Yale SCHOOL OF
MANAGEMENT
Executive Education

GLOBAL BUSINESS AND POLITICS

DEVELOP DYNAMIC BUSINESS STRATEGIES TO NAVIGATE A CHANGING GLOBAL BUSINESS LANDSCAPE.

Leaders are Learners. Learners come to Yale.
Businesses operate within the context of their market environment – their competitors, suppliers and consumers. But they also work within a broader nonmarket environment that includes social, political and regulatory forces. In order to manage an organization successfully, particularly in a global context, leaders need to consider the entire business landscape when making strategic decisions.

Guided by industry expert and Yale School of Management faculty member, David Bach, you’ll learn to develop your understanding of the influence that nonmarket factors have on markets and organizations. This Global Business and Politics program develops your way of thinking to not only understand, but to holistically analyze and anticipate the effects of global politics and other nonmarket forces from a managerial perspective. Craft proactive and dynamic strategies to anticipate, identify, and respond to the challenges and opportunities, created by these forces, within your own business context, with enhanced insight into the nonmarket environment.

Learn to identify potential risks and opportunities, shape the nonmarket environment, and ultimately create a sustainable strategic competitive advantage.
WHAT THIS PROGRAM COVERS

This online program from the Yale School of Management Executive Education will provide you with a new perspective to identify and analyze nonmarket forces, through the application of tools, including those created by Program Convener David Bach, the strategic (IA)^3 Framework and the 2 × 2 Beyond the Market framework.

Over the course of eight weeks, you’ll explore topics such as nationalism, disruptive innovation, lobbying, framing, stakeholder engagement, CEO activism, as well as the role ethics and values play in business decisions.

You’ll analyze the impact of nonmarket factors on business decisions and strategies, and explore how your organization can do well by doing good through the integration of market and nonmarket management. You’ll also have the opportunity to engage with the thoughts, experiences, and opinions of a diverse and international group of participants, and grow your global network online.

Engage with topical, global case-studies and continually apply your learnings to your organization through discussion forums and reflective journaling. Finally, you’ll complete a nonmarket analysis for business change and success, and learn how to strategically engage with stakeholders.
THIS PROGRAM IS FOR YOU IF YOU WANT TO:

- Holistically analyze and anticipate social, political and regulatory forces from an enlightened managerial perspective.
- Make better business decisions around contemporary issues arising out of social, political and regulatory changes.
- Craft proactive and dynamic strategies for mitigating risk and leveraging opportunities by understanding the complex forces that shape the nonmarket environment.
- Engage with a unique analytical framework – developed by Yale SOM faculty member and Program Convener, David Bach – which serves as a strategic lens to analyze and respond to nonmarket and market challenges.

WHO SHOULD TAKE THIS PROGRAM?

Business leaders who are aware of the effect of nonmarket factors on business but lack the tools, frameworks, language, strategies and vocabulary to act on these issues with strategic intent would benefit from this program.

This program is ideal for those working in strategy, communications, government affairs, corporate responsibility and business development, who are cognizant of topical social, political, and environmental issues and want to mitigate risk.

Additionally, functional managers in HR, finance, and operations who want to be more involved in their business strategy can gain the confidence to respond and manage stakeholder engagement in a global context.
WHAT YOU’LL LEARN

This online program integrates rich, interactive media such as videos, interactive infographics, and enrichment activities, as well as traditional didactic components such as downloadable program notes. There are also opportunities for collaborative learning through discussion forums. The following modules contribute to the holistic approach your learning path takes:

**ORIENTATION MODULE**
**WELCOME TO YOUR ONLINE CAMPUS**
**ONE WEEK**
You’ll be welcomed to the program and begin connecting with fellow students, while exploring the navigation and tools of your Online Campus. Be alerted to key milestones in the learning path, and review how your results will be calculated and distributed.

You’ll be required to complete your student profile, confirm your certificate delivery address, and submit a digital copy of your passport/identity document.

**MODULE 1**
**COMPETE BEYOND THE MARKET**
Learn about the social and political environment of business.

**MODULE 2**
**ANALYZE NONMARKET CHALLENGES FOR STRATEGIC ADVANTAGE**
Learn about nonmarket analysis and the application of nonmarket strategy.

**MODULE 3**
**NAVIGATE THE POLITICS OF DISRUPTIVE INNOVATION**
Understand how to manage the politics of disruptive innovation.
MODULE 4
NATIONALISM IN INTERNATIONAL BUSINESS
Explore the impact that nationalism has on global business strategies.

MODULE 5
LOYBING AND FRAMING IN A GLOBAL CONTEXT
Explore the role of lobbying and framing in a global business context, and the relationship between these tools.

MODULE 6
STAKEHOLDER ENGAGEMENT AND GLOBAL GOVERNANCE
Identify the relevance of stakeholder engagement and how it impacts business.

MODULE 7
EXPLORE ETHICS, VALUES, AND BUSINESS DECISIONS
Consider the role that organizations play in balancing values and human rights with how business is conducted.

MODULE 8
DOING WELL BY DOING GOOD
Understand the importance of a holistic nonmarket strategy for success in the global business environment.

“Politics has always been important for business... but owing to globalization and new demands on companies, executives must more than ever engage in skillful political management.”

DAVID BACH
Deputy Dean for Executive Programs, Yale School of Management
WHO YOU’LL LEARN FROM

YOUR PROGRAM CONVENER

This subject matter expert from the Yale School of Management Executive Education guides the program design and appears in a number of program videos.

