GIM India Syllabus

Winter 2016

INTL-473-0, section 81

Monday, 6:30 – 9:30 PM

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Mondays: 4 pm to 5.30 pm or by appointment

GIM Program Objectives

The GIM Program enables Kellogg students to:

- Gain an understanding of the economic, political, social, and culture characteristics of a country or region outside the United States.

- Learn about key business trends, industries, and sectors in a country or region outside the United States.

- Conduct international business research on a topic of interest.

- Further develop teamwork and leadership skills.

Course Description and Objectives

OVERVIEW

Indian Civilization is over 5000 years old with a rich heritage of culture and tradition. From Indus Valley civilization to colonial rule and independence, the country has preserved its ancient monuments and architecture that still exhibit rich artistry that makes it a very interesting tourist destination.

Since economic reforms in 1991, the country has seen consistent progress. Between 2000 and 2010, the Indian economy grew at 7.4% (CAGR). Among large economies only China grew faster during this period. India's emerging middle class---estimated to be about 470 million and expected to reach 570 million in 2021---is expected to constitute a trillion dollar market[2]. With over 50% of its population under the age of 25, this market has a lot of head room to grow. India is said to have the fastest growing number of millionaires.

On the global stage, India is one of the only six nations in the world capable of building and launching its own satellites and recently was successful in launching a Mars mission. R & D activity in India is increasing rapidly, while improving laws on intellectual property rights offer protection for innovation (especially in the pharmaceutical industry). The potential for cost savings and availability of technical competence are main drivers for many international companies to set up R & D centers in India. The success of the call centers and the outsourcing model adopted by many companies is due to the manpower pool available in India. There are more than 3 million students graduating every year, which includes over 300,000 engineers. It's therefore not surprising that many U.S. companies have identified India as a target market as they seek growth outside the U.S. There are more than 400 major US companies operating in

India. As these companies try to integrate manufacturing operations and look at global market they will be seeking experienced managers.

In the second decade of the twenty-first century, India has become "a bright spot" on an otherwise fairly "cloudy global horizon" according to Christine Lagarde, head of International Monetary Fund. The current government, under Prime Minister Narender Modi, enjoys an unprecedented mandate and has put India on track with an economic growth of 7.3% for the fiscal year ending this March. Prime Minister Modi is targeting labor reforms, infrastructure development, education, foreign direct investment promotion, and "Make in India" as some of the immediate priorities. Despite this promising growth, India's population is in excess of 1.2 billion (17 % of the world population) and offers immense challenges. Poor literacy, hygiene and poverty dominate the list. Progressive social policies and their implementation are the key factor in reducing poverty. New initiatives like, "Swachh Bharat," Jan Dhan Yojana, and a concerted focus on the education of women are all steps in the right direction.

COURSE OBJECTIVES

The objective of this course is to prepare the students through a combination of lectures, case discussions, guest speakers, and project presentations on how to do business in India, a key economic power with high potential and an increasingly global reach. India's key industries and sectors will be covered. Active student participation is critical to this class's success. In addition, students are expected to enrich the class with the material prepared for their projects. Students will have wide latitude in the selection of the project topic. Topics selected for the IPG, however, should not be so broad as to be little more than just a survey of the question of interest. There should be a clear business problem that is being addressed.

A tentative class schedule is noted below. Also, the readings listed are simply a sample. An updated reading list will be posted later.

Attendance Policy

Due to the nature of the GIM program, attendance for all GIM classes is mandatory, as is participation in the field trip.   Attendance on the **<u>first day of class is also mandatory</u>**. If a student misses more than one class throughout the term, one letter grade will be deducted from his or her final grade. Exceptions may be made by the faculty member in cases of extreme circumstances.

Role of the In-Country Advisor

Throughout your GIM trip, you will be accompanied by an in-country advisor, Matthew Temple, who is the Director of Alumni Career Services at Kellogg. Matthew is responsible for the planning, integrity, and quality of the in-country experience. Among other logistical roles during the trip, he will be assessing each student's level of participation during the plenary meetings and will be assigning 15% of the students' overall grade.

