

GIM India-Nepal 2014

Syllabus

INTL-473, Section 84, W
inter 2014

Wednesdays 6:30 – 9:30 p.m.

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Anytime by Appointment

Country Description

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” 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.

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 are the key factors 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. 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. All this is indeed exciting to a foreign brand making an entry in India. “There is room for everyone and the room continues to increase “was the statement by an analyst following the foreign brand entry since 1991.

India is one of the only six nations in the world capable of building and launching its own satellites. 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.

India's infrastructure is poor in contrast to China. The 12th five year plan has devoted majority of its resources to Infrastructure development. India needs new roads to support its fast growing urban population. Generation of energy will be the priority as Industries expand. Ports are in line for a massive expansion as it gets ready to accommodate huge growth in exports and imports.

Many US companies have identified India as a target market and as they seek growth outside the US. There are more than 400 US companies operating in India. As these companies try to integrate manufacturing operations and look at global market they will be seeking experienced managers.

GIM Program Objectives

The GIM Program is designed to enable 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, norms, challenges, and successes 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-Specific Objectives

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 will get an opportunity to experience some of this through interactions with business community and policy makers during the India trip.

Students are expected to participate actively in class and enrich the class with the material prepared for their projects. Possible industry and topical areas include:

- Automotive
- Telecom
- IT
- Retailing
- CPG
- Pharmaceutical
- Energy
- Education
- Health Care
- Private Equity
- Media and entertainment

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.

Assessment

| | Percentage |
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| Independent Research Project (IPG) | 70% |
| Literature Review and Bibliography | 10% |
| In-Country Research Plan | 10% |
| In-Class Presentation | 15% |
| Written Report | 25% |
| Peer Evaluation | 10% |
| Participation | 30% |
| In-Class Participation (attendance, discussion, engagement) | 15% |
| In-Country Participation (plenary meetings; determined by GIM advisor) | 15% |

Attendance Policy

It is the policy of the Global Programs Office that attendance for all GIM classes throughout the term is mandatory as is participation in the two-week field trip. Attendance on the first day of class is 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 the faculty member’s representative while in-country and will be treated as such. 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.

GIM Research Project

The core of the GIM class is an independent research project. Groups of 4 or 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 develop their own research topics; they do not choose from a pre-defined list supplied by the 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.”

Research 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.

- **Literature Review and Bibliography** – Before departing for the in-country portion of the class, each project team must submit literature 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 Research 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** – Within two weeks after returning from their trips, each IPG will make a preliminary presentation in class summarizing their research findings. The purpose of this interim deliverable is to allow faculty members and students to offer feedback and suggestions to the research teams while forcing IPGs to organize their thinking in a presentation format prior to submitting the final written report. It is suggested that each team be given 10 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 GIM Office on the agreed upon date.

- **Peer Evaluation** – Each member within the IPG 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.

Project Deliverables and Due Dates

Topic Proposal: [Week 3]

Literature Review and Bibliography: [Week 5] Proposed

list of IPG visits: [Week 10]

Final presentation: [April 9]

Final project: [April 16] Peer

evaluation: [April 16]

Course Materials:

Why Growth Matters: How Economic Growth in India Reduced Poverty and the Lessons for Other Developing Countries by Jagdish Bhagwati and Arvind Panagariya

Reimagining India: Unlocking the Potential of Asia's Next Superpower by McKinsey & Company Inc.

A Better India A Better World By: N R Narayana Murthy

Impact of Globalization on Developing countries and India Balakrishnan , Chandrasekharan

Culture Shock ! India : A survival Guide to Customs and Etiquette : Gitanjali Kolonad

Speaking of India – Bridging the Communication Gap when working with Indians : Craig Storti, International Press 2007

Made for India: Succeeding in a Market where One Size Won't Fit All." India Knowledge@Wharton, 12 March 2009

Pundit, Ramjet. "Putting a Roof Over India: An Interview with the Country's Biggest Developer." McKinsey Quarterly. <http://www.mckinseyquarterly.com/>

Made in India: the Next Big Manufacturing Export Story: A CII- McKinsey Report

Course Schedule

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| Week 1 | January 8, 2014 |
| <i>Topics:</i> | Introduction--India: History, Politics Economy and Key Sectors Overview of Course objectives , Syllabus, Discussions of research project topics and teams |
| <i>Speaker:</i> | Dr Ausaf Sayeed Consul General of India , Chicago |
| <i>Assignments:</i> | India elections 2014: A look forward - CNN.com* 25 interesting facts you must know about the Indian economy ... www.rediff.com 15 Facts About India that will blow your mind www.businessinsider.com |
| Week 2 | January 15, 2014 |
| <i>Topics:</i> | Doing Business in India –Being Culturally Right Media , Bollywood, Tourism and Hospitality |
| <i>Speaker:</i> | Dr. Doug Stuart Consultant, Cross Cultural Training Michael J Warner Executive Director , Global Solutions , Allied Buying Corporation |
| <i>Assignments:</i> | Soft Skills for the flat world : Stephen Manallack <ul style="list-style-type: none"> • YouTube Video: Singh is King featuring Snoop Dogg http://www.youtube.com/watch?v=Fkl9DBM0Io8 • YouTube Video: Chammak Challo featuring Akon http://www.youtube.com/watch?v=lxB-ki-qE64 <p style="text-align: center;">IPG topic proposal and discussion</p> |

