

March 2004; Number 3, Volume 7

## Financial Times ranks Ivey #1 in Hong Kong #2 In Asia

In its 2004 survey of MBA programs worldwide, *Financial Times* provided an average three-year ranking for each school within the top 100 so that readers can assess the performance of various programs. Ivey's MBA had an average three-year global ranking of #23, demonstrating consistency in the quality of the MBA program. Ivey is the only Canadian business school that has been ranked among the top 35 schools for five consecutive years. ( For news release in English and in Chinese, visit [www.ivey.uwo.ca/ami/News\\_page.htm](http://www.ivey.uwo.ca/ami/News_page.htm) )

The MBA 2000 class that was surveyed reported, on average, a 165% increase in salary despite the adverse economic conditions at the time of their graduation: "I am very proud of Ivey and the achievements of our students, faculty, and staff. We are doing the right things to ensure Ivey continues to be counted among the very best schools in the world, from the development of an innovative new curriculum, the growth of our PhD program and its positive impact on our ability to produce new business knowledge, as well as a strengthened, multi-faceted MBA recruitment process that is helping us attract high quality students for a great learning experience," says Carol Stephenson, Dean of the Ivey Business School.

Professor Kathleen Slaughter, Associate Dean of the Hong Kong campus adds that "Ivey's commitment in Asia is further demonstrated by the launch of a new MBA program in Hong Kong in January 2004."

## Hong Kong MBA Inaugural Class

On Saturday, January 25<sup>th</sup>, Ivey welcomed the first class of Hong Kong MBA students into the Cheng Yu Tung Management Institute at the Hong Kong Convention and Exhibition Center. The class consists of 31% women and 69% men with an average age of 28 years old and average work experience of 5 years.

"We are determined to have the same value delivered in Asia for our MBA participants as we have done for the past 55 years in North America," remarked Associate Dean Kathleen Slaughter. Ivey has delivered its world renowned Executive MBA (ranked #12 by the *Financial Times* in October 2003) in Hong Kong since 1998. Ivey's move into the MBA market is well supported by its alumni group in Asia, which now numbers 600. They hold key decision-making positions in companies all over Asia.

We thank all our constituents for their support to the Hong Kong campus and for their encouragement in ensuring Ivey's continuing growth in Asia.



### CTP 2004 Team

Back row L to R:  
Rob Drew (MBA1),  
Vanessa Aiello (MBA2),  
Derek McNeil (MBA1),  
Kevin Cohen (MBA2),  
Rob Dennison (MBA2),  
Lisa Cleary (MBA1)

Front row L to R:  
Michelle Lum (MBA1),  
Anthony Yik (MBA2),  
Francois Girard (MBA1),  
Zack Curry (MBA2)

## China Teaching Project

Now in its 10<sup>th</sup> year, the China Teaching Project (CTP) is a student-run program in which a team of ten Ivey MBA students, spend the month of May teaching Chinese students using the case method. The team will be teaching in Beijing and Shanghai this May.

The CTP mini-course typically runs over three to four weeks, covering the basics of Organizational Behaviour, Marketing, and Corporate Strategy.

The CTP team includes a project team of second year coordinator/teachers, and a corresponding number of first year participant/teachers drawn from over 500 MBA students at Ivey. The project increases Ivey's presence in China and provides one of the best international learning and living experiences for Ivey students.

CTP wishes to acknowledge William Fuller for his long-standing support, and thank [AMR Technologies Inc.](http://www.amrtechnologies.com), corporate sponsor of the case competition that concludes the Chinese students' learning experience. ( <http://groups.ivey.uwo.ca/chinateaching> )

## Making our Case

40 alumni and students attended the Case Night on February 27 organized by the Ivey Alumni Association – Hong Kong Chapter and the Hong Kong Ivey Development Committee.

Marketing professor Dr. Niraj Dawar led the case discussion on *"Cola Wars in China: The Future is Here"*. The case won the top award at the **2003 European Case Writing Competition** under the category Emerging Chinese Global Competitors. (The case was featured in December 2003 *AsiaLink*.)



