

three additional practices that are to ensure effective executions of the three previously identified

practices. The consequence is the Six Practices for STL, which are {P1:Set Goals, P2:Secure

Routines, P3:Save Records, P4:Speak Hopes, P5:Show Examples, P6:Serve Others\. The subset,

{P1, P2, P3}, is called the individual-level transformation; {P4, P5, P6}, the group-level. The six

practices should be performed routinely to ensure self-transformations within both oneself and

others, then throughout the company, and the society. It is proposed that when the Six Practices

are routinely exercised, the following organizational outcomes would also result:

competitiveness, learning, connection, and resilience.

Keywords: self-transformational leadership, Jesus' leadership

## 13.Impact of Information Source and Promotion Characteristics on Consensus of Promotion Evaluations

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ABSTRACT: Prior research on online word of mouth (WOM) suggests that consensus plays an important role in how influential online WOM is. The purpose of this study was to investigate the drivers of consensus for a particularly prevalent form of online WOM: user evaluations of promotions. This study extends our understanding of online WOM and promotions. First, it reveals that source reputation does not play a leading role in encouraging either positive or negative consensus. Second, specific characteristics of promotions help to generate consensus. Time and quantity limits both increase consensus, as predicted by the literature on group responses to pressure. Furthermore, as the literature on promotional response indicated, being the cheapest promotion also leads to higher consensus. However, there are important differences between how positive and negative consensus form, with group size playing a contradictory role in the formation of negative consensus relative to positive consensus.

Marketers can take advantage of the results in this study. Marketers often struggle with how to counter negative reviews. Some marketers have sought to pressure websites to remove negative reviews or have even sued individuals who have posted negative reviews. However, these approaches have often led to further negative reactions in the press and among consumers. The results suggest rather than trying to deter consumers from providing further reviews, marketers may benefit from encouraging more reviews which can dilute the initial negative consensus. Methods currently used to encourage reviews include sending emails to consumers who have purchased a product and inserting personal notes into packages that request the consumer to post a review on particular websites. However, the results also suggest that

marketers may wish to cut back on these efforts if a positive consensus already exists, as additional reviews are likely to undermine the initial positive consensus.

## 15. An Investigation on Customer Attitude and Perception Toward Korean Food Tour

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ABSTRACT: Whether it was due to the early recognition of K dramas, the cultural K pop wave, or the Korean government's recent efforts towards Korean food globalization, Korean food is rising on the global food map. The number of visitor arrivals to Korea has been steadily increasing over the years along with overall tourism receipts (Korea Tourism Organization, 2012). This recent increase in international awareness offers great opportunities to create value and profits. In accordance to this trend, a relatively new culinary tourism product has emerged during these past years; namely, packaged food tours that show a more indigenous side of Korea. A food tour is a tourism product prepared by a tour agency in which the participants experience the destination's culture and heritage through the local food culture and dining customs. The main objective of this study is to lay the groundwork in identifying and delineating underlying dimensions of what customers expect most from Korean food tour services. Moreover, market profiling will be attempted in order to find different segment clusters based on the importance of service factors. This will aid the industry to improve their food tour products, meet the diverse needs of their clients and ultimately heighten customer value.

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16. National Culture and Value Relevance of Accounting Information

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**ABSTRACT:** Quite a few researches on value relevance of accounting information have been

conducted and found that accounting information is relevant to the valuation of firms. The

majority of the studies focus on firms in the USA. But in this study, we expand the boundary of

value relevance of accounting information studies to international arena by examining the effect

of national culture on value relevance of accounting information. The effect of national culture

on corporate behavior has drawn the attention of some researchers in recent years. For example,

it has been found that national culture affects the level of the firms' cash holdings (Chang and

Noorbakhsh 2009), dividend payouts (Bae, Chang, and Kang 2012), and the stock momentum

profits (Chui and Titman 2010). Our study involves in international comparisons of value

relevance of accounting information across a large number of countries. Our sample consists of

all the firms from Worldscope data file over the period 1990-2013. Using uncertainty avoidance

index (UAI) from the Hofetede website as a proxy for national culture, we examine if UAI

affects the value relevance of accounting information. R-square and the earnings response

coefficients from Ohlson (1995)' model were used as surrogates for the value relevance of

accounting information.

Key words: Value relevance, Accounting Information, Culture, Uncertainty Avoidance Index

## 17. The Image of Taiwan as A Travel Destination: Perspectives of Outbound Travel Agencies in The United States

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ABSTRACT: As the tourism industry in Taiwan has grown, the current perception of Taiwan's tourism has become an increasingly important issue for the country's destination marketing organizations. This study focuses on U.S. travel agencies' perspectives regarding Taiwan's tourism image because Taiwan's government considers the U.S. outbound tourist marketplace to be one of the leading potential growth market segments. Findings showed that history, traditional culture and natural scenery are the main attractions to Taiwan's tourism. The findings also revealed significant differences in perceptions of Taiwan's tourism between travel agencies that did or did not sell Taiwan packages. In conclusion, implications for destination marketing organizations in Taiwan are also discussed.

### 18.Performance Evaluations of Asian Ethnic Banks: The Case of Chinese-American Banks and Korean –American Banks

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ABSTRACT: In this paper we examine the financial performance of two Asian ethnic banks: i.e., Chinese-American banks and Korean-American banks after the recent economic crisis instigated by poor valuation of mortgage back securities. Two research questions addressed in this paper are: the first, which ethnic bank does better; the second, what are the determinants of financial performance of the Asian American banks. Financial performances are measured by rate of returns on assets (ROA) and rate of returns on owners' equity (ROE). Debt to equity ratio, security investment, and net interest income are investigated to see if each one of these affects the financial performance of the banks. Debt to equity ratio is a risk measure, while both security investment and net interest income are performance measures for the two main businesses in banking which are lending and investment. Total assets were analyzed to measure (or control for) the size effect.