



GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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News and Events

Global Network Celebrates Fifth Anniversary with Symposium on Globalization



The Global Network for Advanced Management celebrated its fifth anniversary on April 19-21 with a series of panel discussions focused on the issues at the heart of the network's global mission. Faculty, students, alumni, deans, and directors of the 29 Global Network member schools convened at the Yale School of Management for Business and Management Education in the Age of Contested Globalization, a symposium that confronted pressing issues on the future of globalization and management education and celebrated the many innovations that the Global Network has brought to management education since its formation five years ago. ([View complete video of symposium events.](#))

Yale SOM Dean Edward A. Snyder, the network's chairman, opened the symposium by hailing the Global Network as an invaluable tool for educating business students and addressing business and societal issues worldwide.

"It's been a wonderful five years," Snyder said. "In the next day, we're going to show the progress we've made. Networked learning is here. It's within the network. Networked inquiry is here. We can get insights faster, that just couldn't be gotten any other way... Networked education is here." [Read more >>](#)

Photo credit: Harold Shapiro

Yale SOM Hosts 12th Deans and Directors Meeting

Deans and directors from 28 Global Network Schools convened at Yale SOM for a day of meetings on ongoing and future initiatives of the Global Network. They discussed ongoing programs that promote global learning and teamwork as well as networked inquiry. Several Yale SOM faculty talked about their positive experiences teaching a Global Network Course or a session in a Global Network Week module. There was also a session on teaching using raw cases, sharing cases across schools and creating cases with other schools. Afternoon sessions focused on communications, ideas and proposals for new initiatives, and membership renewal criteria.

There was just enough time for a group photo before everyone headed over to the kickoff of the Fifth Anniversary Symposium, also at Yale SOM.

Photo credit: Harold Shapiro



Global Network Students Compete in Globalization Hackathon Finale

The final session of "The End of Globalization?," the online course taught by Yale's David Bach this spring, raised the innovation and global inquiry that characterized the course to a new level.



In front of an audience that included hundreds of in-person observers and thousands more tuned in virtually, four student teams from four time zones—some on site, some videoconferencing in the wee hours—presented ideas developed during eight-hour “hackathons” the week of the event. They received immediate feedback on their presentations not only from Bach, but also from former Secretary of State John Kerry and from Michael Warren, managing principal of Albright Stonebridge Group. The session was part of a major symposium to celebrate the fifth anniversary of the Global Network for Advanced Management. The course itself was a showpiece for how the Global Network has enabled initiatives that connect students and faculty worldwide to analyze and strategize solutions to timely issues.

Twice a week for two months, Bach's 41 students—from 21 different network schools—have met virtually to better understand the nature and extent of populist and nationalist backlash in different regions, and the likely impacts on the global economy.

Speaking before the symposium, Elizabeth Heng, a student in the class from the Yale SOM MBA for Executives program, said, “We've discussed topics ranging from the history of globalization to populism to immigration to countering violent extremism.” Zainab Aslam, a Yale SOM full-time MBA student in the “small network online course” (SNOC), called it “a great example of a flexible and global model for education, [which] sprang up as a response to the many conversations that were happening at SOM around the rise of anti-globalization sentiment. The course has already provided a platform for rich dialogue on difficult topics including income inequality, immigration, and terrorism.” Felix Schroeder, a student from Seoul National University Graduate School of Business, praised the SNOC's “exceptional selection of guest speakers, which provided us with expert perspectives on every topic: migration, populism, economics, inequality, Europe, and trust in institutions. It was a great opportunity for students getting in-depth answers from international specialists to any detail in every aspect.”

[Read more >>](#)

Photo credit: Harold Shapiro

A Student Perspective on a Global Network Course on Globalization

Rebecca Van Roy, a student at the London School of Economics, writes about the rare opportunity presented by the course and the discussion with Kerry.

The 2016 U.S. presidential elections triggered emotions I had not felt for years. In 1998, Venezuela, where I'm from, elected a populist president who, like U.S. President Donald Trump, ran a campaign based on anti-establishment sentiments. Countries like Argentina, Bolivia, Brazil, and Nicaragua followed suit, and I began to wonder about the extent to which the benefits of neo-liberalism were really reaching the general population. Systematic research on the possible "end of globalization" was not taken seriously, at least not by many of the Western drivers of today's political-economic order. But now Brexit in the UK and Trump have shaken faith in the conventional wisdom and have many asking, "Is this the end?"

