

## Application Process for GNAM SNOCs – Fall 2019:

To apply, please have a copy of your CV/Resume and statement of interest in Word or PDF format to upload.

Please ensure you list Alina Yukhymets ([alina.yukhymets@sauder.ubc.ca](mailto:alina.yukhymets@sauder.ubc.ca)) as “Administrative contact at your school”.

Brief descriptions and the timing of the courses are available [on the GNAM website under the Global Network Courses tab](#). Please note that some of the syllabi may change slightly, but the attached will give you a good idea of each of these courses.

Interested students are encouraged to apply for the courses by July 21<sup>st</sup>, 2019. The first round of application decisions will be made in early August.

### Important to note:

1. All students who enroll in courses will take them for credit and will be evaluated by the instructor of the course. **Not all courses will earn UBC credit** – please see the details for each course.
2. The courses are selective. Respective faculty will review all student CVs and statements of interest in the course and make selection decisions. Students who register on time will be given preference so please be sure **to apply by the deadline**.
3. Please note the time zones for the different courses and **convert them to your local time zone** to ensure they work for your personal/work/academic schedule prior to submitting your application.

### Course Information and Application Links

#### 1. *Global Implications of FinTech Innovations*

Led by [Dr. Ted Clark](#)

[Hong Kong University of Science and Technology \(HKUST\)](#), Hong Kong

<b>UBC MBA credit:</b>	1.5 credits
<b>Dates:</b>	August 29 – November 2, 2019 (No class Oct. 17, 24, 31)
<b>Class meeting times:</b>	Thursdays, 8:00p.m. – 10:00p.m. (Hong Kong Time) Except for final class on Saturday November 2 5:00a.m. – 7:00a.m. (PST Vancouver Time)

This course encourages learners to analyze risks and challenges associated with technology-enabled financial market transformation and gain understanding of the social, economic, and political challenges and tradeoffs associated with transformation of financial markets using technology-enabled innovations. This “blended learning” course includes 16 ‘live’ hours and 14 hours of self-paced lectures for a total of 30 hours class time.



At conclusion of this course learners will be able to describe what FinTech is and why it matters in Financial Markets, categorize different types of innovations and transformations associated with FinTech, and understand how FinTech fits within the historical perspective of financial transformation. Students will also be able to defend the conflicting perspectives that there is “nothing new in FinTech” and “FinTech is a revolutionary change in the fundamental nature of financial markets today”, and develop an implementation and marketing plan.

- **Course Application link:** <http://event-reg.som.yale.edu/signup/FinTech2019>

## **2. *Business as a Force for Good: Sustainability and Sustainable Development in Africa***

Led by [Prof. Chris Ogbechie](#) and [Dr. Ijeoma Nwagwu](#)  
[Lagos Business School, Pan-Atlantic University](#) Nigeria

**UBC MBA credit:** 1.5 credits  
**Dates:** September 3 – October 31, 2019  
**Class meeting times:** Tuesdays and Thursdays, 8:30a.m. – 9:50a.m. (EST)  
5:30a.m. – 6:50a.m. (PST Vancouver Time)

The idea of ‘Business as a Force for Good’ is demonstrated in a growing number of businesses that are creating positive value in the society and becoming more responsible towards the environment in which they operate. The course “*Business as a Force for Good: Sustainability and Sustainable Development in Africa*”, therefore, seeks to explore new and innovative ideas on how businesses can address complex socio-environmental issues- such as poverty, inequality, climate change, natural resource constraints - and create positive value in the society while remaining profitable. The course also seeks to better understand in a very human and pragmatic way the contours of the challenges around sustainable development faced by societies across Africa.

This course draws together cases, readings and perspectives of practitioners from business, academia, government and civil society on the topic of sustainable development and sustainability.

- **Course Application Link:** <http://event-reg.som.yale.edu/signup/BusinessForGood>

## **3. *Urban Resilience: Complexity, Collaborative Structures, and Leadership Challenges***

Led by [Murali Chandrashekar](#)  
[Sauder School of Business, University of British Columbia](#) Canada

**UBC MBA credit:** 3.0 credits  
**Dates:** September 3 – December 10, 2019  
**Class meeting times:** Tuesdays and Thursdays, 5:30am – 7:00a.m. (PST Vancouver Time)

[View video in which Prof. Chandrashekar talks about urban resilience](#)



The world continues to urbanize. In the 100 years starting 1913, the proportion of the world's population that live in cities grew 5-fold from 10% to 50%, and estimates suggest that 75% of the world's population will live in cities in 2050.