PROFESSOR DAVID BACH

Deputy Dean for Executive Programs, Yale School of Management

Bach received his PhD and MA in Political Science from the University of California, Berkeley, and holds a BA magna cum laude in Political Science and International Studies from Yale University. An expert in political economy, his research and teaching focuses on business-government relations, nonmarket strategy, and global market regulation. Bach’s course “The End of Globalization?” received the 2018 Ideas Worth Teaching Award from the Aspen Institute.

As a member of Yale SOM’s senior leadership team, Dean Bach directs the school’s Executive MBA and non-degree executive education, including the school's innovative online programs. He also developed, launched, and led the Master of Advanced Management and the Master of Global Business and Society until 2019. He leads global strategy primarily via engagement with the 30-school strong Global Network for Advanced Management. In addition to this, Bach serves on the Provost’s Advisory Committee on International Affairs.

A winner of multiple teaching awards, Bach was named one of the top business school professors under 40 by Poets and Quants, and has given three GMAC keynote addresses on innovation in management education. Bach is frequently quoted on topics including the global economy, the future of globalization, business-government relations, and innovation in management education in leading international news outlets such as CNN, the Financial Times, The Economist, New York Times, LA Times, Huffington Post, Wall Street Journal, BBC, Reuters, Times of India, and South China Morning Post.

“Firms must integrate market and nonmarket strategies to make sure they are consistent and coherent. Increasingly, we see that [they] can create – or lose – competitive advantage in the nonmarket environment.”

DAVID BACH

Deputy Dean for Executive Programs,
Yale School of Management
YOUR SUCCESS TEAM

GetSmarter, with whom Yale School of Management Executive Education is collaborating to deliver this online program, provides a personalized approach to online education which ensures you’re supported throughout your learning journey.

YOUR FACILITATOR
A subject expert who’ll guide you through content-related challenges.

SUCCESS MANAGER
Your one-on-one support available during University hours (8a.m.–5p.m. EST) to resolve technical and administrative challenges.

GLOBAL SUCCESS TEAM
Available 24/7 to solve your tech-related and administrative queries and concerns.

HOW YOU’LL LEARN

Every program is broken down into manageable, weekly modules, designed to accelerate your learning process through diverse learning activities:

• Work through your downloadable and online instructional material
• Interact with your peers and learning facilitators through weekly class-wide forums and reviewed small group discussions
• Enjoy a wide range of interactive content, including video lectures, infographics, and more
• Investigate rich, real-world case studies
• Apply what you learn each week to ongoing project submissions, culminating in the ability to craft a business strategy that accounts for topical, global issues and considers the effect of nonmarket factors on business
A POWERFUL COLLABORATION

The Yale School of Management Executive Education is collaborating with online education provider GetSmarter to create a new class of learning experience – one that is higher-touch, intimate, and personalized for the working professional.

WHAT IS THE YALE SCHOOL OF MANAGEMENT?

The mission of the Yale School of Management is to educate leaders for business and society. The school’s students, faculty, and alumni are committed to understanding the complex forces transforming global markets and using that understanding to build organizations – in the for-profit, non-profit, entrepreneurial, and government sectors – that contribute lasting value to society.

The school’s integrated curriculum, close ties to Yale University, and active connection to the Global Network for Advanced Management ensure that students both acquire crucial technical skills and develop a genuine understanding of an increasingly complex global context.

WHAT IS GETSMARTER?

GetSmarter, a brand of 2U, Inc., partners with the world’s leading universities to select, design and deliver premium online short courses with a data-driven focus on learning gain.

Technology meets academic rigor in our people-mediated model, which enables lifelong learners across the globe to obtain industry-relevant skills that are certified by the world’s most reputable academic institutions.

LEARN MORE ABOUT Yale SOM Executive Education

TELL ME MORE
EARN A CERTIFICATE OF PARTICIPATION

Get recognized for your knowledge when you earn an official certificate of participation from the Yale School of Management Executive Education – and use it to set yourself apart as a professional with the ability to analyze, anticipate and respond to social, political and regulatory forces within your business environment.

Assessment is continuous and based on a series of practical assignments completed online. In order to be issued with a Yale School of Management Executive Education certificate of participation, you will need to meet the requirements outlined in the program handbook. The handbook will be made available to you as soon as you begin the program.

Your certificate of participation will be issued in your legal name and couriered to you at no additional cost. All certificate images are for illustrative purposes only and may be subject to change at the discretion of the school.
TECHNICAL REQUIREMENTS

BASIC REQUIREMENTS
In order to complete a program, you’ll need a current email account and access to a computer and the internet, as well as a PDF Reader. You may need to view Microsoft PowerPoint presentations, and read and create documents in Microsoft Word or Excel. Installing Adobe Flash Player will give you full access to certain program content, such as interactive infographics. However, you’ll still have access to this content in the form of a downloadable PDF transcript if you’d prefer not to use Flash.

BROWSER REQUIREMENTS
We recommend that you use Google Chrome as your internet browser when accessing the Online Campus. Although this is not a requirement, we have found that this browser performs best for ease of access to program material. This browser can be downloaded here.

ADDITIONAL REQUIREMENTS
Certain programs may require additional software and resources. These additional software and resource requirements will be communicated to you upon registration and/or at the beginning of the program. Please note that Google, Vimeo, and YouTube may be used in our program delivery, and if these services are blocked in your jurisdiction, you may have difficulty in accessing program content. Please check with a Program Consultant before registering for this program if you have any concerns about this affecting your experience with the Online Campus.
CREATE RESPONSIVE AND DYNAMIC NONMARKET STRATEGIES FOR BUSINESS ADVANTAGE.

GLOBAL BUSINESS AND POLITICS

REGISTER NOW

CONTACT US
+1 203 439 4771
yale.som.execed@getsmarter.com