



GLOBAL NETWORK FOR ADVANCED MANAGEMENT

IN THIS ISSUE **News and Events**

July 2016, No. 27

- **Five Schools Partner to Host First Joint Network Week in Quito**
- **Technion to Host an 'Unconference on Entrepreneurship' for the Global Network for Advanced Management**
- **Call to Entrepreneurship Faculty**
- **Call to Faculty on LinkedIn**

QUICK LINKS

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

Selections from Global Network Perspectives

- **How Have Individuals Shaped Globalization? (Jeffrey Garten, Yale School of Management)**
- **Online Vs. Offline: The Battle for Customers (Xiaojun Zhang, HKUST)**
- **Defining China: A Rising, Fragile Global Power (Jean-Pierre Lehmann, IMD)**
- **Fast-Learning Greenhorns Benefit Most from Overseas Assignments (Jing Zhu, HKUST)**

CONNECT

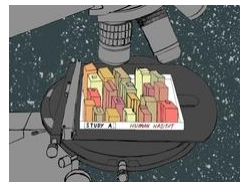
- [Facebook](#)
- [Twitter](#)
- [YouTube](#)
- [LinkedIn](#)

News and Events

Five Schools Partner to Host First Joint Network Week in Quito

Faculty from five Global Network schools have organized a new Global Network Week designed to help future leaders tackle problems surrounding urbanization. The week, titled "[Customized Resilience and the New Urban Agenda: Contexts, Cultures, and Collaborative Structures](#)," will be held this October in Quito, Ecuador, alongside the [United Nations Habitat III Conference](#), a conference held once every 20 years to address problems associated with urbanization.

The week in Quito, hosted in conjunction with the Rockefeller Foundation's 100 Resilient Cities program, will be led by faculty members from the Sauder School of Business, Haas School of Business, Yale School of Management, INCAE Business School, and FGV in Brazil. Traditionally, Global Network Week has been hosted by a single member school on its home campus. [Read more](#) >>



Technion to Host an 'Unconference on Entrepreneurship' for the Global Network for Advanced Management



August 28 - 30, the

Technion will host GNAM faculty, alumni and students from 18 GNAM member schools in Haifa for an "Unconference" on Entrepreneurship. Over the three-day conference the attendees, who are faculty, students and alumni from GNAM schools, will share ideas on research and pedagogy in entrepreneurship, and think about ways to leverage the network in teaching entrepreneurship and innovation at our schools.

Call to Entrepreneurship Faculty

[Kyle Jensen](#), Associate Dean and Director of Entrepreneurship at Yale SOM would like to engage faculty in the network in a conversation about entrepreneurship pedagogy and scholarship. If you are similarly interested, please send a message to Kyle: kyle.jensen@yale.edu.

Call to GNAM Faculty on LinkedIn

GNAM Faculty on LinkedIn are encouraged to join the GNAM Faculty LinkedIn group. Only faculty and staff affiliated with GNAM will be accepted into the group, which we hope will serve as a way to connect faculty with similar interests across the network. [Join the group >>](#)

Selections from Global Network Perspectives



How Have Individuals Shaped Globalization?

Globalization is in some ways a new idea. According to Merriam-Webster, the word "globalize" made its first appearance in print in 1944; "globalization" followed seven years later. The concept as we understand it was introduced in a [1983 Harvard Business Review](#) article by [Theodore Levitt](#) ([link is external](#)), who defined the term and went on to explain how he saw the world changing. "Gone are

accustomed differences in national or regional preferences,” he wrote. Many see globalization as a product of the technological changes of the 20th century. Rapid advancement in transportation and communication led to booming global business, which in turn has allowed culture and ideas to travel the world as well. Exemplified by the essentially stateless global corporation, it is powerful, far-reaching, and perhaps a little frightening. On the eve of the financial crisis, [the Economist devoted an issue to multinationals \(link is external\)](#), celebrating them and imploring readers that rather than fear multinationals, “people would be wise to do all they can to make them feel at home in their country.”

But not everyone puts globalization into such a small box. Understood more broadly as the growth of connections that open one region of the world to another, the process can be traced back much further. [Adam Smith wrote that 1492 and 1498 \(link is external\)](#), the years of the voyages of Christopher Columbus and Vasco de Gama, were the two most important dates in human history because they opened up the rest of the world to European powers.

Jeffrey Garten, Yale SOM’s dean emeritus, pushes the date back even farther. In his new book, [From Silk to Silicon: The Story of Globalization through Ten Extraordinary Lives \(link is external\)](#), he begins in 1162, the year that Genghis Khan, who created the largest empire in the world before the British Empire, is believed to have been born. In contrast to most historians of globalization, Garten looks at the phenomenon through the lens of individuals, rather than huge historical forces; he begins with Khan and ends with Deng Xiaoping, whom Garten credits with relaunching China as a world economic power. [Read more >>](#)



Online Vs. Offline: The Battle for Customers

Jack Ma of Alibaba and Wang Jianlin of Dalian Wanda Group, who was named China’s wealthiest person last year, made an enormous bet in 2012. Mr Ma wagered that online retailing would account for half of total retail sales in China

by 2022, Mr Wang that it would not. Some RMB100 million / US\$16 million is riding on the outcome.

The high stakes encapsulate both the promise and peril of online retailing. How much of a threat will it become, and what should bricks-and-mortar retailers be doing about it?

The answers so far are unclear. In 2015, three years into the bet, China had the world’s largest e-commerce market. Online sales accounted for 11% of total retail sales, up 42% from the year before. In the US they accounted for 8% of retail sales and in Europe 10%. But, as Professor Xiaojun Zhang of the Department of Information Systems, Business Statistics, and Operations Management pointed out: “Despite fast growth, online sales are still a relatively small percentage of total retail sales.”

Professor Zhang has been looking at the role of IT in the retail industry and, at a recent Business Insights luncheon, outlined some of the

challenges faced by both sides and the strategies they could take to grow. [Read more >>](#)



Defining China: A Rising, Fragile Global Power

Among the many daunting questions the planet is facing, the most important for at least the first quarter of the 21st century, in all likelihood extending to the first half, is the Chinese question.

Will China's peaceful rise succeed, or will it fail? How will Chinese society evolve? How will the world adapt to a China rising not only economically, but also geopolitically and militarily?

There is an understandable visceral desire to be optimistic. "Things will be okay;" "All that the Chinese really want is to be economically successful;" "Maoism has been metamorphosed into materialism". There is, of course, some of that, but complacency and wishful thinking are dangerous. There is an imperative to face reality with a hard, analytical look.

The first essential question is: What is China? Into what kind of conceptual framework does China fit? Getting one's bearings right is the sine qua non imperative for successful navigation. What continues to strike me is how often we seem to be getting it wrong. [Read more >>](#)



Fast-Learning Greenhorns Benefit Most from Overseas Assignments

International assignments are becoming more prevalent in the workplace and there is a common belief that they are a stepping stone to faster promotion. But Professor Jing Zhu noticed

something: there has been little or inconclusive evidence to back up this claim.

"Often when people talk of going on international assignments, they feel excited because they will experience a new culture and may take up new challenges. Many believe it will fast-track their career path. A survey last year found almost 50% of people believed this.

"But there are some problems. We often hear of failure stories. These may be early returns, which are very costly to organisations, or assignees leave the company to go work for another organisation, or they may have difficulty adapting to the host location."

To find out what was going on, she tracked and surveyed 179 expatriates from before their international assignment, once every month for the first nine months into the assignment, and then one and a half years later. She focused on the trajectories of work adjustment and perceived career benefits over time as the main contributors to expatriate success. [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.