Kellogg Honor Code

The students of the Kellogg School of Management regard honesty and integrity as qualities essential to the practice and profession of management. The purpose of the Kellogg Honor Code is to promote these qualities so that each student can fully develop his or her individual potential. Upon admission, each student makes an agreement with his or her fellow students to abide by the Kellogg Honor Code. Students who violate the Kellogg Honor Code violate this Agreement and must accept the sanction(s) imposed by the Kellogg community.

The Kellogg Honor Code is administered by students and is based on the concept of self-government. The efficacy of such a student-administered honor code is dependent upon a high degree of dedication to the ideals of honesty, integrity and equal opportunity reflected by the code. The Kellogg Honor Code requires that each student act with integrity in all Kellogg activities and that each student hold his or her peers to the same standard. In agreeing to abide By the code, the Kellogg students also agree to report suspected violations. By not tolerating lapses in honesty and integrity, the Kellogg community affirms the importance of these values.

Course Materials

The world is flat   - Thomas L. Friedman
Others to be posted

Course Schedule

Week 1	1/4/2016
Topics:	Introduction to India – History, Politics, and Economy
Speaker:	Professor Sampath Ramesh India - "Change is inevitable" - Looking at the Past, Present, and Future
Assignments	**Required Readings:** - The Next 4 Billion." IFC (International Finance Corporation) World Bank Group **Recommended Readings** : - India's path from poverty to empowerment Feb 2014 – Mckinsey Global Institute report - India : A sleeping economic giant gets set to reawaken – Feb 2015 - Financier world Magazine - A Brief History of India – Kenneth F Hurry - ModiNomics – Inclusive Economics Inclusive Governance – Sameer Kochhar
Additional	Discussions on IPG projects, India visit and general classroom discussions

Week 2	1/11/16
Topics:	Doing Business in India: Tourism, Hospitality, Entertainment
Speakers:	Dr. Ausuf Sayeed, Consul General of India, Chicago, "Current Business Environment in India" Mark Fredrick, Director Global Talent Management IOR,"Doing Business in India – Being culturally Right"
Assignments:	**Recommended Readings** Doing business in India - HSBC Global Connections https://globalconnections.hsbc.com/.../country_guide-in-march-2013.pdf

	• **Bollywood** At 100: How Big Is **India's** Mammoth Film Industry? www.ibtimes.com/**bollywood**-100-how-big-**india**s-mammoth-film-indus... **Project Proposals due** **All project teams meet with faculty to discuss proposals**

Week 3	**1/18/16 – No Class- No Make-Up**

Week 4	**1/25/16**
Topics:	**Consumer goods, Retail Industry in India, E–Commerce**
Speaker	Nilesh Patel, Director Supply Chain, TACO BELL TACO BELL entry strategy into India Professor Ramesh, E- Commerce: Market in Evolution – Sky Is the Limit
Assignments: *Additional*	Required Readings : • Flipkart vs. Amazon: The Great Indian E-Commerce Challenge by Kartik Hosanagar, Professor, The Wharton School • Forbes India Magazine - The Evolution of Snapdeal, Feb 2014 • **E-commerce in India: Snap, flip and crackle**, The Economist Case study
Additional recommended	• The Great Indian Bazar – McKinsey and Company • Walmart – "What Happened in India?" – *Forbes,* Oct. 16, 2013

readings	[Walmart Sharpens India Focus Again](#) - Business Standard News, Dec. 30, 2014 • Carrefour to exit India, shut 5 cash & carry stores – Business Standard News, July 8, 2014 • Ikea Signs Agreements With 2 Indian States To Open Stores – IB Times, Sept. 25, 2014

Week 5	**2/1/16**
Topics:	Manufacturing and Supply Chain
Speaker:	Professor Sampath Ramesh, Strategies for US Manufacturing Companies for India Second Speaker : TBD
Assignments: *Additional*	**Required Readings:** • Made in India: the Next Big Manufacturing Export Story: **A CII-McKinsey Report** **Recommended Readings** • Building World-Class Automotive Supply Chains in India, http://www.atkearney.com/paper/- asset publisher/dVxv4Hz2h8bS/content/id/2660047 • "Make in India" New Campaign, Make in India - BBC.com Case Study

