

Cases in Simplified Chinese (2008-2010)

9B06EC19

Google in China (Simplified Chinese version)

Deborah Compeau; Prahar Shah;

The case describes the circumstances surrounding the introduction of www.google.cn. In order to comply with Chinese government requirements, Google.cn censors web results. This appears to contradict Google's stated philosophy and its mission to organize and make accessible the world's information. A public outcry ensues and Google is forced to defend its controversial decision. The case presents both sides of the debate and asks students to consider what they feel is right.

Publication Date: November 10, 2011

Discipline: International; Management Science; Information Systems;

Issues: Management in a Global Environment; Information Systems; Government and Business; Ethical Issues

Industry: Other Services;

Setting: United States/China, Medium, 2006

Difficulty: Undergraduate/MBA

9B04EC24

Internet Banking Project in Industrial and Commercial Bank of China (Shanghai) (Simplified Chinese version)

Darren Meister; Lihua Huang; Yulin Fang; Yun Zhang;

The Industrial and Commercial Bank of China Shanghai branch has successfully launched its Internet-based private banking service. The vice director of e-banking felt that the whole project was a success in terms of schedule and quality, and must present the experience and lessons learned to senior management.

Publication Date: November 10, 2011

Discipline: International; Management Science; Information Systems;

Issues: Computer System Implementation; Information System Design; Information Systems; Feasibility Analysis

Industry: Finance and Insurance;

Setting: China, Large, 2001

Difficulty: Undergraduate/MBA

9B11MC16

A Non-Traditional Female Entrepreneur (A) (Simplified Chinese version)

W. Glenn Rowe; Yeh-Yun (Carol) Lin;

The president and founder of New Deantronics (ND), launched her sales office in San Francisco, California, in 1985 and then set up her factory in Taiwan in 1987. Without any technical background or prior experience, through her system of management strategy and management philosophy, the president built ND's reputation as a trusted manufacturer and developer of medical devices. All ND products were directly exported to large global health-care companies, including Philips Medical Systems, Johnson & Johnson, and Covidien. With the rapid increase in business, the need for expanding production capacity became increasingly urgent. Sitting in her office in early 2009, the president knew that she could no longer postpone her decision to relocate. Several options were presented to her, and the factors that influenced her decision included considerations about the supply of quality human resources, geographical convenience, the willingness of her current employees to relocate, affordability, and the possibility for future expansion. The president pondered what would be the best bet.

Publication Date: November 10, 2011

Discipline: General Management/Strategy;

Issues: Relocation of a business; Non-traditional female entrepreneur; Growth Plan; Succession Plan

Setting: Taiwan, Medium, 2009

Difficulty: Undergraduate/MBA

9B10MC103

Nestlé: A Social Media Nightmare (A) (Simplified Chinese version)

Jana Seijts; Benjamin Bigio;

As the largest food and drink company in the world, Nestle S.A. (Nestle) prides itself on a solid reputation built throughout the past 150 years. On March 17, 2010, the chairman of the board of directors was caught off guard because of a YouTube video created by the environmental activist group Greenpeace. The graphic and provocative video criticized Nestle for its use of palm oil in Nestle products. The video helped Greenpeace make a bold statement: Nestle products were leading to deforestation and the extinction of orangutans. Within 24 hours, the video had more than 100,000 views and anti-Nestle campaigns quickly emerged on Facebook, Twitter and other social media networks around the world. At the same time, Greenpeace activists dressed up as orangutans and protested at Nestle's headquarters and factories in Europe. Activists urged the company to stop sourcing palm oil from companies that destroy forests in the process. With the popularity of social media, how

should Nestle react to the YouTube video?

Publication Date: November 10, 2011

Discipline: General Management/Strategy; Information Systems; International; Management Science;

Issues: Public Relations; Crisis Communication; Changing Nature of Communication; Social Media

Industry: Manufacturing;

Setting: Switzerland, Large, 2010

Difficulty: Undergraduate/MBA

9B11EC02

Privacy Issues and Monetizing Twitter (Simplified Chinese version)

Deborah Compeau; Nicole R.D. Haggerty; Shady Fraiha;

It was early 2010, and the Twitter Trio, the founders of Twitter, were faced with a changing market situation and a pressure to make money. Twitter was a free service that had been operating without a viable business plan since 2006. In early 2010, Twitter was still not making enough money and it was time Twitter showed real return on investment. The trio had to decide on a business model that was competitive. There was a data mining project that could bring all the funds Twitter needed to stay in business, make profit and compete with others. However, the founders were concerned that this project might be perceived to intrude on users' privacy, even in a company that was founded on the basis of sharing information publicly.

Publication Date: November 09, 2011

Discipline: Entrepreneurship; International; Management Science; Information Systems;

Issues: Information Systems; Business and Society; E-Business Models; Privacy Issues

Industry: Other Services;

Setting: United States, Medium, 2010

Difficulty: Undergraduate/MBA

9B10MC28

Entrepreneurs at Twitter: Building a Brand, a Social Tool or a Tech Powerhouse? (Simplified Chinese Version)

Simon Parker; Ken Mark;

Twitter has become an incredibly popular micro-blogging service since its launch in 2006. Its founders have ambitious plans for the service, and are backed by \$155 million of venture capital funding, which valued the company at \$1 billion in 2009. Twitter seems to attract a diverse audience of users from political organizers looking to disseminate information to their followers; businesses looking to reach out, in real time, to potential customers; and for social networking purposes. The company charges consumers nothing for its service. By 2009, competitors have emerged - some of whom have deep pockets. Yet, it remains unclear - at least to observers - whether the company will ever make money from its service.

Publication Date: November 09, 2011

Discipline: Entrepreneurship; General Management/Strategy;

Information Systems; Management Science; Marketing;

Issues: Social Networking Media; Strategic Positioning; New Venture

Industry: Other Services;

Setting: United States, Not Applicable, 2010

Difficulty: Undergraduate/MBA

9B11AC31

HTC Corporation: A Smartphone Pioneer From Taiwan (Simplified Chinese version)

Shih-Fen Chen; Lien-Ti Bei;

The case describes how HTC, a pioneer of mobile computing from Taiwan, evolved from a local subcontractor of PDA (personal data assistant) to a global contender of smartphone. It analyzes the successful transition of the company from an anonymous supplier of Western clients (such as HP and Palm) to a brand marketer that is considered a major threat to Apple Computer (from its founding in 1997 to 2010). The key issue in this case is the introduction of the HTC brand carried by products delivered to network operators worldwide, such as AT&T, British Telecom, NTT DoCoMo, Rogers, Verizon, Vodafone, and so on. Unlike most subcontractors in the East that encountered strong resistance or even harsh retaliation from their current clients, HTC had the blessings of many Western buyers in the introduction of its own brand name. This case identifies the structural issues between a subcontractor and a client that can potentially dictate the branding status of the final product sold to end-users, namely, when a subcontractor should remain anonymous to end-users and when it should appeal to end-users by branding its own product.

Publication Date: October 21, 2011

Discipline: General Management/Strategy; Marketing; International; Entrepreneurship;

Issues: Branding Strategy of Subcontractors, Multinationals from Emerging Markets, Innovation and Entrepreneurship, Inter-firm Collaborative Relationship

Industry: Information, Media & Telecommunications;

Setting: Taiwan, Large, 2010

Difficulty: Undergraduate/MBA

Learning Objective: The case can be used in courses ranging from Marketing Management (branding strategy), International Business (foreign entry mode), and Strategic Management (Inter-firm collaboration). It has four major learning objectives: 1. To analyze the relationship between a contract manufacturer and a product marketer in an outsourcing arrangement called original design manufacturing (ODM), where the subcontractor designs and manufactures a product sold under the brand name of the marketer. 2. To compare two ODM setups where the brand marketer either sells the outsourced product alone (e.g., HP resells an outsourced PDA to end-users) or as a bundle with its own services (e.g., AT&T bundles an outsourced smartphone with its mobile services). 3. To explore the role of branding in facilitating the cooperating between two specialist firms (e.g., a handset maker and a network operator) in serving a common customer. 4. To predict the possibility for a subcontractor to introduce its own brand name under these two ODM setups.

9B04EC23

Shanghai Bell - The Collaborative Product Commerce System (CPC) - Simplified Chinese version

Darren Meister; Yulin Fang;

The research and development improvement manager at Shanghai Bell, a European-Chinese joint venture, has just finished a meeting with top management on strategic initiatives suggested in the corporate information systems plan report. One project that was suggested in the report - implementing a collaborative product commerce system - was about to begin. The manager must review the project planning process and examine the extent to which the company was ready to undertake the project.

Publication Date: June 17, 2011

Discipline: International; Management Science; Information Systems;

Issues: Computer System Implementation

Industry: Manufacturing;

Setting: China, Large, 2001

Difficulty: Undergraduate/MBA

9B10EC11

Google in China (B) (Simplified Chinese Version)

Deborah Compeau; Yulin Fang;Majela Yin;

The case describes the circumstances surrounding Google's reconsideration of its China strategy. Google officially announced in January 2010 that its Chinese website, Google.cn, experienced cyber attacks from within China. Google further announced that, as a result, it had decided to reconsider its approach to China, including the option of a complete exit from the Chinese market. The case presents Google's performance in China, the details of the cyber attack and the heated public discussion following Google's announcement. Students are asked to consider actions that Google should take and the corresponding, underlying rationale.

Publication Date: May 11, 2011

Discipline: International; Management Science; Information Systems;

Issues: Ethical Issues; Management in a Global Environment; Information Systems; Government and Business

Setting: United States;China, Medium, 2010

Difficulty: Undergraduate/MBA

9B11EC01

Keda's SAP Implementation (Simplified Chinese version)

Derrick Neufeld; Yulin Fang; Huanglin Wang; Terrance Fung;

Although demand for enterprise resource planning (ERP) systems in China has been steadily increasing, many such implementation projects have ended in failure. Keda Industrial Co. Ltd. (Keda), a manufacturer of large-scale machinery in China, had successfully deployed its ERP solution. This case study documents Keda's ERP initiative from conception to its deployment and offers insights into the factors and practices that contributed to its success in the Chinese cultural context.

Publication Date: May 10, 2011

Discipline: International; Management Science; Information Systems;

Issues: Information Technology; Project Management; System Implementation; Enterprise Resource Planning

Setting: China, Large, 2009

Difficulty: Undergraduate/MBA

9B10NC07

SZLN: Acquiring PEM (Simplified Chinese version)

James E. Hatch; Lifan Wu; Xingyun Liu;

Shenzhen Zhongjin Lingnan Nonfemet Co. (SZLN) is a Chinese company that is contemplating the purchase of an Australian mining company. The management of SZLN must assess the merits of the acquisition, the offer to be made, how it is to be financed and the political implications of the purchase for both the governments of China and Australia.

Publication Date: August 24, 2010

Discipline: Finance; International;

Issues: Political Environment; Acquisitions

Industry: Mining;

Setting: China, Large, 2008

Difficulty: Undergraduate/MBA

9B09AC16

Best Buy Inc. - Dual Branding in China (Simplified Chinese version)

Niraj Dawar; Ramasastry Chandrasekhar;

A month after Best Buy Inc. (Best Buy), the largest retailer of consumer electronics in the United States, acquired Five Star, the third largest retailer of appliances and consumer electronics in China in May 2006, the management of Best Buy is weighing in on a branding option. Should Five Star lose its identity and be marketed as Best Buy? Or should Best Buy retain the Five Star brand and let the two brands compete with each other in the Chinese market? The option has a sense of *deja vu* because, when it first stepped out of its home turf in January of 2002 by acquiring Future Shop, the largest consumer electronics retailer in Canada, Best Buy was facing a similar dilemma. The company had decided, at the time, in favour of dual brand strategy. It had worked. There was no evidence of cannibalization, the single

largest risk in dual branding. Best Buy and Future Shop had both grown together as independent brands in Canada. But, does dual brand strategy work in the vastly different retail environment of China?

Publication Date: July 06, 2010

Discipline: International; Marketing;

Issues: International Business; Brand Management; Retailing

Industry: Retail Trade;

Setting: United States;Canada;China, Large, 2006

Difficulty: Undergraduate/MBA

9B09NC31

Hongxing Auto Sales and Service Co. (Simplified Chinese version)

James E. Hatch; Yuan Shi;Wei Sun;

The Li family, the sole owners of Hongxing Auto Sales and Service, are ready to sell the company. They must determine how much the business is worth and the best method of negotiating the sale of the business. This case deals with the valuation of a small, privately-owned business, and will develop students' skills in sizing up a business and placing a value on a business using a variety of methods, including liquidation value, discounted cash flow and price-earnings multiples.

Publication Date: January 28, 2010

Discipline: Entrepreneurship; Finance; International;

Issues: Strategic Size-up; Valuation

Industry: Manufacturing;

Setting: China, Small

Difficulty: Undergraduate/MBA

9B09CC05

Beijing EAPS Consulting Inc. (Simplified Chinese version)

Mitch Rothstein; Lily Jiao Li;

Beijing EAPS Consulting Inc. (BEC) is a rapidly growing consulting company whose number of employees has increased from six to 16 in just one year. BEC has adopted a new project management system, using project managers to coordinate several employees from various departments. Due to the heavy workload, most employees must work on multiple projects. Collaboration between projects and department managers is not very smooth. The chief executive officer must decide how he can improve the collaboration efforts across the company's different departments.

Publication Date: June 25, 2009

Discipline: Organizational Behaviour/Leadership; International;

Issues: Project Management; Organizational Change;

Communications; Organizational Structure

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Small, 2007

Difficulty: Intro/Undergraduate

9B08MC54

The Ascendance of AirAsia: Building a Successful Budget Airline in Asia (Simplified Chinese version)

Thomas Lawton; Jonathan Doh;

In September 2001, Tony Fernandes left his job as vice president and head of Warner Music's Southeast Asian operations. He reportedly cashed in his stock options, took out a mortgage on his house, and lined up investors to take control of AirAsia, a struggling Malaysian airline. Three days later, terrorists destroyed the World Trade Center. Despite the negative aftermath of the 9-11 attacks, by 2003, AirAsia had demonstrated that the low-fare model epitomized by Southwest and JetBlue in the United States, and by Ryanair and easyJet in Europe, had great potential in the Asian marketplace. Now, Fernandes had to make plans to ensure that AirAsia maintained its momentum while considering the influx of new entrants into the low-fare segment of the airline industry in Asia.

Publication Date: March 16, 2009

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Entrepreneurial Business Growth; Competitive Strategy; Strategic Positioning; International Business

Industry: Transportation and Warehousing;

Setting: Asia, Medium, 2001-2008

Difficulty: Undergraduate/MBA

9B04MC46

Samsung Electronics and LCD Technology (A) (Simplified Chinese version)

Charles Dhanaraj; Young Soo Kim;

The liquid crystal display (LCD) group at Samsung Electronics is faced with a new product development challenge: should it go with a product that is well received in the market but the leadership is with the competition or with a product for which the market is yet to be tested but with some remote potential to leapfrog the competition. The case highlights the global nature of competition in high technology industries and the entrepreneurial opportunity for executives to make a difference in positioning their firms for global leadership. The case can be used at two levels - in international business to understand the dynamics of global competition or in marketing to understand the different risks in new product decisions and strategies to counter these risks. Supplements Samsung Electronics and LCD Technology (B) and (C), products 9B04MC47 and 9B04MC48 look at the events of 2001 and 2004.

Publication Date: December 05, 2008

Discipline: General Management/Strategy; International;

Issues: Product Development Alliances; International

Marketing; New Product Development; International Strategy

Industry: Manufacturing;

Setting: Korea, Large, 1995

Difficulty: Undergraduate/MBA

9B06NC06

Cash Technology Limited: A Chinese IPO in Singapore (Simplified Chinese version)

Larry Wynant; Nigel Goodwin;

Cash Technology Limited is a Xiamen-based manufacturer of self-service banking machines, touchscreens and related software. The company was set to issue its initial public offering on the Singapore Exchange. The proceeds from the initial public offering (IPO) would help the mid-sized, entrepreneurial and private company secure its position in the burgeoning Chinese market for automated teller machines and related equipment. With six weeks left before the IPO, the chief executive officer and chief financial officer attempted to value their company by various methods and assess the reasonableness of the offering price proposed by the IPO manager. The case challenges students to examine the attractiveness and value of a business from the perspective of the issuer and potential investors, and can also provide the opportunity for students to develop a strategy for communicating with institutional investors.

Publication Date: October 30, 2008

Discipline: Entrepreneurship; Finance; International;

Issues: Financial Analysis; Initial Public Offerings; Cost of Capital; Valuation

Industry: Manufacturing;

Setting: China/Singapore, Medium, 2004

Difficulty: Undergraduate/MBA

9B05MC62

TPV Technology Limited: The Computer Monitor Business (Simplified Chinese version)

Stewart Thornhill; Terry Wang;

TPV Technology Limited is a worldwide computer monitor manufacturer. In this case, the general manager is reviewing the annual performance result. During the past year, sales of original equipment manufacturer monitors and self-branded monitors dominated the market but the profit margin had decreased sharply, and flat-panel TVs were becoming more popular. The general manager must determine if TPV Technology should enter the flat-panel TV market.

Publication Date: October 30, 2008

Discipline: General Management/Strategy; International;

Issues: Industry Analysis; Diversification; Competitive Advantage; Environmental Analysis

Industry: Manufacturing;

Setting: China, Large, 2005

Difficulty: Undergraduate/MBA

9B03AC09

Jindi Enterprises: Finding a New Sales Manager (Simplified Chinese version)

June Cotte; Alan (Wenchu) Yang;

Jindi Enterprises is a manufacturer of heat exchanger units for residential and commercial markets in China. Recently, the company's top sales representative, who is also the sales manager for one of the company's provincial offices, quit and joined a competitor. A replacement must be found, however, a delay in choosing a strategic direction is seriously complicating the hiring decision. The chief executive officer must determine the corporate strategy and ensure that the hiring strategy reflects these changes. Learning objectives include understanding that corporate strategy and sales hiring and selection strategy are inter-related and must be integrated, that hiring criteria may have to change to reflect strategy changes, and that sales and sales management practices in emerging markets can be different than those in mature markets.

Publication Date: September 24, 2008

Discipline: International; Marketing;

Issues: Sales Strategy; Strategic Change; Sales Management; Sales Organization

Industry: Manufacturing;

Setting: China, Small, 2002

Difficulty: Undergraduate/MBA

9B04AC16

Samsung: Redefining a Brand (Simplified Chinese version)

Robin Ritchie; Fan Ye; Christian Kim;

In less than a decade, Korea's Samsung has transformed itself from a maker of low-end consumer electronics into a legitimate rival to Japanese industry giants such as Sony and Panasonic. Success has been due largely to efforts to reposition Samsung as a provider of stylish, leading-edge digital technology. But shadows of the old brand image remain, spurred on by the continued availability of several of the company's traditional products. The president of Samsung Electronics Canada has been directed to solve this problem, prompting difficult choices regarding product, pricing, distribution and promotion that threaten to hurt sales and short run profits.

Publication Date: September 23, 2008

Discipline: International; Marketing;

Issues: Consumer Marketing; Branding; Marketing Mix; Marketing Management

Industry: Manufacturing;

Setting: Canada; Korea, Large, 2003

Difficulty: Undergraduate/MBA

9B03MC04

China Kelon Group (A): Diversify or Not? (Simplified Chinese version)

Paul W. Beamish; Justin Tan;

In 1998 the soon-to-retire founder of China Kelon Group, a major home electrical appliance manufacturer, was confronting issues of market diversification (urban to rural), product diversification (refrigerator to now also produce air conditioners), and the evolution of his senior management team (from an entrepreneurial firm to one managed by professional manager). Besides offering a context to address the above issues, this case illustrate to a non-Chinese audience just how rapidly local Chinese manufacturing has developed, and that such firms are future competitors for foreign companies. It also helps students explore the broader question about the ability of founder/entrepreneurs to effectively manage the transition to becoming a larger, more diversified company. Supplement to this case is China Kelon Group (B): Integration After Merger, product number 9B03M005.

Publication Date: September 09, 2008

Discipline: General Management/Strategy; International;

Issues: Diversification; Emerging Markets; Strategic Change; Environmental Change

Industry: Manufacturing;

Setting: China, Large, 1998

Difficulty: Undergraduate/MBA

9B04DC18

Daikin Industries (Simplified Chinese version)

Chris J. Piper; Tetsu Imigi;

The president of Daikin Industries Residential Air Conditioning Shiga Factory was confronted by the prospects of an unseasonably cold summer, at a time when the Shiga Factory had large quantities of its products in inventory in anticipation of strong summer sales. The president was concerned not only about pending losses in the current year, but also about the factory's long-term survival. Unprofitability was unacceptable and Daikin was caught in a stagnant market in which it was increasingly difficult to build share by product differentiation. The Shiga Factory had been forced to use large inventories to cope with uncertain demand and a long an unwieldy supply chain. The president must decide whether to reduce the number of models, build a lower-cost factory outside Japan, or exit the business. He must also determine if there are any other options.

Publication Date: September 09, 2008

Discipline: International; Operations Management;

Issues: Operations Strategy; Lead Time; Inventory; Supply Chain Management

Industry: Manufacturing;

Setting: Japan, Large, 1998

Difficulty: Undergraduate/MBA

9B06MC75

Hong Kong's Ocean Park: Taking on Disney? - Revised (Simplified Chinese version)

Michael N. Young; Donald Liu; Derek Au; Karen Hung; Crystal Wong; Marty Yam; Olivia Yau;

Ocean Park was the only amusement park in Hong Kong until 2005 when Hong Kong Disney exploded onto the entertainment scene. This case outlines Ocean Park's history and its response to Disney's encroachment into its market. Ocean Park acted swiftly and decisively to capitalize on the excitement generated by Disney, thus turning what could have been a threat into an opportunity. In terms of business-level strategy, the park moved to accentuate the differences with Disney rather than compete with Disney head-on. As the CEO stated We have no intention of trying to out-Disney Disney. The park focused on its aquarium, animals and thrill-rides as opposed to the fantasy and animated characters that make up Disney's core competence. By following such a strategy, the park was able to capture a large portion of Disney visitors that came from Mainland China. The case also discusses a recent restructuring, as well as, human resources management issues and other challenges that the park faced in 2006.

Publication Date: September 09, 2008

Discipline: General Management/Strategy; International;

Issues: Competitive Strategy; Product Positioning; Human Resources Management

Industry: Arts, Entertainment, Sports and Recreation;

Setting: Hong Kong, Medium, 2006

Difficulty: Undergraduate/MBA

9B05MC35

Majestica Hotel in Shanghai? (Simplified Chinese version)

Paul W. Beamish; Jane Lu;

Majestica Hotels Inc., a leading European operator of luxury hotels, was trying to reach an agreement with Commercial Properties of Shanghai regarding the management contract for a new hotel in Shanghai. A series of issues require resolution for the deal to proceed, including length of contract term, name, staffing and many other control issues. Majestica was reluctant to make further concessions for fear that doing so might jeopardize its service culture, arguably the key success factor in this industry. At issue was whether Majestica should adopt a contingency approach and relax its operating philosophy, or stick to its principles, even if it meant not entering a lucrative market.

Publication Date: September 09, 2008

Discipline: General Management/Strategy; International;

Issues: Control Systems; Market Entry; Negotiation; Corporate Culture

Industry: Accommodation & Food Services;

Setting: China, Large, 2005

Difficulty: Undergraduate/MBA

9B04MC89

**Huadan Anti-counterfeit Technology Inc.
(Simplified Chinese version)**

June Cotte; Alan (Wenchu) Yang;

The sudden resignation of the company's national sales manager has left the vice-president of sales and marketing stressed and concerned. He must decide on the successor from a pool of five candidates and is finding the decision difficult, not only because of the strengths and weaknesses of each candidate but this sudden resignation has him wondering about his authority and credibility within the organization.

Publication Date: September 08, 2008

Discipline: General Management/Strategy; International;

Issues: Sales Organization; Sales Strategy; Sales Promotion; Sales Management

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Medium, 2004

Difficulty: Undergraduate/MBA

9B05CC35

**BAX Global Limited : Staff Turnover in Mainland
China (Simplified Chinese version)**

Jean-Louis Schaan; Nigel Goodwin;

The human resources manager for logistics and supply chain management at BAX China must consider her company's high rate of staff turnover. In her monthly report to the managing director, the turnover had reached 12 per cent in the first eight months of the year. The human resources manager must evaluate the company's current methods of dealing with turnover and consider what additional action should be taken. Logistics was a complex and rapidly growing industry, particularly in mainland China. Many multinational and domestic service providers were entering the marketing and expanding their operations; however, these companies had to respond to complex operational challenges and escalating customer demands. The resulting demand for skilled workers led to high turnover rates across the industry and at all organizational levels, and created margin pressure and other management challenges. The case offers a uniquely Chinese perspective on workforce recruitment, management and retention. The industry and the broader economy were growing rapidly. Skilled workers were in short supply because logistics was a new and developing discipline in the former command economy. Also, in the human resources manager's opinion, cultural attitudes resulted in low loyalty among the workers.

Publication Date: August 09, 2008

Discipline: Organizational Behaviour/Leadership; International;

Issues: Employee Retention; Recruiting; Compensation

Industry: Transportation and Warehousing;

Setting: China, Large, 2005

Difficulty: Undergraduate/MBA

9B05MC56

**CARE Kenya: Making Social Enterprise Sustainable
(Simplified Chinese version)**

Pratima Bansal; Tom Ewart;

CARE's Rural Entrepreneurship and Agribusiness Promotion project is a new, market-driven approach to development in Kenya. While the project has been successful from a development standpoint, it is not commercially viable. The sector manager must determine how to improve the project and make it commercially sustainable. Students will understand the advantages and opportunity for profit/non profit partnerships and social enterprise as complementary entities for social and economic development. PowerPoint slide presentation is available, product 5B05M056.

Publication Date: July 14, 2008

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Organizational Structure; Stakeholder Analysis; Strategic Alliances; Developing Countries

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: Kenya, Small, 2003

Difficulty: Undergraduate/MBA

9A92GC10

**Delta Agrochemicals, Inc. (Simplified Chinese
version)**

J. Peter Killing; Joyce Miller;

Delta Agrochemicals is a global multiproduct agricultural chemical company that has been experiencing some performance problems and management has not made much headway in finding solutions. The case provides an exposure to the complications of running a diverse, global business. It demonstrates that the basic concepts of change management, steps of analysis and prescriptions that apply in simpler situations also apply here. It is quite possible to see what the company needs to do to improve performance, strategically and organizationally.

Publication Date: July 14, 2008

Discipline: General Management/Strategy; International;

Issues: Multinational; Organizational Structure; Team Building

Industry: Manufacturing;

Setting: Canada, Large, 1991

Difficulty: Undergraduate/MBA

9B05CC14

Don England: The Photocopier Incident (Simplified Chinese version)

James A. Erskine; Kevin Butler;

The supervisor at a popular bar and eatery is close to finishing off the shift and is reflecting on the events that took place in the past couple of hours. He had just finished escorting the service manager of the restaurant out after watching him snort a line of white powder. The supervisor knew he could not just ignore what had happened but was concerned about what to do next.

Publication Date: July 14, 2008

Discipline: Organizational Behaviour/Leadership;

Issues: Conflict Resolution; Drugs; Crisis Management; Ethical Issues

Industry: Accommodation & Food Services;

Setting: Canada, Small, 2005

Difficulty: Undergraduate/MBA

9B00MC38

Studio Celtia (Simplified Chinese version)

Sofy Carayannopoulos;

The owner of a shop specializing in the creation and sale of Celtic art was faced with the challenge of finding a way to rejuvenate sales; customer traffic was declining due to the closing of a local market. He was determined to develop a strategy that would better insulate his business in the future. Limited resources meant that maximizing the returns on his efforts would be critical to the survival of the business. He had to examine his marketing strategy and product mix, consider his options and generate solutions to improve and secure his short-term and long-term profitability.

Publication Date: July 14, 2008

Discipline: Entrepreneurship; General Management/Strategy;

Issues: Marketing Channels; Product Mix; Advertising Strategy; Market Strategy

Industry: Retail Trade;

Setting: Canada, Small, 1998

Difficulty: Introductory

9B01EC25

Tissage et Broderie (Simplified Chinese version)

Deborah Compeau;

Tissage et Broderie is a consignment store selling handicrafts. The founders of the store have contacted a consulting firm for the development of a product and customer information system. After a preliminary interview, the consultant leading the project is ready to begin the requirements structuring process. She must create data, process and logic models.

Publication Date: May 26, 2008

Discipline: Management Science; Information Systems;

Issues: Management Information Systems; Computer System Implementation; Small Business

Industry: Retail Trade;

Setting: Canada, Small, 2001

Difficulty: Undergraduate/MBA

9B02MC09

Terralumen S.A.: The Blue Ridge Decision (Simplified Chinese version)

David T.A. Wesley; Nicholas Athanassiou; Jeanne McNett;

Terralumen is a family-owned agricultural company that has expanded into consumer products. A senior executive with the company has helped build a successful joint venture over a period of 16 years with Delta, an American fast food chain. After a directors meeting, he senses that the American joint venture partners want to end the partnership, but he is unsure why. The joint venture has been profitable, and he also believes his company contributed the most to its success and that prior to the joint venture Delta had limited success in foreign markets. With the break up of the joint venture pending, he must determine how to extract the largest return on Terralumen's investment.

Publication Date: May 23, 2008

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: International Business; Joint Ventures; Globalization; Valuation

Industry: Accommodation & Food Services;

Setting: Spain/United Kingdom, Medium, 2000

Difficulty: MBA/Postgraduate

9A95GC02

Nora-Sakari: A Proposed Joint Venture in Malaysia (Simplified Chinese version)

Paul W. Beamish; R. Azimah Ainuddin;

This case presents the perspective of a Malaysian company, Nora Bhd, which was in the process of trying to establish a telecommunications joint venture with a Finnish firm, Sakari Oy. Negotiations have broken down between the firms, and students are asked to try and restructure a win-win deal. The case examines some of the most common issues involved in partner selection and design in international joint ventures.

