COURSE DESCRIPTION

This course aims to enable students to gain a better understanding of the Indian economic and business phenomenon through classroom and experiential learning. We will particularly focus on questions of economic development, globalization, and the management and identification of supply chain relationships and opportunities in India. To examine these questions, we will not only read and analyze secondary work on these issues, but we will apply and enhance classroom learning through a 10-day field visit in India from March 9-17. In India, we will visit Indian businesses and meet Indian business leaders, government officials, social activists, and others.

COURSE MATERIALS

Required Materials

1. A course pack is available online on Blackboard.

2. You must also purchase the following books and materials. Please purchase the books from Barnes and Noble online (this will ensure the fastest delivery in my experience.)
   - You must also purchase materials listed on our course listing page at the Harvard Publishing Website. I will discuss this with you in class.

Highly Recommended (this is a highly selective and subjective, but not required, list of books you might consider reading).

   - The Story of India, BBC Broadcast
   - The Beautiful and the Damned: A Portrait of the New India, Siddhartha Deb (2011)
   - India Calling, Anand Giridharadas (2011)
   - A Concise History of India (2d ed.), Barbara and Thomas Metcalf.
- India after Gandhi: The History of the World’s Largest Democracy, Ram Guha
- City of Djinns: A Year in Delhi, William Dalrymple (a good personal history of a year in Delhi with a lively discussion of Delhi history)
- Maximum City: Bombay Lost and Found, Suketu Mehta (account of time in Mumbai with a good description of the flavor and nature of the city)
- The Idea of India, Sunil Khilnani (political history)
- A Suitable Boy, Vikram Seth (fiction)
- Mottled Dawn, Hassan Monto (powerful short stories on partition)
- Such a Long Journey, Rohinton Mistry (fiction)
- Footprints India (a good guidebook to India, but there are others, as well)

Some Other Resources

I recommend keeping abreast of current Indian events. The websites below are good general resources.

Samachar [www.samachar.com](http://www.samachar.com) (a good umbrella site with links to a number of South Asian newspapers in English and South Asian languages)

BBC News Service [http://news.bbc.co.uk/2/hi/south_asia/default.stm](http://news.bbc.co.uk/2/hi/south_asia/default.stm) (BBC’s South Asia news site)

Asia Society [www.asiasociety.org](http://www.asiasociety.org) (the website for the Asia Society, a nonprofit that puts on events about Asian politics, culture, and economics)

Far Eastern Economic Review [www.feer.com](http://www.feer.com) (an excellent journal on Asian economic and political affairs, copies of which are in the Dana Library)

Economic and Political Weekly (EPW) [www.epw.org.in](http://www.epw.org.in) (the leading review in India on contemporary social, economic, and political issues)

Indian Brand Equity Foundation [www.ibef.org](http://www.ibef.org) (a marketing initiative by the Indian Confederation of Industry that is obviously advertising India’s economy for foreign investors, but has useful information and data)

Course Background

India is the fastest growing and most economically dynamic democracy in the developing world. Trade with the U.S. is rapidly expanding, and India’s annual growth rate hovers around 8%, although it sank to about 6.0% during 2009’s financial downturn. The World Bank has estimated that India will generate 20% of the world’s textile and apparel exports within the decade; and the Asian Development Bank has predicted that by 2015 India will become the third largest economy in the world.
And it is not only its export industries that are thriving. Its expanding middle class has created a booming domestic market that has attracted a large influx of foreign direct investment (FDI). Wal-Mart, for example, has begun the process of setting up in-country retail operations in partnership with Bharti; and Fitch has predicted that the penetration of organized retail in India will increase to about 10% over the next five years from the current 3% level.

Yet despite this hopeful economic picture, India remains stricken with high levels of poverty and daunting infrastructure challenges: Over one quarter of its citizens live in poverty as defined by the World Bank; it has the world’s largest number of illiterates; the environmental problems are enormous; and many people still do not have access to such basics as clean drinking water.

For many of you, this will be your first trip to India. Hopefully it will not be your last. India is amazing not only for its economic potential, but much more so for its cultural richness. For the visitor who is open to it, India can have a profound impact. I hope that, even in our short time, you will allow yourselves to open up to what might be at once beautiful, at times shocking, and, I hope, transformative.

