

A POWERFUL PLATFORM
CREATED BY 30 OF THE WORLD'S
LEADING BUSINESS SCHOOLS



Connect • Collaborate • Innovate

MULTIPLY WHAT'S POSSIBLE IN BUSINESS EDUCATION.

Our mission is to drive innovation and create value by connecting leading global business schools, their resources, and their stakeholders.

For students, faculty, and alumni in Global Network member schools, the network is a powerful platform for collaboration—whether learning in a classroom or virtual setting, multiplying professional connections, or creating new initiatives to examine issues of global interest.

Asian Institute of Management The Philippines	IE Business School Spain	Seoul National University Business School South Korea
SDA Bocconi School of Management, Bocconi University Italy	IMD Singapore, Switzerland	Strathmore Business School Kenya
EGADE Business School, Tecnológico de Monterrey Mexico	INCAE Business School Costa Rica, Nicaragua	Technion-Israel Institute of Technology Israel
ESMT Berlin Germany	Indian Institute of Management Bangalore India	UCD Michael Smurfit Graduate Business School Ireland
FGV Escola de Administração de Empresas de São Paulo Brazil	Koç University Graduate School of Business Turkey	University of Cape Town Graduate School of Business South Africa
Fudan University School of Management China	Lagos Business School, Pan-Atlantic University Nigeria	University of Ghana Business School Ghana
Haas School of Business, University of California Berkeley USA	National University of Singapore Business School Singapore	Universitas Indonesia Faculty of Economics Indonesia
HEC Paris France	Pontificia Universidad Católica de Chile School of Business Chile	UNSW Business School Australia
Hitotsubashi University Business School, School of International Corporate Strategy Japan	Business School, Renmin University of China China	Yale School of Management USA
Hong Kong University of Science and Technology Business School China	Saïd Business School, University of Oxford United Kingdom	
	UBC Sauder School of Business Canada	

KEY IDEAS

The Global Network's success has been built on several key ideas. The Ricardian notion of **gains from trade** says that we all benefit when we share specialized knowledge and resources, while the study of **network effects** has shown that the power of a network is related to the number of active nodes. Indeed, many of the Global Network's programs leverage these two insights. Our approach to governance is guided by the notions of **isotropy** and **diffuse reciprocity**, which could be paraphrased as, "low bureaucracy, high autonomy." Member schools engage in the programs that create value for them, with no central directory to get in the way of new ideas.

A photograph of three people in business attire. On the left, a man with dark hair, wearing a dark suit, light blue shirt, and dark tie, is laughing heartily with his eyes closed. In the center, the back of a person's head and shoulders are visible; they are wearing a brown blazer. On the right, a woman with long brown hair is smiling. They appear to be in a meeting or collaborative work environment. The background is slightly blurred, showing what might be a window or office interior.

NETWORKED EDUCATION IS HERE.

Business leaders must develop an ability to think globally, act across borders, and understand how global trends will affect their enterprises. But no single school can have a truly global reach on its own. The Global Network is a flexible, efficient platform for business schools to collaborate on a range of programs that draw upon resources, expertise, and relationships across dozens of countries.

The Global Network is a lightweight and nimble structure, enabling schools to leverage the programs that best fit their curricula. The network smooths potential obstacles to collaboration and engagement across borders and cultural regions.



1,048 STUDENTS FROM 25 SCHOOLS HAVE PARTICIPATED IN GLOBAL NETWORK COURSES.

For example, students at any Global Network school can take Global Network Courses, online courses taught by a faculty member with expertise in a particular subject. Recent examples have included one course that explores new product development and entrepreneurship in Israel and another that looks at how an understanding of natural capital is reshaping multinational firms' approaches to sustainability. Through these courses, student both develop subject expertise and multiply their connections with a global set of ambitious peers, without leaving their home university.

Working globally requires leaders to be effective when managing teams spanning time zones and continents. A group of member schools has made virtual teamwork across schools a required part of their MBA programs through the Global Virtual Teams course. Students forge links with teammates from different cultural backgrounds and learn the skills to thrive in a multinational team environment.

Experienced executives can also benefit from the Global Network's unique reach and breadth of expertise through a certificate program with offerings from 21 network schools.

GLOBAL NETWORK COURSES

Faculty experts offer online elective courses for students from across the Global Network. Courses allow students across the world to not only learn from top-level faculty, but also to interact with a variety of guest speakers and classmates who bring global perspectives and approaches to solving the challenges presented in class.