Publication Date: April 10, 2008

Discipline: General Management/Strategy; International;

Issues: Joint Ventures; Emerging Markets; Intercultural Relations; Negotiation

Industry: Information, Media & Telecommunications;

Setting: Malaysia/Finland, Large

Difficulty: Undergraduate/MBA

9B06MC16

Cameron Auto Parts (B) - Revised (Simplified Chinese version)

Paul W. Beamish; Harold Crookell;

Two years after signing a license agreement in the U.K., the company now faces an opportunity to establish with another firm a joint venture in France for the European market. However, the prospect upsets the U.K. licensee who is clearly doing very well, and who even wants Cameron to consider joint venturing with him in Australia. The case ends with Cameron, run off its feet in North America, trying to decide whether to enter Europe via licensing, joint venture or direct investment. (This case is a sequel to Cameron Auto Parts (A) - Revised, case 9B06M015.)

Publication Date: March 14, 2008

Discipline: General Management/Strategy; International;

Issues: International Business; Corporate Strategy; Licensing; Joint Ventures

Industry: Manufacturing;

Setting: US/Australia/EU, Not Applicable

Difficulty: Undergraduate/MBA

9B00AC02

Advanced Book Exchange Inc.: Pricing as an Infomediator (Abridged) (Simplified Chinese version)

Rebecca A. Grant;

This abridged version of the Advanced Book Exchange, Inc.: Pricing as an Infomediator (B) case, 9B00A001, can be used in conjunction with the Advanced Book Exchange, Inc.: The Barnesandnoble.com Partnership case, 9B00E001. It explores the decision to raise prices at Advanced Book Exchange, Inc. in the wake of the successful conclusion of the Barnesandnoble.com negotiations.

Publication Date: March 13, 2008

Discipline: Marketing;

Issues: Internet; Virtual Business; Pricing Strategy; Small Business

Industry: Retail Trade;

Setting: Canada, Small, 1999

Difficulty: Undergraduate/MBA

9B06MC27

Alpes S.A.: A Joint Venture Proposal (A) (Simplified Chinese version)

Henry W. Lane; Dennis Shaughnessy; David T.A. Wesley;

The senior vice-president for corporate development for Charles River Laboratories must prepare a presentation to the company's board of directors requesting up to a \$2 million investment in a Mexican joint venture with a family-owned animal health company. However, the chief executive officer views the proposed joint venture as a potential distraction while his company continues to expand rapidly in the United States. He is also worried about the risks of investing in a country like Mexico and the plan to partner with a small, family-owned

company. Moreover, the Mexican partner is unable to invest any cash in the joint venture, which would need to be fully funded by Charles River Laboratories. The supplement ALPES S.A.: Joint Venture Proposal (B), product 9B06M028 looks at what happened.

Publication Date: March 13, 2008

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Cross Cultural Management; Risk Analysis; International Business; Joint Ventures

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: Mexico/United States, Medium, 2005

Difficulty: Undergraduate/MBA

9B01EC24

Birch Point Lodge (Simplified Chinese version)

Deborah Compeau; V. Joseph Compeau;

Birch Point Lodge is a small family run resort. The managers of the lodge are trying to incorporate technology into the daily operations of the resort. With little experience, staff that are not very computer savvy and limited resources, using technology effectively have become a real challenge. They have twice tried to purchase a computerized system for handling reservations, billing and other processes. Most recently they spent \$9,000 to purchase a system that was never used. They are faced with another option and must decide whether to purchase the new software or not.

Publication Date: March 13, 2008

Discipline: Management Science; Information Systems;

Issues: Management Information Systems; Small Business; Computer System Implementation

Industry: Accommodation & Food Services;

Setting: Canada, Small, 1999

Difficulty: Undergraduate/MBA

9B01CC31

Bruce Cruickshank (Simplified Chinese version)

Joerg Dietz; Anoop Malhotra;

As a family man and the president of a small consulting company, Bruce Cruickshank has a lot of hats to wear. Bruce is passionate about his business and enjoys his work, but the pressures of balancing professional life and family life are beginning to take a physical and mental toll. Bruce has a plan in mind for streamlining and expanding his business, but, as it is, he already feels pressed for time to get things accomplished at the office. His assistant is just as busy with her own duties, and it's difficult to make the time to find, hire and train a new employee. At home, Bruce's wife wishes they could spend more time together. As well, Bruce is a devoted father, and being with his children is important to him. The challenges involved in successfully combining his professional life with his family life and leisure time are uppermost in Bruce's thoughts, and he wants to find a healthier balance for the future.

Publication Date: March 13, 2008

Discipline: Organizational Behaviour/Leadership;

Issues: Family-Work Interaction; Personal Values; Organizational

Behaviour

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Canada, Small, 2001

Difficulty: Undergraduate/MBA

9B06MC15

Cameron Auto Parts (A) - Revised (Simplified Chinese version)

Harold Crookell; Paul W. Beamish;

This case is about a small American auto parts producer trying to diversify his way out of dependence on the major automakers. A promising new product is developed and the company gets a chance to license it to a Scottish manufacturer. The issue of whether to license or go it alone in international markets is central to the case. (A sequel to this case is available titled Cameron Auto Parts (B) - Revised, case 9B06M016.)

Publication Date: March 13, 2008

Discipline: General Management/Strategy; International;

Issues: Licensing; International Business; Exports; Corporate Strategy

Industry: Manufacturing;

Setting: US/United Kingdom, Not Applicable, 2004

Difficulty: Undergraduate/MBA

9B06AC34

Ruth's Chris: The High Stakes of International Expansion (Simplified Chinese version)

Ilan Alon; Allen H. Kupetz;

In 2006, Ruth's Chris Steak House was fresh off of a sizzling initial public offering and was now interested in growing their business internationally. With restaurants in just four countries outside the United States, a model to identify and rank new international markets was needed. This case provides a practical example for students to take quantitative and non-quantitative variables to create a short list of potential new markets.

Publication Date: March 13, 2008

Discipline: International; Marketing;

Issues: Market Entry; Market Strategy; International Business; International Strategy

Industry: Accommodation & Food Services;

Setting: United States; Global, Medium, 2005

Difficulty: Undergraduate/MBA

9B00MC19

Canadian Closures (A) (Simplified Chinese version)

Louis Hebert; Davin Li;

Canadian Closures was a joint venture (JV) between the Australian firm, Melbourne Closures (Melbourne), and Macklin Breweries (Macklin) which was based in Canada. The JV manufactured beer bottle caps based on Melbourne's technology; its only customer was Macklin's 10 breweries. Continuing product quality and performance problems resulted in the general manager being replaced. The new general manager was faced with the challenge of resolving these issues and balancing what was best for the parent companies in the short-term and what was best for the JV in the long-term. Macklin wanted reimbursement for faulty caps, which would have a significant impact on the profit objectives that both parent companies expected the JV to meet. The general manager had to find a solution that would satisfy both parent companies while minimizing negative impacts on the JV's results. The supplemental case, Canadian Closures (B), product 9B00M020, presents what happened and addresses another challenge later in the JV's life cycle.

Publication Date: November 08, 2007

Discipline: General Management/Strategy; International;

Issues: International Management; Global Manager; Joint Ventures

Industry: Manufacturing;

Setting: Canada/Australia, Medium, 2003

Difficulty: Undergraduate/MBA

9B00AC31

Midea: Globalization Challenge for a Leading Chinese Home Appliance Manufacturer (Simplified Chinese version)

Niraj Dawar; Peter Yuan;

The managing director and director of overseas marketing of Midea Group, China's largest air conditioner manufacturer, had concerns about the company's domestic and global competitive position. They felt the company needed to develop a strategy to defend its home market in the wake of more liberalized imports, and simultaneously, develop the resources and skills required to play in a global market where its cost advantages had been nullified because international players were also exporting from China. To do so, they needed to review the company's current international strategy and examine both branding and private label option

Publication Date: July 18, 2007

Discipline: International; Marketing;

Issues: Strategy Development; Resource Allocation; Globalization; Competition

Industry: Manufacturing;

Setting: China, Large, 2000

Difficulty: MBA/Postgraduate

9A99EC23

Hong Kong Convention and Exhibition Centre (Simplified Chinese version)

John S. Hulland;

Kandy Chan, the director of operations at the Hong Kong Convention and Exhibition Centre is trying to decide whether or not to purchase 2000 new chairs. As he looks ahead, Chan anticipates an occasional shortage of chairs during major events. He has a choice between purchasing the needed chairs outright, or signing an agreement to rent the chairs for the coming peak season with an option to rent them as well during the following season.

Publication Date: June 06, 2007

Discipline: International; Management Science; Information Systems;

Issues: Decision Analysis; Rental Decisions; Decision Trees; Equipment Investment

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Hong Kong, Small

Difficulty: Undergraduate/MBA

9B05AC28

Product Portfolio Planning at Estonia's Saku Brewery (Simplified Chinese version)

Michael R. Pearce; Jordan Mitchell;

The chief executive officer and the marketing director of Saku Ollethease AS of Estonia must decide on the company's product portfolio plan. Saku enjoyed market leadership in Estonia with its brand Saku Originaal; however, the strength in market share has weakened in recent years due to increasing competition and greater marketing acumen from other domestic producers. While domestic beer sales have fallen, the company has experienced increases in other product lines such as alcoholic long drinks, cider and non-alcoholic beverages, which compliment its existing agreement to sell Pepsi and 7Up. For the last three years, the company has had the exclusive right to resell three well-known international beer brands (Guinness, Kilkeny and Carlsberg) in Estonia. With so many options and finite marketing resources, the company needs to decide where to focus its effort.

Publication Date: June 06, 2007

Discipline: International; Marketing;

Issues: Portfolio Management; Marketing Planning; Consumer Marketing

Industry: Manufacturing;

Setting: Estonia, Medium

Difficulty: Undergraduate/MBA

9A98AC23

Shanghai Jahwa: Liushen Shower Cream (A) (Simplified Chinese version)

Niraj Dawar; Peter Yuan;

Shanghai Jahwa is the largest domestically owned Chinese manufacturer of cosmetics and personal care products. In recent years, it has been part of a booming market with growth rates of 35 per cent per year. This spectacular growth rate has attracted and been fuelled by the entry of major multinationals, including Unilever, Procter & Gamble, Shiseido, Kao, and others. The marketing challenge for Shanghai Jahwa is to carve out viable and defensible positions in the marketplace, in the face of competition from some of the most powerful global players in the industry. The case illustrates management issues with respect to extending a very successful brand of Chinese eau-de-toilette named into the shower cream product category. Unilever already has a strong and established shower cream on the market under its well-known Lux brand. In addition, other international players are entering in the market. The case calls for the development of a brand strategy, taking into consideration market position, brand extension, and competitive issues. A follow-up case (9A98A024) is available.

Publication Date: June 06, 2007

Discipline: International; Marketing;

Issues: Marketing Defense Strategies; Competing with Multinationals; Brand Positioning; Brand Extension

Industry: Manufacturing;

Setting: China, Medium

Difficulty: Undergraduate/MBA

9A98AC24

Shanghai Jahwa: Liushen Shower Cream (B) (Simplified Chinese version)

Niraj Dawar; Peter Yuan;

Shanghai Jahwa is the largest domestically-owned Chinese manufacturer of cosmetics and personal care products. The (A) case, 9A98A023, illustrates management issues with respect to extending a very successful brand of Chinese eau-de-toilette named into the shower cream product category. This case provides an update of the market; specifically, the new competitive situation faced by Jahwa in the shower cream market in 1996

Publication Date: June 06, 2007

Discipline: International; Marketing;

Issues: Marketing Defense Strategies; Competing with Multinationals; Brand Positioning; Brand Extension

Industry: Manufacturing;

Setting: China, Medium

Difficulty: Undergraduate/MBA

9B00AC24

South African Breweries International: Devising a China Market Strategy (Simplified Chinese version)

Niraj Dawar; Donna Everatt;

South African Breweries (SAB) was the only profitable international brewer in the crowded and hyper-competitive beer market in China. SAB's keen understanding of emerging market environments allowed it to develop a unique strategy for the Chinese market. This resulted in large market shares in each of the provinces in which it was present. However, SAB and its joint venture partner, China Resources Enterprise, only served five per cent of China's immense population. The managing director was faced with decisions: how to expand to other markets where SAB's approach would be replicated, how SAB could expand its successful business model to new markets, and what would happen when it ran head-to-head with a global giant or a well-positioned local competitor.

Publication Date: June 06, 2007

Discipline: International; Marketing;

Issues: Emerging Markets; Brand Positioning; Market Strategy; Corporate Strategy

Industry: Wholesale Trade;

Setting: China, Large

Difficulty: MBA/Postgraduate

9B05AC13

Morgan's Rock Hacienda & Ecolodge (Simplified Chinese version)

Shuo Wang; Judy Siguaw; Penny M. Simpson;

An upscale ecolodge in southern Nicaragua hopes to achieve a 53 per cent occupancy rate within three years of opening, and has hired a management company to prepare a marketing strategy. Despite its proximity to Costa Rica and its focus on providing a unique luxury vacation retreat for one of the fastest growing segments in the travel industry - the ecotourist - the hotel faces numerous hurdles. The greatest challenge is to overcome Nicaragua's negative reputation, based on its recent history of political and social unrest, still fresh in the minds of tourists. The hotel must also operate within the country's rural infrastructure, characterized by interruptions in the power supply, poorly maintained roads and below-standard sanitation. Additionally, Nicaragua does not have a pool of skilled employees to work in the high-end service industry. The effects of these factors on the hotel's market positioning and market penetration rate are addressed in the preparation of the marketing strategy.

Publication Date: March 14, 2007

Discipline: International; Marketing;

Issues: International Business; Market Strategy; Tourism; Market Analysis

Industry: Accommodation & Food Services;

Setting: Nicaragua, Small, 2004

Difficulty: Undergraduate/MBA

9B05DC13

Chen Beibei Chooses a Franchise (Simplified Chinese Version)

John S. Haywood-Farmer; Grace Geng;

An entrepreneur is looking at opening a coffee shop franchise. She has investigated a number of options and has narrowed the selection down to two. She wants to have the coffee shop up and running in six months and must make a decision on which franchise is the best choice. This case deals with service management and looks at franchising as a growth option.

Publication Date: February 19, 2007

Discipline: International; Operations Management;

Issues: Cost/Benefit Analysis; Manufacturing Strategy; Franchising

Industry: Accommodation & Food Services;

Setting: China, Small, 2003

Difficulty: Undergraduate/MBA

9A89JC02

Family Drug Mart (A) (Simplified Chinese version)

Kevin R. Higgins; Richard H. Mimick;

A district manager of a retail drug store chain wonders what action he should take to take address insubordination. He feels that a store manager has acted in an insubordinate fashion towards him. The conflict arose over a recent customer complaint.

Publication Date: February 07, 2007

Discipline: Organizational Behaviour/Leadership;

Issues: Interpersonal Relations; Employee Attitude; Communications

Industry: Retail Trade;

Setting: Canada, Medium, 1989

Difficulty: Intro/Undergraduate

9B02AC13

Gino SA: Distribution Channel Management (Simplified Chinese version)

Terry H. Deutscher; Alan (Wenchu) Yang;

Gino SA was a major European-based manufacturer of burner units that are sold in China through exclusive contracts with three distributors. As a result, the three Chinese distributors have significant bargaining power with Gino. A leading boiler manufacturer, who is currently purchasing through a distributor, has approached Gino to receive OEM treatment (a further discount by purchasing the burners direct from the manufacturer, in return for a commitment to purchase a percentage of their burners from Gino). In deciding whether or not to pursue the company's first direct OEM relationship, the marketing manager must consider the impact of his decision on the distributors, the competition and the company's corporate management.

Publication Date: February 07, 2007

Discipline: International; Marketing;

Issues: Emerging Markets; Market Strategy; Marketing

Channels; Distribution
Industry: Manufacturing;
Setting: China, Medium, 2000
Difficulty: Undergraduate/MBA

9B05AC01

Infosys: The Challenge of Global Branding (Simplified Chinese version)

Jeff Saperstein; Padmini Murty; Viren Desai;

Information technologies outsourcing is one the emergent fast-growth industries in the global high-tech economy. India is the leading country for IT outsourcing and Infosys is the largest Indian company in this sector. The branding challenge for Infosys is to leverage its reputation for predictable excellent results for information technology outsourcing. Management had identified overall company top-line revenue growth to achieve 30-40 per cent annual increases while allocating a negligible budget for marketing communications. Therefore, the key to the global brand strategy would not be through brand image advertising, but through communications of product strategy developments to large global IT outsourcing companies. The goal for Infosys is to be on the short-list of providers for the large, most sophisticated assignments for IT services to bid against IBM and Accenture, while leapfrogging over other competitors in the fast growing and fragmented information technology outsourcing market.

Publication Date: February 07, 2007

Discipline: International; Marketing;

Issues: Marketing Communication; Corporate Strategy; Consulting; Brands

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: India, Large, 2004

Difficulty: Undergraduate/MBA

9B05AC29

Santa Fe Relocation Services: Regional Brand Management (Simplified Chinese version)

Niraj Dawar; Nigel Goodwin;

Santa Fe Relocation Services was a premium provider of relocation services based in Hong Kong. Founded in 1980, the company had built a reputation as a reliable, high-quality packer and mover of household goods. By 2000, the company also offered a full range of relocation support services including visa and immigration applications, home searching and cultural and language training. Santa Fe relocated expatriates and their families between Asian countries and between Asia and other regions. The company had its own staff and assets in Asia and managed its international operations through a network of partners. In 2005, the chief operating officer faced three key challenges: differentiating and positioning the brand in a crowded and often price-driven market; incorporating an expanded service line under the original brand and gaining market recognition for those additional services; and managing the brand across the Asian region with an effective balance of standardization versus local adaptation.

Publication Date: February 07, 2007

Discipline: International; Marketing;
Issues: Competitor Analysis; Brand Extension; Brand Positioning; International Marketing
Industry: Transportation and Warehousing;
Setting: Hong Kong; Asia Pacific, Medium, 2005
Difficulty: Undergraduate/MBA

9B06MC88

Yunnan Baiyao: Traditional Medicine Meets Product / Market Diversification (Simplified Chinese version)

Paul W. Beamish; George Peng;

In 2003, 3M initiated contact with Yunnan Baiyao Group Co., Ltd. (YB) to discuss potential cooperation opportunities in the area of transdermal pharmaceutical products. YB's, namesake, of one of its main products, Yunnan Baiyao, was a household brand in China for its unique traditional herbal medicines. In recent years, the company had been engaged in a series of corporate reforms and product/market diversification strategies to respond to the change in the Chinese pharmaceutical industry and competition at a global level. By 2003, YB was already a vertically integrated, product-diversified group company with an ambition to become an international player. The proposed cooperation with 3M was attractive to YB, not only as an opportunity for domestic product diversification, but also for international diversification. YB had been attempting to internationalize its products and an overseas department had been established in 2002 specifically for this purpose. On the other hand, YB had also been considering another option for some time, namely, whether to extend its brand to toothpaste and other healthcare products. YB had to make decisions about which of the two options to pursue and whether it was feasible to pursue both.

Publication Date: February 07, 2007

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Brand Extension; Internationalization; Product Diversification; Alliances

Industry: Health Care Services;

Setting: China, Medium, 2003

Difficulty: Undergraduate/MBA

9A99BC34

Easy Business Company Limited: Cost Analysis on a Small Business Start-up in China (B) (Simplified Chinese version)

Claude P. Lanfranconi; Peter Yuan;

A 23-year-old sales executive for a multinational office furniture and supply company was thinking of leaving the company over a dispute regarding her compensation. After doing some cost analysis on the feasibility of starting a recruiting agency, the young entrepreneur decided it was worth trying. One year later, the company had experienced a successful and profitable first year. This follow-up to the (A) case, 9A99B033, provides the opportunity to compare estimates with actual financial performance.

Publication Date: December 12, 2006
Discipline: Accounting; Entrepreneurship; International;
Issues: Entrepreneurial Finance; Management Accounting; Cost Accounting
Industry: Administrative, Support, Waste Management and Remediation Services;
Setting: China, Small, 1999
Difficulty: Undergraduate/MBA

9B02BC05

Feng Farm (Simplified Chinese version)

David J. Sharp; Murray J. Bryant; Yasheng Chen;

village leader must reallocate farmland and decides to hold a competition among the three most capable farmers in the village. The contract to the farmland will be awarded to the farmer with the best performance in the growing season. The growing season is over and the village leader must review the farmers' capital structure, capacity, and leasing costs, and make his decision.

Publication Date: December 12, 2006
Discipline: Accounting; International;
Issues: Performance Measurement; Profitability Analysis; Accounting Principles
Industry: Agriculture, Forestry, Fishing and Hunting;
Setting: China, Small, 2002
Difficulty: Undergraduate/MBA

9B00BC24

Sailing Voyages Inc.: Cost/Volume/Profit Analysis (Simplified Chinese version)

Claude P. Lanfranconi; Darroch A. Robertson;

Sailing Voyages, Inc. is a tour boat company offering day cruises on a sailing schooner. In this exercise, the owner of the company needs to determine the amount and nature of costs and revenues with varying number of sailing voyages and a limited season of operation.

Publication Date: December 12, 2006
Discipline: Accounting;
Issues: Profitability Analysis; Costs
Industry: Arts, Entertainment, Sports and Recreation;
Setting: Canada, Small
Difficulty: Undergraduate

9B05MC44

Competition and Change in the Hong Kong Mobile Telecom Industry (Simplified Chinese version)

Tony S. Frost; Nigel Goodwin;

This note examines Hong Kong's deregulated telecommunications industry from both industry and public policy points of view in March 2005. In recent years, the industry had been viewed as a model of deregulation and free enterprise, offering high quality service to consumers at a low price. However, the industry conditions were exceedingly challenging for the operators. Cutthroat competition had resulted in low margins and a high degree of fragmentation. The operators faced new challenges in the form of disruptive technology, new market opportunities in mainland China and the possibility of new competition at home. This note allows students to examine the determinants of industry structure, the goals and mechanisms of industry regulation, and market and non-market strategies that firms may use to respond to market conditions.

Publication Date: July 26, 2006
Discipline: General Management/Strategy; International;
Issues: Market Structure; Competition; Managing Industry Change; Telecommunication Technology
Industry: Information, Media & Telecommunications;
Setting: Large, 2005
Difficulty: Undergraduate/MBA

9B04MC16

Eli Lilly in India: Rethinking the Joint Venture Strategy (Simplified Chinese version)

Charles Dhanaraj; Paul W. Beamish; Nikhil Celly;

Eli Lilly and Company is a leading U.S. pharmaceutical company. The new president of intercontinental operations is re-evaluating all of the company's divisions, including the joint venture with Ranbaxy Laboratories Limited, one of India's largest pharmaceutical companies. This joint venture has run smoothly for a number of years despite their difference in focus, but recently Ranbaxy was experiencing cash flow difficulties due to its network of international sales. In addition, the Indian government was changing regulations for businesses in India, and joining the World Trade Organization would have an effect on India's chemical and drug regulations. The president must determine if this international joint venture still fits Eli Lilly's strategic objectives.

Publication Date: July 26, 2006
Discipline: General Management/Strategy; International;
Issues: Emerging Markets; International Management; Joint Ventures; Strategic Alliances
Industry: Manufacturing;
Setting: Large, 2001
Difficulty: Undergraduate/MBA

9B05AC09

Jewellworld.com - Online Jewelry Shopping in China (Simplified Chinese version)

Anthony Fong; Shigefumi Makino;

The marketing manager of Jewellworld.com was faced with the problem of a saturated Hong Kong market, and has to consider ways in which to expand the business. In a meeting with the marketing director, who was responsible for the development of the Hong Kong and Chinese Jewelry markets, one of the main topics was the expansion of the online shopping strategy into the B2C area in China; however, the staff of the marketing department held different views. The immediate question was whether Jewellworld.com should move into the B2C area at full speed or wait and see how other competitors fared in the China online market. The other issue was the segmentation that Jewellworld should employ if they decide to enter the B2C market in China. A competitor had established retail stores across China. The question was whether Jewellworld should aim to cover all market segments and product lines, or target young people who tend to use the Internet more frequently.

Publication Date: July 26, 2006

Discipline: General Management/Strategy; International; Marketing;

Issues: International Marketing; International Business; Internet; Retail Marketing

Industry: Retail Trade;

Setting: Small, 2004

Difficulty: Undergraduate/MBA

9B04MC44

Mapquest (Simplified Chinese version)

Paul W. Beamish; Kevin K. Boeh;

MapQuest is a leading provider of mapping services and destination information as well as a publisher of maps, atlases and other guides. On the Internet, they provide these products and services both to consumers directly and to other businesses enabling these businesses to provide location, mapping and destination information to their own customers. The company completed a successful initial public offering five years ago and were in a strong competitive position. However, the markets were allowing competitors to quickly get funding in both private and public deals. As well, there were perceptions that a general stock market bubble existed for technology companies. The chief executive officer had several options available, and wanted to consider those options and present a recommendation to the board. Possible options included splitting the firm's old and new-line business units, raising capital to fund an acquisition strategy, forging a set of alliances, focusing on organic growth, and pursuing the sale of the firm.

Publication Date: July 26, 2006

Discipline: General Management/Strategy;

Issues: Mergers & Acquisitions; Corporate Strategy; Strategic Alliances; Competitive Advantage

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Medium, 1999

Difficulty: Undergraduate/MBA

9B02MC41

Selkirk Group in Asia (Condensed) (Simplified Chinese version)

Paul W. Beamish;

Selkirk Group is a family-owned brick manufacturer which has built an export business to Japan and other Asian markets from zero to 10% of its volume in seven years. The managing director of the company raises the question of whether it is time to change their regional export strategy and organizational structure in light of the Asian economic crisis and the reasons for their competitive success in both Australia and Asia.

Publication Date: July 26, 2006

Discipline: General Management/Strategy;

Issues: International Business; Exports; Organizational Structure; International Marketing

Industry: Manufacturing;

Setting: Medium, 1998

Difficulty: Undergraduate/MBA

9B01MC59

Time Warner Inc. and the ORC Patents (Simplified Chinese version)

Paul W. Beamish; John Adamson;

Optical Recording Corporation (ORC) secured the rights to a technology known as digital optical audio recording. During the time it took to negotiate the final transfer of the technology ownership, it was rumored that some major electronics manufacturers were developing compact disc (CD) players that recorded digital optical audio signals. A patent lawyer advised ORC that the compact disc players and compact discs recently released by these companies might be infringing the claims of ORC's newly acquired patents. Based on this information, the company proceeded to successfully negotiate licensing agreements with the two largest CD manufacturers, Sony of Japan, and Philips of the Netherlands. The third largest manufacturer, WEA Manufacturing, a subsidiary of Time Warner Inc., maintained a position of non-infringement and invalid patents. With the U.S. patent expiry date looming, ORC decided to sue Time Warner for patent infringement. When the defense counsel presented testimony that questioned the integrity of the licensing agreement, ORC's president realized that the entire licensing program was in jeopardy and must decide whether he should accept a settlement or proceed with the lawsuit.

Publication Date: July 26, 2006

Discipline: General Management/Strategy;

Issues: Business Law; Intellectual Capital; Licensing; Patents

Industry: Manufacturing;

Setting: Large, 1992

Difficulty: Undergraduate/MBA

9B04MC01

Vincor and the New World of Wine (Simplified Chinese version)

Paul W. Beamish; Nikhil Celly;

Vincor International Inc. was Canada's largest wine company and North America's fourth largest in 2002. The company had decided to internationalize and as the first step had entered the United States through two acquisitions. The company's chief executive officer felt that to be among the top 10 wineries in the world, Vincor needed to look beyond the region. To the end, he was considering the acquisition of an Australian company, Goundrey Wines. He must analyze the strategic rationale for the acquisition of Goundrey as well as to probe questions of strategic fit and value.

Publication Date: July 26, 2006

Discipline: General Management/Strategy;

Issues: Market Entry; Internationalization; Acquisitions

Industry: Manufacturing;

Setting: Large, 2002

Difficulty: Undergraduate/MBA

9B06AC14

Splash Corporation (A): Competing with the Big Brands (Simplified Chinese version)

Niraj Dawar; Nigel Goodwin;

Set in November 2005, the case examines a company that has been extremely successful in several product categories in its own domestic market and is defending its market position against intense competition from powerful multinational corporations, emerging domestic rivals and newer low-cost alternatives. The multinational corporations include some of the world's most sophisticated marketing companies. The case may be used independently or with the supplement Splash Corporation (B): International Markets, product 9B06A015.

Publication Date: July 13, 2006

Discipline: Entrepreneurship; International; Marketing;

Issues: Consumer Marketing; Competing with Multinationals; Branding

Industry: Retail Trade;

Setting: Philippines, Medium, 2005

Difficulty: Undergraduate/MBA

9A99AC16

Rougemont Fruit Nectar: Distributing in China (Simplified Chinese Version)

Paul W. Beamish; Tom Gleave;

Gervais Lavoie, managing director of the Canadian-Chinese joint venture, Beijing Oasis High Nutrition Food Co., needs to decide what means of distribution is most appropriate for the company's newly-developed fruit nectars. The decision is complicated by the fact that different means of distribution have different implications for the ultimate pricing and promotion of the products.

Publication Date: May 24, 2006

Discipline: International; Marketing;

Issues: Pricing; Distribution; Promotion Policy; Market Segmentation

Industry: Manufacturing;

Setting: China, Small, 1995

Difficulty: Undergraduate/MBA

9A99BC33

Easy Business Company Limited: Cost Analysis on a Small Business Start-up in China (A) (Simplified Chinese version)

Claude P. Lanfranconi; Peter Yuan;

A 23-year-old sales executive for a multinational office furniture and supply company was thinking of leaving the company over a dispute regarding her compensation. A friend had suggested setting up her own business: a recruiting agency. The sales executive had known some human resources managers and office managers throughout the years, however, she also realized that it was a very competitive business and she had no experience. She did some cost analysis and had to decide whether it was worth doing. This case could be used as an introduction to management accounting or entrepreneurial finance.

