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## Gen. Colin Powell on “Leadership: Taking Charge”

Colin L. Powell, a retired four-star U.S. Army General with a long history of crisis management, will speak about leadership at a reception to celebrate the 10th anniversary of the Richard Ivey School of Business' Hong Kong campus, the Cheng Yu Tung Management Institute.

The event will be held on Wednesday, November 5 at 7 p.m. at the Grand Hyatt Hotel in Hong Kong. The 65th U.S. Secretary of State (2001-05) and former Chairman of the Joint Chiefs of Staff, Gen. Powell was known as the “reluctant warrior” because he advocated diplomacy and containment, rather than military intervention, as the first solution to international disputes.

Dr. Cheng Yu Tung, founder of New World Development Company Ltd., a property business in Hong Kong, will be honoured at the event. Henry Kar-shun Cheng, son of Dr. Cheng Yu Tung and an Ivey alumnus guided the school in establishing its first international campus in 1998, in Hong Kong. The facility was named after his father for his commitment to education.

Media interested in attending, contact Amelia Chan at (852) 2135-2277, [achan@ivey.com.hk](mailto:achan@ivey.com.hk)

General inquiry, contact Miranda Wong at (852) 2135-2202, [mwong@ivey.com.hk](mailto:mwong@ivey.com.hk)

## Asian Market Book



This reader-friendly book is about best practice in joint ventures: the factors and processes which lead to success.

Every year, corporations establish thousands of joint ventures (JVs), investing hundreds of billions of dollars. In fact, between 25% and 40% of all foreign investments take place via equity JVs. The use of JVs and strategic alliances has been rapidly growing.

The key purpose of the book is to demonstrate that joint ventures can work. They require however an open mind, and the willingness to work through a series of questions which relate to: testing the strategic logic; partnership and fit; shape and design; and operating the JV.

Contrary to the perceptions of some, JVs can be just as profitable and survive just as long as wholly owned subsidiaries.

They can in fact be effectively managed, and they are not going to cause a firm to lose its proprietary technology. Partnerships can work extremely well, and often, placing less emphasis on “control” is the way to go. If one is willing to acknowledge and respect that someone else (here a partner) has much to contribute, a stronger enterprise can result. True JVs can result in more stable and sustainable business, benefiting all partners, in whatever country they are located.

The format of the book is intentionally conversational. It uses the Socratic method (question, answer, question, answer) which works so effectively in a case study classroom. Here the “classroom” is several business class seats on a flight to China.

This book is written for practicing managers and executives. Those contemplating the formation of a JV and those currently engaged in JVs will see improvement in the duration and performance of their collaborative ventures by following the recommended actions.

A second audience is business schools and academics. The book is ideal for MBA, executive MBA and non-degree executive education courses or modules focused on JVs, alliances, cooperative strategies, etc.

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## New Faculty

We are excited to welcome back two of our Ph.D. graduates and a new Chinese professor to the Ivey faculty.

**Charles Dhanaraj**  
*Associate Professor*  
*International Business*

Charles comes to Ivey from the Kelley School of Business at Indiana University where he taught Global Strategic Management and Strategic Technology Alliances. His research, consulting and teaching revolve around three inter-related themes: Globalization, Innovation, and Collaboration. An engineer by training, Charles worked in India for six years in manufacturing, strategic planning and business development. He has worked in India, Singapore, Canada and the US, and has been involved with international research projects with large multinational companies such as Eli Lilly, Cummins, GM Allison Transmissions, Rolls Royce (UK), Tata (India), Ranbaxy (India), Haier (China), and Samsung (Korea).

**Ariff Kachra**  
*Assistant Professor*  
*Strategy*

Prior to joining Ivey, Ariff taught Strategy at Pepperdine's Graziadio School of Business and Management in California where he received multiple teaching awards and served as the Academic Director of the MBA program. Ariff's research interests include knowledge management, decision making, top management teams, improvisation, ethics in strategic management, international joint ventures, global

collaboration and cross-cultural exchange. He has a special interest in exchange relationships that exist between partners in two and multi-partner cross-national joint ventures. He is the co-author of Ivey's longest running best selling case, *Starbucks*.

**Xinghao (Sean) Yan**  
*Assistant Professor*  
*Management Science*

Xinghao joins Ivey from Purdue University where he taught Business Statistics. His research interests include information asymmetry, information sharing, inventory sharing, supplier selection and quality competition in decentralized supply chains. In addition, he is also interested in issues concerning healthcare. Prior to his doctoral studies at Purdue, Xinghao graduated from Nankai University in Tianjin, China.

For faculty bios, visit:  
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9B08M016  
**Coopers Brewery**  
*Graham Hubbard*  
Teaching Note: 8B08M16

This case is about how Coopers Brewery, a very small family-owned fourth generation family business, fought off a determined takeover bid by an international brewer. Although the takeover bid formally began in 2005, it had its origins in 1983, so the case illustrates how and why organizations get involved with each other and how that can play out in unexpected ways later on. Although the case detail is about the takeover bid, it is designed primarily for use as a business strategy analysis case for use in the early part of a strategic management course. It also contains sufficient competitor analysis to conduct a rudimentary industry analysis. It could separately be used for mergers and acquisitions analysis but this is seen as the background material.

*Disciplines:* General Management, International  
*Issue(s):* Industry Analysis, Mergers & Acquisitions, Strategy  
*Industry:* Food and Kindred Products  
*Setting:* Australia, Small organization, 2006  
*Length:* 11 pages

## *NEW* China Casebook Series 2008

(in simplified Chinese)

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