Courses have included:

High Tech Entrepreneurship:

IE Business School **Spain**

New Product Development:

Technion-Israel Institute of Technology **Israel**

Inclusive Business Models:

Indian Institute of Management
Bangalore **India**

**Natural Capital: Risks and Opportunities
in Global Resource Systems:**

Yale School of Management **USA**



“It was incredible to be able to connect with students twice a week from around the globe. It was fascinating collecting real-time data and video clips on globalization from across the world. In order to solve the largest problems not only for our country but the world, we need to start reaching outward and across borders.”

— Elizabeth Heng, a student at Yale SOM, at the live event that concluded the Global Network Course “The End of Globalization?”

“The Certificate of Excellence in Global Business gives you the opportunity to gain valuable international experience from top business schools like IMD. We are proud to support this initiative as experts in developing leaders, transforming organizations, and creating positive impact in the lives of our participants.”

– Albrecht Enders, Dean of Programs and Innovation, IMD

CERTIFICATE OF EXCELLENCE IN GLOBAL BUSINESS

The certificate allows working executives to focus on topics and skillsets that matter for their organization. Participants choose 15 days of programming from more than 275 courses at 21 top global business schools and complete a capstone project during a two-year period.

Energy

Finance Accounting

General Management

Healthcare

Innovation

Leadership

Marketing/Sales

Negotiations

Operations

Strategy

GLOBAL VIRTUAL TEAMS

Students at schools on different continents work together on a team project as part of a for-credit course. In early 2018, 662 students from EGADE, HEC, UCD Smurfit, and Yale SOM formed 158 cross-school teams.



“The Global Network is a fantastic manifestation of what globalization stands for: bringing together highly important business schools from various parts of the world and to bring together perspectives from around the world so that students, faculty members, and alumni can learn from the best of all of these schools. They can get perspectives that one school alone would not be able to provide.”

– Jörg Rocholl, President, ESMT Berlin



A group of four students, three men and one woman, are wearing white hard hats and safety glasses. They are gathered around a clipboard, looking at a document. The background shows a classroom or meeting room with several posters on the wall. One poster on the left has a cartoon character and the word 'Recorded!'. Another poster on the right has the text 'LISTA DE ACCIÓN (ACTION LIST)' and 'TEMAS RELEVANTES ADICIONALES (FURTHER HIGHLIGHTS)'.

NETWORKED LEARNING IS HERE.

Through innovative programs that leverage resources from business schools across continents, the Global Network positions future leaders to thrive in roles requiring broad understanding of the differences between markets and an ability to cultivate connections with diverse stakeholders.

**6,990 STUDENTS FROM 24 SCHOOLS
HAVE PARTICIPATED IN 15 EDITIONS OF
GLOBAL NETWORK WEEK.**



One of the signature programs to emerge in the network's first five years has been Global Network Week, through which students take weeklong courses at schools around the world—gaining from the regional and subject matter expertise of Global Network faculty. Recent examples include “Startup Nation with a Focus on Culture and Entrepreneurship,” hosted by Technion-Israel Institute of Technology, and “Economics in Emerging Markets,” hosted by the University of Cape Town Graduate School of Business. Learning happens both in the classroom and in the relationships students build with peers from other countries, regions, and industries.

A given iteration of Global Network Week might offer students a choice of close to 20 programs in nearly as many locations. No one school acting on its own can access the wealth of faculty expertise in varying subjects and in the regional impacts of global phenomena on display in each Global Network Week.

Because of the network's low-bureaucracy approach, member schools can quickly launch new programs and offer them broadly across schools. New ideas can start anywhere—with students, faculty, staff, or alumni—and gain influence as participants decide which new initiatives are worth pursuing. Examples of other programs have included the Global Network Investment Competition and the student-run Integrated Leadership Case Competition.



