

## GIM India Syllabus

Winter 2015 - B – Spring 2015 - A

Monday, 6:30 – 9:30 PM

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## 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

NORTHWESTERN UNIVERSITY

J.L. Kellogg Graduate School of Management

GIM India

Winter2015

## 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 diversity. The ancient monuments and architecture still exhibit 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. There has been all round development that qualified India to be recognized under the acronym "BRIC"<sup>1</sup> as one of the fastest growing economies.

The diverse religious beliefs and still prevailing caste demarcations drives the politics of the Country. India's democratic form of Government with multiple parties has been put to test in successive elections. Coalition governments have not provided the required stability for the rapid growth of the Country. The policy directions have become distorted with compulsions to please all political parties. Government has already scaled down the growth for the current financial year to less than 5 % due to low growth and stubborn high inflation. Elections in early 2014 will be an important turning point for the Country as it makes its progress.

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<sup>1</sup> 'BRIC' an acronym for the economies of Brazil, Russia, India and China combined-Goldman Sachs report from 2003

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 its implementation is the key factor in reducing poverty.

Yet, India is a land of contrasts. 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<sup>2</sup>. 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 millionaires. India also boasts of 61 billionaires. Forbes top 100 billionaire list in the world has 11 Indians

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 of 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.

The New Government which recently came to power has an unprecedented mandate. Prime Minister Narendra Modi has announced that Labor reforms, Infrastructure development, Education, Foreign Direct investment promotion and " Make in India " as some of the immediate priorities. Many US companies have identified India as a target market and as they seek growth outside the US. 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.

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<sup>2</sup> Profitable growth strategies for the Global Emerging Middle – learning from the 'Next 4 Billion Markets, PwC India, January 2012

The objective of this course is to prepare the students through a combination of lectures, case discussions, guest speakers, and project presentations on “Doing Business in India “.

Students are expected to participate actively in class and enrich the class with the material prepared for their projects. Some key industry sectors would be discussed in the class .

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. Student groups will work with the instructor in the selection and approval of the projects.

A tentative class schedule is noted below. Also, the readings listed are simply a sample. An updated reading list will be posted later. It is also expected that student groups will make presentations in class that will serve as a springboard for a general discussion. Each group can select a topic and these presentations could start with the second class session.

## Attendance Policy

Due to the nature of the GIM program, attendance for all GIM classes is mandatory, as is participation in the two-week field trip. Attendance on the first day of class is also mandatory. 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 who is a staff member at Kellogg. The in-country advisor is responsible for the integrity and quality of the in-country experience. Among other logistical roles during the trip, he or she 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

## Course Schedule and Assignments

Week 1	2/9/15
Topics:	Introduction to India – History , Politics and Economy
Speaker:	Professor Sampath Ramesh India - "Change is inevitable " - Look at the Past, Present and Future
Assignments:	Readings <ul style="list-style-type: none"> <li>• A brief History of India – Kenneth F Hurry</li> <li>• "The Next 4 Billion." IFC (International Finance Corporation) World Bank Group,</li> <li>• ModiNomics – Inclusive Economics Inclusive Governance – Sameer Kochhar</li> </ul>
Additional	Discussions on IPG projects, India visit and general classroom discussions

Week 2	2/16/15
Topics:	Doing Business in India , Tourism, Hospitality, Entertainment
Speaker:	Dr Ausuf Sayeed Consul General of India , Chicago "Current Business Environment in India " Professor Sampath Ramesh – Doing Business in India – Being culturally right
Assignments:	Recommended Readings <ul style="list-style-type: none"> <li>• Doing business in India - HSBC Global Connections <a href="https://globalconnections.hsbc.com/.../country_guide-in-march-2013.pdf">https://globalconnections.hsbc.com/.../country_guide-in-march-2013.pdf</a></li> <li>• Coping with U.S.-India culture clash <a href="http://www.networkworld.com/news/2008/020808-offshoring.html?page=1">http://www.networkworld.com/news/2008/020808-offshoring.html?page=1</a></li> <li>• Hospitality Industry set to grow rapidly <a href="http://www.hotel-online.com/News/PR2013_1st/Mar13_IndiaHotels.html">http://www.hotel-online.com/News/PR2013_1st/Mar13_IndiaHotels.html</a></li> </ul>

