



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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## **News and Events**

### **A Conversation with Chuck Todd**

Global Network students are invited to join a conversation with [Chuck Todd](#), NBC news' political director and moderator of "Meet the Press", via live video stream on **Thursday, April 28, 2016 at 11:45 a.m. in New Haven** ([check local time](#)). For anyone interested in the upcoming presidential election in the US, or US politics generally, this is an opportunity to hear from one of the most recognized experts on American politics. [Watch Live >>](#)



### **GNAM Alumni are Invited to International Edition of Matins HEC in San Francisco**

Alumni of Global Network member schools are invited to an interview with Renaud Laplanche, CEO of Lending Club, followed by a cocktail reception on Wednesday, May 4, 7.00 to 9.30 PM in San Francisco. [Read more >>](#)



### **Universitas Indonesia Hosts Ninth GNAM Deans and Directors Meeting**

The ninth GNAM Deans and Directors Meeting hosted by the Universitas Indonesia topics was an opportunity to discuss progress on current initiatives and new proposals for ways to leverage the network in ways that support each school's mission to train students for business in an increasingly globalized world.



Among the main topics of discussion were teaching students how to work in global virtual teams, online education opportunities, teaching entrepreneurship, and GNAM student ambassadors. [Read more >>](#)

### **Nine Global Network Schools Participated in the Fourth Integrated Leadership Case Competition at Yale SOM**

Teams from the Asian Institute of Management, Indian Institute of Management Bangalore, Koç University Graduate School of Business, Lagos Business School – Pan-Atlantic University, Renmin University of China School of Business, University of Cape Town Graduate School of Business, UCD Michael Smurfit Graduate Business School, NUS Business School, and Yale School of Management participated in the Fourth Integrated Leadership Case Competition at Yale SOM.



A team from the Asian Institute of Management won first place at the fourth Integrated Leadership Case Competition (ILCC) at the Yale School of Management on April 8-10. Teams from the University of Southern California's Marshall School of Business and the Indian Institute of Management Bangalore won second and third place. The University of Cape Town Graduate School of Business won the Dynamic Team award. [Read more >>](#)

**Call to Entrepreneurship Faculty**

[Kyle Jensen](#), Associate Dean and Director of Entrepreneurship at Yale SOM would like to engage faculty in the network in a conversation about entrepreneurship pedagogy and scholarship. If you are similarly interested, please send a message to Kyle: [kyle.jensen@yale.edu](mailto:kyle.jensen@yale.edu).

### **Call to GNAM Faculty on LinkedIn**

GNAM Faculty on LinkedIn are encouraged to join the GNAM Faculty LinkedIn group. Only faculty and staff affiliated with GNAM will be accepted into the group, which we hope will serve as a way to connect faculty with similar interests across the network. [Join the group >>](#)

### Selections from Global Network Perspectives



ROBERT H. LEE  
GRADUATE SCHOOL

### **Welfare Recipients Seen as Immoral for Buying Ethical Products**

Sauder School of

Business Professor Darren Dahl is a well-known name among consumer behavior researchers and ranks second in the world for publishing in top marketing journals. In his latest study, he uncovered a social stigma faced by people on welfare when they're shopping.

Most people who make ethical purchases, such as buying organic food or environmentally friendly cars, are seen as more virtuous—except for those receiving government assistance. If ethical shopping is funded by welfare checks, those shoppers are judged as immoral for taking advantage of public generosity.

“People on welfare tend to be seen as undeserving of more expensive options and of wasting taxpayers’ hard-earned cash,” said Dahl. “We discovered a double standard where people are judged differently for making identical choices, depending on where their money comes from.” Dahl and his co-authors were curious about the interaction between two prized values: making prosocial choices and thrift. They found that people reliant on government assistance are only praised when they're frugal, and are seen as less moral if they go for ethical but more expensive products. In a series of five studies, more than 1,300 participants in the United States were asked to judge people on measures of morality based on their grocery lists (either including organic foods or not) or their chosen rental car (either environmentally friendly or not). When choosing a more expensive ethical product, those on welfare were seen as less moral while more wealthy shoppers were seen as more moral. [Read more >>](#)



### **Does Danger Still Lurk in the Banking System?**

We all know the trouble with the banking system; like a house of cards, when something goes wrong the entire global economy comes crashing down. That's certainly what happened in 2008,

but could it still happen today? Do financial regulators now have the necessary tools to prevent catastrophe?