Publication Date: May 05, 2006

Discipline: Accounting; Entrepreneurship; International;

Issues: Cost Accounting; Entrepreneurial Finance; Management Accounting

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Small, 1998

Difficulty: Undergraduate/MBA

9B01CC29

NES China: Business Ethics (A) (Simplified Chinese version)

Joerg Dietz; Xin Zhang;

NES is one of Germany's largest industrial manufacturing groups. The company wants to set up a holding company to facilitate its manufacturing activities in China. They have authorized representatives in their Beijing office to draw up the holding company application and to negotiate with the Chinese government for terms of this agreement. In order to maximize their chances of having their application accepted, the NES team in Beijing hires a government affairs co-ordinator who is a native Chinese and whose professional background has familiarized her with Chinese ways of doing business. NES's government affairs co-ordinator finds herself in a difficult position when she proposes that gifts should be given to government officials in order to establish a working relationship that will better NES's chance of having its application approved. This method of doing business is quite common in China. The other members of the NES team are shocked at what would be considered bribery and a criminal offence in their country. The co-ordinator must find a practical way to bridge the gap between working within accepted business practices in China and respecting her employers' code of business ethics. The complementary (B) case (9B01CC30) gives a brief summary of the eventual solution to this problem.

Publication Date: March 29, 2006

Discipline: Organizational Behaviour/Leadership; International;

Issues: Cross Cultural Management; Management Behaviour; International Business; Ethical Issues

Industry: Manufacturing;

Setting: China, Large, 1998

Difficulty: Undergraduate/MBA

9B03AC31

Shanghai COS Software Ltd. (Simplified Chinese version)

Kenneth G. Hardy; Bin Zhang; Patrick Zhu;

Shanghai COS Software Ltd. designs and develops smart card operating systems. The company's marketing manager must decide the best basis for segmenting the burgeoning market for smart cards for wireless devices in China. She has excellent data on this duopoly market, the segments and their buying criteria. In fact, she already has received significant orders for low-end cards from each of the two large customers. However, she and the senior management team must decide on a market positioning for this young high-tech start up. She must select one of the two major customers whose size, structure and procedures are quite different. She must also decide whether the company should market low margin/high volume or high margin/low volume products. Both products seem to have a very short life expectancy in the face of rapidly changing customer expectations. The investors in the company want it to achieve profitability fairly quickly and still adopt sustainable positioning in the marketplace.

Publication Date: March 29, 2006

Discipline: Entrepreneurship; International; Marketing;

Issues: Product Life Cycle; Market Segmentation; Positioning; Segmentation

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Small, 2003

Difficulty: Undergraduate/MBA

9B03MC64

Council of Forest Industries (Simplified Chinese version)

Paul W. Beamish; Jing'an Tang;

The council of forest industries of British Columbia has launched a market development program to create new opportunities for Canadian wood products in China. Several of the members of this organization must decide on whether to participate in this program or pursue this market on their own.

Publication Date: February 21, 2006

Discipline: General Management/Strategy; International;

Issues: Market Entry; Government and Business; Cost/Benefit Analysis; Stakeholder Analysis

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: Canada/China, Small, 2003

Difficulty: Undergraduate/MBA

9B04MC05

Palliser Furniture Ltd.: The China Question (Simplified Chinese version)

Paul W. Beamish; Jing'an Tang;

Palliser is Canada's second largest furniture company. The company has production facilities in Canada, Mexico and Indonesia, and experimented with cutting and sewing leather in China. The company is looking at further expanding the relationship with China. Ever since Palliser set up a plant in Mexico, the company had faced increasing competitive pressure from Asia, especially from China. The president of Palliser must decide what form this relationship should follow, should it be an investment, either wholly or partly owned, or should it be through subcontracting?

Publication Date: February 21, 2006

Discipline: General Management/Strategy; International;

Issues: Imports; Expansion; Outsourcing; Plant Location

Industry: Manufacturing;

Setting: Canada/Mexico/China, Medium, 2003

Difficulty: Undergraduate/MBA

9A99MC28

Trojan Technologies Inc: The China Opportunity (Simplified Chinese version)

Pratima Bansal; Paul W. Beamish; Ruihua Jiang;

The senior market associate of Trojan Technologies reflected on the water shortages anticipated in developing countries created by their explosive economic growth. Trojan sold water disinfecting equipment, and the senior market associate's job was to find new areas for growth. China was particularly intriguing because it had as much water as Canada, but 40 times the population, and its economic boom would further stress current water resources. Trojan had set growth hurdles of 30 per cent per year, and it needed new markets to reach that objective. The task in new market development was to determine if Trojan should enter China, and if so, when, where and how. The associate knew little of China: how decisions were made for water disinfecting equipment, whether Trojan's patents would be protected, and what level of resources would be required. The vice-president of new business development wanted to see recommendations within the month.

Publication Date: February 08, 2006

Discipline: General Management/Strategy; International;

Issues: Environment; Strategic Planning; International Business

Industry: Utilities;

Setting: China, Medium, 1999

Difficulty: Undergraduate/MBA

9B05MC34

Taming the Dragon: Cummins in China (Condensed) (Simplified Chinese version)

Charles Dhanaraj; Maria Morgan; Jing Li;

This case documents more than 15 years of U.S.-based Cummins, a global leader in diesel and allied technology, and its investment activities in China. While the macro level indicators seem to suggest the possibility to hit \$1 billion in revenues in China by 2005, there were several pressing problems that put into question Cummins' ability to realize this target. Students are presented with four specific situations and must develop an appropriate action plan. They are related to the respective streamlining and consolidation of several existing joint ventures, distribution and service, and staffing. The case presents the complexity of managing country level operations and the role of executive leadership of a country manager.

Publication Date: February 02, 2006

Discipline: General Management/Strategy; International;

Issues: International Strategy; International Joint Venture;

Country Manager; Global Strategy

Industry: Manufacturing;

Setting: China, Large, 2001

Difficulty: Undergraduate/MBA

9B03MC16

American Fast Food in Korea (Simplified Chinese version)

Paul W. Beamish; Jaechul Jung; Hun-Hee Kim;

A major U.S.-based fast food company with extensive operations around the world was contemplating whether or not they should enter the Korean market. The Korean fast food market was hit badly by the Asian economic crisis in the late 1990s, but the economy was turning around. Thus, fast food demand in Korea was expected to increase. For the industry analysis, this case provide information on various competitors, substitute foods, new entrants, consumers and suppliers. In addition, social issues are included as potential forces.

Publication Date: January 24, 2006

Discipline: General Management/Strategy; International;

Issues: Market Entry; Fast Food; International Business; Industry

Analysis

Industry: Accommodation & Food Services;

Setting: Korea, Large, 2002

Difficulty: Undergraduate/MBA

9B04MC66

Sun Life Financial: Entering China (Simplified Chinese version)

Paul W. Beamish; Ken Mark; Jordan Mitchell;

Sun Life Financial is a large insurance conglomerate with \$14.7 billion in annual revenues. The vice-president for China must formulate an approach for his company's entrance into China. SunLife has achieved two important milestones: the right to apply for license and the signing of a Memorandum of Understanding for Joint Ventures with China Everbright, a local securities company. The financial vice-president must consider strategic options for entry and choose a city in which to focus his efforts in getting a license. In doing so, he needs to consider Sun Life's overall priorities, strategic direction and how he will sell the concept to senior management in Canada. The case requires students to assess internal capabilities against an environmental scan, formulate strategy and make operational decisions relating to city selection. It also considers issues of joint venture management and government relations.

Publication Date: January 19, 2006

Discipline: General Management/Strategy; International;

Issues: Market Entry; International Business; Joint Ventures;

Risk Analysis

Industry: Finance and Insurance;

Setting: Canada/China, Large, 2000

Difficulty: Undergraduate/MBA

9B04MC43

Restructuring CNPC and the Proposed Listing of PetroChina (Simplified Chinese version)

W. Glenn Rowe;

China National Petroleum Corporation (CNPC) is one of the largest state owned enterprises in China and needs to separate the exploration, refining and marketing resources from the oil field services and supply resources as well as the company's resources devoted to social services. The case describes the issues surrounding the initial public offering of PetroChina, a subsidiary of CNPC, including the international, national and competitive context in which CNPC found itself prior to the IPO, and the strategy needed to ensure that the subsidiary will be viable in an increasingly competitive international oil industry.

Publication Date: October 03, 2005

Discipline: General Management/Strategy; International;

Issues: Strategic Change; Restructuring; Subsidiaries; Initial

Public Offerings

Industry: Mining;

Setting: China, Large, 2000

Difficulty: Undergraduate/MBA

9A87GC02

Cameron Auto Parts (B) - Revised (Simplified Chinese version)

Harold Crookell; Paul W. Beamish;

This case is about a small American auto parts producer trying to diversify his way out of dependence on the Big Three. Having signed a license agreement in the U.K., the company now faces an opportunity to establish a joint venture in France for the EU. However, the prospect upsets the U.K. licensee who is clearly doing very well. The case ends with the company, run off its feet in North America, trying to decide whether to enter Europe via licensing, joint venture or direct investment. (This case is a sequel to Cameron Auto Parts (A) Revised, case 9A87G001.)

Publication Date: December 22, 2004

Discipline: General Management/Strategy; International;

Issues: Corporate Strategy; Licensing; Joint Ventures; International Business

Industry: Manufacturing;

Setting: USA/Australia, Not Applicable, 1994

Difficulty: Undergraduate/MBA

9B03NC09

Canadian Tire Corporation Limited (Simplified Chinese version)

Basil A. Kalymon;

Canadian Tire is a leading automotive and hardware retailer that provides products such as automotive parts, sports and leisure products, and home products. The company's shares have fallen from \$35 to \$14 per share. The director of investor relations must assess the factors affecting the share price and develop a suitable responsive and proactive investor relations strategy.

Publication Date: December 22, 2004

Discipline: Accounting;

Issues: Financial Reports/Disclosure; Financial Strategy; Corporate Financial Reporting; Investor Relations

Industry: Retail Trade;

Setting: Canada, Large, 2000

Difficulty: Undergraduate/MBA

9B02CC06

Crafting a Vision at Daimler-Chrysler (Simplified Chinese version)

Brian Golden; Nicole Nolan;

Chrysler and Daimler-Benz shareholders approved the largest corporate merger in history. After months of talks, the chairman of the German-based Daimler-Benz management board and the chairman and chief executive officer of the U.S.-based Chrysler Corporation were preparing for when the two companies would officially combine forces to create the fifth largest automobile company in the world. These two managers were officially charged with the responsibility of amalgamating two enterprises that were vastly different from each other. Chrysler was known for its efficient production and economically priced vehicles. Daimler-Benz sold only luxury vehicles, and its

reputation was based on craftsmanship, quality and safety. Chrysler executives were in the habit of limiting business expenses; Daimler-Benz executives were not. Between the two companies, there were huge discrepancies in cultures, market segments, product lines, salaries and attitudes. Aware of the excitement of their investors and the concern of their critics, the two leaders are expected to forge and promote the vision on which Daimler-Chrysler will base its future.

Publication Date: December 22, 2004

Discipline: Organizational Behaviour/Leadership; International;

Issues: Leadership; Mergers & Acquisitions; Change Management; Communications

Industry: Manufacturing;

Setting: United States, Large, 1998

Difficulty: Undergraduate/MBA

9A99MC15

Euro-Air (A) (Simplified Chinese version)

Paul W. Beamish;

A North America-based representative of a major European airline has just received a letter from an unhappy customer detailing a very large number of service problems. A quick check had revealed that this premium-paying customer's complaints were all valid. A meeting is planned with the customer. Before this, the airline representative must decide (A) what to say in response, and (B) what, if any, compensation should be offered. Internally, there was a need (C) to resolve what their organization should learn from this experience, both from a subsidiary and parent company perspective, and the implications on their participation in the Crown Alliance. This case raises many important questions regarding service recovery, communications, and non-equity alliances.

Publication Date: December 22, 2004

Discipline: General Management/Strategy; International;

Issues: Alliances; Service Quality; Communications; Compensation

Industry: Transportation and Warehousing;

Setting: Europe/Canada, Large, 1999

Difficulty: Undergraduate/MBA

9B00AC19

GLOBAL BRANDING OF STELLA ARTOIS (SIMPLIFIED CHINESE VERSION)

Paul W. Beamish; Anthony Goerzen;

Interbrew had developed into the world's fourth largest brewer by acquiring and managing a large portfolio of national and regional beer brands in markets around the world. Recently, senior management had decided to develop one of their premium beers, Stella Artois, as a global brand. The early stages of Interbrew's global branding strategy and tactics are examined, enabling students to consider these concepts in the context of a fragmented but consolidating industry. It is suitable for use in courses in consumer marketing, international marketing and international business.

Publication Date: December 22, 2004

Discipline: International; Marketing;

Issues: Brands; Global Product; International Marketing; International Business
Industry: Manufacturing;
Setting: Western Europe/Asia Pacific, Large, 2000
Difficulty: Undergraduate/MBA

9B02CC03

Teck Cominco Metals Ltd: The Kivcet Lead Smelter (Simplified Chinese version)

Christina A. Cavanagh; Ken Mark;

Teck Cominco is an integrated natural resource group with activities in mining, smelting and refining ores. A number of complaints of ill health by contract workers at one of the plants lead to medical tests. The test results revealed elevated levels of thallium. Concerned about employee safety, plant management immediately shut down the operation until it was safe for workers. The operations manager must plan how he will handle the media over the next few weeks.

Publication Date: December 22, 2004
Discipline: Organizational Behaviour/Leadership;
Issues: Relationship Management; Crisis Management; Communications
Industry: Mining;
Setting: Canada, Medium, 2001
Difficulty: Undergraduate/MBA

9A98CC11

ABB Poland (Simplified Chinese version)

Ann C. Frost; Marc Weinstein;

The recently appointed human resource director must consider his next step in promoting the much needed restructuring of the companies they have acquired. In particular, he must consider whether a change process can be managed from outside the organization targeted for change.

Publication Date: December 31, 2003
Discipline: Organizational Behaviour/Leadership; International;
Issues: Matrix Organization; Management of Change; Restructuring; Organizational Structure
Industry: Manufacturing;
Setting: Poland, Large, 1996
Difficulty: Undergraduate/MBA

9A99CC14

Alpha Gearing Systems Shanghai Co., Ltd. (Simplified Chinese version)

Kathleen E. Slaughter; Jiping Zhang; Donna Everatt;

Alpha Gearing Systems Shanghai Co., Ltd. (Alpha Shanghai), a joint-venture between Alpha Gearing Systems of Illinois, USA (a large producer of gearing products), and Kai Li Machine Systems (one of China's largest manufacturers of gearing systems for mopeds and motorcycles), had invested several millions of dollars in tooling in the hope of winning a major contract. The general manager of Alpha Shanghai had made the decision that the next round of negotiations would either significantly

advance, or sever, the relationship between Alpha Shanghai and San Yu Mopeds, a large Chinese moped producer, and a customer which Alpha Shanghai had hoped would become one of its largest. The case decision revolves around Alpha Shanghai's senior management perspectives, strategy and assumptions which affected the negotiating process, and specifically how their communication patterns were effected by their experience and culture.

Publication Date: December 31, 2003
Discipline: Organizational Behaviour/Leadership; International;
Issues: International Business; Interpersonal Relations; Negotiation; Communications
Industry: Manufacturing;
Setting: China, Large, 1998
Difficulty: Undergraduate/MBA

9A99MC14

Asiasports: Hockey Night in Hong Kong (Simplified Chinese version)

Andrew Delios;

Tom Barnes, executive director of Asiasports Ltd., was evaluating several options for growth for the sports management company. Asiasports principal sports properties were the South China Ice Hockey League and the World Ice Hockey 5's tournament, both based in Hong Kong. Among the alternatives available: Barnes could develop hockey in other countries in Southeast Asia; he could acquire new sports properties; or he could expand into in-line hockey promotion in Hong Kong.

Publication Date: December 31, 2003
Discipline: Entrepreneurship; General Management/Strategy; International;
Issues: Strategic Planning; Sports; International Business
Industry: Arts, Entertainment, Sports and Recreation;
Setting: Hong Kong, Small, 1999
Difficulty: Undergraduate/MBA

9A98MC33

Beijing Mirror Corp. (Simplified Chinese version)

Paul W. Beamish; Xiao Yue Chen; Xin Zhao;

Beijing Mirror Corporation owned the patent for a newly invented rearview mirror which eliminated the usual blind spot. At issue for the company was how to introduce the product to both the domestic and international markets. More specifically, should the company try to commercialize the technology independently, or via joint venture? Should they do so with a local or foreign company? What pricing, promotional and distribution approaches made sense? What is their resource position relative to these decisions?

Publication Date: December 31, 2003
Discipline: Entrepreneurship; General Management/Strategy; International;
Issues: International Marketing; Intellectual Properties; Patents; Joint Ventures
Industry: Manufacturing;
Setting: China, Medium, 1996

Difficulty: Undergraduate/MBA

9A97GC01

Boom Town Tuna Company (Simplified Chinese version)

Donald J. Lecraw;

Mr. Henry Tiatco, president and owner of General Santos Canned Tuna, looked out the window as one of his fishing boats was unloading its catch at the company pier. Another successful trip, thought Mr. Tiatco, observing the size and number of tuna that poured out of the hold of the ship into the receiving bins. Is this enough for me, or should I 'go for the gold'? Proposals for different ownership structures for Boom Town Tuna were on his desk and he wondered which one was the best deal for him. Mr. Tiatco must decide whether he should sell his tuna company, form a joint venture, become a contract producer, or continue on his own. The case allows the full range of international business options to be explored.

Publication Date: December 31, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Joint Ventures; Contracting; International Business

Industry: Manufacturing;

Setting: Philippines/Korea, Small, 1996

Difficulty: Undergraduate/MBA

9A99CC01

Building Products International - A Crisis Management Strategy (A) (Simplified Chinese version)

Joseph J. DiStefano; Donna Everatt;

The regional HR manager of a multinational conglomerate that operates in over 100 countries had to make decisions regarding the evacuation of its senior management from a politically unstable country. In particular, the firm's expatriate and ethnic Chinese managers and their families faced considerable risk. The HR manager is charged with executing corporate policies and plans. Some of the challenges to consider relate to the development and initial execution of the evacuation plan. These challenges are heightened by a decentralized decision-making process entrenched in the firm's structure and culture, as well as inconsistent information from numerous sources in the field operations. Moreover, the issue of which employees to evacuate poses a moral dilemma for the decision-maker. Specifically, he must decide what criteria - rank, ethnicity, tenure - should dictate whether an employee and/or his or her family is offered assistance, and of what sort.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Corporate Culture; Organizational Structure; Corporate Responsibility; Crisis Management

Industry: Manufacturing;

Setting: Indonesia, Large, 1998

Difficulty: Undergraduate/MBA

9A86CC43

Century Park Sheraton Singapore (Simplified Chinese version)

Joseph J. DiStefano; Sing Chee Ling;

A hotel's personnel director wonders if he should attempt to get even greater employee involvement after setting up Work Excellence Committees. The committees are comprised of union and management representatives at sectional, departmental and top management levels and they provided the coordinating mechanism for the hotel's many productivity activities. The positive end result was progress in labour-management relations.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Productivity; Worker Participation; Management of Change

Industry: Accommodation & Food Services;

Setting: Singapore, Large, 1985

Difficulty: Undergraduate/MBA

9A99CC22

China-Canada Lean Swine Project - Changing Local Habits (Simplified Chinese version)

Joseph J. DiStefano; Tom Gleave;

The president must determine how to increase business development at the feedmill. The challenge facing him is to have the feedmill's managers adopt attitudes and behaviours that are consistent with a market driven enterprise. This is no easy task considering that the feedmill is a former state-owned enterprise which did not strive to achieve independent profitability.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Change Management; Motivation; Employee Training

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: China, Small, 1995

Difficulty: Undergraduate/MBA

9A99MC31

Chinese Fireworks Industry (Simplified Chinese version)

Paul W. Beamish; Ruihua Jiang;

The Chinese Fireworks Industry case illustrates an industry that is experiencing intensifying competition and regulation. The Chinese fireworks industry thrived after China adopted the open door policy in the late 1970s, and grew to make up 90 per cent of the world's fireworks export sales. However, starting from the mid-1990s, safety concerns led governments both in China and abroad to set up stricter regulations. At the same time, there was rapid growth in the number of small family-run fireworks workshops, whose relentless price-cutting drove down profit margins. Students are asked to undertake an industry analysis, estimate the industry attractiveness, and propose possible ways to improve the industry attractiveness from an individual investor's point of view.

Publication Date: December 31, 2003
Discipline: General Management/Strategy; International;
Issues: Exports; Industry Analysis; International Marketing;
Market Analysis
Industry: Manufacturing;
Setting: China, Not Applicable, 1999
Difficulty: Undergraduate/MBA

9A97GC10

Crystal Corporation of the Philippines (Simplified Chinese version)

Donald J. Lecraw;

Mr. Jose de Valencia must decide whether to recommend to his family and outside investors to invest a total of \$4.5 million in a manufacturing facility to produce hand-blown, hand-cut leaded crystal housewares in the Philippines. This venture will be quite risky, since six Irish technicians will have to be employed for a period of two years to train the workers, and it is not known if export markets will accept high-quality crystal produced in the Philippines. If the venture is not successful, the resale value of the plant and equipment, to say nothing of the training costs, will be zero.

Publication Date: December 31, 2003
Discipline: Entrepreneurship; General Management/Strategy; International;
Issues: Technology; Exports; Small Business
Industry: Manufacturing;
Setting: Philippines, Small, 1995
Difficulty: Undergraduate/MBA

9A93RC09

Dynamic Windows & Doors Inc.: Creating a New Small Business With Global Ambitions (Simplified Chinese version)

David W. Conklin;

Dynamic Windows and Doors Inc. illustrates many of the difficulties faced in the creation of a new small business. Two entrepreneurs purchased assets from a bankrupt company and developed a new business strategy focused on a market niche that emphasizes high quality, customized production. Dynamic is now looking towards export markets and potential sites for production activities in other countries.

Publication Date: December 31, 2003
Discipline: Entrepreneurship; General Management/Strategy; International;
Issues: Market Strategy; Competitiveness; Trade Agreements
Industry: Manufacturing;
Setting: Canada, Not Applicable, 1993
Difficulty: Undergraduate/MBA

9A99MC21

Englishstreet.com: English on the Internet (Simplified Chinese version)

Andrew Delios;

The founder of English Street has decided to take the company to a group of venture capitalists. English Street is an Internet company that provides multimedia content for teaching English to Hong Kong and China residents. She has developed the idea of English Street into a prototype Web site, and is putting together a prospectus (proposal) for a presentation to obtain funding for full development of her business plan.

Publication Date: December 31, 2003
Discipline: Entrepreneurship; General Management/Strategy; International;
Issues: Internet; Strategic Planning; International Business
Industry: Educational Services;
Setting: Hong Kong, Small, 1999
Difficulty: Undergraduate/MBA

9A95GC10

Euro Disney: Post Script (Simplified Chinese version)

Henry W. Lane; David Ager;

The financial results of Euro Disney and the problems experienced after its start-up are described. It can be used as a follow-up to the Harvard Business School case Euro Disney: The First 100 Days, HBS 693013.

Publication Date: December 31, 2003
Discipline: General Management/Strategy; International;
Issues: Human Resources Management; Real Estate; International Marketing
Industry: Arts, Entertainment, Sports and Recreation;
Setting: Europe/Japan, Large, 1994
Difficulty: Undergraduate/MBA

9A99CC30

Frans Ryckebosch: An International Manager (A) (Simplified Chinese version)

Aimin Yan; Leslie Steinberg;

In a 30-year career, a recently retired international manager of Xerox Corporation played a major role in the company's international expansion to emerging economies, assumed key responsibilities for the negotiation and founding of several international joint ventures, and served as an expatriate manager of these ventures in several countries (e.g., Mexico, Brazil, and China). The case provides a learning opportunity at both the individual and the organizational levels. As a manager or future manager, the student can learn about critical career decisions, development through international assignments, and the joys and frustrations of the portable life of an expatriate family. At the organizational level, the case provides useful examples of international growth/expansion strategies, challenges for managing joint venture operations, and international human resource policies and practices. Importantly, the case presents these examples/issues in the

context of doing business in emerging economies. Frans Ryckebosch: An International Manager (B) case, (9A99C031) may be used as a supplement to this case.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: International Business; Human Resources Management; Career Development; Organizational Behaviour

Industry: Manufacturing;

Setting: USA/South America/China, Large, 1995

Difficulty: Undergraduate/MBA

9A98CC07

Global Multi-Products Chile (Simplified Chinese version)

Henry W. Lane; Daniel D. Campbell;

The managing director's approach to team based selling, was not being received as well as he expected. It seemed that top executives, members of his Management Operating Committee, were suggesting stopping his changes before they got out of hand. He found himself starting to have doubts about what he was doing.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: International Business; Team Building; Sales Organization; Organizational Change

Industry: Manufacturing;

Setting: Chile, Large, 1997

Difficulty: MBA/Postgraduate

9B00MC03

Great Wall Golf & Country Club (Simplified Chinese version)

Paul W. Beamish; Donna Everatt;

The newly hired director of human resources for a large golf and country club near Beijing, China has just presented her human resources plan to the company founder. At issue is whether this plan - in terms of recruiting, training and development, rewards and benefits - was directionally correct and implementable.

Publication Date: December 31, 2003

Discipline: General Management/Strategy; International;

Issues: Human Resources Management; Management Training; Work-Force Management; Performance Evaluation

Industry: Arts, Entertainment, Sports and Recreation;

Setting: China, Large, 2000

Difficulty: Undergraduate/MBA

9A84CC40

Hazelton International Limited (Simplified Chinese version)

Henry W. Lane; Lorna Wright;

A consulting engineering firm, is involved in a road construction project in Asia which is plagued with difficulties. The firm is working with the local government highway department on the project and has the status of advisor. Actual construction is done by the government department. The problems that the firm must contend with include technical problems, a budget process, differing objectives and intercultural relations. Two years into the project, only 17 kilometres of the 245-kilometre highway were under construction. This case provides the background briefing for the in-basket exercise, An International Project Manager's Day, consisting of three cases, numbered 9A86C069 to 9A86C071. An alternative teaching approach, as a decision-making exercise, is presented in the teaching note 5A84C40 and supplementary case 9B00C014.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Project Management; Third World; International Business

Industry: Construction;

Setting: Asia/Indonesia, Medium, 1984

Difficulty: Undergraduate/MBA

9A98CC08

Healthcare Equipment Corporation - Managing in Korea (Simplified Chinese version)

John H. Eggers; Tom Gleave;

The managing director of health services company is becoming increasingly concerned about the state of leadership at the company's subsidiary. The source of the concern was the president of a wholly-owned subsidiary who had been instrumental in ensuring the very successful launch of the operation during its start-up. Since then, however, the president's behaviour had become increasingly problematic, to the point where he has become very disruptive to the operation. Therefore, it is necessary to craft a leadership development plan for him, or else face the unpleasant task of having to terminate him.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Management Style; Leadership; Diversification

Industry: Health Care Services;

Setting: Korea/Singapore/USA, Not Applicable, 1996

Difficulty: Undergraduate/MBA

9A99NC21

Hutchison Whampoa Limited: The Capital Structure Decision (Simplified Chinese version)

G. Andrew Karolyi; Larry Wynant; Geoff Crum; Peter Yuan;

Hutchison Whampoa was considering strategies for its long-term capital structure. The HK\$35 billion Hong Kong-based conglomerate had ambitious growth plans in multiple business sectors in different geographies. Traditionally, like many of its domestic peers, Hutchison had relied entirely on short to medium-term bank loans. Its demand for long-term financing, attractive rates in other capital markets (especially the U.S.) and concern about a more diversified investor base had led Hutchison to explore other financing options. In particular, the company was debating the benefits of a Yankee Bond Offering. At the time, Hutchison had already approached Moody's and Standard & Poor's for a bond rating.

Publication Date: December 31, 2003

Discipline: Finance; International;

Issues: Capital Budgeting; International Finance; Financial Strategy

Industry: Finance and Insurance;

Setting: Hong Kong, Large, 1996

Difficulty: Undergraduate/MBA

9A99CC07

Intel in China (Simplified Chinese version)

Kathleen E. Slaughter; Donna Everatt; Xiaojun Qian;

The newly appointed division head must examine organizational or communication problems within a division of a billion dollar semiconductor manufacturer. The manager made a decision, which an employee emotionally responded to, creating the potential for conflict within the department. Cross-cultural issues come into play given that the manager, although originally from China, was educated and gathered extensive experience in the West and was thus considered an expatriate by his employees. The manager must also examine the effect of organizational culture on an employee's behavior.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Conflict Resolution; Intercultural Relations; Interpersonal Relations; Management Communication

Industry: Manufacturing;

Setting: China, Small, 1998

Difficulty: Undergraduate/MBA

9B01MC06

Meridoc Magnesium: International Technology Transfer (Simplified Chinese version)

Pratima Bansal; Ken Cole;

Meridian Magnesium is an international automotive parts supplier of magnesium die-cast components with manufacturing plants in Canada, the United States and Italy. The company has a strong market position in North America; however, two out of the three plants are not performing well. The vice-president of the company's Global Technologies Organization division believes the weaker performance in the two plants is due to resistance to technological innovations. He must determine the reasons for this resistance and develop a plan to resolve the weak performance in the plants before the upcoming annual board meeting. Three supplements further discuss the issues each of the plants have with new technology. Meridian Magnesium: The Italian Perspective, product 9B01M007; Meridian Magnesium: The Canadian Perspective, product 9B01M008, and Meridian Magnesium: The American Perspective, product 9B01M009.