Additional	Project Proposals due; All project teams meet with faculty to discuss proposals
Week 3	2/23/15
Topics:	Consumer goods, Retail Industry in India , E –Commerce Speaker : Professor Sampath Ramesh
Assignments:	Recommended Readings : <ul style="list-style-type: none"> <li>• The Great Indian Bazar – McKinsey and Company</li> <li>• Walmart- What Happened in India ? – Forbes oct 16 2013</li> <li>• <a href="#">Walmart sharpens India focus again   Business Standard News</a> dec 30, 2014 <a href="http://www.business-standard.com/article/.../walmart-sharpens-india-focus-again-1">www.business-standard.com/article/.../walmart-sharpens-india-focus-again- 1.</a></li> <li>• Carrefour to exit India, shut 5 cash &amp; carry stores <a href="http://www.business-standard.com">www.business-standard.com</a> July 8 20-14</li> <li>• Ikea Signs Agreements With 2 Indian States To Open Stores <a href="http://www.ibtimes.com">www.ibtimes.com</a> sept 25, 2014</li> <li>• Flipkart Vs Amazon :The Great Indian E-Commerce Challenge by Kartik Hosanagar, Professor The Wharton School</li> <li>• <a href="#">Forbes India Magazine - The Evolution of Snapdeal</a> <a href="http://forbesindia.com/article/30-under-30/the-evolution-of-snapdeal/">forbesindia.com/article/30-under-30/the-evolution-of-snapdeal/..</a> feb 2014</li> </ul>
Additional	Case study and discussions

Week 4	3/2/15
Topics:	Manufacturing in India, Supply chain
Speaker:	Dr Radhika Batra - Vice President Supply chain Borg Warner Corporation "Manufacturing : Building an effective supply chain from India" Professor Sampath Ramesh : Strategies for US Manufacturing companies for India
Assignments:	<ul style="list-style-type: none"> <li>• Made in India: the Next Big Manufacturing Export Story: <b>A CII-McKinsey Report</b></li> <li>• Building world class automotive Supply chains in India <a href="http://www.atkearney.com/paper/-_asset_publisher/dVxv4Hz2h8bS/content/id/2660047">http://www.atkearney.com/paper/-_asset_publisher/dVxv4Hz2h8bS/content/id/2660047</a></li> </ul> <p>"Make in India " new campaign <a href="#">Make in India - BBC.com</a> <a href="http://www.bbc.com/.../world-asia-india-2935..">www.bbc.com/.../world-asia-india-2935..</a></p>



Additional	Case study Background Research Review due
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Week 5	3/9/15
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
Assignments:	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.slideshare.net/Brizgo/advantages-of-offshoring-to-india">http://www.slideshare.net/Brizgo/advantages-of-offshoring-to-india</a></li> <li>• Offshoring Trend To India, Elsewhere, Has A Decade Left <a href="http://www.forbes.com/sites/kenrapoza/2012/03/21/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/</a></li> <li>• The promise and peril of India's youth bulge <a href="http://thediplomat.com/2013/03/10/the-promise-and-peril-of-indias-youth-bulge/">http://thediplomat.com/2013/03/10/the-promise-and-peril-of-indias-youth-bulge/</a></li> <li>• <a href="http://outsourceportfolio.com/manufacturing-outsourcing-growing-india/">http://outsourceportfolio.com/manufacturing-outsourcing-growing-india/</a></li> </ul>
Additional	In-Country Plan due
Additional:	All project teams meet with faculty to discuss in-country plan

In-Country Field Research - March 15<sup>th</sup> or 16<sup>th</sup> – March 28<sup>th</sup> or 29<sup>th</sup>

### 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.

Week 6	3/30/15
Topics:	Education in India – Adapting to global changes
Speaker:	Padmashree Bala Balachander Professor Emeritus of Accounting , Information and Management Kellogg School of Management
Assignments	Review of visit and open discussions on learnings from the trip

