



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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## **Results of the 2015 Global Network Survey are discussed on MSNBC's Greenhouse**

Stuart DeCew, program director at Yale's Center for Business and the Environment, appeared on MSNBC's Greenhouse to discuss the survey results of the 2015 GNAM survey and why 44% of business students would prefer to get a smaller paycheck in order to work for an environmentally friendly company.

In discussing the existence of a "carbon tax on talent" that was among the survey's key findings, DeCew said that



*What was exciting about it is the partnership of these schools in the Global Network for Advanced Management, 28 schools across all these different geographies, regions and cultures allowed us to be able survey ... and get statistically significant results to be able to say, 'Look this does exist and it's something companies need to take into account as they move forward.' The lifeblood of any organization is*

*going to be the talent that you can attract and maintain, and in this instance you're really seeing that if you don't have a strategy, these students are not going to go work for you, and, interestingly enough, they think that's aligned with their careers...They see these measures as being tied to economic growth, and they want to work somewhere where they're going to see success over a long period of time.*

[Watch the video](#)

### **IMD Will Host GNAM Executive Education Meeting**

IMD, based in Lausanne, Switzerland and recognized as one of the leading business schools focused on executive education, will host the third GNAM Executive Education Meeting April 28 - 29. Among topics to be discussed is an update on the newly launched [Certificate of Excellence in Global Business](#).



### **Social Media Tag for Global Network Weeks 2016**

If you are using social media to post images or ideas during Global Network Week, please tag it with #GNW2016! Tagged items will be consolidated on the [GNAM Tumblr](#).



### **Global Network Week Alumni Receptions**

During Global Network Week, March 14 - 18, several schools will host receptions that will give alumni a chance to meet visiting students from across the Network.

### **Koç University Graduate School of Business Reception in Istanbul**

Alumni from GNAM schools are invited to meet the students who will be at Koç for the week on Tuesday, March 15, 18:30 - 21:30 at Koç Pera By Divan. [See details >>](#)



### **IIMB Reception in Bangalore**

IIMB will host an alumni reception for students and alumni on March 18th, 4:00 - 5:00 p.m. on the IIMB campus. For details [please contact IIMB >>](#)



### **Technion Reception in Sarona**

The Technion will host a gathering for alumni and visiting students on March 17 at 16:30 in Sarona. For details and to register [please contact the Technion >>](#)



### **Yale SOM Reception in New York City**

Alumni of Global Network schools are invited to a panel discussion, *Globalization and Teamwork: Past and Future*, moderated by Yale SOM Dean Emeritus Jeffrey E. Garten at the Yale Club of New York on Wednesday, March 16, 2016, 6:00 - 8:00 p.m. Registration is required. [Read more >>](#)



### **HKUST Reception in Hong Kong**

HKUST will be hosting a reception. For details [please check our website](#) nearer the date.



### **From Global Network Perspectives The Challenge of Transforming Entrepreneurship in Latin America**

With oil dipping below \$30 USD a barrel, Sauder School of Business Associate Professor Werner Antweiler discusses how low prices impact the Canadian economy and offers some predictions for the road ahead. [Read more >>](#)



## **From Global Network Perspectives** **The Surprising Benefits of Television Commercials**

Most people regard television commercials as nuisances that interrupt programs and viewing pleasure. But they do something else, says

Professor Wang Wenbo: they give us an opportunity to play the field.

Professor Wang argues that searching other channels between shows is a way for consumers to resolve uncertainties and find a better program, thereby benefiting consumer welfare. He supports that argument in research that uses data collected before and after a unique ban in China on in-show commercials and finds consumers are no better off after the ban.

“Under some conditions, television commercials can enhance or improve consumers’ television watching welfare,” he said. “The logic is quite simple. TV shows are a product of high uncertainty because you don’t know exactly the quality of the shows on alternative channels. To resolve this uncertainty, you have to search these channels. But search is not free, it comes at a cost. You have to stop watching the current show to do the search. [Read more >>](#)



## **From Global Network Perspectives** **The Essence of an African Manager**

The booming economies of Sub-Saharan Africa have created numerous business opportunities

both for African entrepreneurs and multinational companies eager to tap into new markets in Africa. But running an office in Nairobi or Johannesburg is significantly different from operating in London, Berlin or New York. Many ventures in Africa flounder due to a lack of insight and understanding into the dynamics of local cultures and a lack of respect for the differences encountered.

In a very real sense, the success – or failure – of a business rests with its managers. So finding the right person to manage your enterprise in Africa has to be a key consideration. This raises the question: is there an ideal African management style?

There is some evidence that managing people varies country by country according to the culture and the temperament of the people living there. A study by linguist Richard D. Lewis published on [Business Insider \(link is external\)](#) uses visual diagrams to reveal how managers in different countries respond to employees. In Japan, for instance, managers avoid telling people what to do, relying instead on indirect and suggestive communication strategies to guide employees towards achieving objectives. But this only works in a culture driven by honour and strong intuitive communication traits.

In Australia, on the other hand, managers tend to be more informal, making use of jokes and even crude language to make themselves more accessible to employees. Austrian managers were found to combine folksy Austrian-German as well as sophisticated French loan-words to appeal to employees.

According to Lewis, German employees like to receive detailed information and instruction from their bosses, while Canadian managers tend to be low-

key and humorous when talking to staff to motivate calm, laid-back and tolerant staff.

While it would be dangerous to generalise in terms of trying to imagine one type of African management style, there are some common elements to managing in Africa, which are different to the rest of the world. For starters, African managers need to be flexible and have above average cultural sensitivity. [Read more >>](#)



### **From Global Network Perspectives Rising Wages, Labour Regulation, and the Future of Employment in China**

China's phenomenal economic growth has pushed up demand for labour and, in the process, wages. But just how equitably are the benefits

being distributed? And are they robust enough to withstand a future economic slowdown?

Prof. Albert Park has been asking these questions and points out that while workers are earning more, there is still some work to be done.

Average annual wages nearly tripled from about US \$1,000 in 1998 to US \$5,847 in 2010. Both urban and rural migrant workers are earning more – in fact, migrant workers have experienced more wage growth than urban ones since 2007, which is a positive sign that the labour market is becoming more integrated.

Nonetheless, some occupations remain out of reach to migrant workers. Even more problematic are regulatory barriers which indirectly affect mobility.

“There is still surplus labour in the countryside and people who don't want to come to the cities because they can't get their kids into schools or for other reasons that inhibit the full mobility of the potential workforce,” Prof. Park said.

Government policy requires that students take college entrance exams in their hometown, so families stay or are lured back to rural areas and away from urban jobs as their children get older. Government land transfer policies also make it very difficult for migrants to lease or collateralise their rural holdings, which could finance a move to the city. At the same time, the higher cost of housing in urban areas can deter migrant workers.

Prof. Park said even when migrants took up urban jobs, they could find themselves with unequal benefits to urban residents due indirectly to government labour laws. [Read more >>](#)

### **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).