

March 2010; Number 3, Volume 13

## MOU to Build Business Education in China

On January 21, 2010 in Kunming, China, a trilateral case writing partnership between the China National MBA Education Supervisory Committee (CNMESC) in Beijing, the China Management Case-sharing Center (CMCC) in Dalian, and the Richard Ivey School of Business (IVEY) in London, Canada was formed to collaborate on fostering the development and dissemination of China-based cases around the world.

IVEY will become a strategic partner of CMCC in all case development and case distribution initiatives, and was granted the status of an honorary member of CMCC. IVEY will contribute its knowledge and expertise in providing reviews, ideas, and suggestions to improve the quality of cases submitted by the 190 (and growing) member schools. Ivey Publishing will be granted exclusive worldwide distribution rights of cases developed by CMCC member schools.



Shih-Fen Chen's research study on branding rights answers the question: Should a product be branded by the manufacturer or the retailer?

Read about **Behind the Label** at [www.ivey.uwo.ca/publications/impact/Vol16No2-Chen.htm](http://www.ivey.uwo.ca/publications/impact/Vol16No2-Chen.htm)

Chen is the William Shurniak Professor of International Business at Ivey.



(l to r) Shuming Zhao, Dean of School of Business, Nanjing University; Jingqin Su, Director of China Management Case-sharing Center and Dean of School of Management, Dalian University of Technology; Ivey Professor Paul Beamish, Director of Ivey Publishing; and Prof. Yunhuan Tong, Secretary General of China National MBA Education Supervisory Committee joined hands after the MOU signing ceremony during the inaugural China Management Case-sharing Conference in Kunming.

## Young on the New GM

On January 27, 2010, Ray G. Young, HBA'84, returned to Ivey to speak with students and faculty about the Rebirth of General Motors. His presentation, titled "Reinvention" looked back at what led GM to file for bankruptcy in June 2009 and his insights into the rebirth of the "NEW GM." In his role as VP and CFO of General Motors Company during the past two years, Young was deeply involved in the restructuring process of GM, including government and labour discussions in the U.S. and in Canada.

Young was named Vice President of GM International Operations (GMIO) effective February 1, 2010 and has relocated to GMIO's headquarters in Shanghai. In his new role, Young will play a leading role in driving growth and profitability of GM's operations in Asia, Latin America, Middle East, and Africa.

## Ivey Business Journal In Focus: Asia Pacific

In this issue, read about:

### The Passage to India: Ivey paves the way with new partnerships

by Dean Carol Stephenson

### In China, It's not just about the Economy. Will Canada get it?

by Yuen Pau Woo

### The Emerging Market to Emerging Market Opportunity: Are You Ready to Play?

by Niraj Dawar

### China is Undergoing a Transformation...yet again

by Andrew Delios and Xufei Ma

Read these and other IBJ articles about Asia at

[www.ivey.uwo.ca/ami/Publications/IBJ\\_articles.htm](http://www.ivey.uwo.ca/ami/Publications/IBJ_articles.htm)

## Making Our Case

[www.iveycases.com](http://www.iveycases.com)

9B10M012

### Lundbeck Korea: Managing an International Growth Engine

Paul W. Beamish, Michael Roberts

Teaching Note: 8B10M12

In 2005, the vice-president of Lundbeck, a Danish based central nervous system (CNS) pharmaceutical firm, needed to decide what to do with one of his most promising subsidiaries, Lundbeck Korea. Over its short lifetime, under the leadership of the country manager and the Asia regional manager, the subsidiary had grown well beyond the original goals set for it. The vice-president wanted to create a reporting structure and management mix that would balance the local demands that Lundbeck Korea required for growth with Lundbeck's overall strategy of specialization, speed, integration and results. Lundbeck had grown from pure licensing arrangements to establishing its own country level subsidiaries. This case introduces the dynamic tensions between taking advantage of local management expertise and executing a corporate strategy developed for an entire global group. In addition, it illustrates the importance, but difficulties, of being sensitive to local management goals, while promoting a global corporate culture.

*Disciplines:* General Management, Human Resource Management, International  
*Issue(s):* Emerging Markets, International

Strategy, MNE Reporting Structures

*Industry:* Chemicals and Allied Products

*Setting:* Korea;Denmark, 2005

*Length:* 19 pages

9B09M078

### Genpact Inc. - Business Process Outsourcing to India

Shih-Fen Chen,

Ramasastry

Chandrasekhar

Teaching Note: 8B09M78

In September 2004, the chief executive officer (CEO) of General Electric Capital International Services (Gecis) was examining the company's options. Based near New Delhi, India, Gecis was a business process outsourcing (BPO) company. Gecis was set up in 1997 as an off-shore unit of General Electric Company (GE) and was a wholly-owned subsidiary. Earlier in July of 2004, GE divested itself of 60 per cent of its stake in Gecis with the result that Gecis was no longer a subsidiary of GE and was thus free to seek non-GE business. As part of several changes underway, there was a name change to Genpact Inc. (Genpact). The change in identity required the creation of management bandwidth, particularly in new client acquisition and business development. Also called for was a re-examination of the BPO business as a product line to be delivered to unaffiliated clients. The CEO recognized the need to begin negotiations with potential global clients. Each deal would involve many complexities in terms of geographies, languages and services. The CEO also was aware that all clients had areas of concern including loss of control, operations stability,

savings targets and cultural compatibility. The CEO wondered how to develop a client acquisition strategy for Genpact as it moved from being a captive to an independent service provider.

*Disciplines:* General Management, Entrepreneurship, International  
*Issue(s):* Globalization, Service Outsourcing, Strategic Management, Customer Acquisition  
*Industry:* Business Services  
*Setting:* India, 2004  
*Length:* 25 pages

## Did You Know...

► Associate Dean-Asia, Kathleen Slaughter will be presenting at the International Association of Business Communicators (IABC)'s inaugural Global Communication Conference – Asia Pacific which runs April 7-9, 2010 at the J.W. Marriott Hotel in Hong Kong. In her session *From Talking to Texting: Managing Communications Today*, Slaughter will discuss how new access to information, shifting demographics and new global markets have changed organizational communication.

► Mark your calendars:

Hong Kong Alumni Annual Dinner – May 15, 2010

Western Convocation in Hong Kong – May 16, 2010

May 24, 2010 – **Ivey China Case Competition** finals at the Canada Pavilion at the Expo 2010 in Shanghai.  
[www.iveychinacasecompetition.com](http://www.iveychinacasecompetition.com)

Homecoming in London, Canada – October 1-3, 2010

**Beijing Alumni Annual Dinner:**  
top (l to r) Colin Liu, Min Cui, Kathleen Slaughter, Robert Han, Gu Qing and Sean Liu.



**Shanghai Alumni Annual Dinner:**  
at the Kitchen at Cooking Studio

