



GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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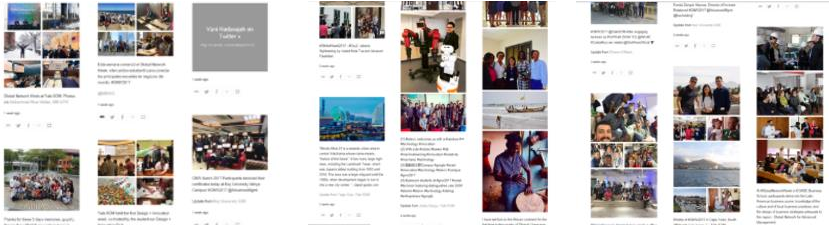
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News and Events

Students Share Global Network Week Experiences on Social Media



Approximately **700 students** from **18 schools** participated in the March 2017 Global Network Week. Topics of the modules included **environmental sustainability** (AIM, Sauder, University of Ghana Business School, INCAE), **innovation** (Hitotsubashi ICS, Yale SOM, Renmin University of China School of Business), **emerging markets** (Koç University GSB, FGV-EAESP, Seoul National University GSB, University of Cape Town GSB, Pontificia Universidad Católica De Chile School of Business), **entrepreneurship** (Universitas Indonesia, Technion-Israel Institute of Technology, Hong Kong University of Science and Technology Business School) and **management across cultures** (EGADE Business School, Indian Institute of Management Bangalore). Students, faculty, and staff tagged their social media posts from the week with #GNW2017. See all the posts on the [GNAM Tumblr](#) >>

Sustainable Tourism Global Network Week at Asian Institute of Management

Thirteen students from the Indian Institute of Management - Bangalore (India), EGADE Business School (Mexico), and the Yale School of Management (USA), Yale School of Forestry & Environmental Studies (USA), and the ICS Hitotsubashi University (Japan) were welcomed by Fernando Martin Y. Roxas, executive director of the AIM-Dr. Andrew L. Tan Center for Tourism. The focus of the week was sustainable tourism and social enterprises. [Read about the week](#) >>



Design and Innovation Global Network Week at Yale SOM

This week, hundreds of students from throughout the Global Network for Advanced Management are traveling for Global Network Week mini-courses offered by network schools. Thirty of them are visiting Yale for something new: a



mini-course initiated and organized by fellow students.

The student organizers, Alexandra Bigler '17, Hannah Grill '17, and Allison Mishkin '18, are all members of Yale SOM's Design and Innovation Club. Through the course, they intend to explore the role of innovation with their counterparts across the network and discuss how design thinking can bring new ideas to life.

"The ability to generate new, compelling ideas in a constructive and iterative manner is a valuable skill for leaders of businesses at all stages," the students wrote in a description of the course. "This module explores innovation as a process and how it can be systematized at the individual and organizational level and applied to a variety of business challenges." [Read more >>](#)

Global Network Survey Illuminates Challenges for Women in the Global Workforce

The Global Network for Advanced Management has [released results of a survey](#) of nearly 5,000 students and alumni from its network of 29



top business schools worldwide. The report, "Women in the Global Workforce," presents new insights into factors that contribute to the underrepresentation of women in business leadership worldwide.

The survey was an example of the networked inquiry made possible when business schools across 26 countries collaborate to better understand issues of importance to the economy and society. [Read more >>](#)

NUS Business School Team Wins Investment Competition

A team from the National University of Singapore's Business School took home the top security analysis prize in the Global Network's Investment Competition on March 1.



The team, named Intelligent Investors, won the \$3,500 Security Analysis Prize for its work on Dutech, a company listed on Singapore Stock Exchange that sells safes and other locking mechanisms. Profit Paranoids, a team from the Indian Institute of Management Bangalore, finished second in the competition, winning \$1,500. The competition, now in its second year, is sponsored by the Yale School of Management's International Center for Finance.