In early January, when I heard about the Global Network for Advanced Management course "End of Globalization?" taught by David Bach at the Yale School of Management, I was in the middle of writing a long to-do list of assignments for my second term at LSE. But I could not miss the opportunity to delve into the changes I have been experiencing for the last decades, first growing up in Venezuela, and now as a student in the UK. This was my chance to go beyond the headlines, to go beyond the availability and confirmation biases we all unfortunately harbor. [Read more](#)

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Photo credit: Harold Shapiro



Join the Global Network LinkedIn Group

More than 1,600 students, alumni, faculty and staff of Global Network schools have joined the Global Network LinkedIn group. The group is a closed group that accepts students, alumni, faculty and staff from Global Network schools. [Join the Global Network LinkedIn group](#) >>

Selections from Global Network Perspectives



What Is the Future of Globalization?

To coincide with the [fifth anniversary](#) of the Global Network for Advanced Management in April 2017, *Global Network Perspectives* asked faculty across the 29 schools in the network: "What do

you think the future of globalization looks like? How will this affect the economy in your country or region? How is your school preparing students for this world?" [Read all of the responses](#). Also, in a session at the

anniversary symposium, a panel of experts—including former U.S. Secretary of State John Kerry—led a discussion of the future of globalization and its implications for business and management education. [Watch the video >>](#)



Social Cloisters and Fake News: The Challenge to Politicians and Marketers

With global internet penetration crossing 50% in 2016, more than half the world is connected through cyberspace. From one perspective, this connectivity is an unprecedented leveler, breaking down barriers, freeing up information, and exposing everyone to more opinions and viewpoints on local and global issues.

Yet this great connector has also become a great divider, enabling those who are connected to coalesce into “social cloisters”—groups that are relatively small, insulated and share similar opinions and views.

Fueled by the phenomenal growth of social media platforms such as Facebook, the ether has become home to hundreds of millions of these cloisters.

People are increasingly spending time within their cloisters, sharing their day-to-day experiences, their thoughts and their feelings, and by doing so, influencing and reinforcing each other’s mindsets.

What distinguishes this level of communication from traditional (“old”) media is its vulnerability to misinformation. By and large social networks, unlike newspapers and TV, eschew wider editorial responsibility for the content they distribute. As a result people are more likely to be fed misleading content, propaganda and outright lies—the rise of so-called “fake news.” [Read more >>](#)



Is the U.S. Executive Order on Energy an Opportunity for Canada and Mexico?

On March 27, 2017, President Trump signed an executive order on “promoting energy independence and economic growth” that rolled back key Obama-era climate policies. More specifically, emissions rules for power plants (known as the Clean Power Plan), limits on methane leaks, a moratorium on federal coal leasing, and the use of the social cost of carbon to guide government actions have all been rescinded.

What the order does not say is whether the U.S. will stay or withdraw from the Paris climate deal, which suggests that this is still under discussion. As the second biggest polluter behind China, the U.S. plays a key role in meeting the Paris goal of keeping the planet’s warming under 2 degrees Celsius.

This order, however, should not come as a surprise, as the repeal of U.S. climate regulations and the unshackling of the fossil fuel industry were part and parcel of Trump’s campaign promises. Moreover, as with previous executive orders, this order will be challenged by a host of groups.

So why should we be worried? First, the order increases uncertainty. Current U.S. investment in clean energy may be impacted. As Europe and China continue to invest in clean energy technologies in response to the

climate change threat, the order will undoubtedly reduce the U.S.'s ability to foster clean-tech, and alternative energy innovations and industry, thereby reducing its competitiveness and ability to transition to a low-carbon economy. Given the U.S. leadership in innovation, this will be a tremendous loss to society as a whole. [Read more >>](#)



What are the Obstacles to Women in the Global Workforce? Women around the world continue to face systemic barriers and frustrations in the workplace. While the phenomenon is universal, the details differ from country to

country, shaped by cultural and economic forces. According to a recent survey of business students and alumni conducted by the Global Network for Advanced Management. "Women remain underrepresented in business leadership roles worldwide, and intriguing variation across the globe and even across industries within the same country suggests that there is more to blame than a monolithic culture of patriarchy." *Global Network Perspectives* asked expert faculty across the Global Network to comment on the barriers--explicit or implicit--to women participating in the economy in their countries. [Read more >>](#)



Do People Manage Their Time Like Their Money?