Though history reveals that urbanization has always been an accelerator of growth and development, it also poses profound challenges for corporates, communities, cities, and countries. A recent McKinsey report succinctly notes: "Cities are essential to global economic growth and productivity. They are where most of the world's population live, work, and play, and they are important to everyone else, too. They are the world's economic engine, consuming the majority of global power and resources, while generating 80 percent of GDP and 70 percent of greenhouse-gas emissions. Making cities great is the critical infrastructure challenge of this century."

- **Course Application Link:** <http://event-reg.som.yale.edu/signup/UrbanResilience2019>

#### **4. International Entrepreneurship**

Led by [Raymond Chang](#),

[Yale School of Management](#), United States

**UBC MBA credit:** 3.0 credits

**Dates:** September 4 – December 9, 2019

**Class meeting times:** Mondays and Wednesdays, 8:30a.m. – 10:00a.m. (New York Time)  
5:30a.m. – 7:00a.m. (PST Vancouver Time)

Entrepreneurship is one of the most vital driving forces behind economic growth, social development, as well as individual and regional wealth. Entrepreneurship is occurring in developed as well as in emerging markets, across both commercial and social sectors, and in communist as well as democratic political systems. Although U.S. still ranks #1 in the Global Entrepreneurship and Development Index (GEDI), the gap is rapidly narrowing. In fact, in places like China, India, Latin America, Eastern Europe, and the former Soviet States, the speed of entrepreneurial growth is outpacing that in traditional entrepreneurial hotbeds like Silicon Valley, New York, and Boston.

This International Entrepreneurship course will explore the many dimensions and challenges of global venture creation and growth. The course offers a framework for understanding the entrepreneurial process in global contexts and exposes students to key issues and problems specific to international ventures. As the world becomes increasingly global, this course hopes to (1) encourage students to consider exploring entrepreneurial activities outside the domestic setting, (2) prepare them to see through a different set of lenses in order to better and more accurately identify vast global opportunities, and (3) equip them with various skills to better meet and tackle complex global challenges.

- **Course Application link:** <http://event-reg.som.yale.edu/signup/IntlEntre2019>



**5. A Primer on Social and Financial Innovation**

Led by [Vanina Farber](#)  
[IMD, Switzerland](#)

**UBC MBA credit:** No Credit (this course does not have enough class contact hours for a 1.5 credit course)  
**Dates:** September 6 – October 31, 2019  
**Class meeting times:** Mondays, 8:30a.m. – 10:00a.m. (EST)  
Except the first class on Friday September 6  
5:30a.m. – 7:00a.m. (PST Vancouver Time)

Social innovation and impact embody new ways of thinking about business that position planet and people on the same level as shareholders. Social innovation is the process of applying new market solutions to global social and environmental problems, by creating or improving products, services, business models, and markets. More effectively responding to unmet needs through impact investment is a financial strategy that generates financial return while intentionally improving the social and environmental conditions of the public.

This course will focus on how large corporations, social entrepreneurs and impact investors define purpose to foster social and financial innovations that respond to social and environmental problems.

- **Course Application Link:** <http://event-reg.som.yale.edu/signup/SocialInnovation>

**6. Organizational Networks: Maps, Models and Analysis (ONMMA)**

Led by Professor [Dr. Ion Georgiou](#)  
[FGV EAESP, Brazil](#)

**UBC MBA credit:** 1.5 credits  
**Dates:** September 11 – December 4, 2019  
**Class meeting times:** Wednesdays, 9:00p.m. (Brazil time)  
5:00p.m. (PST Vancouver Time)

The Course focuses on structures of human groups, such as communities, institutions, industries, markets, countries, and blocs. These structures are conceptualized as networks of ties. The ties are the main variable of interest, because they transmit behavior, services, information or materials. The patterns of ties in any one network also provide insights into the entities linked by them. Therefore, the course addresses the concept of network, introducing several types of networks and the ways in which they can be modeled and analyzed visually and computationally.

The Course tackles the differences between, and the implications of, grouping entities according to structural properties and non-network attributes. It introduces a variety of network and subnetwork measurements of cohesion, as well as analyses that help identify components according to various criteria. Methods are also introduced for analyzing and optimizing the composition of teams, alliances, and coalitions.

- **Course Application Link:** <http://event-reg.som.yale.edu/signup/ONMMA>



### **7. Brand Cultures and Emerging City Markets: A Review and Application of Digital Marketing Practices in Evolving Emerging Economies**

Led by [Salvador Treviño](#)

[EGADE Business School, Tecnológico de Monterrey](#) Mexico

**UBC MBA credit:** 3.0 credits  
**Dates:** September 17 – December 5, 2019  
**Class meeting times:** Tuesdays and Thursdays, 6:00p.m – 7:30p.m. (Mexico City Time)  
11:00a.m. – 12:30p.m. (PST Vancouver Time)

“Our mission is to give everyone in the world the power to share what’s important with them and to connect every person in the world.”