"We felt their [Intelligent Investors] investment idea was pretty good: the company was cheap relative to its growth prospects and it has been in existence for quite some time," said Eddie Tam, CEO and CIO of Central Asset Investments, who served as one of the judges on the panel. [Read more >>](#)

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



Crossing Boundaries: Guanxi and Social Networks

Guanxi is one of the most talked-about aspects of doing business in China. But what exactly is it, and how does one cultivate it? On one level it is about personal connections but, as researchers have been showing, it is also much more than that. Guanxi applies to multiple social situations and in a changing China, it too is changing. Professor Bilian Sullivan in the Department of Management has been studying guanxi and she shared the latest findings at a Business Insights luncheon. She has been involved in research that studies guanxi from a social network approach – that is, in terms of the patterns and structures in relationships and the contents of interactions between people—and found certain aspects in social relationships in China that are different from other countries and could come under the umbrella of guanxi. One study looked at social networks at the overseas branches of one company, focusing on the US, Germany, Spain, and Hong Kong (representing a Chinese society). [Read more >>](#)



Women Face Conflicting Demands in the Workplace that Contribute to Keeping the Glass Ceiling Firmly in Place

According to a [newly released survey](#) from the Global Network for Advanced Management, women across the world are caught between a rock and a hard place. Their communities reward congenial, non-competitive personalities and playing a large role in the family, while the workplace expects long hours and assertiveness. To make matters more complicated, many women feel—paradoxically—that their employers would dislike them if they do not appear family-oriented, despite the fact that they feel long hours are expected of them. This push-pull factor of conflicting expectations is a global phenomenon. [Read more >>](#)



UCD Michael Smurfit Graduate Business School

Mergers and Acquisitions as a Growth Strategy—Is Bigger Better?

Professor Mary Lambkin shares her thoughts on the use of mergers and acquisitions for sales growth and market expansion rather than for cost saving and rationalization. [See video >>](#)



The Art of the Dumpling: Lessons from Din Tai Fung

With its carefully measured 18 folds and paper-thin skin, restaurant chain Din Tai Fung's xiaolongbao soup dumpling has won international fame as an icon of Chinese cuisine.

Made to precise specifications, the xiaolongbao has turned Din Tai Fung into one of the most successful international brands in Asian dining and spawned several imitators.

Unlike many other “signature” foods—McDonald’s Big Mac, for example—Din Tai Fung did not invent the soup dumpling; it is thought to have originated in a suburb of Shanghai. Yet the chain has become so synonymous with the xiaolongbao that its chefs churn out more than 10 million of them a month. [Read more >>](#)



Women Directors Get Better Deals in Mergers and Acquisitions

The more women on a corporate board, the less a company pays for its acquisitions, according to a study by UBC Sauder School of Business finance Professor Kai Li. Her forthcoming Journal of Corporate Finance paper shows the cost of a successful acquisition is reduced by 15.4% with each female director added on a board. It also reveals that each additional female director reduces the number of a company’s attempted takeover bids by 7.6%. “Female board members play a significant role in mitigating the empire building tendency of CEOs through the acquisition of other companies,” says Professor Li. “On average, merger and acquisition transactions don’t create shareholder value, so women are having a real impact in protecting shareholder investment and overall firm performance.” [Read more >>](#)



The Hurdles Facing Women at Work

The Global Network for Advanced Management recently surveyed the students and alumni from 28 schools in the Network about pervasive gender inequality in the workplace. [The survey](#) drew 4,881 respondents with professional experience in 109 countries. The findings show that all too often, female workers are pulled between disproportionate family responsibilities, inflexible work arrangements, and pressure to appear effective yet unthreatening. Meanwhile, employers often overlook women’s actual productivity. On March 8, experts from three Global Network schools appeared in an online panel discussion to consider the results of the survey and discuss the hurdles that women in business face worldwide. More than 300 people from 43 countries experienced the event via webinar. Here is a sampling of the scholars’ responses to viewers’ questions about negative perceptions of successful women, the importance of mentorship, childcare in an “always on” business environment, incorporating introverts, and changing the paradigm so that equality becomes the norm. [Read more >>](#)



Strategic-Level Thinking as an Engine for Growth with Big Data

The increased volume of data created every day outpaces the ability of organizations to collect and process it and to obtain value from it, so they can continue to be relevant in their sector or industry. Businesses today must design a digital strategy

that takes Big Data into account and recognizes that the most valuable data is not what is stored in databases but what has not yet been created. [Read more >>](#)



How Does Immigration Affect Global Business?

Immigrants have been shaping markets for millennia, but have frequently been the target of hostility in many countries. With economic turmoil

and a wave of refugees around the world today, questions about the economics and ethics of immigration are again a focus of conversation. Global Network Perspectives asked experts across the Global Network about the roles immigrants play in their regions and whether public perceptions of that role are accurate. [Read more >>](#)

Newsletter archive

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Your news?

Please send news from your school for the next edition of this newsletter to elizabeth.wilkinson@yale.edu.