

September 1999; Number 1, Volume 3

## "Train-the-Trainer" Case Workshop

72 MBA professors from across China participated in the 1999 case workshop held in Beijing in August.

Professor Michiel Leenders and Louise Mauffette-Leenders led the business professors in lively exchanges on core concepts such as the Three-Stage Learning Process and the Case Teaching Plan. Experienced instructors are eager to sharpen their teaching skills and new case teachers are quick to pick up on ideas to improve the efficiency and effectiveness of case teaching.

"So many of them have invited us (Ivey) to go to their own universities to offer case teaching and case writing workshops," says Leenders. "The demand is clearly there. We are already beginning to talk about more intense case writing workshops in the future."

Participants were also introduced to the 32 Ivey casebooks edited specifically for China's MBA curriculum. All 220 cases in Chinese have teaching notes available for instructors.

The one-week case method workshop hosted at Tsinghua University was partially funded through the generosity of The Hong Kong Pei Hua Education Foundation and Dr. Henry K.S. Cheng.



## HK EMBA Class of 2001

Ivey welcomed the class of 2001 to their first module of HK EMBA at the Cheng Yu Tung Management Institute. The 33 Asia-based business executives started their program journey on August 15 with two weeks of intensive studies with Professors Lanfranconi and Slaughter.

The 6 women and 28 men brought together an average work experience of over 11 years and expertise from a wide range of industries; from architecture, legal services, banking to trading, hospitality and education.

We are delighted to have a group with such extensive international experience join us at Ivey.

## Ivey MBAs Teach Business in China

In May, four of Ivey's MBA students continued the long

tradition of the "China Teaching Project".

Led by Steven Arvantidis, Praveen Datta, Edmond Rees and Oded Van Ham, the four students taught a month long program for two of Tsinghua's undergraduate business classes.

As in past years, the program was a huge success. But unlike other years the instructors found themselves arriving at a time when emotions were running fairly high surrounding the NATO incident.

"Protests were wide spread," recalled Datta. "We recognized the need to defuse the situation in class as quickly as possible or risk the program's success." Within twenty minutes the class was in a lively discussion of 'Gatorade's Introduction into Canada'.

"It was a valuable experience - the political element in particular, as it reinforced the importance of developing the business and interpersonal skills to be able to work under any situation in a global

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marketplace. Skills which Ivey  
has helped all of us to further  
refine," adds Rees.

## Profile: Henry K.S. Cheng Chair of Asian Advisory Board

Managing Director of New World Development Co. Ltd. in Hong Kong, Dr. Henry Kar-Shun Cheng has been a key executive in the New World Development Group of Companies since 1972. With his wealth of experience in property and hotel development and operations, Dr. Cheng has led the New World Group's expansion into the areas of infrastructure development, services industry, telecommunications and most recently information technology. Dr. Cheng is also a regular on the Who's Who for his well-known success in grand-scale projects, particularly in Greater China.

With this record of leadership, Ivey was fortunate to have Dr. Cheng accept the role of Chair of its Asian Advisory Board in 1995 when the School was in the early stages of developing its strategy to build a teaching facility in Asia and expand its case writing program in the region. A Western alumnus, Dr. Cheng graduated in 1971 with a B.A. (Honors) and was awarded the MBA in 1972. In April 1997, he received an honorary Doctor of Law from The University of Western Ontario.

"I have always wanted to complement the existing education programs in Hong Kong and China with an international MBA program," says Cheng. "Ivey answered."

While Dr. Cheng encouraged the School in all aspects of its development, he had one

underlying and unwavering expectation: quality. At each turn in the School's planning, he would demand the assurance that all projects maintained Ivey's high standards.

"I would give Dr. Cheng a comprehensive report of all our preparatory work," recalls Executive Director Joseph DiStefano, "but in the end, he trusted the school's judgement on details and would reiterate the one issue — just make sure of one thing, Joe, keep the same high quality program and maintain the high level of qualifications for the participants! He saw his role, representing alumni and future students, as ensuring that our entry in this new market did not in any way erode the high quality of the learning experience he had received. It is the best kind of advisory leadership any education institution could want."

## Making Our Case

Visit [www.ivey.uwo.ca/cases](http://www.ivey.uwo.ca/cases) for more details on our recent Asia-Pacific cases.

### 999M009 ACER GROUP'S CHINA MANUFACTURING DECISION

*Tsai T; Cheng B;  
Everatt D*

Teaching Note: 899M09

The Acer Group is one of the world's largest PC and computer component manufacturers. The vice-president of Global Operations is pondering whether the timing and environment is conducive for Acer, based in Taiwan, to commence full-scale manufacturing operations in the Chinese mainland.

Students are asked to examine the criteria on which Acer should base their decision to manufacture overseas, and in so doing, create the framework for a corporation's global manufacturing strategy. The teaching objectives also include having students consider the political, economic and social environments of a global manufacturing strategy.

*Industry:* Electric & Electronic Equipment Supplies

*Issues:* Manufacturing Strategy, Globalization, Plant Location, Competitiveness

*Setting:* Taiwan, Large organization, 1998

*Level of Difficulty:*

MBA/Post Graduate, Undergraduate

*Length:* 18 pages

999N019

### SUN HUNG KAI PROPERTIES LIMITED- COST OF CAPITAL

*Wynant L; Crum G;*

*Yuan P*

Teaching Note: 899N19

Two managers attending a financial management course are attempting to compute the cost of capital for Sun Hung Kai Properties Limited, a well-known local Hong Kong firm. The two managers are somewhat confused about the costs of various sources of capital, the calculation of the overall corporate cost of capital, and the appropriate use of the hurdle rate.

*Industry:* Real Estate

*Issues:* Cost of Capital, Capital Budgeting

*Setting:* Hong Kong, Large organization, 1997

*Level of Difficulty:*

MBA/ Post Graduate, Undergraduate

*Length:* 10 page(s)

## Asian Influence Ivey Business Journal

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### Asia's Recovery: A Cautionary View (#9A99TC09)

by *Nicolino Strizzi, Gerald Bailie and Joseph T. O'Leary*

The Asian recovery will or won't happen soon. This informed, reasoned analysis discusses the region's top economies and prospects for business as usual.

### An Education Asian Style (#9A99TD15)

by *Joanne Shoveller*

Westerners doing business in China must first understand the ways of the East. The relationship's the thing, as the author points out.

## Did You Know:

- The case "Shanghai Jahwa: Liushen Shower Cream" authored by Professor Niraj Dawar and Peter Yuan won the Pedro Nueno Case Prize for Emerging Chinese Global Competitors in the 1999 efmd European Case Writing Competition.
- You are welcome to drop us a line at: [gwong@ivey.uwo.ca](mailto:gwong@ivey.uwo.ca) if you would like to receive future issues of AsiaLink by email or read it on-line.