



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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### **New 'Urban Resilience' Course Brings Together Faculty from Five Global Network Schools**

Today, 50% of the world's population lives in cities; by 2050, that proportion is expected to rise to 75%, bringing opportunity and economic growth but straining infrastructure



and the environment. A innovative new Global Network Course scheduled for the first half of 2016 seeks to address the challenges of urbanization. In "Urban Resilience: Complexity, Collaborative Structures, and Leadership Challenges," a small network online course led by the Sauder School of Business at the University of British Columbia, students will to work together in virtual teams to explore at a variety of issues affecting cities,

including aging infrastructure, growth strategies, and climate change. The course is the first to use resources from multiple schools throughout the Global Network. Professors from five schools across three continents—Sauder, EGADE Business School, University of Ghana Business School, Indian Institute of Management-Bangalore, and the Yale School of Management—will collaborate to provide a variety of perspectives; additional views will come from practitioners in business, government, and civil society. The students will also be joined by representatives of the Rockefeller Foundation and its 100 Resilient Cities project. [Read more >>](#)

### **Global Network Survey: Future Leaders Demand Bold Action on Climate**

A new global study of more than 3,700 students at 29 top business schools found that corporations unwilling to act on environmental issues are increasingly punished by the men and women they would like to recruit. The study, conducted by Yale University in collaboration with the [World Business Council for Sustainable](#)



Data from "Rising Leaders on Environmental Sustainability and Climate Change"



[Development](#) and the Global Network for Advanced Management, shows that 44 percent of students are willing to accept a lower salary to work for a company with better environmental practices. Conversely, about one-fifth of respondents expressed an unwillingness to work for companies with bad environmental practices regardless of salary considerations. Students also overwhelmingly consider environmental action a profitable stance, noting that environmental protection will improve economic growth and provide new jobs. [Read more>>](#)

### **Applications are Still Being Accepted for some Global Network Courses**

Through January 5, 2016, students may still apply for the Political Strategies, Urban Resilience and Natural Capital Global Network online courses. Check with your MBA program director about how to apply. [See brief descriptions of the all the courses >>](#)



### **[From Global Network Perspectives What Kind of Leaders Do We Need for a More Urbanized Future?](#)**

Murali Chandrashekar of the Sauder School of Business spoke with Global Network Perspectives about the challenges facing the cities of the future, and the

skills needed to navigate those challenges. [Read more >>](#)



**From Global Network Perspectives**  
**Can We Change the Climate Conversation?**

Global leaders are hoping to reach a historic agreement on how to address climate change at the COP21 Summit in Paris. Such discussions have not yielded results in the past, so what's different now? Yale's Brad Gentry spoke to Global Network Perspectives about the state of the climate change talks and what the recent Global Network survey of MBA students tells us about the change in the discourse. [Read more >>](#)



**From Global Network Perspectives**  
**Natural Computing and Smart Business Systems**

In this interview, Professor Michael O'Neill discusses his research, which focusses on creating the next generation of smart business computer systems. He shares insights into how we can take inspiration from the natural world around us to build intelligent and adaptive software. [See interview >>](#)



**From Global Network Perspectives**

**How Should We Decide?**

Decision science draws on both mathematical models and human intuition in offering a formal framework for making decisions. The tools can aid in a range of areas, from testing academic theories to assisting individuals making life-and-death decisions about medical treatments. Global Network Perspectives talked about the field with Itzhak Gilboa, the AXA Chair for Decision Sciences at HEC Paris. [Read more >>](#)



**From Global Network Perspectives**  
**How Do You Make a New Product a Global Success?**

Selling in a global marketplace dramatically expands the commercial potential of a new product, but it requires understanding of customers throughout the world and the establishment of a supply chain that crosses many borders. Technion's Prof. Avraham Shtub discusses the complexities of developing new products in a globalized environment. [Read more >>](#)



**From Global Network Perspectives**  
**The Nobel Prize in Economics and the Dangers of Foreign Aid**

Does foreign aid undermine government accountability in recipient countries? Yale's A. Mushfiq Mobarak argues that this question, which

received renewed attention when a foreign aid skeptic won the Nobel Prize for unrelated work, requires careful empirical study. [Read more >>](#)

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### **Newsletter archive**

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

### **Your news?**

Please send news from your school for the next edition of this newsletter to [elizabeth.wilkinson@yale.edu](mailto:elizabeth.wilkinson@yale.edu).