Publication Date: December 31, 2003

Discipline: General Management/Strategy; International;

Issues: Strategy Implementation; International Business; Knowledge Management; Technology Transfer

Industry: Manufacturing;

Setting: Canada/U.S./Italy, Medium, 2000

Difficulty: Undergraduate/MBA

9A99NC18

Nanpo (Holdings) Limited: Initial Public Offering (Simplified Chinese version)

Larry Wynant; Geoff Crum; Peter Yuan;

Nanpo (Holdings) Limited, a Hong Kong-based Chinese food distributor is planning for its initial public offering on the Stock Exchange of Hong Kong. Nanpo was established in 1981 with a mandate to be the sole distributor of poultry, fresh water fish, livestock, and fruit and vegetables produced in Guangdong, the bordering province of mainland China. Throughout the years, Nanpo has built up an admirable market share in many food categories and a distribution channel of 500 wholesalers. Recently, the Ministry of Foreign Trade and Economic Cooperation in the PRC reaffirmed its sole distributor status. The management of Nanpo has developed an aggressive growth plan which includes new food processing facilities and forward integration into retail outlets and restaurant chains. Nanpo has turned to the capital market of Hong Kong to finance its future growth. Nanpo's management has decided to float 25% of the company and has engaged a local merchant bank, Hinson Capital, as its lead underwriter. Three weeks away from the planned IPO, Jack Yang, a director of Nanpo, is once again reviewing the details of pricing.

Publication Date: December 31, 2003

Discipline: Finance; International;

Issues: Initial Public Offerings; International Finance

Industry: Manufacturing;

Setting: China/Hong Kong, Large, 1994

Difficulty: Undergraduate/MBA

9A99CC34

Nike Inc.: Developing an Effective Public Relations Strategy (Simplified Chinese version)

Kathleen E. Slaughter; Donna Everatt;

It had been almost a decade since the first article surfaced in the media alleging that factories sub-contracted by Nike in China and Indonesia were forcing workers to work long hours for low pay, and for physically and verbally abusive managers. The article was the seed of a media campaign that created a public relations nightmare for the company. A financial crisis in Asia and intense competition in the domestic market contributed to a decline in Nike's revenue and market share after three years of record performance. Though no direct correlation could be proven between the consumer's negative perceptions of Nike and the company's decline in market share and stock, it certainly did not help in their efforts to establish themselves as the global leader in a hotly competitive industry. A linear overview of the adverse publicity that Nike received, and the perspectives of Nike senior management, demonstrates to students the importance and elements of the timely development of an effective media and consumer relations campaign.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Public Relations; Management Philosophy; Corporate Responsibility; Consumer Relations

Industry: Manufacturing;

Setting: USA/China/Indonesia, Large, 1998

Difficulty: Undergraduate/MBA

9A95BC01

Note on Japanese Trading Houses (Sogo Shosha) (Simplified Chinese version)

James E. Hatch; David Nesbitt;Maureen Daschuk;

This technical note provides an overview of the history and activities of Japanese trading houses (Sogo Shosa). These trading houses provide trade credit, advance payments, term loans, guarantees and leases.

Publication Date: December 31, 2003

Discipline: Finance; International;

Issues: International Finance

Setting: Japan, Not Applicable

Difficulty: Undergraduate/MBA

9A99CC35

Organizational Transformation in a Taiwanese Company (Simplified Chinese version)

Anne Marie Francesco; C. Bonnie Chen;

A senior human resources manager at the YUAN Group, a medium-sized, multi-industry company, is reflecting on her first year on the job. She had implemented many new human resource systems, involving salary surveys, performance evaluations, bonus sharing and benefits, but these changes were not always received enthusiastically by the top management team and other employees. This case illustrates the effects of trying to rapidly implement large numbers of human resource system changes in a traditional organization.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Corporate Culture; Change Management; Continuous Improvement; Human Resources Management

Industry: Finance and Insurance;

Setting: Taiwan, Medium, 1997

Difficulty: Undergraduate/MBA

9B00MC31

Pacific Century Cyberworks (A): Connecting to the World (Simplified Chinese version)

Andrew Delios; Dennis Lai;

Pacific Century Cyberworks (PCCW), a Hong Kong-based Internet company, emerged from an insignificant position since its mid-1999 listing to be a leading Internet player in Asia and China in early 2000. To achieve its growth, PCCW has followed an aggressive acquisition strategy providing it with ownership positions in a multitude of Internet ventures. The case is positioned at the time of PCCW's largest potential acquisition - Hong Kong Telecom - the fourth largest company in Hong Kong. Students will see how a new entrant to a rapidly growing industry can quickly establish an important presence; learn about competitive advantage in the Internet industry; and, look at the structure of the Internet industry from the perspective of a company that provides an integrated range of services to consumers. A 'B' case is available (product 9B00M032), describing the situation faced by PCCW several months after the announcement of its merger with Hong Kong Telecom.

Publication Date: December 31, 2003

Discipline: General Management/Strategy; International;

Issues: Strategy Development; Internet; Vertical Integration; Corporate Strategy

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Hong Kong/China, Large, 2000

Difficulty: Undergraduate/MBA

9B00MC16

Panmai Co-operative (Revised) (Simplified Chinese version)

Paul W. Beamish; Elizabeth M.A. Grasby; Krista Wylie;

A new marketing advisor at Panmai, a women's weaving co-operative located in Kaset Wisai, Thailand, is trying to formulate a strategic plan for Panmai's future. Specifically, he needs to decide which product/markets and which methods of distribution are appropriate for Panmai, whether Panmai should pursue more foreign sales and how to solve many operational problems existing at the company. Since he will only be at Panmai for two years, any changes he makes must be sustainable without his presence.

Publication Date: December 31, 2003

Discipline: General Management/Strategy;

Issues: Strategic Planning; Consumer Analysis; Distribution

Industry: Retail Trade;

Setting: Thailand, Small, 1996

Difficulty: Intro/Undergraduate

9A95MC08

Paul Hewitt in India (Simplified Chinese version)

Jay Anand; Garnet Garven;

The manager of a large Canadian company located and working in India is considering leaving his job and starting a computer software development and professional engineering services business which uses the Internet, low wages and highly trained Indians to compete globally. This case is designed for use in a module on emerging markets, global strategies, venture management or in an entrepreneurial course.

Publication Date: December 31, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Technology; International Business; Computer Applications

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: India, Small, 1994

Difficulty: Undergraduate/MBA

9B00NC16

Pepsico Changchun Joint Venture: Capital Expenditure Analysis (Simplified Chinese version)

Larry Wynant; Claude P. Lanfranconi; Peter Yuan; Geoff Crum;

Pepsico Inc. spanned more than 190 countries and accounted for approximately one-quarter of the world's soft drinks. The vice-president of finance for Pepsico East Asia had been collecting data on the firm's proposed equity joint venture in Changchun, People's Republic of China (PRC). While Pepsico was already involved in seven joint ventures in the PRC, this proposal would be one of the first two green-field equity joint ventures with Pepsico control over both the board and day-to-day management. Every investment project at Pepsico had to go through a systematic evaluation process that involved

using capital budgeting tools such as new present value (NPV) and internal rate of return (IRR). He needed to decide if the proposed Changchun joint venture would meet Pepsico's required return on investment. He was also concerned what the local partners would think of the project. The final decision would be made after a presentation to the president of Pepsico Asia-Pacific.

Publication Date: December 31, 2003

Discipline: Finance; International;

Issues: Financial Analysis; Net Present Value Method; Joint Ventures; Internal Rate of Return

Industry: Manufacturing;

Setting: China, Large, 1994

Difficulty: Undergraduate/MBA

9A98NC11

Sandalias Finas de Cuernavaca, S.A. - Export Decision (Simplified Chinese version)

Elizabeth M.A. Grasby; Niels Billou;

The president of Sandalias Finas de Cuernavaca, wondered how to put together a proposal that would convince the bank to give him the US\$80,000 he needed to fulfil his first export order. He was meeting with his bankers in a week's time and needed a speedy approval if he was going to produce the order in time for the spring season. The case is intended to illustrate the point that the person asking for the loan should do at least an equal amount of analysis as his banker, to be able to anticipate the banker's concerns and deal with them effectively to gain approval for the loan. Students are required to project two years of financial statements, given the data in the case; assess the risks associated with extending credit for an export order; and consider the Mexican business environment.

Publication Date: December 31, 2003

Discipline: Entrepreneurship; Finance; International;

Issues: Exports; Financing

Industry: Manufacturing;

Setting: Mexico, Small, 1996

Difficulty: Undergraduate

9A96CC13

Spar Applied Systems (A) (Simplified Chinese version)

Jane M. Howell; Laura Erskine;

The general manager must determine how to contend with a project overrun. The team had been working on their project for more than two years. In their presentation of the projected budget and schedule to the executives, the team identified a potential \$1 million overspend in order to satisfy their contract. Their original budget was \$3.5 million, of which \$2.5 million was provided by the company. When the general manager questioned team members during the presentation about what had caused the overrun, he was amazed that the team was unable to respond.

Publication Date: December 31, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Team Building; Organizational Change; Management of

Change; Employee Participation

Industry: Manufacturing;

Setting: Canada, Medium, 1996

Difficulty: Undergraduate/MBA

9A95GC12

Technophar in Viet Nam (Simplified Chinese version)

Paul W. Beamish; Andrew Delios;

Technophar, a small but profitable manufacturer of hard gelatin capsule machines, was confronted with a potential default in its technology transfer agreement with a Vietnamese pharmaceutical firm. At issue is whether the company should pursue or terminate the Vietnam contract, particularly in light of potentially greater opportunities in neighbouring China. More fundamentally, Technophar needs to develop an international expansion strategy in terms of which markets to enter and how to determine market opportunities. This case should be used in an international business course to illustrate issues central to internationalization and the problems of a Stage I company progressing to Stage II, while competing in world markets.

Publication Date: December 31, 2003

Discipline: General Management/Strategy; International;

Issues: Growth Strategy; Technology; Market Analysis; International Business

Industry: Manufacturing;

Setting: Vietnam/Canada/China, Small, 1995

Difficulty: Undergraduate/MBA

9B00NC13

Tom.com: Valuation of an Asian Internet Company (Simplified Chinese version)

Larry Wynnant; Stephen R. Foerster; Peter Yuan;

The Internet investment craze was starting to catch on in Hong Kong. Tom.com Limited, a Hong Kong based Internet company, was planning an initial public offering at the Hong Kong Stock Exchange. A portfolio manager for EuroGlobal Funds was to provide his professional opinion on the value of this investment and its appropriateness for different investors. He was aware of the difficulties in valuing Internet companies and the debate over the choice of valuation methods. Among these, one approach was to analyze the implied hyper-growth rate that Internet companies had to achieve in the next five years in order to justify their current valuations. He decided to apply this approach to Tom.com. Students will have the opportunity to discuss the different valuation methods and the development of Internet and e-commerce companies, especially topics such as business models and expected growth.

Publication Date: December 31, 2003

Discipline: Finance; International;

Issues: Investment Analysis; International Finance; Internet; Valuation

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Hong Kong, China, Large, 2000

Difficulty: Undergraduate/MBA

9B01MC04

Victoria Heavy Equipment Limited - 2001 (Simplified Chinese version)

Tom A. Poynter; Paul W. Beamish;

Victoria Heavy Equipment (Victoria) was a family owned and managed firm which had been led by an ambitious, entrepreneurial chief executive officer who now wanted to take a less active role in the business. Victoria had been through two reorganizations in recent years, which contributed to organizational and strategic issues which would need to be addressed by a new president.

Publication Date: December 31, 2003

Discipline: Entrepreneurship; General Management/Strategy;

Issues: Growth Strategy; Decentralization; Organizational Structure; Leadership

Industry: Manufacturing;

Setting: Canada, Large, 2001

Difficulty: Undergraduate/MBA

9A89BC01

Acme Hardware (Simplified Chinese version)

Claude P. Lanfranconi; Alister Mason;

An auditor is planning the audit of a new client, Acme Hardware. For preparing the audit plan, he becomes aware of the possibility that certain managers might be using accounting flexibility to aid them in qualifying for incentive bonuses based on profitability. The areas are inventory and advertising. The auditor must decide what action, if any, to take.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Auditing; Ethical Issues; Accounting Methods

Industry: Retail Trade;

Setting: Canada, Small, 1988

Difficulty: Undergraduate/MBA

9A96BC31

Adam Bain and the Price Momentum Strategy (Simplified Chinese version)

Stephen R. Foerster;

An investment advisor in an RBC Dominion Securities Inc. branch office, was considering whether or not to implement a price momentum strategy for his clients. Trend and Cycle, Dominion Securities' technical research department, had recently circulated a copy of a study which described a simple price momentum model and referred to its startling results based on back-testing the strategy over a fifteen-year period. The Trend and Cycle group had long promoted the importance of price momentum and relative strength to potential clients. The investment advisor needed to determine whether the proposed model was too good to be true or, if it did look promising, how he would go about implementing such a strategy for his clients.

Publication Date: January 15, 2003
Discipline: Finance;
Issues: Investment Analysis
Industry: Finance and Insurance;
Setting: Canada, Large, 1995
Difficulty: Undergraduate/MBA

9A92BC21

Advance Technologies Inc. (Simplified Chinese version)

James E. Hatch; Sandra Galli;

The vice-president of Advanced Technologies contemplates the appropriate strategy to manage the firm's U.S. dollar exposure. Alternatives considered include call options, forwards, and tunnels.

Publication Date: January 15, 2003
Discipline: Finance; International;
Issues: Foreign Exchange; Hedging
Industry: Manufacturing;
Setting: Canada, Large, 1992
Difficulty: Undergraduate/MBA

9A97NC08

Advanced Material Technology Corporation, Limited (Simplified Chinese version)

Stephen R. Foerster; Akitoshi Ito;

Advanced Material Technology (AMT), a Japan-based company and one of the world's largest manufacturers of advanced ceramic products, was considering the prospects of raising 24 billion yen (\$200 million) to finance AMT's planned capital expenditure program. AMT must consider a variety of financing sources including straight debt, convertible bonds and bonds with warrants. Currency denomination and location of a global offering are also considered. The case also examines the economic and banking environment in Japan.

Publication Date: January 15, 2003
Discipline: Finance; International;
Issues: Financial Strategy; Capital Investment; International Finance; Financing
Industry: Manufacturing;
Setting: Japan, Large, 1992
Difficulty: Undergraduate/MBA

9A97BC02

Air Canada and Canadian Airlines: Accounting for Leases (Simplified Chinese version)

Claude P. Lanfranconi; Jacqueline Murphy;

After a turbulent year in the Canadian airline industry, Madelaine Mercier wants to reevaluate her investment in Air Canada and Canadian Airlines. She is wondering how she should reflect the extensive amount of leases used by the two companies in her analysis. She is unsure if she should make adjustments to the company's financial statements and is curious to know whether these adjustments would make a material difference in her analysis.

Publication Date: January 15, 2003
Discipline: Accounting;
Issues: Leasing; Lease Accounting; Financial Analysis; Investment Analysis
Industry: Transportation and Warehousing;
Setting: Canada, Large, 1997
Difficulty: Undergraduate/MBA

9A99EC02

Alfonso's Department Store (Simplified Chinese version)

Peter C. Bell;

The newly appointed general manager of Alfonso's Department Store has initiated a review of Alfonso's newspaper marketing, in part to gain familiarity with the store's marketing practices, but also to look for ways to enhance both sales and market share. (A Microsoft Excel data file is available for use with this case, product 7A99E002.)

Publication Date: January 15, 2003
Discipline: Management Science; Information Systems;
Issues: Statistical Analysis; Regression Analysis; Data Analysis; Advertising Effectiveness
Industry: Retail Trade;
Setting: USA, Medium, 1995
Difficulty: Undergraduate/MBA

9A89BC55

Alfred Brooks Menswear Limited (Simplified Chinese version)

James E. Hatch; Steven Cox;

The treasurer of a Toronto men's wear manufacturer attempts to negotiate bank financing for his company. The task is made more complex by the need to purchase material from Hong Kong and sales made to the United States and Italy.

Publication Date: January 15, 2003
Discipline: Accounting;
Issues: Bank Lending; Foreign Exchange; Credit
Industry: Manufacturing;
Setting: Canada, Medium, 1989
Difficulty: Undergraduate/MBA

9A89BC46

Aquaculture (Simplified Chinese version)

Claude P. Lanfranconi; Jim Hately;

An analyst is considering investing in an aquaculture firm whose financial statements have been qualified by their auditors. The analyst is concerned about the valuation of inventory done by the company.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Inventory Valuation; Financial Analysis; Auditing

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: Canada, Small, 1986

Difficulty: Undergraduate/MBA

9A97AC01

Asia City Publishing Ltd. (Simplified Chinese version)

John R. Kennedy; Tom Gleave;

HK Magazine was a Hong Kong magazine created by three expatriate Americans. It was launched as a monthly magazine after two years of planning. The editorial tone of the publication can best be described as irreverent. Four years later, HK Magazine is now published twice a month and is very successful financially. The three owners are looking at the decision to start a comparable publication in Singapore. There are four principal issues involved in this decision: consumer acceptance, editorial tone, financial risk, and cash flow considerations. At the same time, the trio must examine the potential changes they might have to make in the editorial policy of their Hong Kong publication after China assumes control of the colony on July 1, 1997.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; International; Marketing;

Issues: Profit Planning; Cash Flow; Product Concept; Consumer Analysis

Industry: Manufacturing;

Setting: Hong Kong, Small, 1995

Difficulty: Undergraduate/MBA

9A97GC17

Asian Infrastructure Development Company (AIDEC) (Simplified Chinese version)

David W. Conklin; Joel Thompson; Sylvie Weeks;

Asian Infrastructure Development Corporation (AIDEC Project Financing) was an investment fund managed in Singapore. Its purpose was to manage infrastructure investments for its shareholders who were composed of major Japanese insurance companies and industrial corporations. The case discusses hurdle rates and the criteria for making investments in rapidly developing countries. Three investment proposals - a floating power station in India, an apartment complex in Shanghai, China and a railroad in Pakistan - were given to the investment committee. Which projects should be financed, if any?

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Investment Funds; Environmental Change; Government and Business

Industry: Finance and Insurance;

Setting: Singapore, Large, 1997

Difficulty: Undergraduate/MBA

9A98EC23

Babcock and Wilcox: Consolidated Forecasting (Simplified Chinese version)

Peter C. Bell; Matt Brudzynski;

The marketing services manager at Babcock and Wilcox had determined that: Despite being quite sophisticated in our analysis, we are not quite getting the information we need for our shop-load planning and scheduling. Our sales projections also drive our accounting and business forecasts, so we need to improve the way we develop our basic forecasts. How can Babcock and Wilcox improve its forecasting? (A Microsoft Excel data file is available for use with this case, product 7A98E023.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Forecasting; Spread Sheet Application; Simulation; Risk Analysis

Industry: Construction;

Setting: USA/Canada, Large, 1997

Difficulty: Undergraduate/MBA

9A99EC06

Bamberger's Department Store (Simplified Chinese version)

Peter C. Bell;

Harry Lev was reviewing the recent sales reports for Bamberger's Department Store in an effort to assess whether or not the newly implemented Wednesday evening late openings had had a positive overall effect on sales. He was under some pressure to demonstrate that the sales during the extended hours were more than covering the added cost to the store of the late opening, since he had been instrumental in initiating this change despite strong employee resistance. If he could not clearly show a financial benefit, he could expect pressure to discontinue the experiment. (A Microsoft Excel data file is available for use with this case, product 7A99E006.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Data Analysis; Statistical Analysis; Retailing; Probability

Industry: Retail Trade;

Setting: USA, Medium

Difficulty: Undergraduate/MBA

9A96BC55

Bank Stock Investment Decision(Simplified Chinese version)

Stephen R. Foerster;

A pension fund manager was examining Bank of Montreal's recent financial performance in comparison with other large Canadian bank stocks, and large U.S. bank stocks as well, to determine what factors appeared to be driving the stock's performance. He then needed to consider whether to change the fund's investment in the stock. This case examines the usefulness of financial performance measures and examines what drives stock values.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Valuation; Financial Analysis; Financial Institutions

Industry: Finance and Insurance;

Setting: Canada, Large, 1996

Difficulty: Undergraduate/MBA

9A97BC09

Big City Courier (Simplified Chinese version)

Murray J. Bryant; Michelle Theobalds;

Big City Courier is a small regional courier company operating in Toronto, Ontario. The business was started two years ago, and has grown rapidly since its inception. The company is making profits, but has a severe cash flow problem. This case may be used to illustrate the statement of cash flows, the impact of rapid growth on a company's cash position, and the financing gap between receivables and payables.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Cash Flow; Financing; Accounting Methods

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Canada, Small, 1997

Difficulty: Undergraduate/MBA

9A98EC44

Birmingham Megatron, Inc. (Simplified Chinese version)

Peter C. Bell;

The plant manager at Birmingham Megatron's manufacturing operation was looking to modify an existing production unit in order to expand output for an additional contract. This new contract was still at the bidding stage, and cost accounting had proposed a bid of \$64.00/block for the required 1,400 blocks/week. She wondered if she could afford to offer a more competitive price in order to win this contract.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Manufacturing Capacity; Capacity Analysis; Simulation; Risk Analysis

Industry: Manufacturing;

Setting: USA, Medium

Difficulty: Undergraduate/MBA

9A98EC24

Bishop's University: Class Scheduling (Simplified Chinese version)

Peter C. Bell; Arshad Taseen;

Bishop's University's registrar had been notified that new course and exam scheduling software would not be purchased. Following the decision, a faculty member from the business school was contemplating the scheduling of classes for the school's spring semester. He thought that if he was able to schedule next semester's classes within the business school, then his approach could perhaps be extended to other divisions of the university. (A Microsoft Excel data file and model are available for use with this case, product 7A98E024.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Education; Scheduling; Spread Sheet Application; Programming

Industry: Educational Services;

Setting: Canada, Medium, 1996

Difficulty: Undergraduate/MBA

9A98GC05

Black & Decker-Eastern Hemisphere and the ADP Initiative (A) (Simplified Chinese version)

Allen Morrison; J. Stewart Black;

The new president of Black & Decker-Eastern Hemisphere, attempts to introduce a new performance appraisal and management development system. Black & Decker is a relatively weak player in the Eastern Hemisphere and the president is convinced that he needs to significantly increase the number and quality of managers in the region. To assist in the development process, The president is considering introducing a US-designed Appraisal Development Plan (ADP) in the region. ADP uses 360 degree feedback from peers, subordinates, and supervisors to assist employees in building managerial skills and in increasing personal accountability. Despite a successful track record for ADP in Black & Decker North America, members of the top management team are concerned that ADP will be a failure in the Eastern Hemisphere. They argue that the system faces huge barriers due to organizational cultural issues related to staffing, systems leadership and structure. The president is flirting with disaster if he proceeds.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Management in a Global Environment; Management Development; Management by Objectives; Employee Training

Industry: Manufacturing;

Setting: Singapore/USA, Large, 1996

Difficulty: Undergraduate/MBA

9A98EC42

Brent-Harbridge Developments, Inc. (Simplified Chinese version)

Peter C. Bell;

The chief executive officer of Brent-Harbridge Developments had just received confirmation of several upcoming property auctions. Brent-Harbridge Developments was currently asset short after some successful recent disposals, which made the CEO keenly interested in three of the properties being auctioned. She needed to prepare a bidding strategy in order to try to acquire at least one or perhaps more of the development properties being auctioned. (A Microsoft Excel data file is available for use with this case, product 7A98E042.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Regression Analysis; Risk Analysis; Decision Analysis; Data Analysis

Industry: Real Estate and Rental and Leasing;

Setting: Small

Difficulty: Undergraduate/MBA

9A98MC01

Bristol Compressors, Asia-Pacific (Simplified Chinese version)

Allen Morrison; J. Stewart Black;

The president of Bristol Compressors, Asia-Pacific, chaired a meeting of his top management team to discuss the company's ongoing management challenges in the region. The Hong Kong-based team, known as the management committee, was made up of the president and seven other senior functional managers. Despite attractive markets in the region, Bristol Compressors' growth in Asia-Pacific had not met expectations. Some individuals attributed this to a slow entry strategy, weaker markets than anticipated in the region, unexpectedly fierce competition and ineffective strategy and execution. However, over the last two years a consensus was emerging among committee members that there was a lack of management depth that was contributing to poor performance. Although everyone was convinced that something had to be done, a specific plan of action had not yet been developed. The president charged the committee members to come up with a set of recommendations to increase significantly management bench strength in the region. This case focuses on the challenges of building a high performance organization in a short period of time in Asia.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Management in a Global Environment; Management Development; Strategic Change; Globalization

Industry: Manufacturing;

Setting: Asia/Hong Kong, Large, 1997

Difficulty: Undergraduate/MBA

9A92DC15

Butler Metal Products: Focusing the Factory (Simplified Chinese version)

Chris J. Piper; Wendy Osborne;

The newly-appointed general manager of Butler Metal Products was considering changes to his firm's shop floor organization. About two years earlier, his predecessor had switched from a traditional functional hierarchy to focused factories. Although the changes were accompanied by 35% reductions in inventories, throughput times and defect rates, there was concern that they would not be enough to assure Butler's survival in the economically-stressed automotive industry. The focused factories were struggling with conflicting demands for shared equipment and human resources. Did the factories need to be refocused, left alone, or reverted back to the old organization?

Publication Date: January 15, 2003

Discipline: Operations Management;

Issues: Manufacturing Strategy; Automotive; Factoring; Organizational Structure

Industry: Other Services;

Setting: Canada, Medium, 1991

Difficulty: Undergraduate/MBA

9A88DC06

Canadian Fishing Company (A) (Simplified Chinese version)

Albert R. Wood; Ian Stuart;

The technical services manager must decide on how to proceed with the development of a new fish head cutting device based on results from a summer study of fish flesh waste. Various alternatives are presented along with projected costs, all with varying degrees of technological and financial risk. (A sequel to this case is available, titled Canadian Fishing Company (B), case 9A88D007.)

Publication Date: January 15, 2003

Discipline: Operations Management;

Issues: Cost/Benefit Analysis; Research and Development; Production Processes; Productivity

Industry: Manufacturing;

Setting: Canada, Medium, 1986

Difficulty: Undergraduate/MBA

9A98BC02

Caribbean Internet Cafe (Simplified Chinese version)

Murray J. Bryant; Michelle Theobalds;

An entrepreneur is hoping to open Caribbean Internet Cafe in Kingston, Jamaica. He has gathered data on all the relevant costs: equipment, rent, labor, etc. He has also found a partner in the local telephone company, Jamaica Telecommunications Limited (JTL). JTL has provided equity and a long-term loan at favourable interest rates. He is now faced with the task of analyzing fixed, variable and start-up costs, contribution margin, and the concept of break-even to guide his decision.

Publication Date: January 15, 2003
Discipline: Accounting; International;
Issues: Costs; Contribution Analysis; Break-Even Analysis
Industry: Arts, Entertainment, Sports and Recreation;
Setting: Jamaica, Small, 1996
Difficulty: Undergraduate/MBA

9A83BC35

Case Analysis in Managerial Accounting and Control (Simplified Chinese version)

Richard H. Mimick;

Increasingly, professional bodies and university management accounting courses are integrating cases into their circulation. For students and users unfamiliar with the case method, this can initially be a frustrating experience. Development of a standard approach for case analysis in general, and cases in management accounting topic areas specifically, can lessen the frustration and develop a problem solving model in a managerial perspective. The information is valuable to teachers and students alike.

Publication Date: January 15, 2003
Discipline: Accounting;
Issues: Case Analysis

Setting: Not Applicable
Difficulty: Undergraduate/MBA

9A98EC01

CERNET: Managing Internet Growth in China (Simplified Chinese version)

Michael Parent; Harvey G. Enns;

CERNET, the China Education and Research Network, is a not-for-profit, central government body formed to oversee the development and implementation of a university-based nation-wide Internet backbone. Fulfilling this mandate was well underway. CERNET was connected to 280 of China's 3,035 universities and colleges. Much work nonetheless remained. The case deals with managing the growth of the network from the perspective of the director of the Technical Board and Network Centre. Issues he had to contend with include hardware and bandwidth upgrades and installations, access, security, connectivity, costs, and tariffs. With over half the country's population not yet having made their first telephone call, these tasks proved daunting.

Publication Date: January 15, 2003
Discipline: International; Management Science; Information Systems;
Issues: Capital Budgeting; Information Systems; Internet
Industry: Information, Media & Telecommunications;
Setting: China, Not Applicable, 1997
Difficulty: Undergraduate/MBA

9A98BC11

Chai-Na-Ta Corporation (Simplified Chinese version)

Randy P. Kudar;

Chai-Na-Ta is the world's largest producer, processor and distributor of ginseng. The company is in the process of considering a major expansion strategy. Chai-Na-Ta provides a pension fund manager with information about the business and about the future plans in hopes of attracting investment from the pension plan to the company. The case examines revenue recognition, inventory valuation, deferred expenses, and the relationship between accounting profit and cash flow.

Publication Date: January 15, 2003
Discipline: Accounting; International;
Issues: Accounting Principles; Growth; Investment Analysis; Expansion
Industry: Agriculture, Forestry, Fishing and Hunting;
Setting: Canada/Hong Kong/China, Medium, 1995
Difficulty: Undergraduate/MBA

9A98BC09

Champagne Hotel (Simplified Chinese version)

David J. Sharp;

The general manager of the Champagne Hotel in Hong Kong has to decide what action to take in the hotel laundry. June's operating expenses are significantly over budget. The manager has to investigate the causes of the cost overrun, and decide on further action, including whether to outsource the laundry service.

Publication Date: January 15, 2003
Discipline: Accounting; International;
Issues: Outsourcing; Break-Even Analysis; Cost Control
Industry: Accommodation & Food Services;
Setting: Hong Kong, Small, 1998
Difficulty: Undergraduate/MBA

9A94BC26

Chef's Toolkit Inc. (Simplified Chinese version)

David C. Shaw; Blair Zilkey;

An entrepreneur who is anxious to start a business manufacturing a pasta server requires funds to finance the acquisition of equipment and working capital. A venture capital investor demands a cash budget for the first year of business as well as projected financial statements.

