



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

## **IN THIS ISSUE** **News and Events**

February 2017, No. 34

- **[Webinar] Women in the Global Workforce**
- **Finalists Selected in Global Network Stock Pitch Competition**
- **The End of Globalization?**
- **Alumni Reception in Tokyo**
- **Europe's Future Uncertain, Say Global Network Students**
- **Deans and Directors: Global Business Education is the Best Antidote to Economic Nationalism**
- **GNAM LinkedIn Group**

## **QUICK LINKS**

- [Member Schools](#)
- [Network Cases](#)
- [Network Weeks](#)
- [Network Courses](#)
- [Global Network Perspectives](#)

## **Selections from Global Network Perspectives**

- **Switching on Finance for Off-Grid Energy (Tine Henriksen and Taskane Ngoepe, UCT Graduate School of Business)**
- **Alibaba and Trump: Can a Chinese E-commerce Company Save the American Dream? (Alex Capri, NUS Business School)**
- **The Urge for Perfection in Business (Olaf Plötner, ESMT Berlin)**
- **Being a Responsible Leader: The Best Antidote Against Populism (Alberto Alemanno, HEC Paris)**

## **CONNECT**

- [Facebook](#)
- [Twitter](#)
- [YouTube](#)
- [LinkedIn](#)

## **News and Events**

### **[Webinar] Women in the Global Workforce**

Please join us for a webinar on women in the global workforce. In October and November of last year over 3500 students and 1500 alumni answered questions about their experiences in the workplace through the 2016 Global Network survey. During the webinar key findings of that survey will be revealed and discussed with a particular focus on what they mean for women in the workplace. [Read more >>](#)  
Date/Time: March 8, 10 a.m. (EST) [\[Check local time\]](#)Link:  
<https://zoom.us/j/834269845>



## Finalists Selected in Global Network Stock Pitch Competition

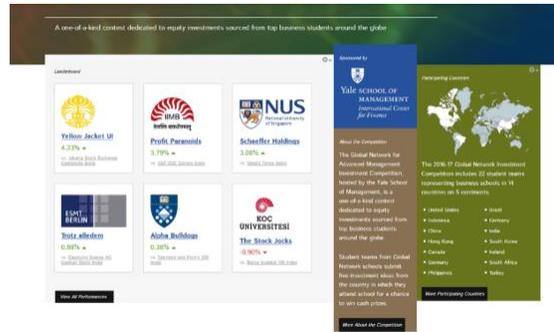
Four teams have been selected as finalists in the 2016-17 Global Network Investment Competition hosted by the International Center for Finance at the Yale School of Management.

The finalists are: The Intelligent Investors, National University of Singapore Business School; Profit Paranoids, IIM Bangalore; Supernova Capital, IIM Bangalore; and UCD Smurfit, UCD Michael Smurfit Graduate Business School.

The final four were chosen from a field of 22 teams from 14 Global Network schools to present their stock pitches via videoconference before a panel of judges on March 1. The judges will select a winner and a runner-up team that will win cash prizes. ([Register](#) to watch the pitch competition live online.)

All 22 teams are still competing for the contest's performance prize, awarded to the best overall portfolio in the competition in April.

On the [competition's website](#), visitors can track each team's portfolio progress in real time through a series of interactive graphs and charts, and download reports and presentations from each team.



## The End of Globalization?

A new Global Network course hosted by the Yale School of Management explores the rise of populism, economic nationalism, and anti-globalization and their impact on business and society.

The course, taught by Senior Associate Dean

David Bach, invites guest lecturers from across Yale University and beyond to examine the drivers behind Brexit and Trump's victory, the impact of globalization on jobs and inequality, radicalization and terrorism, and diminishing trust in institutions, among other topics.

[Follow along through a series of articles and live video discussions.](#)



### **Alumni Reception in Tokyo**

Alumni in Tokyo are invited to a Hitotsubashi ICS GNAM/ICS Alumni Reception on the evening of Wednesday, March 15. Students who are part of the Global Network Week on Innovation X Globalization: Japan Style will also be in attendance. Space is limited and registration is required. [For details >>](#)



### **Deans and Directors: Global Business Education is the Best Antidote to Economic Nationalism**

The following is excerpted from a note sent by Global Network Deans and Directors in early February to media outlets in their countries:

The world is currently experiencing an upsurge in populism, economic nationalism, and anti-globalization rhetoric. Despite such sentiment, we recognize that the global economy is more interconnected than ever before. Business operations are increasingly global, with ideas, products, capital, and teams moving across borders. At the same time, big challenges — from climate change to financial stability and the fight against debilitating diseases — are global in nature and cannot be addressed without the private sector. Business cannot deliver for all its stakeholders if borders are closed or certain groups are prevented from crossing them because of their country of origin or religious beliefs. Ongoing global engagement and exchange are paramount. [Read the letter >>](#)