EGADE Business School **Mexico**



Faculty of Economics and
Business, Universitas **Indonesia**

**IN OCTOBER 2018,
STUDENTS CHOSE
FROM 16 GLOBAL
NETWORK WEEK
MODULES ON 5
CONTINENTS.**



Koç University Graduate School of Business



Lagos Business School **Nigeria**



ESMT Berlin **Germany**



Hitotsubashi University Business School **Japan**



Business **Turkey**



Yale School of Management **USA**



Business School, Renmin University of **China**



INCAE Business School
Costa Rica

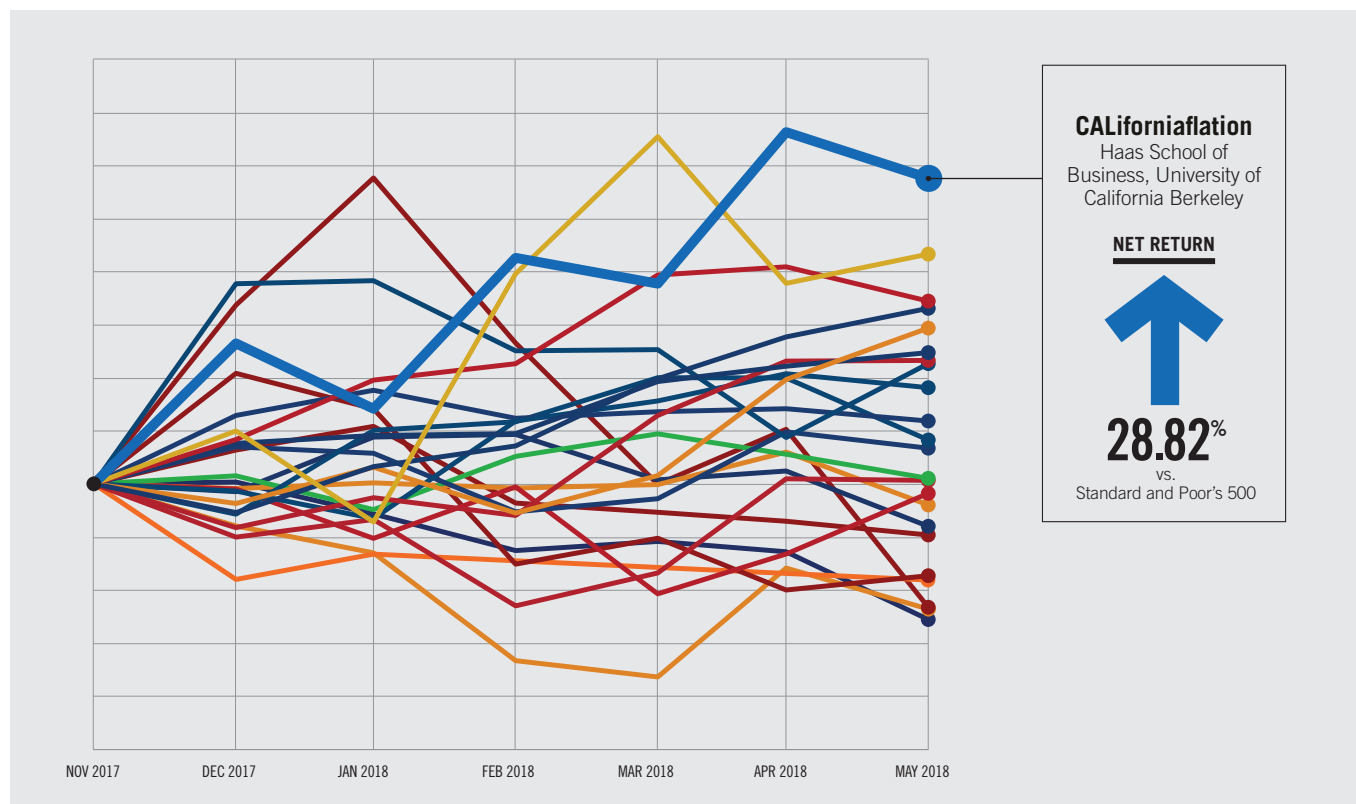
GLOBAL NETWORK

INVESTMENT COMPETITION

Hosted by Yale's International Center for Finance, the Global Network Investment Competition gives students in the network an opportunity to learn about markets and stock valuations across the world, while competing for cash prizes with their counterparts at other member schools.

The competition is divided into two parts: the Security Analysis Prize, in which students present an investment thesis to a panel of judges during a live, virtual stock pitch competition, and the Performance Prize, in which students from each school assemble a portfolio of companies based in the school's home country. Over six months, each team's performance is measured against its local market index.

2018 Investment Competition Results





STUDENT-ORGANIZED EVENTS AND COMPETITIONS

The Global Network provides students a platform to convene events based around their career interests and objectives. For example, each year schools from throughout the network participate in Yale's student-run Integrated Case Competition, developing creative solutions for business challenges that require multidisciplinary approaches.

