



# GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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## Global Network for Advanced Management Highlighted in BizEd



Following the fifth anniversary of the Global Network for Advanced Management, Yale's Edward A. Snyder, David Bach

and Camino de Paz have written an essay in BizEd magazine explaining how the 29-school network has leveraged “the power of networked management education.”

The essay looks back on the Global Network’s first five years and analyzes some of the principles that have enabled it to grow from 21 to 29 schools, launching numerous innovative programs along the way. “We believed that a network offered many advantages over the typical globalization strategies of joint degree partnerships, student exchanges, and multiple campuses, which benefit a relatively narrow group of participants and often bear heavy administrative burdens,” write Snyder and Bach.

One of the benefits of such a network is expressed by Metcalfe’s Law, which says that the value of a network increases with the square of its nodes. Snyder and Bach provide the example of Global Network Weeks (GNWs). Held throughout the year. GNWs, they write, “allow students to supplement their studies by taking a specialized intensive course at another member school. Each time a new school joins the initiative, the value increases exponentially, because students at all participating schools have additional options for schools to visit and teams on each campus become more diverse.”

Despite the success of GNWs and the numerous other initiatives launched in the past five years, Snyder and Bach argue that the Global Network has only realized 10% of its potential to date. They see that as reason to be excited about what future years will bring: “We believe that we have created an effective platform for innovative networked management education that positions all our members to thrive in the changing world of higher education.” [Download a pdf file of the essay.](#)

## Learning Entrepreneurship Through a Central American Lens



In June, INCAE Business School hosted the second annual Global Network for Advanced Management Unconference on Entrepreneurship in San Jose, Costa Rica. Nine Global Network schools were represented by deans, directors, and staff who assembled to learn about the developing entrepreneurial ecosystem of Costa Rica. They also collaborated on the ideas behind establishing the foundation for an entrepreneurship center and how to leverage the Global Network to strengthen individual entrepreneurial programs.

As members of the Global Network for Advanced Management, the 29 schools have a unique opportunity to experience networked learning at the highest global level. Network representatives explored entrepreneurship within the city of San José on the first day of the Unconference, starting with a visit to La Carpio, arguably one of Costa Rica's poorest slums. The group then traveled to the venture capital firm Carao Ventures and to Mesoamerica, the leading private equity within Latin America, to learn more about the financing environment in the country. We were fascinated by the entrepreneurs in La Carpio, who, out of necessity, have to find innovative ways to build businesses while faced with extremely limited resources and who receive support and mentorship from an incredible social venture, SIFAIS. Additionally, we learned about some of the hurdles faced by local entrepreneurs when operating in a developing country. For example, the founders of Carao Ventures have had to tear through the red tape of Costa Rican government permit-granting systems, among other logistical roadblocks. The conference allowed faculty to experience these environments first-hand and add to their own knowledge of how entrepreneurship is handled around the world. [Read more.](#)

## University of Indonesia Wins Global Network Investment Competition



A team of students from the University of Indonesia named the Yellow Jackets won first prize in the 2016-17 Global Network Investment

Strategy Competition hosted by the International Center for Finance at the Yale School of Management, taking home a prize of \$3,500. Value Investors, the team from FGV-EAESP in Brazil won the \$1,500 second-place prize.

This is the second year of the investment competition, in which each team selects five stocks from companies based in their home country. The stocks are tracked against a national index to measure net returns. All of the participating teams' portfolio returns are viewable on a [real-time leaderboard throughout the competition on the competition website](#). The Yellow Jackets and Value Investors had the top-two performing portfolios among the 22 teams of all the network schools that participated, including the National University of Singapore (in third place) and ESMT Berlin (in fourth). [Read more.](#)

### **A Student's Perspective on EMBA Global Network Week**



Global Network Week provides students with a cultural immersive experience beyond the classroom, but also presents strong opportunities for building partnerships with others from around the world in a short time.

Caio Lima, of IE Business School, wrote about his experience at the Asian Institute of Management's week, titled "[Strategy Setting for ASEAN 2016 and Beyond](#)," for AIM's "Life at AIM" site. Lima was traveling as part of the second annual Global Network Week for EMBA students, which provides on-the-ground lessons for working executives. Lima discusses his own background on working internationally, while also reflecting on the experience of studying in the Philippines for a week.

“Regarding my classes in Manila, I was lucky enough to have the best of Philippines. Amazing professors such as Federico Macaranas and Jamil Paolo, plus brilliant and friendly students,” he wrote.

[Read the full blog post.](#)

### Three Schools Launch New Global Network Case Study



The University of Ghana Business School hosted an event on July 18 to mark the launch of a new “raw” online case study on IBM’s Corporate Service Corps. The case was developed in conjunction with IBM Corporate Services, EGADE Business School, and the Yale School of Management.

At the event, faculty, students, and staff discussed the new case, which examines IBM’s work in Ghana and Mexico, and is available to the network’s 29 member schools. The case was first unveiled at the Global Network’s Fifth Anniversary event in April, where a panel of speakers discussed the case and its potential applications.