Publication Date: January 15, 2003
Discipline: Finance;
Issues: Financial Reports/Disclosure; Cash Budgeting
Industry: Manufacturing;
Setting: Canada, Small, 1994
Difficulty: Undergraduate/MBA

9A85LC01

**Cherie Cosmetics Limited: Elegante Division
(Simplified Chinese version)**

Kathleen E. Slaughter;

The general manager of a division of an international cosmetic company must decide how to deal with a lack of response to a memo. The general manager wrote to the vice-president of operations to elicit some response from Operations that would lead to better communication between marketing and operations. It is now only three days until the next meeting between operations and marketing and the vice-president has made no response to the general manager's memo.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Communications; Interdepartmental Relations

Industry: Manufacturing;

Setting: Canada, Medium, 1983

Difficulty: Undergraduate/MBA

9A96BC28

CIBC Japanese Equity Fund (Simplified Chinese version)

Stephen R. Foerster; Akitoshi Ito;

Ken Williams, product manager at CIBC Securities Inc., was preparing for a meeting of the new fund launch committee, including the president and the vice president of marketing, concerning the proposed launch of a new Japanese equity mutual fund. The company was looking to expand its product line and did not currently have any mutual funds with investments exclusively in Japan. If the launch was to proceed, Ken Williams would need to consider a number of issues including how to position and market the fund, and how the fund would be structured.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: Investments; Investment Funds; Mutual Funds

Industry: Finance and Insurance;

Setting: Canada/Japan, Large, 1995

Difficulty: Undergraduate/MBA

9A98GC04

CIBC Wood Gundy in Asia: An Evolving Regional Strategy (Simplified Chinese version)

Paul W. Beamish; Bruce Moore;

The Singapore-based managing director of Origination and Structuring for CIBC CEF pondered how expansion opportunities in Asia fit with the firm's Asia-Pacific strategy and what his recommendation would be at the monthly senior management meeting regarding the Canadian investment bank's expansion into Malaysia. The firm has existing Asian operations in Australia, China, Hong Kong, Japan, Singapore and Taiwan. From the perspective of the managing director, a decision is required regarding whether the company should locate at all in Malaysia, and if so, which city and how to staff it.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: International Business; International Finance; Location Strategy; Staffing

Industry: Finance and Insurance;

Setting: Malaysia/Singapore, Medium, 1996

Difficulty: Undergraduate/MBA

9A97EC18

Cisco Systems Inc.: Managing Corporate Growth Using an Intranet (Simplified Chinese version)

Michael Parent; Debra Rankin;

Cisco is the world's largest, and leading manufacturer and distributor of routers and switches. In order to achieve this position, it has adopted an aggressive growth strategy, acquiring companies, their employees, and new employees at a rate of 250 to 300 employees per month. The Cisco Employee Connection (CEC), a corporate intranet, is the primary means by which new employees are absorbed and acculturated. The CEC is also the principal means of interaction for the multi-functional work team approach Cisco employs. This case critically assesses this approach to scaling an organization, and the extent to which it can be maintained and transferred.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Internet; Computer Industry

Industry: Manufacturing;

Setting: USA, Large, 1997

Difficulty: Undergraduate/MBA

9A97GC16

Citibank N.A. in China (Simplified Chinese version)

David W. Conklin; Larry Li; Adrienne Young;

Citibank was the first U.S. bank to establish operations in China when it opened a branch in Shanghai in 1902. From the early 1940s until 1984, Citibank was absent from China, but since 1984 it had gradually re-established an active presence. In 1997, Citibank had reached a crossroads. It had to decide how best to participate in the rapid growth of the Chinese economy and the huge inflow of foreign direct investment. Citibank had many competitive advantages on the basis of which it had established a unique strategy that excluded joint ventures. In 1997, a wide variety of new potential services included credit cards, RMB (Chinese currency) banking, and various fee-based services. Government regulations still severely restricted the types of loans foreign banks could make, but it was expected that these regulations might soon be liberalized. How should Citibank N.A. in China best position itself for the future?

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Business Policy; Strategic Change; Environmental Change; Financial Institutions

Industry: Finance and Insurance;

Setting: China, Large, 1997

Difficulty: Undergraduate/MBA

9A97GC20

Citic Industrial Bank: Preparing for the Future (Simplified Chinese version)

David W. Conklin; Larry Li; Adrienne Young; Tom Gleave;

CITIC Industrial Bank (CITICIB) was the financial branch of CITIC, a huge Chinese market-oriented holding company that controlled a wide range of manufacturing assets. CITIC had decided to transform its bank into one of China's premier financial institutions. This mission required that the bank develop a strategic plan. Should the bank concentrate on a single niche such as investment banking, venture capital, or private banking? Alternatively, should it try to become China's first truly universal commercial bank? On the basis of this decision, CITICIB would have to implement an array of new corporate policies. In this process, CITICIB had the advantages of impressive political connections. Furthermore CITICIB had a decent balance sheet since it had not been compelled to offer policy loans to the state-owned enterprises, a practice which had placed China's state-owned banks in a precarious position.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Business Policy; Strategic Change; Environmental Change; Financial Institutions

Industry: Finance and Insurance;

Setting: China, Large, 1997

Difficulty: Undergraduate/MBA

9A99EC04

City Center Hospital (A) (Simplified Chinese version)

Peter C. Bell;

City Center Hospital designed a new computer system to reduce record-keeping time spent by nurses, to allow more time to be spent on patient care. The system had been well received by staff at the hospital, and hospital management wanted to market the new system to other hospitals. Students are required to design an experiment that will evaluate the new system. The City Center Hospital (B) case, 9A99E005, presents actual data collected.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Data Analysis; Estimation; Statistical Analysis; Probability

Industry: Health Care Services;

Setting: USA, Medium

Difficulty: Undergraduate/MBA

9A98DC09

COM DEV Xi'an - ISO 9000 Registration (Simplified Chinese version)

John S. Haywood-Farmer; Tom Gleave;

The general manager of COM DEV's Chinese facility which assembled satellite components, was trying to decide whether the plant should seek ISO 9000 certification. Not only did ISO 9000 registration have a number of advantages and disadvantages, but as well, the decision in the Chinese plant would have some implications for COM DEV's other facilities in Canada and Europe. In addition, if the general manager decided to seek ISO 9000 certification for his plant, he would have to decide which level of certification to seek.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Quality Management; Branch Operations; Joint Ventures

Industry: Manufacturing;

Setting: China, Small, 1996

Difficulty: Undergraduate/MBA

9A89LC02

Consumer Gas: The LNG Plant (A) (Simplified Chinese version)

Margot Northey; Lucie Cousineau;

Management at a large gas company wonder how to decrease opposition to a new gas storage facility. They want to increase the company's chance of getting regulatory approval for a new liquefied natural gas storage facility however, with increasing opposition to the proposed facility from local residents management wonders if it makes sense to continue an expensive public participation program.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Public Relations; Management Communication; Communications

Industry: Retail Trade;

Setting: Canada, Large, 1985

Difficulty: Undergraduate/MBA

9A98EC39

Con-Test: An Expert System at a Steel Works (Simplified Chinese version)

Peter C. Bell;

The superintendent of casting at a continuous casting machine was asked to install an expert system to help diagnose and repair faults. Should he give the go ahead for installation?

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Decision Support Systems; Technological Change; Machine Learning; Knowledge Based Systems

Industry: Manufacturing;

Setting: United Kingdom, Large, 1982

Difficulty: Undergraduate/MBA

9A96MC01

Coral Divers Resort (Simplified Chinese version)

Paul W. Beamish; Kent E. Neupert;

The owner of a small scuba diving operation in the Bahamas is reassessing his strategic direction in the light of declining revenues. Among the changes being considered are shark diving, family diving, exit, and shifting operations to another Caribbean location. These options are not easily combined, nor are they subtle. The case is intended to provide a work-out on the relationship between strategy, organization and performance, and how changes in strategy will dramatically affect the organization. The case also highlights the importance of understanding demographic changes as part of an environmental analysis. (A nine-minute video can be purchased with this case, video 7A96M001.)

Publication Date: January 15, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Services; Small Business; Industry Analysis; Strategic Change

Industry: Other Services;

Setting: Bahamas, Small, 1995

Difficulty: Undergraduate/MBA

9A96BC57

Cost Effectiveness Measurement Inc. (Simplified Chinese version)

Stephen R. Foerster; Scott Murray; Kevin Pollock;

The managing director of a pension fund benchmarking firm was preparing a presentation to the management of a large corporate pension fund. He needed to evaluate the value added of the fund performance as well as measure the cost effectiveness of the fund. This case examines the importance of performance benchmarking to determine the value added through security selection and tactical asset allocation. The key message is the importance of asset class selection to the overall portfolio performance.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Investment Funds; Performance Evaluation; Pensions; Investments

Industry: Finance and Insurance;

Setting: Large, 1996

Difficulty: Undergraduate/MBA

9A98EC11

Creating a Web Site for Medisys Health Group Inc. (Simplified Chinese version)

Michael Parent; Stuart Elman;

The founder and CEO of Medisys Health Group Inc., a corporate health care services provider, has decided the company needs a web presence. The vice president of operations, has been tasked with carrying out this idea. In order to do so, she must determine the company's needs with respect to a web site, set achievable, measurable performance objectives, and otherwise see to the implementation and administration of the site. She faces two main challenges: obtaining the necessary information, and creating consensus in the organization. The case forces readers to consider the role of the Internet in a service organization's marketing strategy, and the possible impediments which need to be overcome in order to be successful.

Publication Date: January 15, 2003

Discipline: International; Management Science; Information Systems;

Issues: Internet; Computer System Implementation; Marketing Communication

Industry: Health Care Services;

Setting: Canada, Small, 1997

Difficulty: Undergraduate/MBA

9A97NC11

Currency Hedging for International Portfolios (Simplified Chinese version)

G. Andrew Karolyi;

The objective of this note is to identify the key issues, theories and empirical evidence on the management of currency risks in international portfolios. Readers are introduced to the concept of universal hedging developed by Fischer Black, empirical evidence on the performance of different currency hedging strategies and best practices. The note is useful background for the case Ontario Teachers' Pension Plan Board: Hedging Foreign Currency Exposure, case 997N002.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: International Finance; Investments; Exchange Rates

Setting: Not Applicable

Difficulty: Undergraduate/MBA

9A97EC11

Datacom: The Internet in Mongolia (Simplified Chinese version)

Sid L. Huff; Harvey G. Enns;

Datacom is one of the first Internet Service Provider companies to be started in Mongolia. The company was sponsored in part by the Pan Asia Networking (PAN) initiative, a project under the auspices of the International Development Research Centre (IDRC), a Canadian Crown Corporation. IDRC believed that an effective way of promoting third-world economic development was through the development of Information Technology infrastructure. Datacom was PAN's first major project, so the PAN initiative and the IDRC had a lot riding on its success. Development of data communications and the Internet in Mongolia was especially challenging given the rudimentary nature of telecommunications in the country. The decision maker in the case is faced with questions of how to expand Datacom's service offerings following its initial venture into Internet services. Wireless communications and satellites provide a way around some of the obstacles, but pose other challenges in terms of cost and know-how. A technical note (9A99E010) on Very Small Aperture Terminals (VSATs) is available as a supplement to this case.

Publication Date: January 15, 2003

Discipline: International; Management Science; Information Systems;

Issues: Computer Applications; Technological Change; Information Systems

Industry: Information, Media & Telecommunications;

Setting: Mongolia, Small, 1997

Difficulty: Undergraduate/MBA

9A98AC05

Delta Grand Pacific Hotel (Simplified Chinese version)

John R. Kennedy; Tom Gleave;

The director of sales and marketing for the Delta Grand Pacific Hotel in Bangkok, Thailand, needed to devise a marketing strategy that would ensure the hotel's success in its very competitive market. He wanted to ensure that the hotel maintain and eventually increase its two key benchmarks of performance, namely, occupancy rates and average room rates, by milking the Sukhumvit Micromarket to its fullest potential. Compounding this challenge was the anticipation of a sharp drop in occupancy at the hotel due to the likelihood that an important client contract would not be renewed.

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Marketing Planning

Industry: Accommodation & Food Services;

Setting: Thailand, Large, 1996

Difficulty: Undergraduate/MBA

9A87MC07

Designer Classics Carpet Manufacturing (Simplified Chinese version)

Rod E. White;

The entrepreneur and owner of Designer Classics Carpet, is deciding upon future growth opportunities for his company. Opportunities for forward and background integration have been identified. As well, the acquisition of a firm manufacturing a related product line is being considered. He must decide upon priorities, direction and timing of all these moves.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Strategic Planning; Integration

Industry: Manufacturing;

Setting: Canada, Small, 1987

Difficulty: Undergraduate/MBA

9A83EC02

Direct Mail Company Inc. (Simplified Chinese version)

Peter C. Bell;

A company using bulk mailing to generate sales leads has seen a market drop-off in its pull (leads per 1,000 mailings). The company must analyze data on different types of mailings to try to identify the cause of the decline in pull, and to plan future mailings to restore the numbers of leads obtained to more normal levels. (A Microsoft Excel data file is available for use with this case, product 7A83E002.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Statistical Analysis

Industry: Retail Trade;

Setting: USA, Medium, 1981

Difficulty: Undergraduate/MBA

9A98EC25

Dofasco - Fuel Management (Simplified Chinese version)

Peter C. Bell;

The Works Manager at Dofasco was faced with rapidly increasing market prices for fuel oil and natural gas. Anticipating that similar price increases were likely to continue for the foreseeable future, he wanted to be certain that the steel works was making the best use of its energy dollars and, in particular, that the fuels produced as by-products from plant operations were being efficiently utilized. (A Microsoft Excel model is available for use with this case, product 7A98E025.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Spread Sheet Application; Resource Allocation; Linear Programming

Industry: Manufacturing;

Setting: Canada, Large

Difficulty: Undergraduate/MBA

9A86MC06

Dofasco Inc. (Simplified Chinese version)

Rod E. White; Gerry R. Higgins; Robert Gordon;

The members of a special task force at Dofasco Inc. of Hamilton, Ontario were faced with the unpleasant task of deciding how the firm should react to a serious downturn in the economy which had become evident six months earlier and showed no sign of abating. The company's first response had been to initiate a hiring freeze, which had resulted in a workforce reduction through attrition of approximately 400 people over the previous six months. It was clear, however, that further action and quick action was called for. The task force was considering cutting the company's dividends and/or announcing extensive layoffs.

Publication Date: January 15, 2003

Discipline: General Management/Strategy;

Issues: Employee Relations; Labour Relations

Industry: Manufacturing;

Setting: Canada, Large, 1982

Difficulty: Undergraduate/MBA

9A79EC02

Dofasco Limited - Lance Desulphurizing Plant (Simplified Chinese version)

Peter C. Bell; Akbar Noori;

A superintendent at Dofasco has to decide whether to recommend engineering modifications be made to the Lance desulphurizing plant. The plant normally operated with two ports, but if one port broke down, severe disruption in blast furnace operations would result if the single operating port was unable to handle the plant's desulphurizing load. Making the modifications would guarantee that both ports were always operational, but is it a necessary expense? (A Microsoft Excel data file is available for use with this case, product 7A79E002.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Simulation; Queuing Theory; Production Management/Control

Industry: Mining;

Setting: Canada, Large, 1978

Difficulty: Undergraduate/MBA

9A80EC02

Domglas Inc. (Simplified Chinese version)

Peter C. Bell;

Domglas Inc. must estimate the potential demand for ready-to-eat soup packaged in glass jars for the convenience of microwave-oven owners. (A Microsoft Excel data file is available for use with this case, product 7A80E002.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Statistical Analysis; New Products

Industry: Manufacturing;

Setting: Canada, Large, 1978

Difficulty: Undergraduate/MBA

9A96EC06

Don Smith (Revised) (Simplified Chinese version)

E.F. Peter Newson; Donald J. Smith; Kerry Hill;

Don Smith must decide what to do after a contractor refuses to fulfill what Smith believes to be a legal contract. (A Microsoft Excel model is available for use with this case, product 7A96E006.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Decision Analysis

Industry: Construction;

Setting: Canada, Not Applicable, 1996

Difficulty: Undergraduate/MBA

9A94DC19

Earth Buddy (Simplified Chinese version)

Chris J. Piper;

About 15 operators work in a simple hybrid batch-flow environment to produce the Earth Buddy novelty product. The case introduces the topic of process analysis. Sufficient information is presented to introduce and discuss the following concepts in an 80-minute class: capacity, throughput time, cycle time, bottleneck identification and resolution, and work-in-process inventory accumulation and draw-down. Issues that can be explored during the discussion include: shift scheduling, the impact of cross-training, batch versus flow production, rush orders, and the impact of defects on capacity. (An Extend simulation file is available for this case, product 7A94D019.)

Publication Date: January 15, 2003

Discipline: Operations Management;

Issues: Process Analysis; Manufacturing; Capacity Analysis

Setting: Canada, Small, 1994

Difficulty: Undergraduate/MBA

9A92BC05

ED TEL-Norstar Key Systems (Simplified Chinese version)

Randy P. Kudar;

Sue Smith and Joel Dean are meeting together to interpret the causes of variance that has been reported for their two products over the past two months. ED TEL has recently introduced a new product reporting system for product managers. This is one of the first times that the managers have been required to use the information given in the report.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Budgeting; Cost Systems; Product Management; Information Systems

Industry: Information, Media & Telecommunications;

Setting: Canada, Medium, 1991

Difficulty: Undergraduate/MBA

9A97GC29

Ellen Moore (A): Living and Working in Korea (Simplified Chinese version)

Henry W. Lane; Chantell Nicholls; Gail Ellement;

Ellen Moore, a systems consultant, was sent to Korea to manage a project involving a team of North American and Korean consultants representing a joint venture between a major Korean conglomerate and a significant North American information technology company. The Americans were to be involved for the first seven months in order to transfer expertise and knowledge to the South Koreans who had little experience in this area. Ellen's superior had played an integral part in securing the contract in Korea due to his depth of knowledge on the subject. He chose Ellen to be the key North American project manager because she had significant project management skills and impressive international experience. Upon Ellen's arrival, she discovered that the Korean consultants were far less skilled than she had expected. In addition, Ellen had understood that she and the Korean manager were to be co-managers but immediately tensions arose regarding who was giving direction to the team and the scope of the project. Tensions escalated until it was clear that the project was behind schedule and the Koreans were not taking direction from Ellen. The Koreans insisted that Ellen was the problem. Ellen's superior disagreed; he and Ellen must decide how to proceed. The challenge is to balance strategic goals with individual action.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Group Behaviour; Intercultural Relations; Women in Management; Team Building

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Korea, Large, 1995

Difficulty: Undergraduate/MBA

9A96KC03

Endoscopes at Victoria Hospital (Simplified Chinese version)

Elizabeth M.A. Grasby; Mark D. Applebaum;

As manager of Clinical Engineering at Victoria Hospital in London, Ontario, Canada, Mark Greig was part of a team responsible for managing the hospital's medical technology. Greig knew something had to be done to improve the quality and cost of repairs being made to the hospital's flexible endoscopes by outside firms. It was now early April 1994 and Greig was eager to prepare for the monthly team meeting which was to take place on April 18.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Make or Buy Decision; Management of Technology; Supplier Relations; Purchasing

Industry: Health Care Services;

Setting: Canada, Medium, 1994

Difficulty: Introductory

9A94BC13

Equipment Manufacturing Inc. (Simplified Chinese version)

Claude P. Lanfranconi; Group MAC;

A heavy equipment manufacturing firm is considering three different levels of investment in a professional services firm that performs consulting engineering work for industrial firms. To assess the impact of the different levels of investment, financial statements need to be prepared using generally accepted accounting principles (GAAP), for one year after the planned investment.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Investments; Accounting Methods; Financial Reports/Disclosure

Industry: Manufacturing;

Setting: Large, 1993

Difficulty: Undergraduate/MBA

9A98BC01

EVA at Ault Foods Limited (Simplified Chinese version)

Sarah C. Mavrinac; Angela Skubovius; Henry Fiorillo;

The chief financial officer of Ault Food Limited was compiling the data he would need to run a divisional Economic Value Added (EVA) analysis. He had been asked by the CEO of Ault Foods to present the analysis at the next meeting of the board of directors. The CEO must persuade the board that divesting at least one of the company's divisions will be in the best interest of Ault's shareholders. The case is intended to provide an introduction to the use of EVA in a multi-business setting. Having completed the case, students should have a basic understanding of the EVA concept and its usefulness as a performance indicator, be capable of making EVA adjustments and calculating actual EVA measures, and have a good

conceptual grasp of the application of EVA as both an internal control device and an aid to strategic decision making.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Valuation; Performance Evaluation; Accountability; Economic Value Added

Industry: Manufacturing;

Setting: Canada, Large, 1996

Difficulty: Undergraduate/MBA

9A88CC41

Fardo Industries Inc. (Simplified Chinese version)

Jeffrey Gandz;

The partner of an accounting firm must decide how to advise a client to amortize the goodwill involved in an acquisition. The decision will significantly impact the acquisition price to be paid to a former client and friend of the accountant.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Acquisitions; Ethical Issues; Accounting Principles

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Canada, Medium, 1988

Difficulty: Undergraduate/MBA

9A95AC15

Femsa Cerveza: Sol in the UK (Simplified Chinese version)

John S. Hulland; David Ager; Carlos Ruy Martinez;

The export director for Cerveceria Cuauhtemoc Moctezuma, of Monterrey, Mexico, must develop a sophisticated marketing strategy in order to earn a permanent place for the brewery's SOL brand in the UK brewing market, considered to be one of the world's most dynamic and competitive beer markets. Specifically, he must decide how to position the brand; what brand characteristics, if any, should be modified; what new distribution channels, if any, should be pursued; and finally, what type of advertising and promotional campaign is necessary.

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Advertising Strategy; Market Strategy; Product Strategy; International Business

Industry: Manufacturing;

Setting: United Kingdom, Large, 1994

Difficulty: Undergraduate/MBA

9A84EC02

Firestone Canada Inc. (Simplified Chinese version)

Peter C. Bell;

The president of Firestone Canada must decide whether or not to go ahead with the marketing program Pay No Dough If It Doesn't Snow. This program, proposed by the Manager of Advertising and Dealer Relations, offers purchasers of Firestone Snow-Biter tires a refund based on the amount of snowfall during the winter. (A Microsoft Excel data file is available for use with this case, product 7A84E002.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Statistical Analysis; Risk Management; Advertising

Industry: Manufacturing;

Setting: Canada, Large, 1983

Difficulty: Undergraduate/MBA

9A97DC15

Fisher & Paykel Limited (Simplified Chinese version)

Michiel R. Leenders;

On February 9, 1995, the purchasing officer at Fisher & Paykel Limited in Auckland, New Zealand, was preparing for the next meeting of the evaporator pad cover team. Recent supply problems had threatened to close down the refrigerator assembly line and the purchasing officer's task was to propose a workable and cost effective solution.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Scheduling; Make or Buy Decision

Industry: Manufacturing;

Setting: New Zealand, Medium, 1995

Difficulty: Undergraduate/MBA

9A89BC32

Fisher Electric Inc. (Simplified Chinese version)

David C. Shaw; Richard Nason;

A bank branch manager is evaluating an application from Fisher Electric Inc. for a line of credit. The company has a recent record of growth and profitability, and in order to continue to grow it must obtain new financing. The company's fortunes are tied to the cyclical swings in the construction industry. Students are provided the opportunity to evaluate the performance and competitive position of an expanding business and to estimate a firm's borrowing needs and capacity to repay its loans. May be used to introduce students to pro forma financial statements.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Bank Lending

Industry: Wholesale Trade;

Setting: Canada, Large, 1989

Difficulty: Undergraduate/MBA

9A98CC04

Five Star Beer - Pay for Performance (Simplified Chinese version)

Brian Golden; Tom Gleave;

The president and general manager are reviewing a pay for performance system. The president needs to determine whether or not these systems were properly designed to ensure that they are producing higher quality product at progressively lower costs. If not, he needs to consider how he might suggest that these and other systems be changed in order to achieve cost and quality objectives.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; Organizational Behaviour/Leadership; International;

Issues: Joint Ventures; Organizational Design; Change Management; Pay for Performance

Industry: Manufacturing;

Setting: China, Not Applicable, 1997

Difficulty: Undergraduate/MBA

9A94EC01

Flower Auction Westland: The Cosmos Project (Simplified Chinese version)

Duncan G. Copeland; Iain Spooner;

The manager of information and technology at a flower auction house must decide on the pace at which information technology changes should be introduced. The issues raised in the case pertain to the formulation and implementation of information technology strategies, and illustrate the potentially integrative role of information technology, different levels of information technology strategy, online bidding, and the establishment and maintenance of information systems for clearing channels.

Publication Date: January 15, 2003

Discipline: International; Management Science; Information Systems;

Issues: Management of Change; Management Information Systems; Organizational Change

Industry: Wholesale Trade;

Setting: Netherlands, Not Applicable, 1991

Difficulty: Undergraduate/MBA

9A97BC07

Foster's Brewing Group Ltd. (Simplified Chinese version)

Murray J. Bryant; Michelle Theobalds;

Foster's Brewing Group Ltd. is an Australian company, who does business around the world and who shares trade on several international exchanges. The case focuses on the differences between Canadian and Australian General Accepted Accounting Principles (specifically the treatment of brands) and how these differences should be interpreted by an external investor.

Teaching objectives include: (a) raising awareness of accounting differences in different jurisdictions; (b) understanding the

impact that these differences may have on the financial statements; (c) examining brand accounting; and (d) making decisions on international companies as investments.

Publication Date: January 15, 2003

Discipline: Accounting; International;

Issues: Accounting Principles; Financial Analysis; Financial Reports/Disclosure; Accounting Methods

Industry: Manufacturing;

Setting: Canada/Australia, Large, 1997

Difficulty: Undergraduate/MBA

9A98DC07

Franz Berger - Master Brewer (Simplified Chinese version)

James A. Erskine; Tom Gleave;

A Master Brewer is facing serious operating problems in the malthouse at the Dragon Brewing Company in China. These problems are affecting the quality of beer and endangering the health and safety of employees. He is considering three investment alternatives and is concerned not only about the financial implications but also the organizational implications and the politics of his recommendation.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Organizational Structure; Process Analysis; Quality; Investment Analysis

Industry: Manufacturing;

Setting: China, Large, 1996

Difficulty: Undergraduate/MBA

9A94GC05

GE Energy Management Initiative (A) (Simplified Chinese version)

J. Nick Fry; Julian M. Birkinshaw;

The business development manager for General Electric (GE) Canada, met with executives from GE Supply, a US-based distribution arm of GE. The purpose of the meeting was to discuss new business opportunities in energy management and efficiency. The business development manager had identified some opportunities for business development in Canada, while leveraging GE's strategic capabilities did not fit well with GE's corporate structure. He was keen to work with GE Supply but wanted to retain a high level of operating autonomy. The challenge was to put together an appropriate organizational structure and find a home for the new development idea. (A sequel to this case is available, titled GE Energy Management Initiative (B), case 9A94G006. A 12-minute video may also be purchased with this case, video 7A94G005.)

Publication Date: January 15, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Multinational; Organizational Structure; International Business

Industry: Manufacturing;

Setting: Canada, Large, 1992

Difficulty: Undergraduate/MBA

9A92DC02

Greaves Brewery (Simplified Chinese version)

Michiel R. Leenders; James A. Erskine;

An expansion in the bottling plant of a brewery leads to a reassessment of the manual palletizing operation. It is possible to purchase expensive automatic equipment and a choice of makes is involved.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Capacity Analysis; Equipment Investment; Machinery and Equipment; Equipment Selection/Maintenance

Industry: Manufacturing;

Setting: Trinidad, West Indies, Small, 1990

Difficulty: Undergraduate/MBA

9A97LC01

Grupo Financiero Inverlat (Simplified Chinese version)

Henry W. Lane; Kathleen E. Slaughter; Daniel D. Campbell;

A small team of Canadian managers from a large financial institution is faced with the challenges of managing a recently acquired Mexican operation. Managers must cope with a language barrier and cultural differences as they try to restructure the over-staffed Mexican financial institution. A second teaching note (5A97L01) discusses how to use this case from a cross-cultural orientation perspective.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Communications; Intercultural Relations; Management in a Global Environment; Restructuring

Industry: Finance and Insurance;

Setting: Mexico, Large, 1996

Difficulty: Undergraduate/MBA

9A98CC03

HCM Beverage Company (Simplified Chinese version)

Allen Morrison; J. Stewart Black;

The general manager of a beverage company must decide what to do about the declining performance of its' Vietnam-based operation. Employees seem unmotivated and lackadaisical about their work and these same workers blame the weather for the poor results.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Employee Attitude; Employment Equity; Management in a Global Environment; Labour Relations

Industry: Manufacturing;

Setting: Vietnam, Medium, 1997

Difficulty: Undergraduate/MBA

9A98EC45

Home Education Inc. (Simplified Chinese version)

Peter C. Bell;

Home Education Inc. must set aside a portion of revenues to cover the costs of delivering a key part of a correspondence course (a television set kit) to the students. The problem is to estimate the size of the required reserve.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Data Analysis; Statistical Analysis; Risk Analysis; Probability

Industry: Educational Services;

Setting: USA, Medium

Difficulty: Undergraduate/MBA

9A95EC02

Hong Kong's Tradelink: An EDI Vision (Simplified Chinese version)

Sid L. Huff; Duncan G. Copeland; Leslie Surmon;

The general manager of Hong Kong's Tradelink project has to decide whether Tradelink should issue a Request for Proposals to computer vendors now, or wait a few months for the Hong Kong government's formal approval that it will grant Tradelink a monopoly to operate an electronic data interchange (EDI) service for government trade documents and take a shareholding in the company. The central issue in the case is the question of the extent to which EDI is really a strategic necessity at this time for Hong Kong. The case also provides students with exposure to the Hong Kong business environment, a basic understanding of EDI and how it works and the application of EDI to international trading practices.

