



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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January 2017, No. 33

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## **News and Events**

### **Global Network for Advanced Management Welcomes Oxford Saïd as 29th Member School**

Oxford University's Saïd Business School has joined the Global Network for Advanced Management, the leading network of top business schools committed to educating global leaders.

Saïd Business School is a modern, vibrant, and innovative school deeply embedded in an 800-year-old world-class university. The Global Network's mission is to drive innovation and create value by connecting leading global business schools, their resources, and their stakeholders, and it now includes eight schools in Europe, nine schools in Asia and the Pacific Islands, five in the Middle East and Africa, and seven in the Americas.

As it approaches its fifth anniversary, the Global Network has facilitated global learning, global inquiry, and global teamwork among its member



schools. Its academic programs have become valued offerings for students at participating schools. For instance, Global Network Weeks enable students at participating schools to travel to other member school campuses for week-long mini courses, partake of the hosting school's academic expertise and local business connections, and build relationships with other globally minded students from across the Network. More than 3,200 students have participated in Global Network Weeks. More than 550 MBA students have taken one of the Small Network Online Courses (SNOCs) that connect faculty at one member school with students across other member schools who work together in global virtual teams. New initiatives continuously bubble up and activate connections between member schools. A recent "Unconference" hosted by the Technion-Israel Institute of Technology, for instance, has galvanized cross-network activity related to entrepreneurship. And the Global Network's Certificate of Excellence in Global Business now enables senior leaders to craft their own non-degree course of study from more than 200 executive education offerings across 19 member schools

Saïd Business School was unanimously approved to become the 29th member of the Global Network. The school will gain full access to the Global Network's innovative pedagogical initiatives that connect students and faculty with peers across a range of diverse economies. Oxford Saïd plans to actively engage with the Global Network across a range of programs, likely including Global Network Weeks, faculty research initiatives, and executive education, creating opportunities in the United Kingdom, as well as connections to one of the world's leading universities. [Read more >>](#)

### **Global Network Investment Competition Enters Its Next Stage**

The second Global Network Investment Competition is set to enter its next stage on February 8, when four finalist teams will be selected for the final round.

The competition, which is hosted by the Yale School of Management's International Center for Finance, has grown in its popularity in its second year, with 46 teams applying to participate and 22 teams from 14 schools qualifying for the event. The four finalists will make a live stock pitch to a team of judges on February 15.

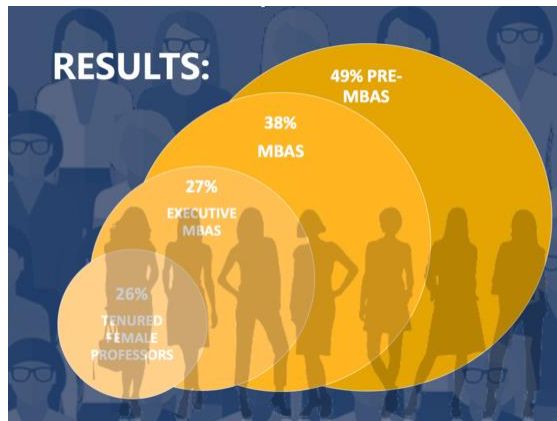
The [competition's new website](#) allows visitors to track each team's portfolio progress in real time, with a feature-rich series of interactive graphs and charts. Visitors can also download reports and presentations from each of the teams.

Each student team submits a portfolio with five investments drawn from its home country. The teams are evaluated by a panel of judges, which this year includes Robert Pohly of Samlyn Capital; Jim Chanos of Kynikos Associates; Katalin Gingold of Cartica Management; and Eddie Tam of Central Asset Investments. Two prizes will be awarded: one for the best investment thesis based on written reports and the live pitch and the other for on the top performing portfolio. [Read more >>](#)



### Student Teams Collaborate on Gender Equity Project

When Natania Malin Gazek joined the Women in Management Club at the Yale School of Management, she saw an opportunity to engage business leaders and her peers about gender equity issues in the workplace. More recently, Gazek and Christina Clementi, who together run the



club, conceived of a larger project: looking at the issue globally.

