

International Trip to India: January 2015

## **GSM 7261G: Global Management, Emerging Markets, and India**

### **Instructor**

Gary Knight, PhD

Professor of Global Management

Atkinson Graduate School of Management

Willamette University

OFFICE: Salem Campus Annex A203 and Portland Center

OFFICE HOURS: Always after class, by appointment, or by phone;

PHONE: 850-321-6875

EMAIL: gknight@willamette.edu

### **Required Book**

*The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, 2009, by CK Prahalad, Wharton School Publishing, ISBN 0137009275. (Cheap, used copies are widely available at Amazon.com and similar outlets.)

### **Recommended Reading**

*Thriving in Emerging Markets*, 2011, by Harvard Business Review, Harvard Business School Press, ISBN 978-1422162637. (Cheap, used copies are widely available at Amazon.com and similar outlets.)

*Bloomberg Businessweek*([www.businessweek.com](http://www.businessweek.com)), *Economist*([www.economist.com](http://www.economist.com)), *International Business Times* ([www.ibtimes.com](http://www.ibtimes.com)), and *Wall Street Journal* ([www.wsj.com](http://www.wsj.com)) are good periodical sources for international business.

### **Course Description and Rationale**

This is a one-credit course that includes an international study trip to India in January 2015. The trip includes visits to numerous companies and other organizations in Delhi and Mumbai. In this course we study (i) fundamentals of international business, (ii) the environments and challenges of emerging markets, (iii) strategies and operations for succeeding in emerging markets, and (iv) specific aspects of business in India.

India is the second most populous country, with 1.2 billion people, about 15 percent of the world. A culturally diverse nation, India is home to 15 official languages across the country's 29 states. Hindi and English are widely spoken. India's civilization dates back some 9,000 years. The country has developed rapidly in the past twenty years, from an isolated socialist state to a relatively free-market, active participant in the world economy.

India is a leading outsourcing destination, especially for software, call centers, law, and other services industries. Other top industries include information technology, pharmaceuticals, telecommunications, and automobiles. The Indian government began reducing barriers to foreign trade and investment in the 1990s. Privatization of domestic

output is progressing. The economy has grown an 6 to 8 percent annually for the last two decades, an impressive feat.

While agriculture remains an important sector, India is now the world's third largest economy in purchasing power terms. Per-capita income is approaching \$5,000 per year. India's middle class likely will surpass 500 million people by 2022. Despite the emergence of a huge retail segment, most Indians still live on just a few dollars per day. While living standards are rising, poverty remains a huge problem. Industrialization has brought massive air, land, and water pollution.

### **Learning Objectives**

The learning objectives for this course include the following:

- Understand essential aspects of international business, especially market entry and international operations
- Gain familiarity with the institutions, systems, infrastructure, and other environmental characteristics of emerging market countries
- Begin to acquire a mindset for developing and applying entrepreneurial and innovative business approaches for success in emerging markets and other developing economies
- Become sensitized to underdevelopment, poverty, and other realities of emerging markets
- Understand basic managerial requirements for the successful performance of firms in emerging markets

### **Course Format:**

The course will emphasize the following activities:

1. The professor will present course material, which we will discuss in class.
2. You will write an ongoing *Journal* in which you record your perspectives, insights, and questions regarding this course and the international trip, which will be used to support class discussion.
3. You will give a *Case Presentation*, as part of a team.
4. Your learning will be assessed via an *Essay Exam* on the course textbook.

<b>ASSESSMENT</b>	<b>Percent of Final Grade</b>
<b>Class participation</b>	20%
<b>Journal</b>	25
<b>Case Presentation</b>	25
<b>Take-Home Essay Exam</b>	30

**IMPORTANT NOTE:** This class is graded Pass/Fail. There are three assignments: the Journal, Case Presentation, and Essay Exam. To receive a "Pass" for the class, you must attain a passing grade on all three assignments. Completing only two of the assignments with a passing grade will result in an "Incomplete" for the class. Completing less than two assignments will result in a "Fail" grade for the class.

## Detailed Course Content

### **Lectures**

A packet of the lecture overheads is available on WISE. A good strategy is to bring this to class and take notes as needed. This will save time and increase learning.

### **Participation:**

Participation counts for much of the total grade and is an important part of the learning process. You can participate only to the extent you attend class. Learning is a systematic process that is optimized the more of your senses you involve. By *attending* class regularly, *listening* to the lectures, *taking notes*, and *participating* in class discussions, you will maximize your learning. Proactive and thoughtful participation enlivens class discussions, stimulates ideas, challenges ideas, and maximizes the learning experience. In addition, you undoubtedly know many things the professor does not know, including specific industry knowledge and current events. Do not hesitate to participate or challenge the professor in the event you can make a positive contribution.

### **Journal:**

You are to keep an electronic journal during the class in which you provide your *reflections* on the readings for the class and the international trip. Specifically, you are to write a minimum of *seven* single-spaced pages of reflection (about one page per day of the program) that expresses your comments and insights about the readings, lectures, and especially the trip itself, particularly material you found helpful or interesting. A good approach is to take notes at our meetings in the country and incorporate those into the journal. Aim to emphasize your perceptions, insights, and questions on the material and the trip, and be substantive. It may help to focus on material and experiences that hold particular meaning to your job or career aspirations.

There are numerous benefits to keeping the Journal. It forces you to read the material and think about it in a substantive way. It helps develop your writing skills and the ability to formulate and express thoughts efficiently. It fosters learning in a substantive way. For my part, I will be looking for journal entries that provide evidence of your reading and learning from the material and the trip. ***Turn in your typed, completed Journal to the WISE Drop Box.*** In the past, many have included photos in their Journal. I will grade the Journal at the end of the term.