Publication Date: January 15, 2003

Discipline: International; Management Science; Information Systems;

Issues: International Trade; Information Systems; Electronics

Industry: Public Administration;

Setting: Hong Kong, Large, 1992

Difficulty: Undergraduate/MBA

9A98NC01

Huaneng Power International Inc.: Raising Capital in Global Markets (Simplified Chinese version)

G. Andrew Karoly; Stephen R. Foerster; Jerry White;

Huaneng Power International (HPI), an independent power producer in the People's Republic of China (PRC), is in the process of executing a global equity issue to raise funds for the construction of new power plants. The company is planning to list the new shares through an American Depositary Receipt program on the New York Stock Exchange. The company has recently reduced the price of the issue due to poor market conditions and investor resistance to the price range stated in the preliminary prospectus. HPI's management must decide whether the new offer price and choice of listing exchange is reasonable in light of recent market events and the political,

economic, social and technological environment in the PRC.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: Valuation; Initial Public Offerings; International Finance

Industry: Utilities;

Setting: China, Large, 1994

Difficulty: Undergraduate/MBA

9A98NC23

Hutchison Whampoa Limited - Yankee Bond Offering (Simplified Chinese version)

G. Andrew Karolyi; Richard Johnston;

A diversified global interests company, which is financed through medium and long-term loans, is preparing a US\$1 billion bond offering. Students will have to figure the individual bond price, including the possible cost of the issue, while considering the receptiveness of the market, given the change in sovereignty over Hong Kong.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: Globalization; Financial Strategy; International Finance

Setting: Hong Kong, Large, 1997

Difficulty: Undergraduate/MBA

9A99EC09

Ian Steele (Simplified Chinese version)

Peter C. Bell;

The proprietor of the Brooke Road 7-11 store was dismayed to learn of the shop's dismal financial performance the previous year. She knew that an employee had been caught stealing from the shop and had admitted taking \$500 from the till over a period of about 4 months. The poor financial performance of the store could be explained if the actual amount stolen had been much larger than \$500. The proprietor assembled weekly sales records in the hope of estimating the full impact and magnitude of the thefts. (A Microsoft Excel data file is available for use with this case, product 7A99E009.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Regression Analysis; Data Analysis; Statistical Analysis

Industry: Retail Trade;

Setting: USA, Small, 1997

Difficulty: Undergraduate/MBA

9A88MC10

IKEA (Canada) Ltd. 1986 (Condensed) (Simplified Chinese version)

Paul W. Beamish;

The mid-1986 Sears new catalogue contained a 20-page section called Elements. This section bore a striking resemblance to the format of an IKEA catalogue, and the furniture being offered was similar to IKEA'S knocked-down self-assembly line. The head of IKEA'S North American operations wondered how serious Sears was about its new initiative and what, if anything, IKEA should do in response.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Subsidiaries; Supplier Relations; Competition; Value Analysis

Industry: Retail Trade;

Setting: Canada/Sweden/USA, Large, 1986

Difficulty: Undergraduate/MBA

9A97GC19

Industrial and Commercial Bank of China (Simplified Chinese version)

David W. Conklin; Larry Li; Trevor Hunter;

A government-owned bank is struggling to transform itself into a modern, internationally competitive financial institution. However, as a state-owned bank, it had limited freedom to reduce and train staff, to be selective in its lending, or to experiment with new kinds of financial services. Furthermore, many concepts that were common in non-communist countries had not yet become part of the Chinese banking system, such as collateral, security, risk analysis, and credit references. The bank faced the likelihood that foreign banks would soon be creating far more intense competition than the Chinese banks had had to face in the past. Somehow, the bank had to create a strategy that would enable it to survive this competition. This case explores the elements that might be the basis for a new strategy.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Environmental Change; Strategic Change; Financial Institutions; Business Policy

Industry: Finance and Insurance;

Setting: China, Large, 1997

Difficulty: Undergraduate/MBA

9A98DC05

Industrie Pininfarina: The New Customer Decision (Simplified Chinese version)

Neil R. Jones;

A renowned manufacturer and designer of niche vehicles for major automobile companies has traditionally competed on flexibility using a highly skilled design and manufacturing workforce and low levels of automation. However, the European auto market is threatened with a shakeout. The director of operations must decide whether to accept an offer from Mitsubishi to become the exclusive European manufacturer of a sport utility vehicle. The order would more than double the company's manufacturing volume and relieve pressure to replace models currently in production. However, the fit of the order with existing manufacturing strategy is poor, and major changes in facilities and equipment as well as people and systems would be required. The case is suitable for use in an operations class to introduce or apply basic concepts in operations strategy or to discuss operations capability and strategy with executives.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Automotive; Globalization; Strategic Change; Process Design/Change

Industry: Manufacturing;

Setting: Italy/Japan, Small, 1996

Difficulty: Undergraduate/MBA

9A97DC10

International Decorative Glass (Simplified Chinese version)

Robert Klassen; Paul W. Beamish; Jim Barker;

International Decorative Glass (IDG) is a small manufacturer of glass panels which are inserted into exterior steel doors. While their primary market is in the U.S., most of IDG's manufacturing is done in China through a joint venture arrangement. In response to rapidly growing customer demand, the vice president of operations, is considering the expansion of either their Chinese or Canadian manufacturing operations. Alternatively, he has been approached by a supplier to form a new joint venture manufacturing operation in Vietnam. Financial, political and infrastructural considerations must be weighed, in addition to any signal that would be sent to their current Chinese partners.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; International; Operations Management;

Issues: Joint Ventures; Manufacturing Capacity; Manufacturing Strategy; International Business

Industry: Retail Trade;

Setting: China/Vietnam, Small, 1996

Difficulty: Undergraduate/MBA

9A96GC05

IPC Corporation, Singapore (Simplified Chinese version)

Paul W. Beamish; Chow Hou Wee; Charles Dhanaraj;

The CEO of a Singapore-based computer company, with successful operations in Europe and Asia, was contemplating whether to pursue growth opportunities in the United States. The company had to decide between developing its own subsidiary, acquiring a small mail-order company based in Austin, Texas, or not entering the U.S. market at this time. If the acquisition option was pursued, there were challenges regarding fixing an appropriate value for the company, as well as integrating the American subsidiary into its own global network.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: International Business; Acquisitions; Market Entry; Growth Strategy

Industry: Manufacturing;

Setting: Singapore/USA, Medium, 1992

Difficulty: Undergraduate/MBA

9A94AC06

J & J (Philippines), Inc. - Johnson's Face Powder (A) (Simplified Chinese version)

John R. Kennedy; Francisco Roman; Marjorie Poblador;

This is the first case in a two-part series about decisions relating to the introduction of a new product, Johnson's face powder, to the Philippines market. There is a video, J&J (Philippines), Inc. - Johnson's Face Powder, product 7A94A006 which, while very functional to the teaching of the case, is not required for effective use of the materials. This case provides information about the Philippine market and the development of the introductory strategy for the product. The student is asked to assess the merit of the strategy, both in terms of market acceptance and their calculations as to projected contributions. (A two-minute video can be purchased for this case, video 7A94A006.)

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Marketing Management; International Marketing

Industry: Wholesale Trade;

Setting: Philippines, Medium, 1990

Difficulty: Undergraduate/MBA

9A83EC01

J. Walter Thompson Company Limited & Warner-Lambert Canada Inc. (Simplified Chinese version)

Peter C. Bell; Philip Elliott;

The brand manager for Brand A must report to his manager on the outcome of an advertising campaign conducted by J. Walter Thompson Company Limited. J. Walter Thompson's Television Spending/Delivery Analysis report is to be used to evaluate the audience achieved and budget efficiency of the television advertising campaign. (A Microsoft Excel data file is available for use with this case, product 7A83E001.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Statistical Analysis; Advertising Effectiveness

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Canada, Large, 1982

Difficulty: Undergraduate/MBA

9A98NC37

Jane Lennox (Simplified Chinese version)

David J. Sharp; Niels Billou;

The administrative assistant at the Edmonton, Alberta branch of Vandelay Securities was faced with a dilemma. Her superior had requested a purchase of shares in a firm whose securities were restricted to residents of Alberta for one of her clients who resided in British Columbia. On the purchase request form, the client's province of residence was listed as Alberta, and a post office box address was given. This transaction was the latest in a series that made her feel uncomfortable. The primary teaching objective of this case is to explore when and how one should blow the whistle. The individual's responsibility to herself, the firm, the clients and other stakeholders in exposing the unethical acts of a colleague is presented for debate. Secondary ethical issues include insider trading, high-pressure sales tactics, conflict of interest, and misrepresentation to a regulator.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Ethical Issues

Industry: Finance and Insurance;

Setting: Canada, Medium, 1997

Difficulty: Undergraduate/MBA

9A98NC36

Jason Leigh (Simplified Chinese version)

David J. Sharp; Niels Billou;

The senior vice-president and managing director at a branch of National Securities has to decide what to do about a series of seemingly irregular transactions by a vice-president, one of the top producers at the branch. When questioned regarding these transactions, the vice-president, at first calmly and then angrily, made assurances that they were completed in the best interest of the clients and were handled in his usual professional manner. The primary objective of this case is to introduce students to several common ethical dilemmas in the securities industry. Discretionary trading and duty of care are topics that can be explored and debated.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Ethical Issues

Industry: Finance and Insurance;

Setting: Canada, Large, 1991

Difficulty: Undergraduate/MBA

9A86CC52

Javitt Industries (Simplified Chinese version)

Joseph J. DiStefano; Peter Green;

The manager of a personnel office must investigate a senior management dispute in an international subsidiary and make recommendations to the president. If the dispute is not resolved promptly, several resignations of key personnel are likely to occur.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Intercultural Relations; Subsidiaries; International Business

Industry: Manufacturing;

Setting: Japan, Not Applicable, 1985

Difficulty: Undergraduate/MBA

9A89BC30

Jess Walton (A) (Simplified Chinese version)

Stephen R. Foerster; Mark Griffiths;

Jess Walton decided the time was right for a sizeable investment in bonds. She faced two immediate considerations: determining which bond or bonds represented attractive buying opportunities and deciding whether or not she should borrow all or part of her anticipated \$50,000 investment. She realized she would have to choose between government versus corporate bonds, high versus low coupon bonds, and short-term versus long-term bonds.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Bonds; Taxation; Interest Rates

Industry: Finance and Insurance;

Setting: Canada, Not Applicable, 1989

Difficulty: Undergraduate/MBA

9A97GC04

Kanzen Berhad: A Proposed Joint Venture With Pacific Dunlop Limited (Simplified Chinese version)

Donald J. Lecraw; Paul W. Beamish; Boon Lim;

The director of Kanzen Berhad (KB), Malaysia, must decide whether to recommend the company's owner and CEO accept the offer of Pacific Dunlop Limited to form a joint venture in which Pacific Dunlop, an Australian company, would buy 30 per cent of KB's holdings in six subsidiaries in the mattress and bedding industry for RM\$28 million. Since its founding as Dreamland, KB had been growing rapidly and had been quite profitable. The owner, however, had plans for expansion into other businesses in Malaysia and, especially, in China. As well, Pacific Dunlop had product and process technology, additional brand names and management expertise that had the potential to increase the success of KB's subsidiaries.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Negotiation; Joint Ventures; International Business

Industry: Manufacturing;

Setting: Malaysia/Australia, Large, 1992

Difficulty: Undergraduate/MBA

9A97GC02

Kanzen Berhad: The United States and Antidumping Duties (Simplified Chinese version)

Donald J. Lecraw; Boon Lim;

The managing director of a new Malaysian producer of stainless steel tubing received a letter from the company's attorney in Washington, DC, informing him that the U.S. Specialty Tube Group had written to the U.S. President concerning stainless steel tubing imported into the U.S. from Korea, Taiwan, Thailand and Malaysia at dumped prices that was causing injury to the U.S. industry. For the next year, the managing director considered how he should respond to this threat, while at the same time increasing the company's exports to the U.S. so that it could meet its sales and profits goals. One year later, he was informed that a formal antidumping action had been taken against imports of stainless steel tubing from Malaysia (and other countries). He is considering what he should do now, both to preserve the company's U.S. market and maintain alternative markets in other countries.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Anti-Dumping Action; International Law; International Trade; Political Environment

Industry: Manufacturing;

Setting: Malaysia/USA, Medium, 1992

Difficulty: Undergraduate/MBA

9A90GC01

Kentucky Fried Chicken in China (A) (Simplified Chinese version)

Allen Morrison; Paul W. Beamish;

The new vice-president for Kentucky Fried Chicken in southeast Asia, must weigh the growth benefits of investing in China with alternative opportunities in the region. He is at the exploratory stage of market research and is focusing his attention on four possible locations in China. He must also balance his own personal ambitions with the possibilities for failure, not only in China, but the rest of southeast Asia. (A 31-minute video is available with this case, video 7A90G001.) A follow-up case (9A90G002) is also available.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Strategic Planning; Political Environment; International Business

Industry: Accommodation & Food Services;

Setting: Asia/China, Large, 1986

Difficulty: Undergraduate/MBA

9A98NC08

Kingsway Financial Services Inc. (Simplified Chinese version)

Stephen R. Foerster; Tim Logie; Dev Balkissoon; Ravish Patil;

A fund manager has to decide whether to keep an investment in Kingsway Financial Services Inc. (a property and casualty insurance company) as part of his portfolio. This case examines how a property and casualty (P&C) investment fits into a stock portfolio and some of the unique characteristics of the insurance industry. The case gives students an exposure to insurance reserves, an understanding of how P&C companies make money and where such an investment fits into a portfolio.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Industry Analysis; Investment Funds; Investments; Investment Analysis

Industry: Finance and Insurance;

Setting: Canada, Medium, 1998

Difficulty: Undergraduate/MBA

9A88MC04

Kolapore, Inc. (Simplified Chinese version)

Paul W. Beamish;

The president and sole employee of a firm in Guelph, Ontario, which specializes in the importation, processing and sale of high quality souvenir spoons, is becoming increasingly frustrated with the pace at which his business is developing. The owner must decide whether he should operate the business full time, part time or at all. This case can be used in a strategy formulation course to illustrate the power of a well-defined strategy.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;
Issues: Career Planning; International Business; Imports
Industry: Manufacturing;
Setting: Canada/Netherlands, Small, 1986
Difficulty: Undergraduate/MBA

9A91AC16

Kraft General Foods Canada Inc.: Post Children's Cereals (Simplified Chinese version)

John S. Hulland; Gus DeFranco;

Janet Wells, product manager for POST Children's Cereals, must decide how to allocate her marketing budget to in-pack premiums, trade promotions, and advertising. Her decision is complicated by recent increases in competitive activity.

Publication Date: January 15, 2003

Discipline: Marketing;

Issues: Marketing Mix; Advertising Management; Promotion Policy; Product Management

Industry: Manufacturing;

Setting: Canada, Large, 1990

Difficulty: Undergraduate/MBA

9A94DC01

Lamson Corporation (R) (Simplified Chinese version)

Michiel R. Leenders;

This business game allows participants to make 12 scheduling decisions under conditions of demand uncertainty. It is played with groups of 3-5 participants and does not require a computer.

Publication Date: January 15, 2003

Discipline: Operations Management;

Issues: Shortages; Decision Theory; Inventory; Scheduling

Industry: Manufacturing;

Setting: Medium, 1995

Difficulty: Undergraduate/MBA

9A99EC07

LanCo Catalogue Sales (Simplified Chinese version)

Peter C. Bell; Chris K. Anderson;

The issue before the directors meeting of LanCo Catalogue Sales was the high level of product returns that the company was experiencing. These product returns were eroding profitability at a remarkable rate, however the directors were split into two camps over what to do about the problem. One camp believed that speeding up shipments would reduce the returned merchandise, while the other camp believed that this would merely increase shipping costs and reduce profits even further. LanCo management was determined that the returns problem must first be understood, then actions must be taken to reduce returns, in order to improve the profitability of the company. (A Microsoft Excel data file is available for use with this case, product 7A99E007.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Data Analysis; Statistical Analysis; Spread Sheet Application; Retailing

Industry: Retail Trade;

Setting: USA, Medium

Difficulty: Undergraduate/MBA

9A95BC29

Laurentian Bakeries (Simplified Chinese version)

Stephen R. Foerster; Rob Barbara;

The vice-president of operations must submit a valuation and recommendation to expand his plant to handle a doubling of sales over the next three years. Students will have to understand the process review for capital allocation in this large corporation in order to make their recommendation, as well as complete a discounted cash flow.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Planning; Capital Budgeting

Industry: Manufacturing;

Setting: Canada, Large, 1995

Difficulty: Undergraduate/MBA

9A87BC17

Lawson & Jones Limited (A) (Simplified Chinese version)

David C. Shaw; Charles L. Blair;

A group of officers and senior managers at Lawson & Jones is proposed a leveraged buyout of the Canadian operations. They face issues of deciding on an offering price and evaluating the financing proposal. Two follow-on cases of the same name (9A87B018 and 9A87B019) outline the subsequent events.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Financing; Pricing; Valuation

Industry: Manufacturing;

Setting: Canada, Large, 1985

Difficulty: Undergraduate/MBA

9A98GC09

LG Group: Developing Tomorrow's Global Leaders (Simplified Chinese version)

Allen Morrison; J. Stewart Black;

The firm's chairman has announced a corporate goal of increasing revenues from \$38 billion to \$380 billion between 1995 and 2005. Most of this increase is expected to come from new international sales. As a consequence, the firm must add an estimated 1,400 new global leaders to its management ranks. The chairman and his team must determine what these new global leaders should look like and how to develop them.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;
Issues: Management Style; Management Development; Human Resources Management; Management Training
Industry: Manufacturing;
Setting: Korea, Large
Difficulty: Undergraduate/MBA

9A86AC01

Linear Technology Inc. (Simplified Chinese version)

Adrian B. Ryans;

Linear Technology was a world leader in the manufacture of audio amplifiers for hearing aids. After initial difficulties with its distributor in Japan, the company had successfully penetrated the Japanese market. In order to continue its rapid growth, the company decided to become a manufacturer of custom and semi-custom chips. In August 1984, the vice-president of marketing must decide whether or not to introduce its new product line into Japan and, if the decision is affirmative, a distribution strategy in Japan must be developed.

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Market Strategy; International Marketing; Distribution

Industry: Manufacturing;

Setting: Canada/Japan, Small, 1984

Difficulty: Undergraduate/MBA

9A99EC16

Listerine Lozenges (Revised) (Simplified Chinese version)

Peter C. Bell; Andrew A. Grindlay; Terry Moss;

A pharmaceutical house is considering introducing a throat lozenge on the market and is undecided about whether to conduct a test market and whether to order manufacturing equipment now or later. Probability assessments are given, permitting the use of a decision tree. Also possible are considerations of the value of information. (A Microsoft Excel model is available for use with this case, product 7A99E016.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Market Structure; Marketing Research

Industry: Manufacturing;

Setting: Canada, Large

Difficulty: Undergraduate/MBA

9A92AC12

Logitech (Simplified Chinese version)

Adrian B. Ryans; Bryan Smith;

Logitech was one of three companies that dominated the global market for pointing devices for computers. While Logitech had captured a large share of the Original Equipment Manufacturer mouse market, Microsoft was the clear leader in terms of industry standards and dollar share of the retail market. KYE, with a strong presence in Europe, was poised to compete aggressively in North America. Faced with the intensifying competition and eroding margin, Logitech was considering the introduction of an innovative line of ergonomic mice, which promised to change the competitive dynamics of the industry.

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Market Strategy; Product Strategy; Market Segmentation

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: International, Large, 1990

Difficulty: Undergraduate/MBA

9A98DC01

Longxi Machinery Works - Quality Improvement (A) (Simplified Chinese version)

Robert Klassen; Larry Li; Tom Gleave;

The assistant engineer in the Thermal Treatment Department of a state-owned enterprise in China has received approval for the formation of a new quality control group to reduce the high defect rate of a critical part. The total quality concept is presented within the context of a specific quality problem, which encourages students to both assess the company's quality system and apply quality improvement tools to this particular problem. This case is the first of a three part series that applies the principles and tools of total quality management in a Chinese setting. This case can either be used independently or in combination with the (B) case, 9A98D002 and (C) case, 9A98D003.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Quality Management; Production Processes; Operations Management; International Business

Industry: Manufacturing;

Setting: China, Medium, 1996

Difficulty: Undergraduate/MBA

9A98MC34

Mabuchi Motor Co. Ltd. (Simplified Chinese version)

Paul W. Beamish; Anthony Goerzen;

A year had elapsed since Mabuchi Motor Co., Ltd. of Japan, the world's most successful producer of small electric motors, had implemented a new management training program at one of its foreign operations in China. The program had two objectives. First, it was intended to enable the corporation to maintain its strategy of cost minimization by making it possible to reduce Japanese expatriate levels by improving the management skills of local managers in foreign subsidiaries. Second, by overcoming the shortage of qualified Japanese managers, the program would also allow the continued aggressive expansion of production that had become a cornerstone of corporate strategy. The teaching purpose is to illustrate the difficulties associated with transferring a management style and corporate culture into a different national culture.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Organizational Change; Subsidiaries; Corporate Culture; Management Training

Industry: Manufacturing;

Setting: China/Japan, Large, 1995

Difficulty: Undergraduate/MBA

9A98GC07

Maria Mancini - Expatriate Compensation (A) (Simplified Chinese version)

Joseph J. DiStefano; Tom Gleave;

An employee has completed nearly one year in her first full time job and faces a decision about a pay increase offered by her headquarters office. A native of North America working in Hong Kong for an Italian fashion house, she unexpectedly assumed responsibilities well beyond her original contract. In addition, both cost of living and inflation in Hong Kong have exceeded her projections. She is concerned that the raise is insufficient for the circumstances and is wondering what to do. (A sequel to this case is available, titled Maria Mancini - Expatriate Compensation (B), case 9A98G008.)

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Communications; Compensation; Intercultural Relations; Decision Analysis

Industry: Retail Trade;

Setting: Hong Kong, Large, 1996

Difficulty: Undergraduate/MBA

9A95BC11

McDonald's Farm (Simplified Chinese version)

Claude P. Lanfranconi; Lisa Newey;

An individual has inherited oil-producing farm property from a relative. The decision maker wishes to determine the profitability of the operation, but no financial statements exist for the previous year. The student's task is to use three revenue recognition methods to measure the income and return on investment for the previous year.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Return on Investment; Income Determination; Profitability Analysis

Industry: Mining;

Setting: Canada, Small, 1995

Difficulty: Undergraduate/MBA

9A95DC08

McLeod Motors Ltd (Simplified Chinese version)

John S. Haywood-Farmer;

McLeod Motors recently rationalized a number of motor end shields to reduce manufacturing costs, improve service, and reduce inventories. However, inventories have apparently risen. Students must identify why McLeod has inventory, how large the inventory might have been before the rationalization, how large they might be now, why they are so large, and what could be done to reduce inventory levels. The case can be used in conjunction with a discussion on inventory function.

Publication Date: January 15, 2003

Discipline: Operations Management;

Issues: Inventory Planning/Control; Inventory; Scheduling; Materials Management

Industry: Manufacturing;

Setting: Canada, Small

Difficulty: Undergraduate/MBA

9A96HC02

Mekong Corporation and the Viet Nam Motor Vehicle Industry (Simplified Chinese version)

David W. Conklin; Huan Ngo;

Mekong, a joint venture among Japanese, Korean and Vietnamese auto assemblers, is facing significant changes in the business environment in Vietnam. As the government of Vietnam has implemented its economic and administrative reform program, foreign and domestic companies in Vietnam have had to deal with changes in regulations and competitive forces. In addition, Vietnam's membership in ASEAN (Association of South-East Asian Nations) has further complicated the business decisions that foreign companies have to make in this newly-opened economy. Students will be challenged to devise a strategy for Mekong as a multi-national company operating in the Far East.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Government Regulation; International Business; Management in a Global Environment; Economic Conditions
Industry: Manufacturing;
Setting: Viet Nam, Small, 1996
Difficulty: Undergraduate/MBA

9A80BC12

Mencotti Wine Co. (Simplified Chinese version)

T. Ross Archibald;

Mencotti Wine is considering a new bottle labelling machine. The president wants to analyze a number of alternative investment decisions using the net present value approach. He must consider the income tax effects including the capital cost allowance on fixed assets.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Present Value; Capital Budgeting; Relevant Costs; Taxation

Industry: Manufacturing;

Setting: Small

Difficulty: Undergraduate/MBA

9A98EC12

Metalco: The SAP Proposal (Simplified Chinese version)

Sid L. Huff; Elspeth Murray;

Metalco is a large Australian mining company. It has a rocky history in terms of its effective use of information systems (IS), and there is widespread dissatisfaction in the company concerning IS and the IS department. A recent resignation of the chief information officer led to the decentralization of the IS function, to move it closer to the operating departments. At the same time, one of the division heads has proposed that the company buy the SAP enterprise-wide system, to replace an earlier internal system which had been poorly received. The price tag for SAP is very high, \$23 million. Implementing it would also require substantial changes in company processes. In light of its history, recent IS decentralization, and the high SAP price tag, the company is faced with making the decision of whether to go ahead with SAP. An appendix in the case provides extensive information on the procedure used to evaluate SAP, and results thereof.

Publication Date: January 15, 2003

Discipline: International; Management Science; Information Systems;

Issues: Information Technology; Computer System Implementation; Information System Design; Information Systems

Industry: Mining;

Setting: Australia, Large, 1996

Difficulty: Undergraduate/MBA

9A97NC09

Midas Growth Fund: Economic Outlook (Simplified Chinese version)

Stephen R. Foerster; Nisha Asdhir; Hilary Jacob;

A mutual fund portfolio manager was reviewing the growth fund's assets and examining the outlook for the upcoming year. He needed to decide on the allocation between cash and equity and to determine which sectors to overweight or underweight. In particular, he needs to understand the relationship between macroeconomic variables and capital markets, and to identify the position of the economy in the business cycle.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Economic Analysis; Investments; Investment Analysis; Economic Conditions

Industry: Finance and Insurance;

Setting: Canada, Large, 1996

Difficulty: Undergraduate/MBA

9A97LC02

Midstream and PetroVietnam (Simplified Chinese version)

Kathleen E. Slaughter;

The vice-president of finance & administration and the manager of finance are reviewing the expenses of a proposed joint venture. The process had been time consuming and expensive; they began to doubt whether the joint venture was even possible. What could they do to increase the probability of success? Should they be considering an additional partner or even a merger with other competitors?

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Management in a Global Environment; Management Communication; Joint Ventures

Industry: Manufacturing;

Setting: Canada/Vietnam, Large, 1993

Difficulty: Undergraduate/MBA

9A98EC32

Mike's Self-Service (Simplified Chinese version)

Peter C. Bell;

Mike owned a retail liquor store that he operated from a leased building and lot. Faced with renewing his lease for five years at a significant increase, he was looking to build his own store on a nearby lot. In considering whether to buy the lot and build, Mike had to decide what kind of new store to build (and in effect, whether to enter the wine retailing business that was new to him). (A Microsoft Excel model is available for use with this case, product 7A98E032.)

Publication Date: January 15, 2003

Discipline: Entrepreneurship; Management Science; Information Systems;

Issues: Decision Analysis; Risk Analysis; Probability; Decision Theory

Industry: Retail Trade;
Setting: USA, Small
Difficulty: Undergraduate/MBA

9A90BC02

Minnova Inc. - Lac Shortt Mine (Simplified Chinese version)

Claude P. Lanfranconi; Rhonda L. English;

Minnova Lac Shortt mine faces an important capital budgeting decision. A discounted cashflow analysis of a \$19 million investment to deepen the existing mine by 300 metres is required. Given the high levels of uncertainty and flux in the external environment (e.g., U.S. exchange rate, price of gold, head grade of ore, recovery percentage, etc), managers need to conduct a sensitivity analysis. Qualitatively, Minnova's mining strategy weighs heavily on the decision because the quantitative analysis results in a slightly negative net present value.

Publication Date: January 15, 2003

Discipline: Accounting;

Issues: Investment Analysis; Sensitivity Analysis; Capital Budgeting

Industry: Mining;

Setting: Canada, Large, 1988

Difficulty: Undergraduate/MBA

9A92EC06

Morrice Collection (A) (Simplified Chinese version)

Peter C. Bell; Iris Berdrow;

A journalist with the Financial Post, had been given information that a collection of paintings recently donated to the nation had been valued well above market value. Disputing the appraisal would raise objections from many influential people, but the journalist felt a responsibility to attempt a systematic appraisal of the collection. Data on the art in the collection (all by the Canadian painter James W. Morrice) as well as comprehensive data on auction sales of Morrice's work were collected by Mathias. (A Microsoft Excel data file is available for use with this case, product 7A92E006. The case can be used with Morrice Collection (B), case 9A92E007.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Statistical Analysis; Arts Administration

Industry: Arts, Entertainment, Sports and Recreation;

Setting: Canada, Not Applicable, 1991

Difficulty: Undergraduate/MBA

9A92CC10

Moscow Aerostar (Simplified Chinese version)

Henry W. Lane; Christine Shea;

The general manager and director of training are becoming frustrated with the significant obstacles they must face. The challenge they face is converting an unfinished building into a Western-style hotel. Achieving this standard of quality and service did not come easily and the hotel required twice as many employees to operate than comparable hotels in the West. There were 20 expatriates managing the hotel when it opened. This number was to be reduced to 10 but it increased to 22. The number of employees and expatriate managers had a major impact on the budget. The inability to interest the staff in a career in the hotel or to want to become supervisors are significant obstacles facing management.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Organization Systems; Human Resources Management; Intercultural Relations

Industry: Accommodation & Food Services;

Setting: Russia, Medium, 1992

Difficulty: Undergraduate/MBA

9A96DC01

Navistar: Environmental Management (A) (Simplified Chinese version)

Robert Klassen; P. Fraser Johnson;

The environmental coordinator at the Chatham Assembly Plant of Navistar International Corporation, must develop a total waste management program which addresses both corporate waste reduction objectives and regulatory requirements. At the time of the case, a plant-wide waste audit had just been completed by an outside contractor in response to the introduction of provincial legislation, referred to as 3R Regulations. The environmental coordinator must assess the competitive implications of different alternatives, design the program, decide which materials will be recycled, identify who will be involved in implementation, and take into account the reaction of different stakeholder groups. (A sequel to this case titled Navistar: Environmental Management (B), case 9A96D001, is available.)

