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Ivey Professors enjoy teaching in Hong Kong

For even the most seasoned professors, teaching in the new Ivey Hong Kong EMBA program is a challenging and stimulating experience.

Ivey Professors Claude Lanfranconi, John Hulland, Kathleen Slaughter, Terence Tsai and David Conklin have all recently returned from teaching classes at Ivey's Cheng Yu Tung Management Institute in Hong Kong.

Lanfranconi, who has taught at Ivey for over 20 years, taught Management Accounting and Control to the very first HK EMBA class in August. He says that although the students were more reluctant to engage voluntarily in classroom discussion than Canadian students, they were soon interacting openly with the faculty and proved very willing to help them adapt to Asian culture. Lanfranconi says the opportunity to teach in Hong Kong enriched him as a teacher. "The challenge is to learn how to do things differently, but still impart the same information. An experience like this gives you a different mindset."

John Hulland, who taught Management Science this fall, was impressed by the entrepreneurial spirit of the people of Hong Kong and feels that Ivey can make a significant contribution to the region. "There is a lot of opportunity there for the School," he says. "There are a lot of companies who are interested in doing cases with us, which will provide good teaching material for the Hong Kong program as well as here."

Lanfranconi says although the Asian crisis has affected the size of the EMBA class, the quality of students is very high. Like Hulland, he says the Ivey learning experience has a lot to offer the Hong Kong EMBA students. "The crisis points to the need to be more analytical in decision making. The people who decided to take the program were the ones who really saw the need to adapt their way of doing things."

Chinese PhD students choose Ivey for international studies

Ruihua Jiang, an Ivey PhD student from Shanghai, says she came to Ivey after talking to a professor at the University of Toronto. He told her that if she wanted to focus on International studies, "Ivey is the place to go."

Jiang, who has an MBA from Baruch College in New York, is enjoying the program and says she is getting an excellent training in research and teaching. Although she hopes to teach in North America for a time after she graduates, she will eventually return to China.

Changhui Zhou, who is in his second year of the PhD in general management, is from Beijing. Zhou

wanted to study economics and applied to several schools, but chose The University of Western Ontario when he was offered a scholarship. After completing his Masters in economics, Zhou heard from friends that Ivey was strong in international business. He spoke to Paul Beamish, who encouraged Zhou to audit one of his classes. Zhou says the management skills he is acquiring at Ivey will help him make a contribution when he returns to China.

Both Jiang and Zhou believe that Ivey's Asian strategy is a move in the right direction. Says Jiang: "The opportunities are now in Asia. There's a big need for MBAs, and if you enter the market early, you can build up the name and reap the benefits later."

In total there are nine students from Asia and the Pacific Rim enrolled in the PhD Program at Ivey.

Profile: Bill Shurniak

Bill Shurniak met Paul Beamish, Director of Ivey's Asian Management Institute, when Beamish was still a doctoral student. Shurniak was a senior executive with CIBC and had already spent some time working in Hong Kong. "Paul needed to interview people who had experience with international joint ventures, so I agreed to meet with him. I thought it might be an hour's chat, but we ended up spending more than three hours talking. We've been friends ever since." Now that Shurniak is executive-in-residence at Ivey, there are more opportunities for the two friends to talk.

Shurniak subsequently left CIBC and in 1984, became Chief Financial Officer for Hutchison Whampoa Limited, one of Hong Kong's largest conglomerates. When Ivey was exploring the potential of expansion into Hong Kong, Shurniak met with Dean Larry Tapp and President Paul Davenport, then continued to support the School's efforts as a member of Ivey advisory committees in Hong Kong and Canada.

Shurniak says there are lots of foreign universities offering MBAs in Hong Kong, many by correspondence or out of hotel rooms. "I felt that if Ivey was going to do something in Hong Kong, they should do it properly." He is delighted that the Cheng Yu Tung Management Institute is now open and offering a high-quality Executive MBA program. He hopes that

Ivey will be able to use its Hong Kong base to expand into mainland China. "China has indicated many times that it needs to get people educated in business management skills and procedures, particularly now that the country is changing from a centrally-managed economy to a market-driven economy."

Although Shurniak retired last December, he is still busy as a Director with Hutchison Whampoa Limited, Husky Oil Limited and Asia Satellite Communications Holdings Limited. When his schedule allows, he spends a week or two at the Ivey facility in London, Canada. Although characteristically modest about his contributions, Shurniak is adding a valuable global perspective to Ivey classrooms, helping several faculty members write Asian-based cases and doing some writing of his own.

For the globe-trotting Shurniak, home is his apartment in Hong Kong and the family farm where he was born in rural Saskatchewan. Shurniak loves Hong Kong's vibrant and cosmopolitan culture, but he also enjoys its natural beauty. "Some of my happiest moments are hiking in the hills on a Sunday afternoon. Even though you're on the main island, you can lose sight of the city within minutes. The scenery is breathtaking."

Making Our Case

9A98N023

Hutchison Whampoa Limited - Yankee Bond Offering

Karolyi, G. A., Johnson, R.

In June 1997, Hutchison Whampoa Finance Ltd., a large Hong Kong-based company with diversified global interests, was preparing the offering circular for a US\$1 billion bond offering. To date, the company had drawn on short- and medium-term loan facilities underwritten by banking syndicates for external financing. But with Hutchison Whampoa's diverse and expanding operations, the needs of the group were beginning to extend beyond the local banking community. The need for long-term financing was also prompted by the recent reorganization of the Cheung Kong group which resulted in Hutchison Whampoa acquiring an 84.58 per cent interest in Cheung Kong infrastructure. Moreover, the time was ripe to increase the ratio of fixed-rate funding at prevailing yields which were currently attractive. But the group managing director and the group finance director both wondered what the reception would really be for a Hong Kong-based bond issue at this time.

Industry: Conglomerate
Issues: Financial Strategy
 International Finance
 Globalization
Setting: Hong Kong
Length: 20 pages

9A98M034

Mabuchi Motor Co., Ltd.

Beamish, P.W., Goerzen, A.

Teaching Note: 898M34

In September 1995, 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 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. 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.

Industry: Electric and Electronic Equipment Supplies
Issues: Subsidiaries
 Management Training
 Corporate Culture
 Organizational Change
Setting: China and Japan
Length: 14 pages

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- Chinese translation of the sixteen Ivey Case Books is currently underway.

AsiaLink, the quarterly newsletter of the Asian Management Institute, London, CANADA

The University of Western Ontario, since 1878.

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