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Ivey – ISB Case Workshop in India



The Case Development Centre at the **Indian School of Business (ISB)** hosted the first Ivey Case Workshop in Hyderabad from January 31 to February 2, 2009.

More than 40 faculty members from leading business schools in India attended the intensive 3-day workshop led by Ivey professor Charles Dhanaraj (*second row centre*) and joined by Paul Beamish via video-conferencing from Canada. Participants went through the steps in the case writing process required to develop a field-based case and a comprehensive teaching note.

Dhanaraj, also an ISB visiting scholar, emphasized that a good teaching case is not investigative journalism and cannot be written from publicly sourced material alone. The core elements of a good teaching case are 'Reality, Theory and Originality.' "Realism is what makes a case an effective

learning vehicle, novelty enhances scholarship and links well to your research, and finally an underlying theory is essential for effective teaching," noted Dhanaraj. Provided with practical tools, three India-based cases were initiated at the conclusion of the workshop.

In December 2008, ISB and Ivey signed a Memorandum of Understanding on Case Development Collaboration with the objective to publish India-based case materials for use in business education both in India and around the globe.

China Case Competition

Ivey and **Coca-Cola (China) Beverage Ltd.** are pleased to announce the 4th annual Ivey/Coca-Cola China Case Competition. 16 universities in Shanghai, Beijing, Guangzhou and Xiamen will select their best team to represent their schools at the regional semi-final rounds with the top teams advancing to the national championship final to be held in Shanghai on May 16 and 17. Championship awards include internship opportunities with Coca-Cola and a trip to Ivey's campus in Hong Kong.

For details visit
www.ivey.com.cn/cc2009

MBA Study Trip China

Led by professor Jim Hatch, a group of full time MBAs from London spent time in Beijing, Shanghai and Hong Kong meeting with Ivey alumni working there and visited a number of business operations including plant visits to Bao Steel and Shanghai General Motors.



Group picture in front of the Shanghai skyline
(photo courtesy of Sacha Gera, MBA Candidate 2009)

Making Our Case

Check out Cases by Theme and CaseMate - Ivey's Textbook Case Matching Resource at www.iveycases.com

9B09N003

Cadim: The China and India Real Estate Market Entry Decisions

Stephen R. Foerster, Marc Folch

Teaching Note: 8B09N03

The president and chief operating officer of Cadim, the real estate arm of the Caisse de Dépôt et Placement du Québec, Canada's largest pension fund management firm, was considering whether Cadim should enter India, China or both on a long-term basis to diversify its global real estate holdings and take advantage of the growth these two countries were experiencing. The fund's investment would potentially amount to hundreds of millions of dollars and could lead to substantial returns; however, these investments carried considerable risks. The case introduces many of the issues involved with managing an international portfolio of real estate and provides a detailed overview of the business environment and culture of both China and India. In doing so, the case exposes students to the complicated nature of regional risk assessment and the challenges of doing business in developing countries. Students must assess whether the complexity and risk levels involved with entering a new developing country are worth the potential returns.

Disciplines: Finance, International
Issue(s): Investments, International Strategy, International Joint Venture
Industry: Real Estate
Setting: China; India; Canada, 2008
Length: 17 pages

9B08M077

Sinyi Real Estate in Taiwan

Terence Tsai, Borshiuang Cheng, Shubo Philip Liu
Teaching Note: 8B08M77

Sinyi is one of the most successful real estate agent companies in Taiwan and mainland China. From a Confucian perspective, Sinyi's founder cultivated a "people-centered" culture for both its customers and employees. By applying business ethics as a central differentiating strategy, Sinyi established an excellent corporate image and was regarded by many as the role model of responsible business. Sinyi service was regarded as premier in Taiwan. Its customer satisfaction rating was also far above the industry average. Trustworthiness and fair dealing were the company's guiding principles. This was in contrast to the then chaotic environment of the real estate industry in Taiwan, where basic trust between buyers and sellers was rare and deceit existed everywhere. Focusing on using business ethics as a central differentiating strategy, Sinyi had grown into Sinyi Group, which successfully integrated upstream, midstream and downstream industries and established a highly-acclaimed business model.

What were the characteristics and benefits of Chinese business ethics? What role did they play? Could an integrity-based business practice serve as a source of competitive advantage? What business settings were supporting business ethics? The case can be used for MBA and EMBA courses in business ethics (in a module on culture and business ethics) and strategic management (in a module on strategic business ethics). This case should provoke holistic thinking and discussion on sustainable business, Confucian entrepreneurship and the relationship between business ethics and competitive advantages.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Ethical Issues, Human Resources Management, Management Science and Info. Systems, Strategy, Sustainability, Corporate Social Responsibility, Differentiation
Industry: Real Estate
Setting: Taiwan, 2008
Length: 20 pages

Did You Know...

► IAA Hong Kong Chapter Upcoming Events:

- Case Night with Dr. Gerard Seijts - March 26
 - Western/Ivey Annual Dinner 2009 - May 23
 - Call for Paddlers: Dragon Boat Races - May 28
- See @Intouch for details www.ivey.uwo.ca/alumni/intouch/

► Recent sold out sessions of the Ivey Idea Forum held at the Toronto campus:

Joint Venturing

Speakers: Paul Beamish and Larry Innnanen (Past-president of Cerbuco Brewing Inc.)

Access India

Host: Charles Dhanaraj
Speakers: Gary Comerford (Senior Vice President, International Sun Life Financial Inc. Canada) and Hari Panday (President Wealth Management, North America Region and President and CEO, ICICI Wealth Management Inc. Canada).

► In lieu of holiday gifts exchange, the HKEMBA 2010 class raised HK\$20,000 for the Child Development Centre.



(top) Jonathan Mather with Virginia Wilson, CDC Executive Director



(bottom) Centre children at play