“There was an idea that we could use the Global Network to look at an issue like gender,” Gazek said. “Through the Global Network, we could bring together perspectives from all around the world on this huge issue.” The two women teamed up with Rebecca Brooks and Andreina Pinedo, their counterparts at IE Business School in Madrid, with whom they met virtually to create a plan. The students worked with the Yale SOM global initiatives staff to develop a survey and collect data about gender equity throughout the Global Network for Advanced Management. They partnered with student ambassadors around the network, who collected information from their respective institutions. In under two weeks, they had collected data from 19 schools in 19 countries. [Read more >>](#)

### Jean-François Manzoni is IMD's New President

[Jean-François Manzoni](#), professor of leadership and organizational development at IMD, began a five-year term as the school's president on January 1.



Manzoni, who previously taught at IMD from 2004 to 2010, returns after several years on INSEAD's Singapore campus, where he founded and directed the Leadership Excellence through Awareness and Practice (LEAP) executive education program. He succeeds Professor Dominique Turpin, who has led the school since 2010.

Manzoni's research interests include leadership, corporate governance, and the development of high-performance organization. His books include *The Set-Up to Fail Syndrome: How Good Managers Cause Great People to Fail*.

A citizen of Canada and France, Manzoni holds a doctorate from Harvard Business School and an MBA from McGill University. [Read more >>](#)

## Global Network in the News: Welcoming Oxford Saïd

The addition of Oxford University's Saïd Business School to the Global Network for Advanced Management was featured in two business publications this week.

The Financial Times said that Oxford Saïd's membership in the Global Network was part of the school's efforts to maintain global connections in the wake of the U.K.'s vote to leave the European Union. "Joining this network is part of a commitment to saying that we think we have to work together with other schools and we have to be open," Kathy Harvey, associate dean for MBA and executive degrees, told the paper. [Read the article.](#)

The MBA website Poets & Quants also reported on Oxford Saïd's admission to the network. Dean Peter Tufano told the site, "I was captivated by [Yale SOM dean] Ted Snyder's notion of a network from the beginning. In a world that is becoming increasingly nationalistic, our way to be global is to have an extremely global class of students." [Read the article.](#)

## 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



### Competitors and Companions: KFC and McDonald's in China

Conventional wisdom says that the entry of a competitor hurts sales and profit, especially when both are operating close by and targeting similar customers. Thus, some companies set up shop far away from competitors to enjoy a larger market share.

In China's huge and rapidly growing fast food industry, although KFC and McDonald's are direct competitors, they have also benefited from each other's presence.

My research colleague and I studied the entry and expansion history of KFC and McDonald's over 30 years in China, collecting data including the number of new outlets opened each year in each city and the local economic factors of the cities entered.

We found that a rival's presence drives a chain to expand but, in the case of McDonald's and KFC, for very different reasons. [Read more >>](#)



### Can the BRICS Countries Serve as Economic Drivers in Africa?

An analysis of how each of the BRIC countries implements its commercial strategies on the

African continent starkly reveals that hopes that the alliance will deliver development progress for the continent are misguided. Instead they are seeking to fulfil their own commercial interests while shoring up their international legitimacy and credibility.

National interest still trumps friendship in international relations. The notions of solidarity that were popular among developing countries in the 1950s and the 1960s have no resonance in 21st century diplomacy, which is largely driven by commercial considerations. Many developing countries still view the advent of rising powers – some of whom were part of the Third World movement known as BRIC (Brazil, Russia, India and China)\* that positioned itself to counter imperialism – as offering promise for development progress. However, BRIC countries are not primarily driven by Africa's development concerns, but are seeking to fulfil their own commercial interests, as well as to use Africa as an avenue for shoring up their international legitimacy and credibility. [Read more >>](#)



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### **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).

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