Globalization has created an environment for firms from emerging economies to participate in opportunities around the world. In this course, students will work with the Global Research and Analytics (GRA) business of CRISIL, India’s leading agency. The course will involve projects focused on four segments of the banking and financial services industry and examine the opportunities for the GRA business in the U.S. market due to changes in the regulatory environment. The key objective of this course is to provide students an understanding of how firms and managers from emerging economies can create a strategy to pursue competitive advantage in the overseas environment.

The objective of this course is threefold. First, it aims at providing the students with a real international consulting experience. In particular, students should be able to:

- Understand and effectively perform the steps necessary to complete an international consulting project from start to finish.
- Design and execute a custom-tailored data collection plan to answer key business questions identified by client organizations.
- Provide client organizations with creative, impactful, and actionable strategic solutions to key business questions via a written report and oral presentation.
- Present project recommendations in an effective, compelling and professional manner.
The second objective is to prepare the students to analyze and develop firm strategies in response to regulatory changes. The students will develop the skills to:
- Analyze the regulatory changes in the banking and financial sector and specifically in the segment of their focus
- Assess specific business opportunities presented by the regulatory changes for the client’s business
- Evaluate responses by each segment to address regulatory changes
- Use strategy frameworks to determine alternatives available to the client and identify the most promising options

The third objective is to familiarize students with the economic and business reality in India. Some of the aspects that will receive specific attention are:
- Business landscape in the country
- Strategies of emerging economy firms
- Models of innovation by India firms
- Organizational culture in the Indian business environment

**STRUCTURE OF THE COURSE**
The Consulting Abroad (MBAD6204) and Consulting Abroad Practicum (MBAD6294) courses are two highly intertwined requirements of the Global MBA program. For this reason, and despite the administrative necessity to treat them as separate courses, both will be regarded as one in terms of preparation, deliverables and grading. To be clear: the grade for MBAD6204 and MBAD6294 will be the same and will depend on the joint performance of the student on both (DC and India) parts of the course.

This course is eminently creative and practice oriented. Students are expected to be highly entrepreneurial at finding the necessary sources of information to develop a sound proposal for their client. These sources include, but are not limited to, physical and online archives, industry experts, other professors, and potential consumers of the client’s products and services. The professor will facilitate access to some of these sources but they should be viewed as a **starting point** rather than the only sources of information needed to address the client’s needs.

The session plan for the course is set up to ensure that you will do all the project work prior to leaving for the trip. Our project is unique in its focus on the U.S. regulatory context allowing us to research and complete all project activity during the 7 weeks in D.C. My expectation is that your project and presentation should be complete or very close to completion (with only minor changes to be made) prior to our departure for Mumbai.

**PRE-REQUISITES**
Mastery of the management tools covered in the International Management (MBAD6244) course as well as in the courses taken during the previous semester and a half will be assumed.

**LECTURE MEETINGS, LAB MEETINGS, AND OTHER MEETING TIMES**
There will be three types of meetings: regular ‘lecture’ meetings, ‘lab’ meetings, and ‘other events’. **Attendance is required at all Lecture and Lab meetings.** Attendance requirements to other events (if scheduled) will depend on the nature of the activity and will be explicitly stated by the professor.

**Lecture meetings** are primarily meant oriented to providing students with information, concepts and tools that will be necessary for the successful development of their specific project. In some cases guest speakers may be invited to lecture meetings to accommodate their availability.
**Lab meetings** have two purposes. The first one is to provide students with general knowledge about how to conduct consulting projects abroad and how to present the results of their work. In order to achieve this goal, the MBA Programs Office will schedule 4 events: three lab sessions on ‘Consulting Abroad Principles’, and a third one to be held on week 7 where each team will present, before a panel of judges (professors, peers, alumni and/or executives) their recommendations for the client.

The second purpose of Lab meetings is to reserve a time and a space for teams to work on their projects and/or host guest speakers relevant to the project.

**Other meeting times.** Additional events, workshops, and meetings may take place in the course of the DC part of the project. I will inform you of any additional events and expect your cooperation and flexibility.

**TECHNICAL REQUIREMENTS**

All students enrolled in this course are required to have a personal Skype account for the purpose of conference calls with clients. Any requests for space required to conduct client calls or group work related to the CAP should be submitted to the MBA programs office.