In the 2018 iteration of the competition, the case study focused on Prodigy Finance, a lender that tailors financial products for international MBA students. A team from Saïd Business School at the University of Oxford won after presenting a review of Prodigy's credit scoring methodology and its potential as impact investment for bond buyers.



NETWORKED INQUIRY IS HERE.

The Global Network empowers students, staff, and faculty to connect around big issues to conduct research, make inquiries, and take collective action, generating insights into trends that will affect organizations in the future.

THE 2017 **GLOBAL NETWORK SURVEY** ABOUT ATTITUDES TOWARDS WOMEN IN THE WORKFORCE COLLECTED **4,800 RESPONSES** FROM PEOPLE WITH WORK EXPERIENCE IN **109 COUNTRIES.**

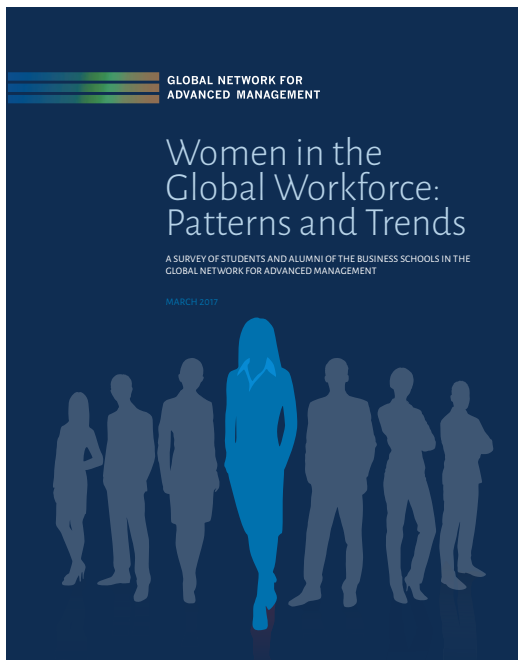


Through an annual survey, the Global Network takes the pulse of the business community on issues of worldwide significance. The first two surveys covered attitudes toward sustainability and the role of women in the workforce. Each survey received participation from every member school, with respondents representing more than 100 countries.

The network also allows for the formation of clusters of interest around pressing issues. In recent years, faculty, students, and staff have come together for the unConference on Entrepreneurship and to launch a major initiative aimed at addressing the challenges and opportunities associated with urbanization.

Member schools collaborate in developing Global Network Cases, case studies that evaluate business challenges from multiple points of view, allowing room for a variety of solutions and supporting innovative business pedagogy. The network's online magazine, Global Network Perspectives, taps into faculty thought leadership with curated articles and questions connected to recent trends that are shaping how business is done across the world.

GLOBAL NETWORK SURVEY



By taking the pulse of students and alumni of member schools, the Global Network generates new insights into pressing global issues.

“Rising Leaders on Environmental Sustainability and Climate Change” (2016)

3,700 responses from 5 continents

“Women in the Global Workforce” (2017)

4,800 responses representing work experience in 109 countries

“How does one manage being assertive and socially acceptable? This is the double bind women frequently find themselves in. Yes, the more we are competent in our jobs, the less likeable we are often perceived to be.... I’m a big believer in the idea that we can focus on being liked, or we can focus on being effective and efficient. I always double down on being effective when given the choice between the two.”

– Kellie McElhaney, faculty director at Haas School of Business’s Center for Gender, Equity, and Leadership, responding to a question during a live webinar on the survey results

GLOBAL NETWORK CASES

Member schools work to develop complex cases that use a variety of online sources, including extensive background data, news articles, and video interviews, to provide a fuller picture of a complex business situation.

By collaborating, member schools are able to create cases with cross-national perspectives, benefiting from the participation of researchers at multiple schools. Cases prepare students to take on business challenges outside of their home regions and cultivate a real-world approach to solving problems.

IBM Corporate Service Corps



Sustainability at Singapore's Marina Bay Sands



Walmart de México: Investing in Renewable Energy



GLOBAL NETWORK PERSPECTIVES

An ideas-based online magazine that shares thought leadership from member schools, Perspectives features the expertise, research, and opinions of faculty and other contributors from throughout the network, with an emphasis on the complexities of doing business in an increasingly interconnected world.



COLLABORATIVE ON URBAN RESILIENCY (CURE)

Faculty use the network as a platform to discuss and develop their research and develop new courses. For example, the Collaborative on Urban Resiliency, a new group of scholars focused on urban resiliency issues, met in July 2017 to help design and develop new multidisciplinary curricula.



FOR MORE INFORMATION

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