Week 6	**2/8/16**
Topics:	Offshoring - India's Strength in Information technology
Speaker:	Madhan Pandurangan , General Manager- Global IT services , Wipro

	Limited
	India – The hub of IT outsourcing and the changing global landscape
	Professor Sampath Ramesh : Blending Automation in Offshoring models to drive down costs
	Education and Legal infrastructure
Assignments: *Additional*	**Required Readings:** • http://www.slideshare.net/Brizgo/advantages-of-offshoring-to-india • Offshoring Trend To India, Elsewhere, Has A Decade Left http://www.forbes.com/sites/kenrapoza/2012/03/21/offshoring-trend-to-india-elsewhere-has-a-decade-left/ **Recommended Readings** : • The promise and peril of India's youth bulge http://thediplomat.com/2013/03/10/the-promise-and-peril-of-indias-youth-bulge/ • http://outsourceportfolio.com/manufacturing-outsourcing-growing-india/ • India's Education and practice – partnering for Success – Deloitte publication
Additional:	In country plan : All project teams meet with faculty – review in country meetings

Week 7	**2/15/16 – No Class**

Week 8	2/22/16
Topics:	Health Care and Pharmaceutical Industry
Speaker:	Professor Sampath Ramesh Speaker : TBD (From Leading pharmaceutical company)
Assignments: *Additional*	**Required Readings :** • Global Pharma looks to India : Prospects for Growth - PWC www.pwc.com/gx/en/pharma-life.../publications/india-growth.jhtml • Pharma 2020: The vision: Which path will you take? - PwC www.pwc.com/.../industries/pharmaceuticals.../pharma.../pharma-2020-... **Recommended Readings** • Battles Over Patents: Is India Changing The Rules Of The Game? www.ip-watch.org\ Feb 18, 2014 • Indian Patients Suffer from India's Weak Pharmaceutical Patents www.forbes.com Sep 9, 2014 Medical tourism in India KPMG-FICCI Medical value travel in India https://www.kpmg.com/IN/en/.../KPMG-FICCI-Heal-Sep2014.pdf Case Study

Week 9	2/29/16
Topics:	Financial Industry Overview (Banks, Entrepreneurship, PE/VC, Microfinance, Rural and Mobile Banking)
Speaker:	President, State Bank of India, "Future of Banking in India" Professor Sampath Ramesh, Micro-finance and Its Impact on India
Assignments:	**Required Readings :**

	Payments banks: The 'challenger' banks in India ... www.kpmg.com/IN/en/IssuesAndInsights/.../Payments-bank-POV.pdf. **Recommended Readings** : • "The Fortune in the Farms." Business World, 2 September 2006. • Carmen Nobel. "Mobile Banking for the Unbanked." HBS Working Required – Cole, Shawn. SKS Microfinance, Harvard Business School • CGAP: Microfinance Gateway. "Primer on Microfinance" http://www.microfinancegateway.org/p/site/m/template.rc/1.26.9183/ • Recommended – Vinod Khosla and Vikram Gandhi. "Scaling up microfinance in India." The Economic Times, 12 June, 2006 http://economictimes.indiatimes.com/opinion/Scaling-up-microfinance-in India/articleshow/1648287.cms • Case Study
Additional:	All project teams meet with faculty

Week 10	3/7 /16
Topics:	Infrastructure Development in India - Energy, Ports, Airports, and Roads (Challenges, smart cities concept)
Speaker:	Speaker : TBD
Assignments:	**Required Readings :** • Pundit, Ramjet. "Putting a roof over India: An Interview with the country's biggest developer." McKinsey Quarterly. http://www.mckinseyquarterly.com/ **Recommended Readings :**

Additional	- Jim Yardley, "In India, Dynamism Wrestles with Dysfunction." *NY Times,* June 8, 2011. - Bridging India's Power Gap – McKinsey & Company - Modi Government Unveils Roadmap for Development - WSJ online.wsj.com, June 9, 2014 - US to Help India Develop Three Smart Cities - NDTVProfit.com, Oct 1, 2014 Open discussions on Smart Cities and India