Students are expected to participate in an active learning experience while overseas; those students who own laptops are expected to bring them for the in-country portion of the program.

**BRIEF PROJECT DESCRIPTION**

Four project teams will work with CRISIL on each of the following segments, banks, insurance companies, asset managers and hedge funds. Each project team will focus on addressing the objectives provided by the client (see below) in the context of their segment.

Project objectives provided by the client
1. Understand and analyze the changes in the regulatory environment in US with respect to Banking and Financial Services Companies - Banks, Insurance companies, Asset Managers and Hedge Funds (BFSI Segment)
2. What are the new requirements imposed by the changing regulations on the BFSI firm? (example more reporting, model validations, stress testing etc.)
3. How are firms in the BFSI segment reacting to these changes? (For example are they hiring more people or investing more in automation/technology)
4. What opportunities does this present to CRISIL’s GRA Business? – which is globally the largest and top ranked firm supporting BFSI firms in research and analytics.
5. What should be the execution plan for CRISIL GRA to capture these opportunities.
6. Develop a business plan including recommendations for CRISIL to capture these opportunities.


**Project team client contact** - Each project team has to identify one team member who will be the liaison between the team and the client. Other team members who have questions to ask will have to go through their team’s contact person. Each team is required to inform me of the name of their team liaison by Friday, March 23rd.
ASSIGNMENTS AND EVALUATION

**Grading**

<table>
<thead>
<tr>
<th></th>
<th>In DC</th>
<th>In India</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team work</td>
<td>30%</td>
<td>25%</td>
<td>55%</td>
</tr>
<tr>
<td>Project game plan report</td>
<td>10%</td>
<td>Final report</td>
<td>15%</td>
</tr>
<tr>
<td>Draft of client written</td>
<td>15%</td>
<td>Final presentation</td>
<td>10%</td>
</tr>
<tr>
<td>report</td>
<td></td>
<td>(both will take into consideration feedback from the client)</td>
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<tr>
<td>Mock presentation</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual work</td>
<td>25%</td>
<td>20%</td>
<td>45%</td>
</tr>
<tr>
<td>Field work log – assignments</td>
<td></td>
<td>Field work log - Visit preparation</td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Review of other team’s game plan report</td>
<td>5%</td>
<td>Field work log – Reflections Essay</td>
<td>10%</td>
</tr>
<tr>
<td>Class participation</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peer review</td>
<td>5%</td>
<td>Peer review</td>
<td>5%</td>
</tr>
</tbody>
</table>

1. **Team Project Game Plan Report (10%) & Individual Review of Other Team’s Report (5%)**
   About mid-way through the course (April 11), each team will submit an initial team game plan report. This report will include:
   1. A statement summarizing the client engagement issue (scope of work).
   2. A descriptive outline of the client written report. The outline should include fully drafted text for every aspect of the report that is already known/researched. Where “blanks” remain, a list of research questions the team is still pursuing should be embedded into the report.
   3. A full bibliography in APA style guide ([http://owl.english.purdue.edu/owl/resource/560/01/](http://owl.english.purdue.edu/owl/resource/560/01/)).
   4. Appendix A - Drafts of primary research instruments (survey, interview protocol etc.).
   5. Appendix B - A list of defined milestones/due dates for the team project, inclusive of expected interviews and meetings.
   6. Appendix C - A detailed description of the roles and responsibilities for each team member.
   All game plans should be posted to Blackboard.
   Teams should also create a brief PowerPoint presentation (a few slides) summarizing the game plan report. You will present this information informally to one another during the class meeting. This is not a full business dress presentation.
   Each student will be assigned another team’s game plan to review. You will be expected to offer substantive constructive feedback on the Game Plan Report to which you were assigned.
   A review form should be used and will be available on Blackboard. Reviews are required to be turned in by April 17th. Teams are expected to be responsive to and incorporate peer review feedback into the draft client written report.

2. **Draft and Final Client Written Report & Mock and Final PowerPoint Presentation (45% total)**
   The main deliverable in this class will be a professional, client-responsive, and actionable client report and accompanying presentation materials. The client will be asked to provide explicit feedback on the quality of
the work of the group, both in terms of content and delivery. The final report and presentation grade will be based on assessment by the professor and feedback from the client.