Mark Zuckerberg, addressing students at the Indian Institute of Technology

This course reviews how brand and product marketing strategies have evolved into digital virtual spaces and how consumers situated in the so-called emerging economies have also evolved into virtual communities around them.

Developed by all sorts of organizations, digital marketing strategies are responses to evolving patterns of globalized consumption observed in many different types of organizations and geographical places.

Instances of these strategies are then found in many different markets and settings. Cities as center (hubs) of economic and market activity offer new and fresh perspectives. Emerging city markets, as they will be referred to in the course, are no exception. Cultural practices and technological trends translate rapidly from one community into other communities. In the recent past economic, social, and legal asymmetries were observed, slowing or preventing the diffusion of these practices in global markets. Technology and communication platforms have played an important role reducing or even offsetting these asymmetries.

Paradoxically, these digital marketing trends are observed at the same time as consumers shift traditional demands for value, price and convenience into new demands for local, sustainable, and sharable products and services.

A course focused on identifying, analyzing, and applying these ideas can help students learn how to tap into the opportunities arising from an understanding of these market trends.

➤ **Course Application Link:** <http://event-reg.som.yale.edu/signup/BrandCultures2019>

### **8. Operations Management Analytics**

Led by [Luis López](#)

[INCAE](#) Costa Rica

**UBC MBA credit:** 1.5 Credits (**Please note:** Credit **cannot** be earned for **both** the UBC MBA course **BASC 500 Process Fundamentals** and this course due to content overlap).

**Dates:** October 1 – October 18, 2019

**Class meeting times:** TBD (Costa Rica Time)

This course is a study of how different strategic operational configurations work. The students in the course will develop the analytical skills necessary to evaluate and understand complex process behaviors and to make



performance-improving decisions. Course participants will manage a simulated company that operates in a complex and data-rich environment. The students receive the company in a precarious situation, and they must plan and implement strategies to resuscitate the firm and achieve corporate objectives.

At the end of this course, the student will have a good understanding of the fundamental concepts of operations management. The student will: 1) Understand that business processes require distinct configurations in order to attain different competitive objectives and to satisfy diverse customer needs. 2) Have a good understanding of process characteristics, and will understand that such notions are applicable to all productive realms and not just to the manufacturing one. 3) Develop a systemic view of the business. 4) Have a good understanding of how all firm functional areas can interact to achieve desired managerial objectives. 5) Use data extensively to support decision-making processes. 6) Be able to analyze a process and determine the constraints that limit process output. 7) Acquire abilities and knowledge in the following areas: a. Long term capacity planning b. Continuous-review inventory management systems. c. The effects of variability upon production processes. d. Dealing with shared resources and batching. e. The effect that setups have upon planning an operation. f. Different metrics used to measure process performance, such as utilization, processing time, resource capacity, throughput, throughput time, and work in process inventory. 8) Understand that managing a firm requires the development of mechanisms to coordinate and streamline the decision-making process.

- **Course Application Link:** <http://event-reg.som.yale.edu/signup/Operations2019>

## 9. *Power and Politics*

Led by [Cameron Anderson](#)

[Haas School of Business, University of California Berkeley](#) United States

**UBC MBA credit:** **No Credit** (this course does not have enough class contact hours for a 1.5 credit course)

**Dates:** October 22 – December 10, 2019

**Class meeting times:** Tuesdays, 6:00p.m. – 7:30p.m. (PST)

This course is about the art and science of influence in organizations. Many people are ambivalent, if not disdainful, of those who seek to wield power and influence at work. But organizations are fundamentally political entities, and power and influence are key mechanisms by which things get done. For those considering careers in management, it is important to be able to diagnose organizational politics in order to form and implement new strategies. The other side of the coin is that managers are usually on the receiving end of these processes as well. An astute manager knows how to anticipate moves that others will make, how to block or avoid them when they have consequences that are undesirable, and how to help these moves succeed when their consequences are beneficial.

After taking this course, you will be able to: (1) diagnose the distribution of power in organizations, (2) identify strategies for building sources of power, (3) develop techniques for influencing others, and (4) understand the role of power in building cooperation and leading change in an organization. These skills will be invaluable to you throughout your career.

- **Course Application Link:** <http://event-reg.som.yale.edu/signup/PowerAndPolitics>