Since the crisis, regulators have employed a range of tools and metrics to identify weaknesses within the banking system, focusing their efforts to identify the most risky banks. But, according to Christophe Pérignon, many of the tools they use are still ad hoc; they may not even be fit for purpose. "Although academic research shows it is not the safety of individual banks that matters but the resilience of the system as a whole, new regulations still try to control specific sources of risk and measure the risk of individual banks," he explains. "There is a gap between regulatory tools and academic theory, so we decided to look at the two together. We have tried to connect existing theories with regulatory practice. Where are the gaps and flaws in our understanding?" [Read more >>](#)



### **The Dark Side of Coaching**

Having introduced coaching as a crucial element in most of my executive education programs more than a decade ago, I witnessed thousands of people benefiting from deep conversations

involving challenge and support, insight development and hypotheses testing, role-playing and feedback analysis, and, at times, releasing their pressures through crying or laughing in a safe environment. Increasingly, however, I have been encountering managers who get very tense when they hear the term "coaching." They get very uneasy when coaching is offered as part of the educational program, and even ask if they can skip that part of the course.

Although initially surprised by this type of reaction, I thought it to be very important to explore what may be standing behind it and ask executives concerned about what makes them alarmed when coaching is offered. These managers usually say that they have had negative coaching experiences. As a result, they don't see the method as appropriate and helpful and try to avoid engaging in coaching at all costs. The reasons for pain differ from manager to manager, although from the individual stories that I hear I can pick a few regularities of what makes executive coaching hurtful. [Read more >>](#)



### **How Consumers Shop Online**

Consumers today have the world at their fingertips through the internet, but they are not making much effort to explore it when it comes purchases of durable goods.

A study by Professor Jun Kim of about 1,000 online buyers of digital cameras found they hardly looked around at all, visiting an average of 3.4 camera-related websites and looking at an average of only 2.6 brands.

In fact, Professor Kim said the results suggested consumers probably had a pretty good idea of what they wanted to buy before their fingers even touched the keyboard, which means marketers had very limited options if they wanted to use the internet to persuade consumers to select their brands.

“The inference is that when it comes to online shopping, somehow these consumers had already developed their preferences. So it may be too late [for marketers] to intervene when their mindset is that now they need to buy. You need to intervene before that,” he said. [Read more >>](#)



### **Is China Still Rising?**

Is the Chinese economy poised for a crash or is the country just going through some economic growing pains? Professors Zhiwu Chen and Stephen Roach presented two opposing views on China's outlook during a debate at the Yale

School of Management on March 1.

Jeffrey Sonnenfeld, senior associate dean for leadership programs at Yale SOM and CEO of Yale SOM's Chief Executive Leadership Institute (CELI), moderated the discussion, which was titled, “The China Debate: The Collision of Myths, Markets, and Economies.”

Calling himself an “optimist” on China, Roach said that global concerns over China's liquidity crisis and accompanying fears of a “hard landing” for the Chinese economy are exaggerated.

But Chen maintained that China's financial problems are more fundamental and rooted in the political-economic setup, which allowed for imitation-and-investment driven growth in the past but has now become a drag. The new political trend is discouraging risk-taking, new initiatives, and, ultimately, growth. He said that 2015 marked a major turning point for fiscal conditions in China, and things are getting worse.

“China today is going backward, fast,” Chen said, suggesting that a “hard-landing” economic scenario in the next five years is likely. [Read more >>](#)

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### **Newsletter archive**

Previous editions of the GNAM newsletter are available on the [Contact page](#) of the GNAM website.