Week 7	4/6/15
Topics:	Health Care and Pharmaceutical Industry
Speaker:	Professor Sampath Ramesh
Assignments:	<p>Recommended Readings :</p> <ul style="list-style-type: none"> <li>• Global Pharma looks to India : Prospects for Growth - PWC <a href="http://www.pwc.com/gx/en/pharma-life.../publications/india-growth.jhtml">www.pwc.com/gx/en/pharma-life.../publications/india-growth.jhtml</a></li> <li>• Battles Over Patents: Is India Changing The Rules Of The Game? <a href="http://www.ip-watch.org">www.ip-watch.org</a> Feb 18, 2014</li> <li>• Indian Patients Suffer from India's Weak Pharmaceutical Patents <a href="http://www.forbes.com">www.forbes.com</a> sep 9, 2014</li> </ul> <p>Medical tourism in India</p>
Additional	Case Study

Week 8	4/13/15
Topics:	Financial Industry Overview ( Banks, Entrepreneurship, PE/VC, Microfinance, Rural and Mobile Banking
Speaker:	Professor Sampath Ramesh
Assignments:	<p>Recommended Readings :</p> <ul style="list-style-type: none"> <li>• “The Fortune in the Farms.” Business World, 2 September 2006.</li> <li>• Carmen Nobel. “Mobile Banking for the Unbanked.” HBS Working Required – Cole, Shawn. SKS Microfinance, Harvard Business School</li> <li>• CGAP: Microfinance Gateway. “Primer on Microfinance” <a href="http://www.microfinancegateway.org/p/site/m/template.rc/1.26.9183/">http://www.microfinancegateway.org/p/site/m/template.rc/1.26.9183/</a></li> <li>• Recommended – Vinod Khosla and Vikram Gandhi. “Scaling up microfinance in India.” The Economic Times, 12 June, 2006 <a href="http://economictimes.indiatimes.com/opinion/Scaling-up-microfinance-in-India/articleshow/1648287.cms">http://economictimes.indiatimes.com/opinion/Scaling-up-microfinance-in-India/articleshow/1648287.cms</a></li> <li>• Case Study</li> </ul>
Additional:	All project teams meet with faculty to discuss final presentations and reports.

Week 9	4/20/15
Topics:	Infrastructure development in India - Energy, Ports, Airports and Roads ( Challenges , smart cities concept
Speaker:	Professor Sampath Ramesh
Assignments:	<p>Recommended Readings</p> <ul style="list-style-type: none"> <li>• Jim Yardley. “In India, Dynamism Wrestles with Dysfunction.” NY Times, 8 June 2011.</li> <li>• Banerjee, Devin. “Demand Soars Past Indian Aviation – Swelling Business Travel and Middle Class Overload Infrastructure, Threatening Ability of Carriers to Tap Into the Market.” The Wall Street Journal, 12 October 2010.</li> <li>• Required: Pundit, Ramjet. “Putting a roof over India: An Interview with the country’s biggest developer.” McKinsey Quarterly.</li> </ul>

Additional	<p><a href="http://www.mckinseyquarterly.com/">http://www.mckinseyquarterly.com/</a></p> <ul style="list-style-type: none"> <li>• Bridging India's Power Gap – McKinsey &amp; company</li> <li>• Modi Government Unveils Roadmap for Development - WSJ online.wsj.com June 9, 2014</li> <li>• US to Help India Develop Three Smart Cities - NDTVProfit.com Oct 1, 2014</li> </ul> <p>Open discussions on Smart Cities and India</p>
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Week 10	4/27/15
Topics:	Business Strategies that have worked in India – A look at some successful companies
Speaker:	Sampath Ramesh
Assignments:	Final project presentations; written report and peer evaluations due to faculty at 6 PM

## Assessment

	Option A	Option B
Research Project	60%	70%

Background Research	10%	10%
In-Country Research Plan	5%	10%
In-Class Presentation	10%	10%
Written Report	25%	25%
Peer Evaluation	10%	15%
Other Assignments (Optional)	15%	
Participation	25%	30%
In-Class Participation (attendance, discussion, engagement)	15%	15%
In-Country Participation (plenary meetings; determined by GIM advisor)	10%	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:
  - A description of the specific and narrowly-focused research question(s) to be addressed
  - Description of the topic's importance, timeliness, economic, or social significance
  - 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.