Publication Date: January 15, 2003

Discipline: Operations Management;

Issues: Operations Management; Environment; Pollution; Manufacturing

Industry: Manufacturing;

Setting: Canada, Large, 1994

Difficulty: Undergraduate/MBA

9A89EC09

**Nesbitt Thomson: Monthly Payment Plan
(Simplified Chinese version)**

Peter C. Bell; Karen Korpan-Frosst;

Mike Mackasey, vice president, corporate finance at Nesbitt, must select a portfolio of long term bonds to market as the Series 30 - Monthly Payment Plan. The face value of the portfolio was to be \$50,000,000. The bonds to make up the portfolio had to be chosen overnight so that the bonds could be purchased at the prices now being quoted. (A Microsoft Excel model is available for use with this case, product 7A89E009.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Portfolio Management

Industry: Finance and Insurance;

Setting: Canada, Large, 1989

Difficulty: Undergraduate/MBA

9A97GC12

Nestle (Philippines) (Simplified Chinese version)

Donald J. Lecraw;

In early 1996, the vice president of the instant drinks department of Nestle (Philippines), had to decide how to respond to a major change in Nestle's environment. Until January 1996, imports of coffee in any form - green beans, roasted, or ground and processed - were prohibited. As of January 1996, however, coffee within a specified quota could be imported over a 30 per cent tariff. Nestle was the only foreign-owned producer of coffee in the Philippines and had over 60 per cent of the market, up from 52 per cent seven years before. Over the same period, total coffee consumption in the Philippines doubled. Nestle produced its coffee from Philippine-grown robusta beans, since Philippine arabica beans were of inferior quality. Outside the Philippines, however, usually a mixture of robusta and arabica beans were used. There were rumors that both Procter and Gamble (Folgers) and Kraft General Goods (Maxwell House) were planning to enter the Philippine market, initially via imports, but possibly in the future with production facilities.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: International Marketing; Branding

Industry: Manufacturing;

Setting: Philippines/Switzerland, Large, 1996

Difficulty: Undergraduate/MBA

9A98EC34

New England Supply (Simplified Chinese version)

Peter C. Bell; Drew Parker;

Jeff Smith, formulation analyst for New England Feed Supply Inc., was evaluating the following week's requirements for three animal feed mixes produced by the Burlington plant. A shortage of one ingredient, meat meal, meant that the company would find it difficult to meet the orders on hand. Smith needed to determine which, if any, of the mixture formulae should be altered, and in what way; alternately, he could elect to buy additional meat meal on the spot market, at a significantly higher price. (A Microsoft Excel model is available for use with this case, product 7A98E034.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Resource Allocation; Linear Programming; Spread Sheet Application; Computer Applications

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: USA, Medium, 1996

Difficulty: Undergraduate/MBA

9A98EC46

Northern Napa Valley Winery, Inc. (Simplified Chinese version)

Peter C. Bell;

The CEO of Northern Napa Valley Winery must forecast aggregate sales of red table wine for the product year, as well as month-by-month sales for the same period. This case provides the student with the opportunity to try to forecast a time series characterized by distinct trend and seasonality with almost nine years of monthly data available. (A Microsoft Excel data file is available for use with this case, product 7A98E046.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Data Analysis; Forecasting; Regression Analysis; Statistical Analysis

Industry: Manufacturing;

Setting: USA, Medium, 1996

Difficulty: Undergraduate/MBA

9A97GC05

**Northern Telecom in China, 1972 to 1994
(Simplified Chinese version)**

Neil R. Abramson; Janet X. Ai;

Nortel, a large Canadian telecommunications company, has been doing business in China since 1972. By mid-1994, Nortel had successfully developed two joint ventures in China but two others were bogged down in negotiations. The two that had been finalized would not make any money for Nortel, while the one in Guangdong that would make a profit was hopelessly bogged down. The chairman of Nortel China was contemplating alternative ways of expediting the negotiations. One alternative was to help the Chinese achieve their telecommunication-related industrial policy, by investing in an agreement whereby Nortel would help train R&D technical

experts in China; this demonstration of goodwill might expedite the Guangdong project. Other options included selecting a new set of more cooperative partners; standing tough in the current negotiations; using the unsigned Advanced Semiconductor joint venture as a bargaining chip, as it would contribute to the Chinese government's goal of industrial self-sufficiency; or investing more heavily in back door and guanxi relationships. If Nortel could not find a way in which to expedite negotiations with the Chinese, one of Nortel's major competitors could easily pick up where Nortel left off.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Joint Ventures; Technology; Negotiation; Investments

Industry: Information, Media & Telecommunications;

Setting: China, Large, 1994

Difficulty: Undergraduate/MBA

9A98EC35

Northwest Newsprint, Inc. (Simplified Chinese version)

Peter C. Bell; John S. Hulland;

Northwest was a major producer of newsprint, with pulpmills in the Pacific Northwest and Canada, from which they supplied various North American markets. The assistant controller was reviewing which mill supplied which market, in an attempt to find some opportunities for cost savings, and planned to develop and use a model to investigate both the immediate newsprint allocation problem and also some longer-term strategic issues. (A Microsoft Excel model is available for use with this case, product 7A98E035.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Linear Programming; Resource Allocation; Spread Sheet Application; Transportation

Industry: Agriculture, Forestry, Fishing and Hunting;

Setting: Canada/USA, Large, 1995

Difficulty: Undergraduate/MBA

9A96BC24

Note on Japanese Equity Markets (Simplified Chinese version)

Stephen R. Foerster; Akitoshi Ito;

The purpose of this note is to provide a brief history of Japanese equity markets between 1949 and 1996. The organization of equity markets is examined and the differences between exchange markets and over-the-counter markets are highlighted. The ownership structure of Japanese companies is reviewed and some recent regulations are described.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: Investments; International Finance

Setting: Japan, Not Applicable, 1996

Difficulty: Undergraduate/MBA

9A94MC14

Note on the Malaysian Pewter Industry (Simplified Chinese version)

Paul W. Beamish; R. Azimah Ainuddin;

This note examines an industry that is losing its competitive advantages due to globalization. Suitable for use in a section of an international strategy/business policy course which introduces the topic of industry analysis. It is intended to be used as an application of Michael Porter's Five Forces Model, where students are asked to determine the attractiveness of an industry and its ultimate profit potential. Because pewter design, product and sales occur in an international value chain, this case can also be used in an international management course.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Value Analysis; Internationalization; Industry Analysis

Industry: Manufacturing;

Setting: Malaysia/International, Small, 1994

Difficulty: Undergraduate/MBA

9A98CC01

Office Design Partners (Thailand) Ltd. (Simplified Chinese version)

Joseph J. DiStefano; Tom Gleave;

The managing director and operations director of the manufacturing arm of a joint venture were experiencing severe difficulties. Transferred three years ago, they shared management responsibilities with other expatriates. The workforce was predominately locals. The performance of the company was not meeting expectations of either of the joint venture partners, a problem especially acute for the managing director, whose father was chairman of the partner's holding company. Problems included high turnover, changing roles with the recent departure of a firm originally in a 3-way partnership, intercultural communications and general confusions as to what to do.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership; International;

Issues: Leadership; Joint Ventures; Operations Management; Intercultural Relations

Industry: Manufacturing;

Setting: Thailand, Medium, 1996

Difficulty: Undergraduate/MBA

9A98EC36

Ohio Polymer, Inc. (Simplified Chinese version)

Peter C. Bell;

Ohio Polymer is about to negotiate a contract with ProBut Hydrocarbon, Inc. for the purchase of ethylene gas. The contract will require Ohio to purchase a fixed daily quantity of the gas at a set price per ton. Ohio Polymer's senior management is looking for advice on how much gas they should try to obtain and what price they should be willing to pay. A companion case is ProBut Hydrocarbon, Inc., case 9A98E037, which presents the negotiation from ProBut's perspective.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Simulation; Manufacturing Capacity; Negotiation; Spread Sheet Application

Industry: Manufacturing;

Setting: USA, Large

Difficulty: Undergraduate/MBA

9A97NC02

Ontario Teachers' Pension Plan Board: Hedging Foreign Currency Exposure (Simplified Chinese version)

G. Andrew Karolyi; Dean Tzembelicos;

The international investments program initiated in 1990 by the Ontario Teachers' Pension Plan, Canada's largest public pension fund, had created a large exposure to currency risk. Some successful tactical currency hedging activities in 1995 prompted management to pursue the possibility of a structured foreign currency hedging program. The issue before management was whether such a hedging program should be undertaken and what form it should take.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: International Finance; Foreign Exchange

Industry: Finance and Insurance;

Setting: Canada, Not Applicable, 1996

Difficulty: Undergraduate/MBA

9A97NC03

Ontario Teachers' Pension Plan Board: The Asset Allocation Decision (Simplified Chinese version)

Stephen R. Foerster; Dean Tzembelicos;

In 1994, William Booth, a member of the management team of the Ontario Teachers' Pension Plan Board, was asked to re-examine the diversification strategy that the \$30 billion fund had been pursuing since its inception and to determine an optimal long-term asset allocation policy for the fund. After inheriting a portfolio that consisted entirely of fixed-income securities in 1990, by the end of 1993, the allocation to equity was only 20% short of a 1995 interim policy target of 66%. Booth's primary task was to determine whether the shift in asset mix should stop at 66% equity in 1995, which was above the allocation to equities for the average pension plan, or whether it should continue to some higher amount (an

independent consultant recommended an 80% allocation to equity). Booth knew that a higher allocation to equities would likely increase total returns over the long-term, thereby reducing the cost of funding the plan. However, equities exhibited greater volatility than bonds and a higher allocation to equities therefore created some risk that future funding costs might rise above current levels.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: Assets; Portfolio Management; Pensions; Investment Analysis

Industry: Finance and Insurance;

Setting: Canada, Large, 1994

Difficulty: Undergraduate/MBA

9A98MC36

Palliser Furniture Ltd. (Simplified Chinese version)

Paul W. Beamish; Anthony Goerzen;

Palliser is a large, successful family-owned furniture manufacturer in Manitoba, Canada, that must respond to the increasingly global nature of its business. Its current business strategy, a product of international trade liberalization, is clearly centered on exports to the U.S. However, management perceives risks and limitations to growth with their current product/market position and must decide whether and how to change. Management is faced with a foreign entry mode decision in Mexico and/or China. This case is suitable for a course on international management, international marketing, or strategic management. (A three-minute video can be purchased with this case, video 7A98M036.)

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: International Business; Market Entry; Plant Location; Investment Analysis

Industry: Manufacturing;

Setting: Canada/USA/Mexico/China, Large, 1997

Difficulty: Undergraduate/MBA

9A98EC43

PCB Manufacturing, Inc. (Simplified Chinese version)

Peter C. Bell;

Management at PCB Manufacturing, Inc. was concerned that a significant number of faulty printed circuit boards were reaching their customers. Should the testing system be changed so that the number of bad boards being shipped decreases? (A Microsoft Excel model is available for use with this case, product 7A98E043.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Decision Analysis; Quality Control; Risk Analysis; Probability

Industry: Manufacturing;

Setting: United Kingdom, Medium

Difficulty: Undergraduate/MBA

9A96BC25

Pegasus Pension Fund (Simplified Chinese version)

Stephen R. Foerster; John J. Schmitz;

A portfolio strategist for the Pegasus Pension Fund, was reviewing a research paper investigating international tactical asset allocation that had been forwarded to him from a colleague. The president of the Pegasus Pension Fund had recently become concerned with the fund's shrinking surplus and had given a directive to the portfolio strategist to investigate new strategies that could enhance the fund's performance. He thought that adopting an international equity investment strategy might be appropriate to enhance the fund's performance. He was scheduled to make a presentation to the President the following week regarding the merits, risks, and possible introduction of one such strategy: international tactical asset allocation.

Publication Date: January 15, 2003

Discipline: Finance; International;

Issues: Pensions; Funds Management; Investments; Investment Funds

Industry: Finance and Insurance;

Setting: Canada, Large, 1994

Difficulty: Undergraduate/MBA

9A94GC01

Pepsi Challenge - Russia 1992 (Simplified Chinese version)

Paul W. Beamish; Honorio Todino;

Russia was in transition from a planned to a market economy. Pepsi had preceded Coke into the former Soviet Union and was optimistic that it could further increase its market presence. However, it required a Russian organization to implement its strategy. While Pepsi had previously run its Soviet operations from Vienna, they now needed to hire and develop Russian employees and managers. A 31 year-old human resources manager in Pepsi International, was tasked with building the Russian organization. Recently arrived in Moscow, he found an incomplete business infrastructure, language, cultural and ethical issues to contend with, fluid and uncertain regulations and few Russians with relevant business experience. His challenge was to hire a Sales manager and a Technical Engineering manager, as well as develop staffing compensation and training priorities for the new Pepsi Russian organization. The case is written to illustrate the localization challenges confronting a mid-level transition manager.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Indigenization; Subsidiaries; International Business; Employee Selection

Industry: Manufacturing;

Setting: Russia, Large, 1992

Difficulty: Undergraduate/MBA

9A98NC33

Peter Farber (A) (Simplified Chinese version)

Niels Billou; David J. Sharp;

Late on a Friday afternoon, an investment advisor at the Toronto, Ontario branch of Reese, Gordon, and Company must decide whether to process an order made by a client's husband. This was the fifth time that the husband, who had no trading authority over the account, had made such a request since the account was opened nearly two months previously. The primary objective of this case series is to explore the issue of dealing with a regulator investigating a possible breach of ethics and/or contravention of rules. Students are given the ethical dilemma of making a third party transaction without speaking to the account holder. (A sequel to this case is available, titled Peter Farber (B), case 9A98N034.)

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Ethical Issues

Industry: Finance and Insurance;

Setting: Canada, Small, 1997

Difficulty: Undergraduate/MBA

9A98EC38

Petro Pipe Lines Corporation (Simplified Chinese version)

Peter C. Bell; Sulaiman Al-Hudhaif;

A management scientist was asked by the president of a gas production company to develop a model for allocating the gas supplied to the Petro Pipe Lines Corporation gas plant among the various suppliers, according to the terms of the gas supply contracts. The intent of the model was to minimize the penalties imposed at the end of each month on the gas suppliers as a result of daily differences between production (supply) and nomination (demand) for each contract. (A Microsoft Excel data file is available for use with this case, product 7A98E038.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Resource Allocation; Linear Programming; Spread Sheet Application

Industry: Manufacturing;

Setting: Canada, Large, 1993

Difficulty: Undergraduate/MBA

9A98MC22

Phil Chan (A) (Simplified Chinese version)

Paul W. Beamish; Jean-Louis Schaan;

The case deals with a scam that has been run out of Nigeria since 1990. In it, foreign companies are approached for their assistance in facilitating an international transfer of funds in order to receive a very large but unearned commission. In the case, a Hong Kong-based manager who is travelling to Nigeria is unaware that he is walking into a situation where his company is about to be cheated. The objective of the case is to raise the issue of ethics in the conduct of international business. A follow-up case (9A98M023) is available.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Personal Values; Negotiation; Human Behaviour; Ethical Issues

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Hong Kong/Nigeria, Small, 1998

Difficulty: Undergraduate/MBA

9A98EC37

Probut Hydrocarbon, Inc. (Simplified Chinese version)

Peter C. Bell; Christoph Haehling von Lanzenauer;

This companion case to Ohio Polymer, Inc. (9A98E036) presents the negotiation for an ethylene supply contract from ProBut's perspective. ProBut has excess ethylene to sell and is interested in a 'take-or-pay' contract with Ohio as a vehicle to smooth out its demand for ethylene.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Negotiation; Manufacturing Capacity; Cost/Benefit Analysis; Capacity Analysis

Industry: Manufacturing;

Setting: USA, Large

Difficulty: Undergraduate/MBA

9A90AC06

Procter & Gamble Inc.: Downy Enviro-Pak (Simplified Chinese version)

Adrian B. Ryans; Janet Lahey; Chris Lane;

In early 1989, with growing concern among Canadians about the impending solid waste problem, Grad Schnurr, the brand manager for Downy fabric softener, was considering the launch of a more environmentally friendly form of packaging. These Enviro-Paks would reduce the amount of plastic used in a standard 3L package by 85%, resulting in a 15% saving in total manufacturing costs. Although a similar type of packaging had already been introduced in Europe, the Enviro-Paks would be the first of their kind in North America. Because of this, Grad Schnurr faced many strategic issues and had to make decisions relating to the pricing, promotion and national launch of the paks.

Publication Date: January 15, 2003

Discipline: Marketing;

Issues: Marketing Management; New Products; Pricing; Environment

Industry: Manufacturing;

Setting: Canada, Large, 1989

Difficulty: Undergraduate/MBA

9A89LC07

Provigo Distribution (Simplified Chinese version)

Margot Northey; Lucie Cousineau;

The president and the general manager have to make some quick decisions about how to deal with the media after an advertisement has offended the black community and caused angry complaints of racism. The company also wants to develop plans to avoid similar problems in the future.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Public Relations; Crisis Management; Communications

Industry: Retail Trade;

Setting: Canada, Large, 1987

Difficulty: Undergraduate/MBA

9A86LC01

PWA: Communication Challenges (Simplified Chinese version)

Stephen F. Long;

The CEO of an airline just coming through the recession is particularly concerned about the level of communication inside his organization. A recently completed survey indicates that many employees are dissatisfied with the extent and nature of information disseminated and collected in the company. The CEO's style of management by walking around strongly supports his desire to cultivate a climate of openness, and he must now decide what to do about the problem he perceives.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Management Communication; Management Style; Human Behaviour; Employee Attitude

Industry: Transportation and Warehousing;

Setting: Canada, Large, 1984

Difficulty: Undergraduate/MBA

9A92GC09

Queensland Minerals Limited (Simplified Chinese version)

J. Peter Killing;

This case is an up-close look at the management of a large mining and smelting alliance in Australia. One partner is American, the other Australian. Although it is an equally owned venture, the Australians are the lead partners, but they are not doing a very good job. The Americans are frustrated by this, but uncertain as to how to influence their partner. The Americans also have been frustrated in their attempts to introduce a new technology to the mine and expand it. The case is an excellent vehicle for exploring the issue of management control and influence in joint ventures. Does having a lead partner make sense? What should be the role of each company vis-a-vis operating issues? Strategic issues?

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Joint Ventures; International Business

Industry: Mining;

Setting: Australia, Large

Difficulty: Undergraduate/MBA

9A98EC29

Research and Development at ICI: Anthraquinone (Simplified Chinese version)

Peter C. Bell;

ICI's research division had discovered a new use for anthraquinone and had to decide whether to accelerate research on a process to synthesize anthraquinone and develop the commercial application, or to terminate the modest R&D effort. (A Microsoft Excel model is available for use with this case, product 7A98E029.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Decision Analysis; Simulation; Risk Analysis; Probability

Industry: Manufacturing;

Setting: Canada, Large

Difficulty: Undergraduate/MBA

9A97GC21

Richmond Engineering in China (Simplified Chinese version)

Neil R. Abramson; Janet X. Ai;

Richmond Engineering is a successful Vancouver-based entrepreneurial manufacturer of roadway light poles that has decided to expand into Asia rather than attempting to compete in Eastern Canada or the United States. The process of finding and qualifying leads for joint ventures, the stages for developing an agreement according to Chinese business practice, and the pressures of negotiating with the Chinese are all described in detail.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; General Management/Strategy;

International;

Issues: Small Business; International Business; Joint Ventures; Negotiation

Industry: Manufacturing;

Setting: Canada/China, Small, 1994

Difficulty: Undergraduate/MBA

9A94BC21

Rocky Mountain High Ski Resort (RMH) (Simplified Chinese version)

David C. Shaw; Blair Zilkey;

The vice-president finance, of Rocky Mountain High Ski Resort Inc. (RMH), was examining the alternatives for financing a proposed \$25 million expansion. The well-known Western Canadian all-season resort planned to add several new runs, additional snowmaking capacity, another high-speed quad chair lift, a 700 seat restaurant, a new retail ski equipment store, and to upgrade the existing infrastructure. The directors of RMH were scheduled to meet in two weeks to approve both the proposed expansion and financing plans.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Financing; Financial Analysis

Industry: Arts, Entertainment, Sports and Recreation;

Setting: Canada, Large, 1993

Difficulty: Undergraduate/MBA

9A97AC06

Rossiter Tool Company, PLC (Simplified Chinese version)

Mark B. Vandenbosch;

The general sales manager for Rossiter Tool Company, PLC, has received a request from a dealer who has been selling the Rossiter line of tools for approximately four years. The dealer wishes to be considered as a territorial distributor, thus qualifying him for additional discounts on purchases from Rossiter. Rossiter executives realize that granting this request will mean a shift in the company's distribution policy.

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Distribution Design; Channel Conflict

Industry: Retail Trade;

Setting: United Kingdom, Large, 1995

Difficulty: Undergraduate/MBA

9A98MC32

Royal Bank of Canada in Thailand (Simplified Chinese version)

Paul W. Beamish; Bernice Scholten; Leslie Stephenson;

After a 15-year absence, the Royal Bank of Canada returned to Thailand in 1997. During a period of high economic instability, the bank must weigh the merits of Thailand versus other markets within Asia-Pacific. The case provides details on subsidiary start up costs (including staff, capital expenses) and requires decisions on organization/human resources issues as well as the best strategic approach to the market.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Human Resources Management; Management in a Global Environment; Market Entry; Staffing

Industry: Finance and Insurance;

Setting: Thailand/Canada, Large, 1997

Difficulty: Undergraduate/MBA

9A90LC04

Royal Trust: Partners for Success (Simplified Chinese version)

Margot Northey; Alice de Koning;

A partner in a banking institution is concerned about internal communications regarding a partnership agreement. The CEO had reorganized the organization and introduced a partnership concept, whereby all employees became some type of partner. Each business unit was to complete a partnership agreement, however, one year after the introduction, many agreements had not been completed. An employee survey has revealed that nearly all employees support the partnership concept, but about half do not see it operating in the company.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Management Style; Organizational Change; Communications; Management Communication

Industry: Finance and Insurance;

Setting: Canada, Large, 1990

Difficulty: Undergraduate/MBA

9A92BC20

Rushway Brothers Lumber and Building Supplies Ltd. (Simplified Chinese version)

David C. Shaw;

The owner of a lumber and building supply business is interested in finding out how much the business is worth and how to go about selling it. The business is currently enjoying considerable success and earnings are at record levels. She must decide which valuation method to choose.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Valuation

Industry: Retail Trade;

Setting: Canada, Small, 1992

Difficulty: Undergraduate/MBA

9A96MC06

Samsung and the Theme Park Industry in Korea (Simplified Chinese version)

Paul W. Beamish; Charles Dhanaraj; Young Soo Kim;

The management of the Samsung Group has to decide whether to enter the Korean theme park industry. The case focuses on three main issues in the context of the entry decision: (1) the underlying forces that shape industry structure, competitive interaction and profits; (2) the impact of globalization on industry structure; (3) the relationship between a firm's resources and its strategy. Porter's Five Forces model is used to analyze the impact of the competitive forces on profitability. A 15-minute video, product 7A96M006, can be purchased for this case.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Diversification; Industry Globalization; Strategy and Resources; Industry Analysis

Industry: Arts, Entertainment, Sports and Recreation;

Setting: South Korea/Asia, Large, 1994

Difficulty: Undergraduate/MBA

9A98GC03

Samsung China: The Introduction of Color TV (Simplified Chinese version)

Paul W. Beamish; David J. Sharp; Chang-Bum Choi;

Mr. Chung Yong, president of Samsung China Headquarters was considering a recent meeting with the marketing director who was responsible for developing a marketing strategy for the entire China market. The topic at the meeting was the marketing strategy for color TVs, which had been chosen as the flagship product for the China market. Samsung had to decide whether it should focus on the low or high-end market segment (or both), and whether to import or produce locally.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Market Entry; Market Segmentation; International Business; International Marketing

Industry: Information, Media & Telecommunications;

Setting: China/Korea/Japan, Large, 1995

Difficulty: Undergraduate/MBA

9A97DC16

Samsung Everland: Managing Service Quality (A) (Simplified Chinese version)

John S. Haywood-Farmer; Charles Dhanaraj;

The president of Joong-Ang Development Company was concerned with the level of service quality at Yongin Farmland, the company's theme park located just south of Seoul, South Korea. Despite the service quality program he had initiated since he assumed his present position 14 months ago, service quality seemed to be less than that of its competitors. He wondered if he had made the right moves, how Farmland could achieve international service quality standards, whether it would be worth doing, and if it would really provide a sustainable competitive advantage. This case and its companion (B) case, 9A97D017, are intended for use in a service quality module of a service management course.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Organizational Change; Corporate Culture; Service Quality; Services

Industry: Arts, Entertainment, Sports and Recreation;

Setting: Korea, Large, 1994

Difficulty: Undergraduate/MBA

9A96BC06

ScotiaMcLeod Equity Derivatives Department (Simplified Chinese version)

Stephen R. Foerster;

Nick Leyhane, index products specialist at ScotiaMcLeod's Derivative Department, had just completed a draft report The Use of Toronto 35 Futures for Synthetic Indexation Strategies. Leyhane was to meet with the vice president of Equity Derivatives to determine a strategy to sell the idea of synthetics to potential institutional investors and to determine precisely who the potential clients were.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Investment Funds; Portfolio Management; Investments

Industry: Finance and Insurance;

Setting: Canada, Large, 1994

Difficulty: Undergraduate/MBA

9A98BC15

Seagram in Taiwan: Scotch and Cognac Pricing (Simplified Chinese version)

Claude P. Lanfranconi; Tom Gleave;

The vice-president of finance at Seagram Greater China was contemplating what actions to take in light of the proposed changes to the duty rates which applied to imported scotch and cognac in Taiwan. Given that the Taiwanese spirits market had become very competitive in recent years, careful management of the duty rate changes was critical for ensuring future market share and profitability in Taiwan. The task facing the decision maker was to determine what pricing levels to recommend for Seagram's scotch and cognac products based upon the

proposed duty regime. The case is particularly suitable to managerial accounting classes intending to develop skills and application of contribution and margin analysis. The strong marketing linkages in the case also make it applicable to classes dealing with pricing in highly competitive markets.

Publication Date: January 15, 2003

Discipline: Accounting; International;

Issues: International Accounting; Pricing; Management Accounting; Contribution Analysis

Industry: Manufacturing;

Setting: Taiwan/China, Large, 1998

Difficulty: Undergraduate/MBA

9A98AC26

Shanghai Jahwa: The Maxam Brand (Simplified Chinese version)

Niraj Dawar; Peter Yuan;

Shanghai Jahwa is the largest domestically owned Chinese manufacturer of cosmetics and personal care products. In recent years, it has been part of a booming market with growth rates of 35 per cent per year. This spectacular growth rate has attracted and been fuelled by the entry of major multinationals, including Unilever, Procter & Gamble, Shiseido, Kao, and others. The marketing challenge for Shanghai Jahwa is to carve out viable and defensible positions in the marketplace, in the face of competition from some of the most powerful global players in the industry. This case illustrates management issues relating to a successful brand of cream. The two main flagship products, the Maxam Tremella Pearl Cream and the Maxam Hand Cream, have evolved in very different directions. The Tremella Pearl Cream is still popular in rural areas and is considered a mainstay of rural cosmetic use. The Maxam Hand Cream, on the other hand, is primarily an urban brand which meets the need of urban women looking to soften their hands after they have been exposed to the cold and to detergents. However, in urban areas the brand is losing its appeal, as foreign competitors roll out their international brands and products. The challenge is to renew the Maxam brand without losing the loyal customers of Tremella Pearl Cream.

Publication Date: January 15, 2003

Discipline: International; Marketing;

Issues: Brand Extension; Marketing Defense Strategies; Competing with Multinationals; Brand Positioning

Industry: Manufacturing;

Setting: China, Medium, 1997

Difficulty: Undergraduate/MBA

9A97GC03

Siam Canadian Foods Co. Ltd. (Simplified Chinese version)

John R. Kennedy; Tony S. Frost; Tom Gleave;

The managing director and founder of Bangkok-based Siam Canadian Foods Co., Ltd., was considering the emerging business opportunities in neighboring Burma (also known as Myanmar). Although relatively undeveloped compared to the rest of Southeast Asia, Burma had been experiencing increasing levels of foreign investment activity in recent years. Siam, who had considered entering Burma in the past but declined, needed to determine if the time was now appropriate for the company to enter the market.