The raw case format simulates real-world problem solving by asking students to sift through extensive data and decide what is relevant. It allows students and faculty to taking a multidimensional approach in investigating a business problem, and leaves room for a variety of solutions that can be tailored to fit local, regional, and global contexts.

At the event, Professor Joshua Yindenaba Abor, Dean of University of Ghana Business School, said that approach “actively engages students to develop their skills in

problem solving and equip them with analytical skills to make decisions in complex situations.” [Read the full story.](#)

## New Network Initiative Targets Problems in Cities



How do cities begin to solve the pressing challenges they will face in the coming decades, including climate change, affordable housing, and employment? A new group of Global Network scholars aiming to focus on urban resilience issues met recently to help design solutions.

At a meeting held at the Yale School of Management on July 5-6, faculty with an interest in resilience from throughout the network met to discuss areas for collaboration on research and teaching topics as part of the new Collaborative on Urban Resilience and Effectiveness (CURE).

“Too often the fundamental research that is conducted at universities is disconnected from communities and their people, problems, and organizations,” said Murali Chandrashekar, senior associate dean for strategic partnerships and global initiatives at the Sauder School of Business, who organized the event. “A topic like urban resilience focuses on the intersection of the natural, built, and human environments, and affords a unique opportunity for comprehensive research universities to break down silos and come together to realize the promise of universities as problem solvers for humanity.”

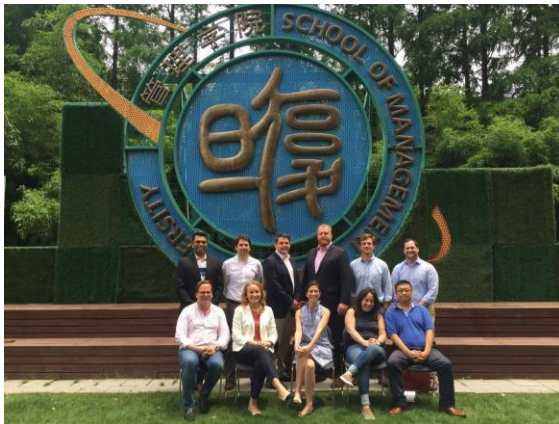
The event was a way to start the conversation, he said, and connect more faculty to discover where their interests lie and develop new areas to work together. The network has partnered with the Rockefeller Foundation’s 100 Resilient Cities program on Global Network Weeks and a [Global Network course focused on urban resilience](#).

“Our vision for the CURE initiative is to see researchers from across different faculties collaborating and engaging proactively with the those who can be most impacted by the results of their



research,” Chandrashekar said. “Building these bridges will allow our universities to maximize the impact of our research on important global issues like urban prosperity, innovation, and development. [Watch a video about the workshop.](#)

### **Nine Global Network Schools and WBCSD ost EMBA for Global Network Week**

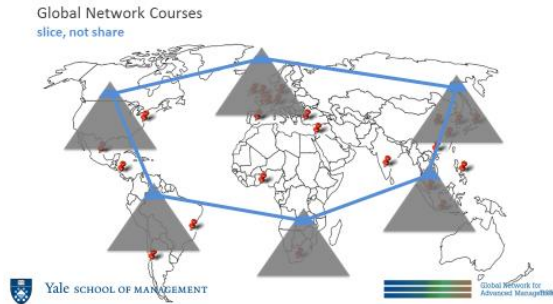


More than 300 executive MBA students from from 10 schools in the Global Network for Advanced Management will participate in Global Network Week starting on June 12.

Designed for working professionals, the Global Network Week modules will be hosted by nine Global Network schools as well as the World Business Council for Sustainable Development. The modules include “[Women’s 21st Century Leadership](#)” (Berkeley Haas), “[Social Innovation](#)” (EGADE Business School), and “[Compete Successfully in China’s Changing and Growing Market](#)” (School of Management, Fudan University). The WBCSD’s week is titled “[Corporate Sustainability Leadership in Global Companies.](#)”

Global Network Week allows students to pursue an intensive week of study in an intensive mini course leveraging the expertise of faculty across the network. While EMBA students may participate in Global Network Week alongside their full-time counterparts in March and October, the June offerings are tailored to mid-career professionals and issues they may be currently encountering in their careers.

## Global Network Course Enrollments are Robust



In the upcoming term over 150 students from 21 schools will take one of 5 Global Network Courses. The online courses allow students to learn from professors across the network and to work on projects with peers around the globe. In the second half of 2017 the courses offered include repeat courses, International Entrepreneurship and Urban Resilience from Yale SOM, New Product Development from the Technion, and two new courses, Operations Management Analytics from INCAE and Brand Cultures and Emerging City Markets from EGADE.

### Join the Global Network LinkedIn Group

More than 1,600 students, alumni, faculty and staff of Global Network schools have joined the Global Network LinkedIn group. The group is a closed group that accepts students, alumni, faculty and staff from Global Network schools. [Join the Global Network LinkedIn group.](#)

### 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).

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