



GLOBAL NETWORK FOR ADVANCED MANAGEMENT

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News, Events and Calls to Action

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Fourth Anniversary of GNAM Event: Conversation with Gillian Tett

Global Network students are invited to join via live video stream on Wednesday, April 6, at 4:15 p.m. in New Haven (check local time), a conversation with Gillian Tett, U.S. Managing Editor, the *Financial Times*, and author of *The Silo Effect: the Peril of Expertise and the Promise of Breaking Down Barriers*. Ms. Tett, a Becton Distinguished Visitor, will engage in conversation with Edward A. Snyder, Indra K. Nooyi Dean & William S. Beinecke Professor of Economics and Management at Yale SOM. Remarks will also be provided by Neal Keny-Guyer, Yale alumnus and CEO of Mercy Corps. The event marks the fourth anniversary of the Global Network for Advanced Management and is being presented under the auspices of the R. Peter Straus Lecture Series. [Read more >>](#)



Follow the Global Network Investment Competition with New Portfolio Tracking Tool

Since October 2015, ten teams from throughout the Global Network for Advanced Management have been competing in the [Global Network for Advanced Management Investment Competition](#), creating portfolios with the aim of achieving the highest risk-adjusted returns over six months. A new [tool](#) on the Global Network for Advanced Management website tracks the performance of each team's portfolio. The competition is sponsored by the [Yale International Center for Finance](#). Each of the teams assembled a portfolio of stocks from companies based in their home countries at the beginning of the competition. A Performance Prize will be awarded on April 29 to the team (or teams) with the top risk-adjusted portfolio returns over six months. [Read more >>](#)



Social Media in China Event: A Discussion with David Wertime

Global Network students are invited to connect to a discussion about social media in China a co-founder of Tea Leaf Nation, an online channel reporting on Chinese media, on April 25, 11:45 am – 12:45 pm (New Haven time, check local time). [Read more >>](#)



ESMT to Host First GNAM Communications Meeting

ESMT will host a two-day meeting for communications experts at GNAM schools in Berlin in early November. A draft agenda has been shared with communications contacts at each school.



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. [Accept the invitation >>](#)

Dispatches from Global Network Weeks

Global Network Week Photos Shared on Tumblr

Students, faculty and staff tagged their photos of from March 2016 Global Network Week [#GNW2016](#) to have them posted on [Tumblr](#).



Globalization and Teamwork: Past and Future

A global business environment can best be understood through a global conversation. On March 16, students and alumni from all 28 Global Network schools gathered in New York City for a panel discussion titled



“Globalization and Teamwork: Past and Future.” The panelists came from four member schools and are leaders in finance, healthcare, and technology. The discussion was led by Yale SOM dean emeritus Jeffrey E. Garten, author of *From Silk to Silicon: The Story of Globalization Through Ten Extraordinary Lives*. [Read more >>](#)

Schools Host Panel Discussions for Students and Alumni During Global Network Week

Panel discussions with receptions were hosted by several schools during the March Global Network Week. The events gave GNAM alumni an opportunity to meet each other and visiting students, and to



hear faculty and practitioner perspectives on current business topics, which included: *Global Strategic Alliance | Organizational Implications & Individual Lessons (Hitotsubashi ICS)*, *Can Hong Kong Become a Start-up Hub? (HKUST)*, *Development of a Global Mindset: The Perspective of Emerging Market's Companies (FGV)* and *Globalization and Teamwork: Past and Future (Yale SOM)*.

Koç GSB, Technion and **IIMB** invited their alumni to Global Network Week receptions where they could meet the students and each other.

Asian Institute of Management Week Focuses on Sustainable Tourism

The Asian Institute of Management hosted students from Global Network for Advanced Management schools from March 14 to 18 for modules on sustainable tourism. Students



learned from faculty and industry experts about ecotourism, its principles, and its challenges; sustainable rice production; agricultural beekeeping; sustainable fashion design; and sustainable forestry. At the end of the week, students presented recommendations and strategies for many of the sites and businesses they visited. [Read more >>](#)

Technion Week Focuses on 'Start-up Nation'

The Technion
GNAM Week 2016
program focused on
Start-up Nation with an
emphasis on culture,
innovation, and
entrepreneurship. In
this week 40 students
participated from Yale,
Renmin, Hitotsubashi
ICS, IIMB, EGADE,
FGV , and Technion.