Criteria used to assess the deliverables include:

1. Responsiveness to client needs/requests
2. Comprehensiveness of research (primary and secondary)
3. Specificity and “actionability” of recommendations made to client
4. Creativity
5. Professionalism of the report, presentation materials, and actual delivery of the proposals

A draft written report and copy of the presentation will be due on Wednesday, May 2\textsuperscript{nd} by midnight. Students will receive feedback from the professor on the draft written report. Teams must respond to the professor’s comments and revise the written report BEFORE LEAVING FOR INDIA.

The mock presentation is a formal business event (mind your attire) on Friday, May 4\textsuperscript{th} and will be videotaped. Students will be presenting their team’s proposal before a panel of experts (professors, industry experts, alumni), and the other students from their CAP. Each team will receive feedback from the panel. It is expected that the team will revise and update its presentation in accordance with feedback from the professor on the draft written report and feedback from the panel. A revised draft of the report and presentation should be posted to Blackboard before departure, i.e by May 11\textsuperscript{th} but will be ungraded.

**IMPORTANT:** FAILURE TO ACHIEVE A MINIMUM COMBINED (REPORT+PRESENTATION MATERIALS+PRESENTATION) GRADE OF A B IN THE DELIVERABLES AT THE TEAM LEVEL WILL RESULT IN YOU NOT BEING GRANTED CLEARANCE TO TRAVEL TO INDIA

The final presentation to the client is scheduled for May 24\textsuperscript{th}. By 5:00 p.m. May 22\textsuperscript{nd}, please turn in to the professor the following material:

- One hard copy of your team’s final report and presentation materials
- Electronic copy of the report and presentation material
- Brief report (no more than 3 pages) of:
  - How you incorporated the feedback received during the mock presentation into the final report/presentation. If you learned something during the trip that significantly changed your recommendations, please make sure you also mention it.
  - Brief critical assessment of your taped mock presentation –what you think was effective, what you think should be changed, clarity of the materials, time allocated to each part…

On May 23\textsuperscript{rd}, please email the client an electronic version of the final report and the PowerPoint. Bring two hard copies of the final report for the client on May 24\textsuperscript{th}. You should also bring copies of the PowerPoint handout for the client.

Presentations will be graded on the following criteria:

1. Ability to keep to the time limit
2. Clear, easy-to-read, professional text and graphics
3. Ability to respond to questions
4. Persuasiveness, on-stage confidence, and energy of presentation
5. Full-room eye-contact, speech clarity, body posture/gestures.
The client will be asked to provide explicit feedback on the quality of the work of the group, both in terms of content and delivery.

4. Fieldwork Log (25%)
Your fieldwork log will consist of assignments in D.C. and visit preparation forms and reflection forms while in India. Fieldwork log assignment due dates are indicated in the session plan. Each student will be personally responsible for the preparation of a ‘visit preparation form’ (see appendix to this document) for each firm visit. Submission of the ‘pre-visit’ part of the form must be done via blackboard before the visit takes place. A reflection essay is required to be submitted at the end of the trip (please see guidelines for reflection essay in appendix) All reflection essays must be emailed to me by Sunday, May 27th.

5. Peer Review From Your Team Members (total 10%)
Each student will be asked to complete peer evaluation forms indicating the levels of contributions and commitment of each member of their team for the DC portion and the India portion of the residency. Peer evaluation forms for the DC portion are due by Friday, May 11th and for the India portion by Friday, May 25th.

6. Class Participation (5%)
Class attendance and participation are mandatory and will be evaluated strictly and on an individual basis. To receive a high grade in participation, your participation must be frequent and of high quality making substantive contributions to our discussion. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class.

Grade Curving
Grades for this course will be curved. That is, the points that you obtain from the report, presentations, field work log, etc. will be added up and sorted from high to low. Students at the top of this ranking will get an A. The cut-off points for A-, B+, B, B-, etc, will be determined in accordance with the MBA Faculty Task Force recommendations. In particular, no more than 40% of the class will receive an A, and the average grade of the class will not be higher than 3.8.

OTHER COURSE POLICIES

Academic honesty
Dishonest behavior, as defined by University Policy, will not be tolerated in any form. The University's Code of Academic Integrity is designed to ensure that the principles of academic honesty and integrity are upheld. All students are expected to adhere to this Code. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. