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China Day at Western

On March 13, the University of Western Ontario honored the visit of His Excellency Lu Shumin, Chinese Ambassador to Canada by hosting the China Day 2007.

After an official lunch reception, Ambassador Lu spoke on "The Future of Canada-China Relations". His speech talked about the \$23 billion annual trade between Canada and China. "...which still amounts to only two percent of total foreign trade conducted by the two countries. That obviously does not reflect the nature of our complementary economies and is far from what it should look like," said Mr. Lu.

Five Ivey doctoral candidates were among the students at a Meet and Greet session following his public address.



APFC Senior Fellow

On April 10, the Asia Pacific Foundation of Canada announced the appointment of Ivey Professor Paul Beamish as one of the three recipients to the Senior Fellows Program.

According to the APFC press release, the program draws on the best thinking in Canada-Asia policy research to promote dialogue on economic, security, political and social issues, helping to influence public policy and foster informed decision-making in the Canadian public, private and non-governmental sectors.

Biographies of the Senior Fellows are available at:
www.asiapacific.ca/about/seniorfellows.cfm



Shih-Fen Chen with Lu Shumin at the lunch reception.
Jenny Chen, Wang Huanglin, Lu Shumin, Yang Guorong, Lily Li, George Peng at Meet and Greet.
Professors from Taiwan at Ivey.
Professors from the University of Tsukuba at Ivey training program.

Professors Learning the Case Method

A group of professors from Taiwan attended the annual Ivey Case Writing Workshop conducted by Professors Jim Erskine and Mike Leenders.

The nine professors from universities across Taiwan, led by Dr. Anne Wu from the National Chengchi University, also discussed future collaboration opportunities with the Asian Management Institute in areas of case development, distribution and case book publication for the Taiwan market.

Also, a group of 15 faculty and staff from the Graduate School of Business Sciences at the

University of Tsukuba, Tokyo, headed by Drs. Hiroe Tsubaki and Hirohisa Nagai, attended a week-long custom training program in May. The program was designed to address case teaching needs at the University of Tsukuba.



Making Our Case

We welcome Peking University's Guanghua School of Management to the growing list of Asian business schools using Ivey case material on an institutional license basis.

For details on **China Case Site License**, contact Gigi Wong at gwong@ivey.uwo.ca. Gigi has recently been appointed Regional Sales Manager – Asia, Ivey Publishing, with the responsibility of marketing Ivey case products and services in the region.

9B07C027
JOHN MEREDITH OF HUTCHISON PORT HOLDINGS
Kathleen Slaughter, Jeffrey Gandz, Nigel Goodwin
Teaching Note: 8B07C27

This case examines the career and leadership style of John Meredith, the group managing director of Hutchison Port Holdings (HPH). Meredith established the company in 1972 based on his vision for more efficient global trade. Under his leadership, the company grew from owning and managing a single container port to owning and managing 45 container ports by 2007, the largest such operation in the world. This case also examines the importance of leadership at all levels of organizations. When a company grows quickly and sets up operations around the world, it must constantly train new leaders. However, HPH had difficulty finding and training enough leaders who were willing to lead

the company's new port operations in far-off destinations. The case examines HPH's actions thus far and asks what other measures may be appropriate in the future.

Issue(s): Leadership, Management Development, Management in a Global Environment

Industry: Water Transportation

Setting: Hong Kong; Global, Large organization, 2007

Length: 18 pages

9B07M035
MAHINDRA & MAHINDRA LTD. - FARM EQUIPMENT SECTOR: ACQUISITION OF JIANGLING TRACTOR COMPANY

Jean-Louis Schaan, Ramasastry Chandrasekhar
Teaching Note: 8B07M35

Farm Equipment Services (FES), the tractor manufacturing division of Mahindra & Mahindra Ltd. (M&M), is considering entering the Chinese tractor industry through a joint venture with Jiangling Tractor Company (JTC), a state-owned automotive enterprise. M&M had seeded the Chinese tractor market with exports and had concluded that the most efficient and prudent way to serve the Chinese tractor market was through a joint venture with a local partner. JTC had good brand recognition and strong position in the small tractor market. However, due to the lack of interest from the parent company, Jiangling Motor Company Group, JTC was facing severe operational challenges: it was over

staffed, had high overhead, owed significant amounts to suppliers and dealers were fleeing the company. M&M saw an opportunity to work with a management team they were comfortable with and to leverage JTC's potential to grow in China and to export tractors as well as components. The challenge was to determine how management should proceed to restructure and integrate the joint ventures assets.

Issue(s): Job Design and Integration, Joint Venture Restructuring, Foreign Market Entry

Industry: Machinery except Electrical

Setting: China, Large organization, 2004

Length: 18 pages

Ivey Business Journal

Read more about these and other articles in the May/June 2007 Ivey Business Journal at www.iveybusinessjournal.com/

The Need for Reforms in Chinese Marketing Education

by Kunalm Basu and Guoqing Guo

The authors investigated the state of marketing education in China and found that seventy-five percent of the students they interviewed say that what they learn in the classroom is not relevant in the marketplace. This fact underlines the rather poor state of marketing education in the world's second-largest economy.

The authors serve up a sound prescription for improving the way marketing is taught, and for making it much easier for western managers to hire local marketers.

Doing Business in India: Cavet Venitor

by Rajesh Kumar

Business opportunities in India may be there for the taking but not knowing the values and cultural norms can doom a western manager's or entrepreneur's best efforts.

The author has written a valuable primer that will prepare a westerner for doing business in India...and succeeding.

Did You Know...

► Planning for the 2007 annual Ivey Coca Cola China Case Competition is underway. For details, contact Alex Hu at ahu.mba2004@ivey.ca

► Dr. Wenge Fu, MBA program director of the China Agricultural University was in London to discuss case translations, institutional case usage, and the doctoral global teaching project with Ivey representatives.

► Dean Suran T. Djajadiningrat of the School of Business and Management at the Institute of Technology Bandung in Indonesia visited Ivey in April to explore collaboration on case activities. Accompanying the Dean was Eddy Henry, Director of Programs of the Sampoerna Foundation.