Time and money are two valuable and scarce resources that individuals try to manage optimally in their everyday decisions. Despite the old saying that "time is money," important differences

distinguish the two attributes. To be more specific, it turns out that people seem not to manage their time like they manage their money!

Most empirical studies in decision science focus on choices involving money. In contrast, important everyday decisions can also involve non-monetary attributes, such as time. Examples include choosing the best route when traveling, deciding whether to work or relax during a weekend, or expediting or postponing a time-consuming task. Classical economic models usually convert consequences measured in time units into their monetary equivalents, hence assuming that "time is money." The assumption that people manage their time like their money has, however, not yet been investigated empirically within the framework of rational choice models.

In a series of experiments, Mohammed Abdellaoui, Emmanuel Kemel, and Cedric Gutierrez set out to do exactly that, observing how people make decisions involving gains and losses of time and how these choices differ from those involving money. Their results reveal that, at least in the laboratory, subjects take radically different decisions when time is involved as compared to money. [Read more >>](#)



The Diverse Barriers to Women's Employment in Turkey

Women's status in the workforce is closely linked to their position in wider society, and their increasing labor market participation is in a tight-knit relationship with economic development. In Turkey, while women's employment rate has remained evidently low (32.5% [i] of women were in paid work by 2016), further problems are observed when examining labor market patterns. In relatively lower-prestige job categories, informal employment continues to be a significant issue for working women in Turkey mainly due to the lack of social security and poor working conditions; the overall informal employment rate was 44.3% for women in 2016. On the other side of the labor market, there are also many obstacles for women with higher qualifications: only 15.1% of managerial positions were held by women, and 40.7% of highly educated women were not in employment in 2016. The latter shows an immense level of human capital loss in the transition from education to the labor market, in large part because of the exclusion of women from the male-dominated jobs that their training corresponds to. Clearly, barriers to female employment exist for women from various educational and socio-economic backgrounds, mostly exacerbated by similar determinants. [Read more >>](#)



Taking Big Data with a Grain of Salt

Recognizing the importance of knowledge transfer between those in academia and the wider community, the HKUST Business School has created a lively forum to address pertinent issues and promote interactive exchanges.

Rebranded for 2017, the "BizInsight@HKUST—Lunch Presentation Series" returned in late February, with two experts from the school tackling a topic of increasing concern for businesses—and individuals—in Hong Kong and around the world.

The realities of big data and online social networking have become part of our daily lives. But with so much information now so readily available—and so easily shared—it is ever more apparent that there is also "dark side" of big data, which can't be ignored. [Read more >>](#)



When Do Customers Get What They Expect?

Customer expectations influence customer satisfaction in positive as well as negative ways. In fact, customers typically look for confirmation of their preconceived expectations—a phenomenon known as "confirmation bias." Thus, customers

with high expectations are often biased toward perceiving a service positively, whereas customers with low expectations are biased toward perceiving it negatively. This bias is particularly pronounced if customers perceive the service heuristically, that is, without paying close attention to—or evaluating—the service due to lack of motivation or lack of ability.

This bias may be so strong that, quite counterintuitively, an increase in expectations actually increases customer satisfaction—a conclusion based

on a survey of more than 4,000 customers of movie theaters, restaurants, and airlines.

Instead of relying on oversimplifications such as “under-promise, over-deliver,” managers need to evaluate in which situations to increase and in which situations to decrease customers’ expectations. Specifically, managers should increase customers’ expectations to enhance satisfaction if customer ability and motivation to evaluate the service is low. In this case, confirmation bias kicks in, and customers evaluate the service more positively and are more satisfied. Conversely, if customers are apt and motivated to evaluate the service, managers should refrain from setting high expectations, as mentally focused customers may easily detect flaws, thereby disconfirming their high expectations. [Read more >>](#)