### **Summer Program in Shanghai Hosted by Fudan**

The Fudan School of Management has just launched a new summer program : BEYOND. This international summer school is a two-week long, credit-conferring, and English taught program that gives participants the opportunity to augment academic knowledge and hands-on experience while in the financial and cultural hub of China. There are two sessions: June 6 - 16 and August 14 - 25. Students and professionals who are interested in exploring their path in China are invited to apply. [Read more >>](#)



### **GNAM LinkedIn Group**

More than 1500 students, alumni, faculty and staff of GNAM schools have joined the GNAM LinkedIn group. The group is a closed group that

accepts students, alumni, faculty and staff from GNAM schools. [Join the GNAM LinkedIn group >>](#)

## Selections from Global Network Perspectives



### **Switching on Finance for Off-Grid Energy**

According to the Africa Progress Panel, based on current trends, it will take until 2080 for every African to have access to electricity.

In spite of this rather gloomy prediction, lights are switching on across the continent, thanks to the ingenuity of energy entrepreneurs and their funders. While more than 600 million people in Africa lack access to clean, safe and affordable energy, innovations in solar technology, mobile payments and distribution models are increasingly enabling greater levels of affordable access. In support of these innovations, the industry has seen committed capital of at least US \$30 billion over the next five years from public and private funders – all focused on Africa for access to energy. However, access to finance remains the number one restriction to scale, according to energy access enterprises. To grapple with this challenge, a new report by the Bertha Centre for Social Innovation and Entrepreneurship at the GSB and the Worldwide Fund for Nature South Africa, with support from the Wallace Global Fund, set out to explore innovative finance solutions for the industry. The research was based on workshops and consultations with more than 100 industry representatives across the continent. [Read more >>](#)



### **Alibaba and Trump: Can a Chinese E-commerce Company Save the American Dream?**

Donald Trump's [meeting in New York with Jack Ma \(link is external\)](#), the founder of China's Alibaba Group, raises fascinating questions about how to create jobs in a rapidly changing global economy.

Ironically, after years of unbridled China-bashing, a Chinese company might be instrumental in empowering Trump's rural America, which today finds itself cut off from the country's urban economic nodes. Could this same Chinese company open the door to increased trade at a time when the topic of globalization continues to incite anger?

The Jack Ma meeting also raises questions about the changing business culture in Washington, which seems to be sliding toward a more opaque China Inc. model, where backroom deals and making the right connections are the order of the day.

Mr. Ma has promised to create one million new jobs, by paving the way for Americans to sell their wares and services on Alibaba's global platforms. While actual numbers would be hard to validate, the premise is plausible, and worthy of further discussion. [Read more >>](#)



### **The Urge for Perfection in Business**

If a supplier enters new territory with innovative technologies and business models, we cannot expect that everything will be perfect from the start. Nevertheless, the market launch of business models 4.0 with the goal of addressing

established fields of business often entails the risk of being too ambitious. This risk is exacerbated by customers who – partly due to their own competitive pressure, partly out of ignorance – expect too much from the new service solutions. This applies both to lengthy lists of required software functions and to tight schedules for project implementation.

As a result, we see a phenomenon, that computer specialists call “technical debt.” It refers to the problems that result at a later date from errors in software programming and documentation. These errors are typical of development projects under a lot of time pressure and cause additional work and expenditure for the later maintenance and further development of the software.

To avoid this problem, it makes sense for the supplier to handle a complex overall solution in stages. This means first setting priorities for software functions, then developing clearly defined modules, and implementing them step by step. This service product will then be complemented with further functions, completed over time, and later improved by updates. [Read more](#)  
>>



### **Being a Responsive and Responsible Leader: The Best Antidote Against Populism**

In a world characterized by epic political, social and technological transformations, there has never been a greater need for responsive and responsible leaders. Yet today’s dominant models

of leadership struggle to reconcile both qualities. If technocratic leadership privileges responsibility over responsiveness, populist leadership is all about responsiveness.

Critically, neither of these leadership models allow for – or are interested in – the judgement and will of citizens. Indeed, as recently highlighted by Professor Jan-Werner Müller, while the populists act as if there is only one authentic ‘general will’, technocrats assume there is only one correct policy solution. What can today’s leaders do in this context?

Embracing populism seems (electorally) irresistible, after Donald Trump’s presidential campaign wrenched open the so-called “Overton window” of acceptable ideas and language. Moreover, the role of intermediary bodies – from political parties to trade unions – is on the wane as leaders seek to connect directly with their audiences. This trend is even sharper between elections, as leaders facing the incessant demands of social media news cycles look to other forms of legitimization – what the political theorist Nadia Urbinati calls “direct representation.” The way today’s leaders increasingly rely on referenda, petitions and social media to legitimize their action suggests the emergence of a worrying trend of delegation of leadership and therefore responsibility. [Read more](#) >>