In-Country Field Research - March 15ᵗʰ – March 25ᵗʰ

Final Class	**4/6 /16 (9:00 AM – 12:00 PM)**
Topics:	Business strategies that have worked in India – A look at some successful companies through case study
Speaker:	Professor Sampath Ramesh
Assignments:	India trip discussions presentations

In-Country Academics

Students are reminded that GIM is first and foremost an academic program. 15% of your overall grade will be based on your participation in the plenary meetings and engagement in other activities as assessed by the in-country advisor. In order to achieve a high grade, students are expected to not only attend all plenary meetings, but to be actively engaged during the meetings and other learning opportunities in country.

	%
Research Project	**70%**
Background Research	10%
In-Country Research Plan	10%
In-Class Presentation	10%
Written Report	25%
Peer Evaluation	15%
Participation	**30%**
In-Class Participation (attendance, discussion, engagement)	15%
In-Country Participation (plenary meetings; determined by GIM advisor)	15%

GIM Research Project

The core of the GIM class is an independent research project. Groups of 4 to 6 students will select an international business, economic or management issue to study in depth. The students begin secondary research on their topic during the winter term, incorporating perspectives from the class readings and speakers, and spend considerable time in-country speaking with resident experts, gathering local data, and testing their hypotheses and recommendations in the field.

*Students must conduct interviews for their projects in **every** city that they visit throughout the trip.*

Research Topics

Student teams typically develop their own research project, though they refine their topics with the help and advice of their faculty member. Good GIM projects are generally built around

interesting, clear, and relatively narrow research questions. Weak GIM projects have often been lengthy and unfocused industry descriptions, e.g., "An Overview of the Brazilian Beverage Industry," or "Challenges and Opportunities in Japanese Real Estate."

Project Report Structure

Results of the research must be presented in a report of approximately 20-25 pages in length before exhibits. Students, in consultation with their professor, may choose from the following report formats:

- Traditional analytical research paper – A research question is described; competing answers to the question are discussed; evidence collected on the trip is used to argue for or against the alternative answers.

- Industry analysis – A particular industry is surveyed in order to examine a narrowly focused, well-defined topic pertaining to the competitive dynamics of the industry. An example would be an analysis of a market entry opportunity presented to a foreign multinational.

- Business recommendation report – A consulting report recommending specific strategic, operational and organizational actions to solving a clearly defined business issue (e.g.: strategies for overcoming cold-chain logistics and distribution challenges in India.).

- Business or industry case study – A case for eventual classroom use developed with a clear underlying business question in mind. Teams pursuing this option are encouraged to work with Case Publishing before and after the trip to ensure a high quality product that may eventually be used in the classroom.

Project Deliverables

- **Research Project Proposal** – Each project group will submit a 2-page description of their proposed research topic, including:

  o A description of the specific and narrowly-focused research question(s) to be addressed
  o Description of the topic's importance, timeliness, economic, or social significance
  o Identification of possible in-country visits with companies, governmental agencies, NGOs, etc.

- **Background Research Review** – Before departing for the in-country portion of the class, each project team must submit a review examining secondary information relevant to its research topic. This review may serve as a first draft of the background section of the final project report.

- **In-Country Plan** – This is a detailed matrix of five or more investigative research meetings arranged in country. The best plans will include day/time/location of meeting; name/description of organization; name/title/bio of interviewee; agenda and interview guide for each meeting.

- **In-Class Presentation** – During the final class, each project group will make a presentation in class summarizing their research findings. The purpose of this deliverable is to allow faculty members and students to learn about and provide feedback on the project groups' final findings. It is suggested that each team be given 15 minutes to present and 5 minutes for audience questions and suggestions.

- **Written Report** – The final report, generally 20-25 pages long before exhibits and appendices prepared according to one of the formats discussed above. In addition to turning in their papers to their professors, students should submit an electronic copy to the Global Programs Office on the agreed upon date.

- **Peer Evaluation** – Each member within the project group will assess every other member's contributions to the project, including their own, with a confidential peer review form that takes into account each member's intellectual contribution, initiative and organization, workload contribution and overall contribution.