Course Objectives

After completing this course you should be able to:

- **Be conversant with** Indian culture, history, politics, and India’s economy.
- **Integrate and apply your knowledge** of culture, history, politics and the economy to your field observations while in India.
- **Analyze** the complex interaction between economic and social development in India and the liberalization of the Indian economy.
- **Form reasoned judgments and opinions** about the course of economic development in India and the proper role of business in furthering development objectives.
- **Display and improve your sensitivity to different cultures.**
- **Be more capable** of functioning and working professionally in India, as well as more generally in foreign environments.
- **Identify and analyze difficulties and opportunities** to utilize Indian businesses in global supply chain strategies.

**FINAL GRADE ASSIGNMENT**

*Final Paper: 50%*

Your grade will be based 50% on a research paper that should integrate what you learn and experience on the trip from the people we meet and the places we visit with our readings and your own independent research. The paper should be about 15-20 pages in length and should focus on one or more of the major themes of the course (i.e. business in India, economic and political development, social entrepreneurship, supply chain). You have a broad swath within which you can approach this paper, but the best papers will attempt to combine the theoretical with what you experience and see.

Be careful not to simply make this a travelogue. Extensive analyses of how nice the free toiletries were in the hotel, the quality of the tour guides, or how your hairdryer did not work adequately (this was an
actual subject of discussion in one year) will not be appreciated, unless they somehow directly relate to a larger theme of the course. So if you would like to use the hairdryer failure story to discuss larger problems with the electricity delivery system, or questions of utility regulation, that would be welcome.

Those of you who are taking this as a marketing course must cover marketing issues – market segmentation, marketing research, bribery and/or other issues that foreign/global corporations face when doing business in India. You will need to have taken International Marketing and to have received prior approval from the department. Similarly, those of you taking the course for Supply Chain or Global Business credit should also focus on relevant issues for those papers.

Participation: 40%

Participation will be especially important in this course, for much of our learning will be through interaction with the people with whom we meet and interact. You will be evaluated based on both participation in class and participation in the field. You will be evaluated not simply on the amount of participation, but more importantly on the quality of participation as determined by the instructor. If you are shy and are not used to public speaking, please speak to the instructor to discuss alternative forms of participation.

Quizzes: 10%

Two quizzes will be given on the readings and lectures prior to departure. This will measure the degree to which you have internalized the basic information required to accomplish the learning objectives.
Supply Chain Management (22:799:646)

COURSE SCHEDULE

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Part I. History and Society: Links to Business Culture

**Book:** India, Stanley Wolpert Chaps 1-4 required; Chap 5 Suggested

*A. India’s Modern History: Special Focus on East India Company and Development of Indian Business*

- Robins, *The World’s First Multinational*

*B. Indian Society: Culture and Change*

- Slater, *Fueled by new Money, India's youth Seize Liberty*
- Wonacott & Chase, *Call Center Warn Young Workers About HIV Ris*
- Medland, *Skin Lightening*
- FT, *Sodomy Laws*
- FT, *Loom of Youth*

Part II: Economy, Politics, and Development Book:

Luce, In Spite of the Gods (Entire Book)

*A. Background to Contemporary Economy*

- FT India Report 2011
- Economist Intelligence Unit, *India Country Commerce Report 2011*
C. Politics, Democracy, and Corruption
   - Jim Yardley, Unlikely echo of Gandhi Inspires Indians to Act

D. Corporate Governance
   - Sandeep Tucker & Joe Leahy, Satyam Episode Highlights India Corporate Flaws (Jan 18, 2010)
   - FT, Study Finds Improved Governance in India

E. Labor and Human Rights Issues
   - Mathew, A Brief Note on Labour Legislation in India
   - Sundar, Labour Flexibility Debate in India

Part III: Development, Microfinance, and Village Entrepreneurship

A. Microfinance
   - Karunakaran, Means or Ends?
   - Various Financial Times Articles

B. Development and Entrepreneurship
   - Wharton, The Poor as Stakeholders: Can Inclusive Capitalism Thrive in India?
   - Khanna, Nurturing Entrepreneurship in India’s Villages

C. Development and Equality
   - Martha Nussbaum, Sex, Laws, and Inequality: What India can Teach the United States (optional)
D. HBS Case Studies

http://cb.hbsp.harvard.edu/cb/access/12074511

1. YES BANK: Mainstreaming Development into Indian Banking
2. Genpact's CEO on Building an Industry in India from Scratch

Academic Misconduct

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. All suspected incidents of academic misconduct will be referred to an Academic Integrity Facilitator for investigation. Unfortunately, Rutgers students are failed or suspended every year for violations of academic integrity. If you have any doubt what constitutes a violation of academic integrity, please visit the Student Judicial Affairs website (http://academicintegrity.rutgers.edu/).