The program consisted of lectures on the entrepreneurial culture in Israel, involving the students in a workshop on the lean start-up, and assigning team projects to them on founding a new start-up, which they presented at the end of the program. [Read more >>](#)

Selections from Global Network Perspectives



From Global Network Perspectives **Decoding Digital**

Recently, I had a conversation with a CEO of a well-known company about digital and digital transformation. The conversation moved to his company's digital strategy and he volunteered that it was centered on the letters S-M-A-C (he pronounced them as spelled, like the drug), almost smugly reeling off what this acronym stands for: social media, mobile, analytics, and the cloud.

His reply is one that I constantly hear: executives equating technology with their digital strategy. Without doubt technology is needed for digital, but technology is not a strategy. The real challenge is figuring out from the myriad of technological options and capabilities available today how to, for example, reduce costs, build market share, improve the customer experience, create new services, or devise new business models. [Read more >>](#)



From Global Network Perspectives **Looking Past the Numbers: Big Data Analytics Give Value to Text**

Businesses are used to using numbers to assess their success, whether it is the number of products moved monthly, daily stock prices, or the annual percentage growth of sales. But the proliferation of social media and of assessments such as analyst reports means there is also a lot of text circulating that could be of value for gauging consumer and market sentiment.

Professor Rong Zheng has been looking at the potential of evaluating that text using Big Data analytics, which means trawling through masses of

data and discerning trends and new information from it. By focusing on key words, he has been able to detect hidden sentiment in large volumes of text and the authorship of text. More recently, he has applied his expertise to analyst reports.

In one study, he looked at about 400,000 analyst reports produced over 10 years. The reports typically run about 10 pages each and provide written analysis, buy-and-sell recommendations, and potential trading prices. Professor Zheng set aside the quantitative information to focus on key words that were categorised as positive, neutral, or negative, and found the outcomes aligned with firm financial performance in the following months in terms of earnings.

“The textual part has incremental value, meaning the stock market really reacts to the information hidden in the text. So if you are an investor, you should pay attention to the textual parts of analyst reports,” he said. [Read more >>](#)



From Global Network Perspectives **Sovereign Wealth Funds: the Struggle for Accountability**

Sovereign wealth funds have become some of the largest and most visible investors in international capital markets. Due to public concerns about their virtually unchecked power, a global code of practice (referred to as Santiago Principles or Generally Accepted Principles and Practices - GAPP) was instituted to improve their governance. A new study takes a look behind the scenes to reveal the processes and actors that drove the creation of this new governance regime, which intends to make sovereign funds more accountable. [Read more >>](#)



From Global Network Perspectives **How Do Western Companies Enter the Chinese Marketplace?**

In an interview Professor Cheng-Hua Tzeng of Fudan University's School of Management discusses the advantages and disadvantages of partnering with state-owned companies and other keys for foreign firms in China. [Read more >>](#)



From Global Network Perspectives **A New Year's Resolution to Improve the Take-up and Success of Digital**

As we enter a new year, it has become a tradition to make one or a number of resolutions; usually it is to make a promise to do things that focus on self-improvement. As well as possibly going to the gym more often or learning a language, a resolution frequently include eliminating something, such as tobacco or alcohol. Perhaps I can suggest two phrases that should be eliminated from the vocabulary of most leadership teams to improve their application and

use of IT in embracing digital opportunities and threats: 'IT management' and 'IT solution'.

Let me explain.

I was recently approached by the learning and development organization of a large global company to help them design a customized executive education "IT management" program. The initial email request was short but it did mention that the program would be targeted at senior level employees in the company's IT organization. [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.

Visit: advancedmanagement.net