

September 2005; Number 1, Volume 9

Diversity in Ivey Classrooms

As always, we celebrate great diversity of backgrounds in our classrooms – cultural, geographical, and professional, and this year's incoming MBA and HBA classes are no exception.

In August, the Pre-Ivey Program welcomed 126 international students from over 22 countries to help familiarize them with the school and their new country, prior to them starting their full-time studies in London in September.



Career Management Expansion in China

Recruiters in China are currently preparing for the 2005/2006 recruiting season. Over the past three years, Cynthia Gu has opened the Shanghai Career Management Office, and successfully placed more than 80 Ivey students and graduates in quality career opportunities in China.

Clara Hu, MBA'04, recently joined the Shanghai office covering Cynthia's maternity leave. In January 2006, she will relocate to Beijing to launch the **Beijing Ivey Career Management** office. Clara brings over twelve years of Chinese and Canadian work experience and education. She received her Bachelor of Economics with a major in Business English from the University of International Business and Economics in Beijing and most recently completed her Ivey MBA in 2004.

Clara has worked in media and consulting for the Dow Jones

Publishing Company where she managed business development for the Asian Wall Street Journal, Reuters Canada where she was a journalist and editor, and at Technomic Consultants International as a senior consultant working with Fortune 500 companies looking to grow their business in China. Clara's consulting, journalism, business development and relationship management experience in Beijing will be invaluable in strengthening and growing the quality career opportunities for Ivey students and graduates. To contact Clara, please email her at clara.hu@ivey.com.cn

First Class on the Road in China!

Come to your first Ivey class when we host the First Class on the Road in China! Experience first hand Ivey learning in our classrooms. Attend a learn-by-doing case discussion led by an Ivey faculty member. (Future details forthcoming.)

MBA Fairs in Asia Think Ivey Think Higher

Meet Ivey representatives in person to find out more about our programs in Canada and in Hong Kong. Join us to find out why Ivey is your path to Higher Thinking.

In Tokyo
Four Seasons Hotel
at Chinzan-so 2005-11-04

In Seoul
JW Marriott Hotel Seoul 2005-11-07

In Hong Kong
Hong Kong Convention and Exhibition
Centre 2005-11-12

In Shanghai
Pudong Shagri-La Hotel 2005-11-15

In Beijing
The Kerry Centre Hotel 2005-11-17

For details and to pre-register with The World MBA Tour, visit: www.topmba.com

Recent Published Research

Wang, H., Huang, H., Bansal, P., 2005, "What Determines Success or Failure in an Economic Crisis? The Importance of Experiential Knowledge and Group Affiliation", *Asia Pacific Journal of Management*, 22: 89-106.

Chung, C., Beamish, P.W., 2005, "The Impact of Institutional Reforms on Characteristics and Survival of Foreign Subsidiaries in Emerging Economies", *Journal of Management Studies*, January, 42(1): 35-62.

Beamish, P.W., Delios, A., 2005 "Selling China: Looking Back and Looking Forward", *Management and Organization Review*, Vol. 1 (2): 309-313.



The Beamish and Delios contribution is part of a special symposium on Yasheng Huang's book "Selling China: Foreign Direct Investment during the Reform Era".

You can download the MOR articles (free) from www.blackwell-synergy.com/toc/more/1/2

Management and Organization Review (MOR) is the official journal of The International Association for Chinese Management Research (IACMR). www.iacmr.org/

AIB Best Paper Award

For the second time in 4 years, an Ivey faculty and Ivey PhD graduate have combined to win the Academy of International Business (AIB) annual Best Paper Award.

Sponsored by Temple University's Fox School of Business, the 2005 award went to Changhui Zhou and Tony S. Frost – "*Subsidiary's Inflow and Outflow of Knowledge within MNCs*".

Dr. Changhui Zhou (PhD 2002) is an assistant professor at the Guanghua School of Management, Peking University.

Dr. Tony Frost is an associate professor in Global Environment of Business (GEOB) at Ivey.

Making Our Case

9B04M043
RESTRUCTURING CNPC AND THE PROPOSED LISTING OF PETROCHINA
Rowe WG
Teaching Note: 8B04M43

China National Petroleum Corporation (CNPC) is one of the largest state owned enterprises in China and needs to separate the exploration, refining and marketing resources from the oil field services and supply resources as well as the

company's resources devoted to social services. The case describes the issues surrounding the initial public offering of PetroChina, a subsidiary of CNPC, including the international, national and competitive context in which CNPC found itself prior to the IPO, and the strategy needed to ensure that the subsidiary will be viable in an increasingly competitive international oil industry.

Industry: Oil & Gas Extraction
Issues: Initial Public Offerings, Restructuring, Strategic Change, Subsidiaries
Setting: China, large organization, 2000
Length: 21 page(s)

9B05M044
COMPETITION AND CHANGE IN THE HONG KONG MOBILE TELECOM INDUSTRY
Frost TS ; Goodwin N
Teaching Note: 8B05M44

This note examines Hong Kong's deregulated telecommunications industry from both industry and public policy points of view in March 2005. In recent years, the industry had been viewed as a model of deregulation and free enterprise, offering high quality service to consumers at a low price. However, the industry conditions were exceedingly challenging for the operators. Cutthroat competition had resulted in low margins and a high degree of fragmentation. The operators faced new challenges in the form of disruptive technology, new market opportunities in mainland China and the possibility of new competition at home. This note allows students to examine the determinants of industry structure, the goals and mechanisms of industry

regulation, and market and non-market strategies that firms may use to respond to market conditions.

Industry: Communications
Issues: Market Structure, Competition, Managing Industry Change, Telecommunication Technology
Setting: Hong Kong, large organization, 2005
Length: 15 page(s)

Did You Know...

◆ Ivey / Western Annual Dinner in HK

Date: October 7, 2005
Venue: Aberdeen Marina Club, Hong Kong
Contact: Evan Hung at ehung@ivey.com.hk

◆ Homecoming 2005 in London, Canada September 30 - October 2

2005 marks the reunion year for all classes ending in '5 or '0. Come for a weekend of activities on campus and enjoy the Retro Revival Dinner/Dance on October 1 at the London Convention Centre.
www.ivey.uwo.ca/homecoming/

◆ CAbriage Communications, founded by Ting (Tim) Fan, MBA2001, was recently nominated as one of the **Red Herring 100 Private Companies in Asia**.
www.redherring.com/rhasia100
Congratulations Tim!