



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

**Students: Sign up for Global Network Courses now.**  
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July 2015, No. 15

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### **Global Network Course Offerings for the Upcoming Term**

Applications are still being accepted for the three Global Network online courses to be offered as electives to Global Network students in the upcoming term.

#### **Inclusive Business Models**

By analyzing a series of real life case studies and by listening to social entrepreneurs who are running inclusive businesses, students will debate and discuss whether business enterprises can address the needs of the "base of the pyramid" in a financially sustainable manner, as a for-profit business.



#### **Mobile Banking**

Though technologies for mobile banking available are pretty standard around the world, the solutions that succeed in various countries diverge. Students will work in cross-national teams across universities to understand why current business models differ and propose new business models from the perspective of an assigned institution.



## New Product Development

This course is aimed at teaching the tools and techniques developed to support the NPD process, to gain insight from real NPD success and failure case studies and to implement the tools, techniques and insights in a simulated environment. [Read more >>](#)



## Global Network Week Offerings for October 2015

Eleven schools will participate in the Global Network Week in October 2015. The weeklong course titles are:

**Eco-Tourism** (AIM, Manila);

**Roadmap for Business**

**Management in Latin America** (EGADE, Santa Fe);

**Business Breakthrough in**

**China's Economic New Normal: The Evolving Chinese Business Culture in an Ever-changing Global Context** (Fudan, Shanghai);

**Europe at a Crossroads: Coping with the Crisis and Deriving Implications for the World** (IE, Madrid);

**Entrepreneurship and Technology: The Indian Experience** (IIMB, Bangalore);

**From Local to Global: Concepts, Frameworks and Analytical Tools to Develop and Effective Global Strategy** (Koç U, Istanbul);

**Selling Strategies for Consumer Markets: Perspectives from Africa's Largest Economy** (Lagos Business School, Lagos);

**Leadership Challenges for a Complex World** (PUC, Santiago);

**Clean Energy and Green Infrastructure - Innovation at the Nexus of Politics and Society** (Sauder, Vancouver);

**Executive Decision Making** (UCD Smurfit, Dublin); and

**Behavioral Economics, Marketing and Finance** (Yale SOM, New Haven). [Read more >>](#)



**Global Network Courses: Building a Toolkit for Global Teams**

A workshop hosted by Yale SOM from July 13 to 15 will brought together faculty from 11 Global Network schools interested in hosting new SNOCs. Sessions include presentations by speakers on how to integrate Global

Network Cases into coursework and a primer on course design, using Yale's Natural Capital course as a case study.



**Peter Todd will be the New Dean at HEC Paris**

At the invitation of Pierre-Antoine Gailly, President of the CCI Paris Ile-de-France, Peter Todd has accepted to become the Dean of HEC Paris, succeeding Bernard Ramanatsoa who has been at the head of HEC since 1995. During his tenure, Bernard Ramanantsoa has been able to greatly transform the school by giving it a true international dimension, ensuring renowned academic excellence and developing management research.



**Noel M. Cortez appointed as Head of the W. SyCip Graduate School of Business at the Asian Institute of Management**

The Asian Institute of Management is delighted to share the announcement of the new School Head for W.SyCip Graduate School of Business (WSGSB), Prof. Noel M. Cortez. Prof. Cortez takes over from Prof. Horacio M. Borrromeo, Jr., who has made significant contribution as WSGSB's School Head since 2011.

Prof. Cortez specializes in leadership and management of change, marketing, sales and business consulting. He has been teaching with AIM as faculty for sales and marketing management courses since 2007.



UCD Michael Smurfit Graduate Business School

**From Global Network Perspectives**

**The Moment of Truth in Marketing**

In an interview, Dr. Laurent Muzellec, Lecturer in Marketing at UCD Michael Smurfit Graduate

Business School, discusses his research on brand-to-consumer interaction, including the "moment of truth" that all marketers now face in the digital

age. [Read more >>](#)