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| Week 3 | January 22, 2014 |
| <i>Topics:</i> | Topic: Adapting to an Indian Taste Bud Topic of Study: Consumer Goods and Retail Industry (Retail, Consumer Products, Foreign Retails, and Chains) |
| <i>Speaker:</i> | Professor Sampath Ramesh and a support speaker TBD |
| <i>Assignments:</i> | <p>Topic Proposal Presentation by Student Teams on assigned topics</p> <ul style="list-style-type: none"> • http://au.finance.yahoo.com/news/yum-brands-announces-opening-40-125600521.html • http://www.jubilantfoodworks.com “Dominos Crosses 600th store in India” Article • D. Govardhan. “Mall Mania.” Financial Chronicle, 1 June • http://timesofindia.indiatimes.com/business/india-business/Wal-Mart-and-Bharti-Enterprises-announce-end-of-their-India-joint-venture/articleshow/23782152.cms |

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| Week 4 | No GIM class |
| <i>Topics:</i> | Students meet with faculty to discuss research project proposals. |
| <i>Speaker:</i> | |
| <i>Assignments:</i> | |

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| Week 5 | February 5 , 2014 |
| <i>Topics:</i> | Supply Chain Management-- Challenges with India Topic of Study: Automotive, Manufacturing , Infrastructure , Transportation |
| <i>Speaker:</i> | Licinio (Lee) Curti, Director of Global DMO, Meritor Inc Troy , Michigan |
| <i>Assignments:</i> | Literature Review and Bibliography: Made in India: the Next Big Manufacturing Export Story: A CII-McKinsey Report Presentation by Student team on Assigned Topics |

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| Week 6 | February 12, 2014 |
| <i>Topics:</i> | Offshoring in India |
| <i>Speaker:</i> | Mr. Madhan Pandurangam, General Manager Global Infrastructure Services Wipro Technologies , India |
| <i>Assignments:</i> | <ul style="list-style-type: none"> • <i>Advantages of Offshoring to India</i> http://www.slideshare.net/Brizgo/advantages-of-offshoring-to-india • <i>Offshoring Trend To India, Elsewhere, Has A Decade Left</i> http://www.forbes.com/sites/kenrapoza/2012/03/21/offshoring-trend-to-india-elsewhere-has-a-decade-left/ • <i>The promise and peril of India's youth bulge,</i> http://thediplomat.com/2013/03/10/the-promise-and-peril-of-indias-youth-bulge/ • <i>Manufacturing, Outsourcing- Growing India</i> http://outsourceportfolio.com/manufacturing-outsourcing-growing-india/ <p>Presentation by Student Team on Assigned Topics</p> |

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| Week 7 | February 19, 2014 |
| <i>Topics:</i> | Financial Industry Overview (Banks, Entrepreneurship, PE/VC, Microfinance, Rural & Mobile Banking) |
| <i>Speaker:</i> | Professor Sampath Ramesh and a support speaker TBD |
| <i>Assignments:</i> | <ul style="list-style-type: none"> • Microfinance in India - Road to Redemption http://www.economist.com/news/finance-and-economics/21569447-industry-starting-revive-road-redemption • Carmen Nobel. "Mobile Banking for the Unbanked." HBS Working Knowledge, 13 June 2011. • India edges towards crisis as Rupee Plunges http://money.cnn.com/2013/08/19/news/economy/india-rupee/index.html <ul style="list-style-type: none"> • India has \$800 billion in Stock – World Gold Council http://www.financialexpress.com/news/india-has-800-bn-in-gold-stocks-wgc/709668 <p>Presentation by Student Team on Assigned Topics</p> |

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| Week 8 | No GIM class |
| <i>Topics:</i> | |
| <i>Speaker:</i> | |
| <i>Assignments:</i> | |

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| Week 9 | March 5, 2014 |
| <i>Topics:</i> | Education in India - Adapting to the Global Changes |
| <i>Speaker:</i> | Padmashree Bala Balachander Professor Emeritus of Accounting Information & Management Kellogg School of Management |
| <i>Assignments:</i> | IPG topics for discussion Case Study : TBD |

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| Week 10 | March 12, 2014 |
| <i>Topics:</i> | Healthcare and Pharmaceutical Industries (Healthcare, Generics, and Biotechnology) |
| <i>Assignments:</i> | <p>Proposed list of IPG research visits</p> <ul style="list-style-type: none"> • Health care Industry in India http://www.ibef.org/industry/healthcare-india.aspx • Indian Medical Tourism • Bio Technology Industry in India http://www.ibef.org/industry/biotechnology-india.aspx |

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.

Final Class

The mandatory, final GIM class will meet on Wednesday, April 9 from 9:00am to 12:00pm and is intended to be the time that each IPG will deliver their in-class presentation and receive feedback and questions from their peers and faculty member.

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.