Publication Date: January 15, 2003

Discipline: Entrepreneurship; General Management/Strategy; International;

Issues: Ethical Issues

Industry: Manufacturing;

Setting: Thailand, Small, 1996

Difficulty: Undergraduate/MBA

9A96BC33

Southam Retirement Plan: Pension Fund Manager Selection (Simplified Chinese version)

Stephen R. Foerster; Dan Chiu;

The treasurer of Southam Inc., was considering the materials he had in front of him concerning the final two candidates who were vying to win the role of managing part of the assets of the Southam Retirement Plan. The decision to replace one of its current fund managers, who had managed about \$93 million of the Plan's \$300 million in assets, was made earlier in the year. The treasurer had reviewed the performance of the fund and was convinced that the results were subpar. The process of reviewing potential fund managers had taken almost a year because of other priorities, but finally all the necessary materials were put together.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Investment Funds; Pensions

Industry: Manufacturing;

Setting: Canada, Large, 1990

Difficulty: Undergraduate/MBA

9A97CC03

Spar Applied Systems - Anna's Challenge (Simplified Chinese version)

Jane M. Howell; Laura Erskine;

The director of human resources must contend with internal and external pressures to make changes quickly and smoothly for the new year. She had been with the company for six months. In her capacity as director of human resources, she had spent her time establishing a baseline for the division so that she could then create a departmental vision and strategy for 2000. It would be one of the most interesting challenges of her career. Since joining, she had gained an understanding of the

division's future direction from its leadership team. The team was under the direction of the division's new general manager.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Human Resources Management; Strategic Change; Visioning; Organizational Structure

Industry: Manufacturing;

Setting: Canada, Medium, 1994

Difficulty: Undergraduate/MBA

9A98NC14

SRI Office Products Inc. (Simplified Chinese version)

David C. Shaw;

The senior officers of a national office supplies manufacturer and distributor are at odds over a slow payment, and perhaps insolvent, major distributor, and what the options are to collect the account and maintain sales in the region.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Credit

Industry: Wholesale Trade;

Setting: Canada, Medium, 1995

Difficulty: MBA/Postgraduate

9A98MC02

Ssangyong Corporation (Simplified Chinese version)

Paul W. Beamish; David J. Sharp; Chang-Bum Choi; Yongwook Jun;

Ssangyong Corporation, a major Korean general trading company (GTC) needed to refocus its trading business to better adapt to the current environment. The Korean manufacturers' departure-from-traders phenomenon had led to fierce competition among traders, and weakened GTCs' bargaining power over manufacturers. The first issue requiring resolution was whether and how Ssangyong's existing product-market portfolio might be redefined. A second issue was how to further internationalize its trading operation. A third issue was how to decide which new businesses Ssangyong should pursue.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Trade; Internationalization; Portfolio Management; Market Entry

Industry: Wholesale Trade;

Setting: Korea, Large, 1996

Difficulty: Undergraduate/MBA

9A92EC03

St. Swithin's Hospital (Simplified Chinese version)

Peter C. Bell; Christoph Haehling von Lanzenauer;

The director of the internal medicine department has to decide whether to recommend that St. Swithin's Hospital acquire equipment to aid in the diagnosis of Deep Vein Thrombosis (DVT). St. Swithin's already has Doppler testing and Venography available to try to diagnose DVT, but these tests are not 100% accurate. New data on the performance of the equipment suggests that this may be a useful alternative. Treating patients on the basis of clinical evidence only, that is, without using any diagnostic test, is also an option but the treatment, and some of the tests, place patients at a risk.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Decision Analysis

Industry: Health Care Services;

Setting: Canada, Small, 1991

Difficulty: Undergraduate/MBA

9A91AC18

Sunlight Laundry Detergent (Simplified Chinese version)

John S. Hlland; Patricia Sullivan;

The brand manager for Sunlight Powder laundry detergent, must decide how to respond to the introduction by Loblaws' of a new green laundry detergent product. He is considering several alternatives, and must carefully consider the pros and cons associated with each approach, as well as the economic impact on his company's sales and the effect of increased consumer awareness of environmental issues. This case may be used to introduce positioning decisions, in a product policy module, or in a marketing strategy module.

Publication Date: January 15, 2003

Discipline: Marketing;

Issues: Product Strategy; Market Strategy; Environment; Product Management

Industry: Manufacturing;

Setting: Canada, Large, 1989

Difficulty: Undergraduate/MBA

9A98EC40

Superior Grain Elevator, Inc. (Simplified Chinese version)

Peter C. Bell;

The manager of port facilities for Superior Grain Elevator, Inc. in Thunder Bay, Ontario, must decide whether to construct a third wharf at a cost of \$1.5 million. Superior Grain Elevator, Inc. has just negotiated a grain sale to Poland that will increase the number of shipments from the Thunder Bay facility. (A Microsoft Excel model is available for use with this case, product 7A98E040.)

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Spread Sheet Application; Simulation; Risk Analysis; Computer Applications

Industry: Transportation and Warehousing;

Setting: Canada, Medium, 1996

Difficulty: Undergraduate/MBA

9A98FC02

Tai Po Fruit Traders Ltd. - Sell the Family Business? (A) (Simplified Chinese version)

Joseph J. DiStefano; Tom Gleave;

The general manager faces a difficult decision whether to sell the family business to a publicly listed company with the needed resources and experience to bring the firm to the next level of success. Complicated by complex family relations, including the death of his uncle who ran an Indonesian subsidiary and his father's departure to attend to the large losses from this business, he wonders what the best course of action is. Not the least of his concerns is the increased importance of mainland China business to his Hong Kong company and the problematic nature of some of these activities. In addition, he has a personal ambition to practice law, after suspending these interests for several years to serve the family's needs. (A supplement to this case under the same name, case 9A98F003, addresses a number of social and emotional complexities.)

Publication Date: January 15, 2003

Discipline: Entrepreneurship; Organizational Behaviour/Leadership; International;

Issues: Growth; Family-Work Interaction; Value Analysis; Decision Analysis

Industry: Wholesale Trade;

Setting: Hong Kong, Medium, 1996

Difficulty: Undergraduate/MBA

9A99BC14

Taiyang Company - The Taiyuan Pipeline Project (Simplified Chinese version)

David J. Sharp; Shijun Cheng;

The Taiyuan Project involved the construction of a pipeline to supply water from the Yellow River to Taiyuan, the capital city of Shanxi Province, China. The main contractor for the project intended to appoint Taiyang Company as the supplier of the 82 kilometres of prestressed concrete cylinder pipe (PCCP) needed for the project. The general manager for Taiyang Company had to decide what the company's involvement should be. The company was the only supplier of PCCP in China, however, due to a slow start, it had no cash. A new factory and new equipment would be required to meet the requirements of this project. He would have to work out a capital budget for a cash-constrained situation while considering whether to find a joint venture partner and what the most advantageous way to structure the company would be from a tax perspective.

Publication Date: January 15, 2003

Discipline: Accounting; Entrepreneurship; International;

Issues: Capital Budgeting; Cash Budgeting; Relevant Costs; Construction

Industry: Construction;

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Setting: China, Medium, 1998
Difficulty: MBA/Postgraduate

9A99NC17

Tanya Silk (Simplified Chinese version)

David J. Sharp; Niels Billou;

An investment advisor has received an order to buy 1,000 coffee contracts for her client. The client, a senior weather analyst at Environmex, a private weather forecasting service, told her that he had just seen the latest long-range satellite weather data for Brazil that indicated a strong likelihood of frost in the coffee-producing regions. Frost would kill the coffee plants, seriously reducing the supply of coffee, which in turn would lead to an increase in price of the contracts. The information would be made public in a day or so. She thought to herself, This client has been pretty accurate with these forecasts; maybe it's time I started telling my other clients and put in some of my own capital. The main pedagogical objective of this case is to explore the definition of, and responsibility for, insider trading. The situation in this case is intentionally highly ambiguous. The question When is it appropriate to use information not widely available to the market? should be the main focus of student debate. Other ethical issues include confidentiality and using corporate information for personal use.

Publication Date: January 15, 2003
Discipline: Finance;
Issues: Ethical Issues
Industry: Finance and Insurance;
Setting: Canada, Small, 1994
Difficulty: Undergraduate/MBA

9A96BC54

Texas Western Thailand (Simplified Chinese version)

Donald J. Lecraw;

The acting controller and head of the accounting department at Texas Western Thailand has been reprimanded for developing and using a modified version of the standard company accounting system in Thailand. He believes that the modified system is more appropriate for conditions within his division and in the Thai environment. This case could be used in an international accounting class to discuss problems arising from different accounting methods among countries; in an international cross-cultural management course, or in an international organizational behaviour course dealing with the tensions between international standardization versus local responsiveness.

Publication Date: January 15, 2003
Discipline: Accounting; International;
Issues: Management of Change; International Business; Deferred Charges
Industry: Manufacturing;
Setting: Thailand, Medium, 1995
Difficulty: Undergraduate/MBA

9A95BC14

Thames Valley Brewing Company Inc. (Simplified Chinese version)

Claude P. Lanfranconi; Lisa Newey;

The Thames Valley Brewing Company moved to its present location in 1992. The case centres around this event in order to illustrate the basic methods used to account for long-lived fixed assets.

Publication Date: January 15, 2003
Discipline: Accounting;
Issues: Assets; Accounting Methods
Industry: Manufacturing;
Setting: Canada, Small, 1995
Difficulty: Undergraduate/MBA

9A89BC47

The MacLellan Mill (Simplified Chinese version)

Claude P. Lanfranconi; Jim Hately;

A new management team is considering making a change in the accounting for a fixed asset. They must identify the alternatives available, assess their impact and decide on the appropriate course of action.

Publication Date: January 15, 2003
Discipline: Accounting;
Issues: Accounting - Transactions; Depreciation
Industry: Mining;
Setting: Canada, Small, 1988
Difficulty: Undergraduate/MBA

9A98BC18

Time Value of Money: Asian Applications (Simplified Chinese version)

Claude P. Lanfranconi; Geoff Crum;

This is a time value of money exercise related to three situations in an Asian setting; purchase and accounting for a capital asset, accounting for a lease, and a bond valuation.

Publication Date: January 15, 2003
Discipline: Accounting; International;
Issues: Capital Investment; Bonds; Accounting Methods; Lease Accounting
Setting: Hong Kong/Taiwan/Korea, Not Applicable
Difficulty: Undergraduate/MBA

9A92AC13

Trusthouse Forte PLC (Simplified Chinese version)

John S. Hulland;

The chief executive of Trusthouse Forte, was preparing to meet with corporate shareholders to discuss both a proposed new corporate image and a new company name. Two key issues needed to be resolved. First, should the Forte brand name be extended across all of the company's businesses or more selectively reserved for particular operations? Second, the development of a strong communications plan would be critical to the success of the proposed changes.

Publication Date: January 15, 2003

Discipline: Marketing;

Issues: Services; Marketing Planning; International Marketing; Brands

Industry: Accommodation & Food Services;

Setting: England, Large, 1991

Difficulty: Undergraduate/MBA

9A98EC13

TSAT A/S: Launching Telemetry and Low Rate Data Communications Via Satellite (Simplified Chinese version)

Michael Parent; Mike Wade;

TSAT A/S is a small, global satellite communications manufacturer based in Oslo, Norway. The company is a niche player, specializing in VSAT (very small aperture terminal) satellite networks for mostly SCADA (supervisory control and data acquisition) applications. The case is written from the perspective of the marketing manager for Southern Europe and Latin America. The company is looking to expand into Latin America -- the second fastest growing market in the world for VSAT applications. The marketing manager has identified three possible means by which to do so, and must decide on which option is best. This case is useful for introducing satellite communications technology, and for discussing channel choices and the diffusion of technological products.

Publication Date: January 15, 2003

Discipline: Management Science; Information Systems;

Issues: Technology; Market Entry; Management of Technology; Marketing Channels

Industry: Information, Media & Telecommunications;

Setting: Latin America/Norway, Small, 1997

Difficulty: Undergraduate/MBA

9A96GC04

TV Asahi Theatrical Productions, Inc. (Simplified Chinese version)

Paul W. Beamish; C. Patrick Woodcock;

Kenji Sudo, the head of TV Asahi's Theatrical Productions subsidiary in New York, was simultaneously experiencing record success and parent company concerns about the long term role of this unit within the larger Japanese organization. Asahi's dilemma was whether to reinvest and grow this subsidiary, close it, or not take any action at the present time. An action plan is required.

Publication Date: January 15, 2003

Discipline: General Management/Strategy; International;

Issues: Arts Administration; Implementation; Subsidiaries; Internationalization

Industry: Arts, Entertainment, Sports and Recreation;

Setting: USA/Japan, Small, 1996

Difficulty: Undergraduate/MBA

9A89MC01

Twill Enterprises Limited (Simplified Chinese version)

J. Nick Fry; William R. Killeen;

Steady growth and an aggressive new project are putting increasing pressures on a successful owner/manager and his management team. The business continues to perform well, however, and the manager and his people are reluctant to change their management approach. Under the circumstances, are any strategic or organizational changes justified? If so, what ones and when and how should they be implemented? This case may be used as an exercise in managing through the transition from a classic entrepreneurial driven organization to a more professionally managed enterprise.

Publication Date: January 15, 2003

Discipline: General Management/Strategy;

Issues: Organizational Structure; Decentralization

Industry: Manufacturing;

Setting: Canada, Large, 1988

Difficulty: Undergraduate/MBA

9A98DC06

Unicon Concrete Products (H.K.) Ltd. (Simplified Chinese version)

Robert Klassen; P. Fraser Johnson;

Unicon supplies pre-cast concrete products to the flourishing construction market in Hong Kong. The deputy managing director, is evaluating an opportunity to pursue a blanket regulatory approval for Unicon's custom-designed concrete products with its largest customer, the Hong Kong Housing Authority. This opportunity promised to offer cost savings to both Unicon and this customer, although questions remain about the broader implications for Unicon's manufacturing operations and other customers. At the same time, management must develop a plan to expand its manufacturing capacity if Unicon hopes to capitalize on the rapidly expanding

market and fend off new competitors from mainland China.

Publication Date: January 15, 2003

Discipline: International; Operations Management;

Issues: Government Regulation; Product Life Cycle;

Manufacturing Strategy; International Business

Industry: Manufacturing;

Setting: Hong Kong, Medium, 1997

Difficulty: Undergraduate/MBA

9A97NC17

Valuing Coca Cola Stock (Simplified Chinese version)

Stephen R. Foerster; Bruce Chin;

An investment advisor with a major brokerage firm gave investment suggestions and helped clients manage their portfolios. Some of her clients had Coca Cola stock in their portfolios and she wondered whether to recommend the stock to any of her new clients or clients that did not currently have Coca Cola in their portfolios. The case can be used to introduce the dividend discount model, capital asset pricing model, and price-earnings models.

Publication Date: January 15, 2003

Discipline: Finance;

Issues: Valuation; Stock Market; Investments; Investment Analysis

Industry: Finance and Insurance;

Setting: Not Applicable

Difficulty: Undergraduate/MBA

9A90LC03

Wellington Insurance: Employee Communications (Simplified Chinese version)

Margot Northey; Alice de Koning;

The vice-president, corporate and public affairs, at an insurance company has to prepare the next year's internal communications program at a time when the company is undergoing a revolution - an effort to improve service and profits through a radical organizational and cultural change. The small communications department has played a key role and tried new methods in the company's move toward empowerment and increased accountability. At this point, creating a communications strategy on a limited budget means choosing among priorities, but a recent survey of employee attitudes has provided some input into needs.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Employee Attitude; Employee Relations; Management

Communication; Communications

Industry: Finance and Insurance;

Setting: Canada, Medium, 1989

Difficulty: Undergraduate/MBA

9A84LC03

Wilson Fuels Limited (Simplified Chinese version)

Kathleen E. Slaughter;

Ward Carter, general manager-operations of Wilson Fuels, St. Catharines, a division of the Toronto-based Mather Corporation, had just returned to his office after investigating the spillage of 400,000 gallons of liquid fertilizer on Friday, February 17, 1984 at the Port Dalhousie storage terminal located 18 miles from St. Catharines. Ward knew there would be an investigation of the incident and he was now ready to write to Gerald Hudson, president of Mather Corporation.

Publication Date: January 15, 2003

Discipline: Organizational Behaviour/Leadership;

Issues: Report Writing; Organization

Industry: Manufacturing;

Setting: Canada, Medium, 1984

Difficulty: Undergraduate/MBA

9A98EC09

Wired Wellington: The Info City Project and the City Link Network (Simplified Chinese version)

Sid L. Huff;

As a central component of its Vision 2020 strategy, the city of Wellington, New Zealand has developed preliminary plans to transform itself into a wired city. The overarching project was called Info City. One of the sub-projects was called City Link. The objective of City Link was to create a high-speed digital communications infrastructure for the downtown business district. Fibre optic cable was to be used to wire up, simply and inexpensively, the city's downtown businesses, to provide a backbone network that businesses could utilize, however they wished, to make themselves more competitive. A consortium of interested parties had recently been formed, a telecommunications architecture was being developed, and plans for stringing cable were under way. While the project champion was unclear about the utility of the new system, he was confident that once the infrastructure was in place, ideas for its utilization would readily emerge. This case provides a setting for exploring the issue of the role of IT in competitive strategy. It also raises interesting social policy questions, about who should pay for such undertaking, who should benefit, and so forth.

Publication Date: January 15, 2003

Discipline: International; Management Science; Information Systems;

Issues: Competitiveness; E-Commerce; Networks; Information Technology

Industry: Information, Media & Telecommunications;

Setting: New Zealand, Medium, 1996

Difficulty: Undergraduate/MBA

9A98BC17

Yat-San Printing Co. Ltd. (Simplified Chinese version)

Claude P. Lanfranconi; Geoff Crum;

Developed to review basic accounting fundamentals and transaction analysis, Yat-San Printing requires students to record the first month transactions of a small Hong Kong printing shop and prepare the income statement for the period and the month end balance sheet.

Publication Date: January 15, 2003

Discipline: Accounting; International;

Issues: Accounting Methods; Accounting - Transactions

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: Hong Kong, Small, 1998

Difficulty: Introductory

9B02BC01

Stone Group Corp. (Simplified Chinese version)

Alan Jin;

Stone Group Corp., one of the largest electronics manufacturers and distributors in China, practices transfer pricing, an allocation process that assigns costs, sales revenue and gross profits to each of its five divisions. When a customer approaches the company with an order and requests a recommendation for a multimeter model, the general manager of the Instruments Division is asked to quote a transfer price for the multimeters. He must decide whether to sell some of his stock to another Stone division (losing the sales revenue, but perhaps gaining the gross profit needed to meet the division's monthly profit quota) or to keep the product in stock for possible sales (and greater revenue and profit) during the company's fourth quarter.

Publication Date: April 30, 2002

Discipline: Accounting; International;

Issues: Accounting Principles; Performance Evaluation; Transfer Pricing; Accounting Methods

Industry: Manufacturing;

Setting: China, Large, 2001

Difficulty: MBA/Postgraduate

9B01BC21

Beijing Biotech Corporation Biochip Confocal Scanner Project (Simplified Chinese version)

Mary Heisz; Lyn Purdy; Frank Tang;

Beijing Biotech Corporation is a leader in biochip research and development in China. The president and chief executive officer must decide whether his company should go ahead with the Biochip Scanner project - a process that would read and analyse the information on biochips. He has some estimates of research and development costs and variable costs of the expected final product, however he doesn't have enough information about the market and customers. He must analyse the industry and competition, and fully evaluate the strengths and weaknesses of his company.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Sensitivity Analysis; Biotechnology Management; Probability; Research and Development

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Medium, 2001

Difficulty: MBA/Postgraduate

9B01NC13

Beijing Huazhang Graphics and Information Co. (Simplified Chinese version)

Basil A. Kalymon; Charles Zhu;

Huazhang is a joint venture between China Machine Press and Multi-Lingua Publishing International, Inc. of the United States. Since its establishment, Huazhang had developed from a company with three employees to more than 100 employees. The shareholders are interested in determining how well the company has been managed and the board decides the best way to do this would be to value the company. The board also wants to measure the general managers' future performance based on the increased value of the company. The issue for the newly-appointed general manager is to determine which of the many possible methods should be used to value the company, including the discounted cash flow model, and to perform sensitivity tests.

Publication Date: April 09, 2002

Discipline: Entrepreneurship; Finance; International;

Issues: Cash Flow; Valuation; Sensitivity Analysis

Industry: Manufacturing;

Setting: China, Medium, 2001

Difficulty: Undergraduate/MBA

9B01NC18

Everbright Technology Limited (Simplified Chinese version)

Larry Wynant; Leakey Li;

Everbright Technology Limited is a software producer that is experiencing rapid growth requiring substantial funding. The general manager of the company is considering several alternatives for financing including an initial public offering or the sale of equity to a venture capitalist and is particularly concerned about the value of the business. He must decide which one of these alternatives would result in the highest price for the company's equity.

Publication Date: April 09, 2002

Discipline: Entrepreneurship; Finance; International;

Issues: Initial Public Offerings; Valuation; Financing

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Small, 2001

Difficulty: Undergraduate/MBA

9B01NC15

Guangzhou Guowei Piped LPG Development Co. Limited (Simplified Chinese version)

Larry Wynant; Leakey Li;

The associate credit manager of a Hong Kong bank is considering the final terms of a loan package to finance a new liquefied petroleum gas (LPG) vaporizing station for the bank's customer, Guangzhou Guowei. During the past year, the credit manager and her colleagues have been able to assess the company's existing activities and prospects, and the outlook for the new LPG station seems promising. Three key questions will have to be addressed in the credit manager's presentation to the bank's senior management. First, is the proposed interest rate for this loan adequate, given the potential risks the LPG company faces with this new project? Second, would the company's future cash flows be adequate to service the payments of this term loan? And, third, what repayment schedule should be recommended? The credit manager decides to develop her own set of pro forma statement as a means of testing the reasonableness of Guangzhou Guowei's plans and to help her decide on an appropriate loan structure.

Publication Date: April 09, 2002

Discipline: Finance; International;

Issues: Forecasting; Financial Analysis; Bank Lending

Industry: Utilities;

Setting: China, Medium, 1996

Difficulty: Undergraduate/MBA

9B01BC15

Hotye United Electronic Services (Simplified Chinese version)

Claude P. Lanfranconi; Michael Wang;

The entrepreneurs of the Regical Electronics Company Limited, a financial software and integrated system developer, have perceived a new e-business opportunity in the sale of an electronic payment system. To implement the Hotye business project, a new company is established, and the immediate task for the chief financial officer is to seek financing sources for the huge investment and to determine the appropriate accounting policies that will help the new company decide on its business and financial strategies. Two significant financial reporting issues are the depreciation of the Hotye electronic payment terminals and the method of revenue recognition, as various approaches of depreciation and revenue recognition can produce different impacts on taxation and on the bottom line.

Publication Date: April 09, 2002

Discipline: Accounting; Entrepreneurship; International;

Issues: Depreciation; Accounting Principles; Income

Determination; Financial Reports/Disclosure

Industry: Administrative, Support, Waste Management and Remediation Services;

Setting: China, Medium, 2001

Difficulty: Undergraduate/MBA

9B01BC24

Motorola (China) - Credit Control (Simplified Chinese version)

David J. Sharp; Jonathan Yang;

Motorola (China) Electronics Ltd. is a division of Motorola, Inc., a global leader of integrated communication and embedded electronic solutions. When the senior operations controller of Motorola (China) returns from several weeks of sick leave, he is met with a weighty problem. The company's accounts receivable, which usually run at terms of no more than eight weeks, have been grinding along at a term of about 13 weeks during the manager's absence. The question is: what can the operations officer do to bring accounts receivables back under control, given the already challenging set of constraints within the Chinese credit climate? With no formal credit system in place for businesses in China, and with tight governmental controls on several other areas of finance in the country, the issue of triangular debt - individuals owing money to small businesses that, in turn, owe money to large businesses - is a huge problem in the Chinese marketplace. No credit information is available to banks and businesses that are trying to establish some form of credit system for their customers. Delinquent debts and defaulted bank loans are common, and an atmosphere of suspicion surrounds any credit transaction. The operations controller's challenge is to establish an action plan that is immediate and effective, and that navigates around some of the roadblocks that present constant challenges to business in China.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Financial Management; Credit; Control Systems

Industry: Manufacturing;

Setting: China, Large, 2000

Difficulty: Undergraduate/MBA

9B01BC27

Nanjing Chuangqi Auto Parts Company (Simplified Chinese version)

David J. Sharp; Alan (Wenchu) Yang;

Nanjing Chuangqi is a small auto parts manufacturing firm. The general manager of the company is deciding whether the company should integrate its product line from existing universal joint and steering shaft to steering column and whether the major processes involved should be outsourced or made internally. Using breakeven and net present value analysis, he must consider the impact on the company and the auto industry when China joins the World Trade Organization and import tariff barriers are removed.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Break-Even Analysis; Net Present Value Method;

Corporate Strategy; Contracting

Industry: Manufacturing;

Setting: China, Small, 2001

Difficulty: Undergraduate/MBA

9B01BC26

NCPC Beta Co., Ltd. (Simplified Chinese version)

David J. Sharp; Alan (Wenchu) Yang;

NCPC Beta Co., Ltd. makes antibiotic products and was the largest state-owned pharmaceutical enterprise in China. The company has fully integrated product lines, each with different target markets and profit. The company's current cost allocation method is based on revenue of each product, which has caused unfair allocations of shipping expenses between products so that the true competitiveness of the products is hidden. The chief accountant is asked to analyse the company's cost allocation methods and provide recommendations to ensure products are priced competitively.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Cost Allocations; Competitiveness; Accounting Methods; Control Systems

Industry: Manufacturing;

Setting: China, Large, 2000

Difficulty: MBA/Postgraduate

9B01BC33

Shanghai Eurotel Center (Simplified Chinese version)

David J. Sharp; Jonathan Yang;

Shanghai Eurotel Center Co. Ltd. is a joint venture formed by four international parties to construct and operate a group of buildings including one five-star hotel, a luxury shopping center, some apartments and office space. After the first seven months of operation, actual profit of the hotel was under budget. The chief accountant, in preparing for a report for the board of directors, must decide how to resolve the problems with ambiguous accountability for operations, lack of appropriate performance measures and must analyze performance using flexible budgets.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Control Systems; Employee Selection; Joint Ventures; Operations Analysis

Industry: Accommodation & Food Services;

Setting: China, Large, 1999

Difficulty: Undergraduate/MBA

9B01BC38

Sinopec Corp. (Simplified Chinese version)

Alan Jin;

Sinopec Corporation is one of the largest integrated petroleum and petrochemical companies in China. The director of finance of the Pingyuan Oilfield Company of Sinopec must discuss with head office the division's production budget. He must do a breakeven analysis and consider the tradeoff for different accounting alternatives to determine how he will meet head office's proposed profit target and what strategy should be used for development.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Tradeoff Analysis; Financial Analysis; Break-Even Analysis; Budgeting

Industry: Manufacturing;

Setting: China, Large, 2001

Difficulty: Introductory

9B01BC20

Tianjin Jinbin Development Co., Ltd. (Simplified Chinese version)

Mary Heisz; Lyn Purdy; Frank Tang;

Tianjin Jinbin Development Co., Ltd. is a large company that invests and specialized in information technology and new material manufacturing. The general manager is evaluating the performance of one of its 15 subsidiary companies, General Contract Engineering Corporation. General Contract did not reach its annual profit target and as a result would receive an unfavorable rating and would not receive a bonus from Tianjin Jinbin. In order to make a fair evaluation of General Contract, the general manager must consider other factors such as the industry and market conditions, the annual planning process and the parent company's overall strategy.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Performance Evaluation; Financial Analysis; Construction

Industry: Construction;

Setting: China, Large, 2000

Difficulty: MBA/Postgraduate

9B01BC37

Tricon Logistics China (Simplified Chinese version)

Claude P. Lanfranconi; Michael Wang;

Tricon Logistics China is the logistics department of Tricon Restaurants International (China) and is responsible for supervising the operations and cost management of 12 distribution centres in China. The market manager of one of the regional companies is concerned about the performance of his company's affiliated distribution centre. The director of Tricon Logistics China must determine why the actual cost of the distribution center have exceeded the targets by analysing performance, cost variance and internal price negotiation.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Cost Systems; Cost Control; Control Systems

Industry: Retail Trade;

Setting: China, Large, 2001

Difficulty: Undergraduate/MBA

9B01BC23

Tsinghua Unisplendour Taihetong Envirotech Ltd. (Simplified Chinese version)

Murray J. Bryant; Stone Chen;

Tsinghua Unisplendour Taihetong Envirotech Ltd. develops electronic and environmental protection products; most notably a water free toilet. A new general manager has been assigned to the company and is faced with a number of issues including a lack of internal control systems, high operational costs, weak marketing efforts and the company is losing money. One contract that had not been finalized was jeopardizing the company's financial health. The general manager must evaluate his alternatives for dealing with this account and determine how each would affect the company's financial statements. He was also questioning whether there was a better business model for the company.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: High Technology Products; Environmental Business Management; Chargeout System; Leasing

Industry: Utilities;

Setting: China, Medium, 2001

Difficulty: Undergraduate/MBA

9B01NC12

Waveful Soft (Simplified Chinese version)

Basil A. Kalymon; Charles Zhu;

Waveful Soft is a leading provider of software products and services to the retail industry in China. The company needs financing to sustain rapid growth and are also eager to promote public awareness. At the time, the Chinese government was preparing to launch a second market for equities of small companies. The chief executive officer of Waveful Soft thought it might be a good opportunity to raise both funds and image. The dilemma, however, was that the second market had not yet been launched. The company must decide if they should wait for the second market to be launched or consider other choices including listing on the Chinese Main Market, on Hong Kong GEM, on Nasdaq or raising private equity.

Publication Date: April 09, 2002

Discipline: Entrepreneurship; Finance; International;

Issues: Valuation; Stock Market; Financing; Initial Public Offerings

Industry: Other Services;

Setting: China, Medium, 2001

Difficulty: Undergraduate/MBA

9B01BC32

Weihai-Daewoo Electronics Co., Ltd. (Simplified Chinese version)

Murray J. Bryant; Stone Chen;

Weihai-Daewoo Electronics Co., Ltd., a joint venture between a Chinese company and Daewoo Electronics Co., Ltd., of Korea, is one of the leading colour monitor manufacturers in China. The company has the opportunity to secure new business through an open bidding process. However, the price asked for is lower than Weihai-Daewoo's cost of production using the full-cost method. The company needs the business and the chief executive officer believes that a long-term relationship could be profitable. He must decide whether to accept the order and examine the company's cost calculation system.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Pricing; Pricing Strategy; Costs; Cost Allocations

Industry: Manufacturing;

Setting: China, Medium, 2000

Difficulty: Undergraduate/MBA

9B01BC28

Welcome Pharmaceuticals (Simplified Chinese version)

David J. Sharp; Alan (Wenchu) Yang;

Welcome Pharmaceuticals is a leading producer of vitamin C in China. The company's general manager had just returned from an industrywide meeting, and was disturbed by what he had learned: there was a worldwide oversupply of vitamin C and already sagging prices had not yet hit rock bottom. The general manager knew the only way for Welcome to survive was to reduce costs, and because Welcome's material costs were already among the lowest in the industry, the only area left to trim was labor costs. The management team was called together to decide whether this was, in fact, the company's only option. If so, the management team had to quickly decide how to go about effecting what was bound to be an unpopular change among several tiers of workers.

Publication Date: April 09, 2002

Discipline: Accounting; International;

Issues: Performance Evaluation; Incentives; Cost Accounting; Accounting Methods

Industry: Manufacturing;

Setting: China, Large, 2000

Difficulty: Undergraduate/MBA

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