

## A Year of Achievement

As we extend to you our warmest greetings and best wishes for a safe, healthy and happy holiday season, we invite you to celebrate with us the School's progress over the last twelve months.

### Cross-Enterprise Leadership™ Revolution

On September 15, Ivey embarked on a revolutionary approach to business education known as Cross-Enterprise Leadership™, a unique learning model designed to generate business leaders with the breath and capacity to think, act and lead initiatives that enhance the whole enterprise.

### Official Institutional Visits – BNAI, CELAP...

Official delegations from the China Executive Leadership Academy, Pudong (CELAP) and the Beijing National Accounting Institute (BNAI) are among the many who visited Ivey to discuss collaborations including joint programs and case development, joint research and opportunities for faculty exchanges.



Associate Dean Larry Wynant and Professor Paul Beamish welcomed BNAI delegates led by President Chen Xiaoyue (back row second left).



Associate Dean Kathleen Slaughter (middle row third left) and Ivey representatives at the unveiling ceremony of the Mangde Village Ivey Alumni Association Sower Hope School in rural Yunnan, China.

### Mangde School in Yunnan

The Hong Kong EMBA Class of 2004 helped raise funds for a new three-storey concrete school building which houses 180 children. Download "A China Adventure" by Ron Slaughter at: [www.ivey.uwo.ca/ami/news/main.htm](http://www.ivey.uwo.ca/ami/news/main.htm)

### EMBA Class 2005 Graduation in Hong Kong

50 Ivey graduates proudly received their diplomas at the first all-faculty convocation of The University of Western Ontario in Hong Kong on October 9, 2005.

Receiving Western's highest honour, Simon L.K. Leung was conferred a Doctor of Laws, honoris causa degree for his continued support of his alma mater. Leung is regional president of Motorola's Asia-Pacific operations and is a member of Ivey's Asian Advisory Board.

More detailed in previous issues  
[www.ivey.uwo.ca/ami/asialink/back\\_issues.htm](http://www.ivey.uwo.ca/ami/asialink/back_issues.htm)

- Ivey Executive Education # 1 in Greater China
- Career Management expansion in China
- Academy of Management Best Paper Award
- Winner of Asia Pacific Case Writing Competition
- Chinese government award for Outstanding Chinese doctoral
- Ivey Cup – Inaugural Ivey China Case Competition in Shanghai
- Ivey Business Journal Special China focus edition
- New Ivey authored books in Taiwan
- Cases in Asian language translations

## Asian PhD candidates at Ivey

With the strategic growth of Ivey's PhD program came the increase of Asian student enrollment. Since 2000 where we reported seven doctorals from Asia, there is currently 31 Asian students enrolled in Ivey's PhD program.

Featured here is a select list of their recent and forthcoming publications.

**Zhao, N.B.**, Olivera, F., 2006, "Error Reporting in Organizations", *Academy of Management Review*, Forthcoming.

**Chung, C.**, Beamish, P.W., 2005, "Investment Mode Strategy and Expatriate Strategy during Times of Economic Crisis", *Journal of International Management*, November, 11(3): 331 - 355.

Neufeld, D.J., **Fang, Y.**, 2005, "Individual, Social and Situational Determinants of Telecommuter Productivity", *Information & Management*, October, 42(7): 1037 - 1049.

Bell, P.C., **Zhang, M.**, 2005, "Management Decision-making in the Single Period Optimum Pricing Problem", *Journal of the Operational Research Society*, June, 56(6).

Makino, S., Beamish, P.W., **Zhao, N.B.**, 2004, "The Characteristics and Performance of Japanese FDI in Less Developed and Developed Countries", *Journal of World Business*, 39(4): 377 - 392.

For more details on research and publications by Ivey faculty and doctorals, visit [www.ivey.uwo.ca/research/](http://www.ivey.uwo.ca/research/) and the online Refereed Abstract Database.



Gathering of Ivey Asian PhD candidates in the school's atrium.

## Visiting Chinese Professors

Each year, Ivey is home to visiting scholars from Asia who chose to spend time at our London campus. This year we welcome the following visiting professors:

**Li Yuanxu**  
Professor and Vice Chair, Department of Business Administration, School of Management, Fudan University, Shanghai

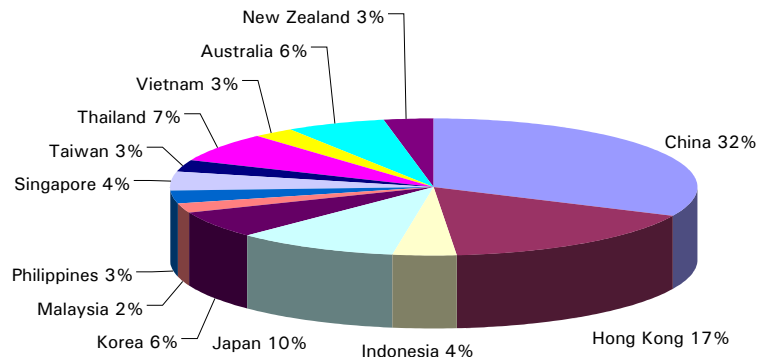
**Yu Guang**  
Professor of Institute of International Business, School of Business and Management, Shangdong University, Jinan

**Ai Xingzheng**  
Professor, School of Management Science, University of Electronic Science and Technology, Chengdu.

## Making Our Case

Continued development of current Asian business cases is critical to ensuring that future global business leaders gain an understanding of business practices across cultures and continents. To-date we have in circulation 356 Asia-Pacific cases which are used extensively in our degree and executive education programs, and are also available to other universities, business and government organizations.

For a complete directory of Ivey's Asia-Pacific cases, visit [www.ivey.uwo.ca/ami](http://www.ivey.uwo.ca/ami) or email us at: [ami@ivey.uwo.ca](mailto:ami@ivey.uwo.ca)



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## TAMING THE DRAGON: CUMMINS IN CHINA

*Dhanaraj C ; Morgan M ; Li J ; Beamish PW*

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.

**Industry:** Transportation Equipment

**Issues:** International Strategy, International Joint Ventures, Country Manager, Global Strategy

**Setting:** China, large organization, 2001

**Length:** 30 page(s)