### **From Global Network Perspectives** **Will Openness and Transparency Strengthen Democracy in the EU?**

The principle of openness is set to fling open the doors of institutions hitherto perceived as having been created and operated by elites and hidden from democratic scrutiny. But will openness, meant to improve transparency and participation, really enhance political legitimacy and accountability so as to strengthen democracy in the EU? Fog shrouds Brussels, and not just in the wet winter months. The workings of EU institutions are hazy for a majority of European citizens. According to a 2006 Eurobarometer survey, an astounding 78% of Europeans are unsure of the EU's structure and uncertain as to which decision-makers to turn to in case of an issue. The word "opaque" is still often used to describe European affairs, most recently regarding negotiations on the Transatlantic Trade and Investment Partnership (TTIP). Unfortunately, secrecy – real or perceived – fuels the democratic deficit (again, real or perceived) of the EU. To promote good governance, the EU has made openness one of the new guiding principles of the functioning of its machinery. The principle has been progressively integrated into European law, through the work of the European Court of Justice (ECJ) and, after the 1990's, through Treaty amendments and other regulatory frameworks. As a result, according to HEC Paris researcher Alberto Alemanno, the activity of the EU has actually become — on average — more open than that of most EU countries, including France. In his new paper, he explores the principle of openness in EU law and if it really improves legitimacy and accountability in the EU. [Read more >>](#)



### **From Global Network Perspectives** **Building Social Capital Vital for Business Success**

A year since the worst mining strike in South Africa's history, has business learned the importance of social capital?

"It's not what you know, but who you know!"

Phrases like this suggest that the value of relationships has long been appreciated. Relationships are particularly vital in successful business ventures and operations.

But, over a year on from the gruelling platinum strike – the longest and most costly in SA's history, it is doubtful that SA business has learned this lesson well enough.

The platinum strike that shut down roughly 40% of the world's platinum supply and cost the SA economy a bewildering R24 billion, is a textbook example of how eroding social capital can cause business breakdown. In particular, there are at least two kinds of relationships that deteriorated systematically in the lead-up to this unrest and the tragic killing of 44 people in August 2012, which may have been identified and addressed earlier through a systematic approach to social capital.

First, management's relationship with workers, particularly the rock-drillers, had become less and less direct because of a reliance on intermediaries in the form of union representatives or contractors. As a result, middle and

senior managers became increasingly isolated from the grievances and growing institutional distrust among these workers.

This also contributed to managers' general lack of knowledge of workers' increasingly precarious financial situation, premised in large part on their exposure to emolument orders. A social capital analysis might have indicated earlier on that there were 'holes' in managers' network relationships with workers and that these holes contributed to a lack of pertinent knowledge and necessary trust.

Second, managers arguably paid insufficient attention to the relationship between workers and the dominant union, the National Union of Mineworkers. As this relationship deteriorated, rivalry between the incumbent and a new contender created crucial challenges for management.

That is, not just relationships of employees or the organisation are vital for effective management, but also of third parties. The challenges faced by mining companies with regard to conflicts between rival factions within communities, or between municipalities and traditional authorities, provide further examples of this. A social capital analysis should focus attention on these third party relationships and ways in which the company could seek to support more conducive network dynamics.

The value of such relationships has been foregrounded in the integrated reporting movement. South Africa is the first country in which listed companies are required to publish such an integrated report. The guidance provided by the International Integrated Reporting Council suggests that a company's public report should include information about six forms of 'capital' as inputs and outputs of the value generation process. One of these is social capital, which focuses on 'institutions and relationships.' However, despite this focus, it is remarkable how little explicit, structured attention is often given to assessing and improving relationships in business. There is still much uncertainty about what social capital actually means and why and how it should be measured. [Read more >>](#)



ROBERT H. LEE  
GRADUATE SCHOOL

**From Global Network  
Perspectives  
Beset by Knock-offs,  
Designers Get  
Creative - And**

### **Earn Some Free Publicity**

Associate Professor Yi Qian of UBC's Sauder School of Business knows knock-offs. She's done extensive research into the interplay between counterfeiters and brands, and has found some bright sides to counterfeit entry - as well as insights into how companies can keep their brands secure.

What happens when a brand finds itself getting copied?

Authentic vendors will of course lose some potential customers who buy the knock-offs for much lower prices. But at the same time, when people see the knock-offs, they see it's a brand worth emulating. So the counterfeiters have actually just given the authentic brand some free advertising. In fact, this has even been Microsoft's strategy in China: Bill Gates once said, "As long as they're going to steal it, we want them to steal ours."

In a study of shoe brands and their counterfeits in China, I found that for high-end shoes, there was a boost in sales after counterfeits entered the market, because the publicity effect outweighed the replacement effect of

counterfeit sales. This is especially true if there's a wide quality gap between the knock-offs and the real thing, as these counterparts capture a very different customer segment that would not have purchased the authentic product anyway. Brands can also devote relatively fewer enforcement resources to high-fashion product lines – especially those designed for younger customers – since counterfeits can help set fashion trends. [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).