Operations professor Dr. Robert Klassen's case *"Electrosteel Castings Limited"* also won an award at the **2003 Asia-Pacific Case Writing Competition** hosted by the Management Development Centre of Hong Kong. This is the fifth year of consecutive wins for Ivey cases at this regional case competition.

## Cases in Korean Translations

In addition to Ivey cases available in simplified and traditional Chinese, Korean cases are now available at [www.ivey.uwo.ca/cases](http://www.ivey.uwo.ca/cases).

Come visit and register to receive the quarterly email newsletter containing abstracts of the new Ivey cases in your area(s) of interest/specialty.

9B02D016  
**ELECTROSTEEL  
CASTINGS LIMITED**  
*Klassen R ; Bahl N*  
Date Revised: 05/26/2003  
Teaching Note: 8B02D16  
Related Material: 7B02D016

Electrosteel Castings Limited, based in India, had been the largest domestic manufacturer of iron pipes for over four decades. Although it had achieved solid growth in recent years, the market was under increasing pressure as overall growth slowed and new competitors entered the market. The chief executive officer believed that international expansion was

critical to future growth and would also provide additional currency for further investment in new process technologies. After extensive study, management had narrowed the options to Europe or Southeast Asia. Given limited resources, Electrosteel could only enter one market, either with a new marketing office or a new manufacturing plant. Building an overseas plant was particularly attractive, as it would effectively translate into Electrosteel being considered a local competitor in that market, reducing costs and improving customer service. In recent weeks, the need for a decision had increased significantly, as management had become aware of foreign competitors investigating similar international expansion options. (A video highlighting the manufacturing process of

the iron pipes is available, product 7B02D016.)

*Industry:* Fabricated Metal Products  
*Issues:* Operations Management, Capital Investment, International Business, Facilities Planning  
*Setting:* India/France/Vietnam, large organization, 2001  
*Length:* 18 page(s)

## Recent Research Publication

Delios, Andrew and Paul W. Beamish. 2004. **"Joint Venture Performance Revisited: Japanese Foreign Subsidiaries Worldwide"**, *Management International Review*, 44(1): forthcoming.

Abstract: Our evidence from the analysis of performance data on 27,974 foreign subsidiaries challenges conventional notions about joint venture survival rates and financial performance. This evidence suggests the need for future research to explore why joint ventures survive as well as they do, why wholly-owned subsidiaries have exit rates comparable to joint ventures, and why joint ventures had a level of financial performance at least equal to wholly-owned subsidiaries.

Key Results: We find joint ventures to have survival rates and perceived financial performance levels comparable to wholly-owned subsidiaries. Further, majority-owned joint ventures had a 50 percent higher survival rate than co- and minority-owned joint ventures.

Andrew Delios is a Professor in the Department of Business Policy at the National University of Singapore.

For a bibliography or an article abstract on Ivey's Asia-related research, contact us at

[ami@ivey.uwo.ca](mailto:ami@ivey.uwo.ca) or visit [www.ivey.uwo.ca/ami](http://www.ivey.uwo.ca/ami)

## Did You Know...

More than 30 Ivey faculty members regularly travel to Asia to teach on Hong Kong's degree and executive training programs, as well as conduct research and case writing in the region.

Professor Glenn Rowe recently completed interviews with senior executives of PetroChina and China Unicom for the development of two case studies on enterprises in China.

Last October, Professor Michael Pearce delivered executive training to a group of finance executives hosted by the National Accounting Institute in Beijing.

Also last Fall, David Weiner, Ivey graduate and senior partner at the National Public Relations in Toronto taught business communications to Tsinghua MBA students.

Watch out for the **Ivey Executive Seminar Series** targeted to help today's executives keep abreast of current business trends & issues. This series of one-day executive seminars on a wide range of topics and management challenges will be delivered by Ivey professors using Ivey's world renowned case study method of learning.

For inquiries, please contact Miranda Wong at [mwong@ivey.com.hk](mailto:mwong@ivey.com.hk).