### **Case Presentation**

To facilitate real-world practice and help improve your analysis, problem-solving, and communications skills, you will present *one* case from the course packet, as part of a team. Imagine you are a consultant specialized in international management. Prepare your analysis outside of class and be prepared to actively discuss it in class. After you present the case, we will discuss it in class. There is no case paper due. You are to present the case only.

Please do an excellent job on the presentation, emphasizing particularly your analysis of problems indicated in the case and formulation of good solutions. If you can find a *relevant, substantive* video at YouTube or elsewhere to show with the presentation, this is often helpful. The presentation should be 15-25 minutes. The

presentation will be given in class on the case discussion day. We will then discuss the case in class. **Turn in your final presentation to the WISE Drop Box.**

Suggested outline for the **Case Presentation**:

- Analysis of *Current Situation* (for example, regarding the business environment, industry, organization, and its plans)
- Analysis of *Problems/Challenges* and their core elements Formulation and Evaluation of *Alternative Courses of Action to Address the Problems/Challenges* (this is the most important part of your presentation)
- Selection, Justification, and Implementation of the *Chosen Course of Action*
- Professionalism and clarity of presentation (how much confidence and authority do you convey; how well can audience understand what you convey)

*All students are to read all cases sufficient to be able to engage intelligently in class discussion about the case and the case presentation. Periodically, the professor will assess your understanding of individual cases, to ensure you are reading and understanding the case material. Acquiring the skill of quickly reviewing and understanding management cases will support you in your career.*

### **Essay Exam**

A take-home essay exam will be given as indicated in the course schedule to evaluate your performance. The exam will cover material from the text, cases, and material in the lectures not necessarily presented in the text. The exam is to be completed independently; it is *not* a group project. Working on your exam with another student(s) is considered cheating. **Turn in your completed exam to the WISE Drop Box.**

### **Administrative Notes**

**Honesty and Integrity:** Plagiarism is verbatim copying of material from the Internet, library databases, books, articles, and other such sources, without attribution. The Atkinson Graduate School of Management requires that students (1) uphold the highest standards of academic integrity in their own work, (2) refuse to tolerate violations of academic integrity, and (3) foster a high sense of integrity and social responsibility. Consistent with this policy, I expect you to conduct yourself in an honest and professional manner, with integrity. This implies that all work must be yours.

It is okay to draw on the work of other people or organizations, *as long as you attribute the source of this work* (i.e., by providing appropriate citations and associated references in a bibliography) **and use quotation marks for material that is taken verbatim from a given source.** *You must develop the habit of attributing any work or ideas that are not your own.* Careers have been damaged or destroyed due to plagiarism. Throughout your career, plagiarism can be avoided by appropriately attributing others' work. At the same time, while using and attributing others work is often useful, it is best to acquire the habit of formulating and communicating *your own* thoughts and ideas. Thus, I strongly discourage written assignments that are not essentially your own work.

**Students with Disabilities:** Students with disabilities who require accommodation should notify me of the nature of accommodation you require in the first week of class. Additional support is available from the Willamette University Disability Services Office ([www.willamette.edu/dept/disability](http://www.willamette.edu/dept/disability)), telephone 503-370-6471.

**Attend and participate in all classes.** The success of class discussion on cases and other activities depends on advance preparation and eager participation. Discussion and participation constitute a significant part of your final grade. Your thoughtful contributions, discussion, and active listening are important. Notify the professor if you are going to be absent.

**Teamwork and Team Evaluation.** You must participate actively in the assigned team. A form you can use to assess fellow team members is provided at the end of this syllabus, based on their respective contribution to the team project. Complete and email this form to the professor. It will be treated confidentially.

**Use of Laptops and Cell Phones.** I encourage you to bring your laptop computer or similar device to class. Laptops are useful in class for taking notes, doing assignments, and checking material discussed in class. However, please do not use your laptop during class for activities not related to the class. Such usage violates Willamette's policy on Expectations of Conduct. Regarding cell phones, texting is *not* allowed during class. For emergencies, please step out of the classroom to text or call.

### Course Schedule

Date	Text Chapter / Class Lecture	Class Activity / Discussion
Saturday, November 8 9:30am to 1:00pm Mudd 204, Salem	<ul style="list-style-type: none"> <li>• Essentials of international management</li> <li>• Introduction to emerging markets</li> <li>• <i>Fortune at the Bottom of the Pyramid</i></li> <li>• Business and management in India</li> </ul>	Launch Journal Assign Cases
Saturday, November 15 9:30am to 1:00pm Mudd 204, Salem	<ul style="list-style-type: none"> <li>• <i>Fortune at the Bottom of the Pyramid</i>, cont'd</li> <li>• Business and management in India, cont'd</li> </ul>	Journal Case Presentations Distribute Take-Home Exam
Monday, January 26		Take-Home Exam due All Journal entries due All Case papers due

NOTE: Dates and times are tentative

**GROUP PROJECT TEAM MEMBER EVALUATION FORM**

Date:

Project:

Your name:

As a result of your team's performance on this project, the company was able to increase profits substantially this quarter and has decided to award your team a one-time bonus pay of \$100,000. Please use the form below to decide how this \$100,000 should be divided among each of the team members, *according, in your opinion, to their respective contribution to the project.*

<u>Team Member Names</u>	<u>Portion of Bonus Pay</u>
Your name:	\$
Name:	\$
Name:	\$
Name:	\$
Name:	\$
Name:	\$
Total	\$100,000

(Note: Amounts allotted should add up to \$100,000. If you believe everyone's contribution was equal, then all of the amounts should be equal. **This information will be used to calculate the final grade of your team members**).

Please explain below, if desired, why you allotted the above amounts to each team member, regarding all aspects of the project (e.g., research, analysis, writing, team meeting participation, presentation preparation, etc.).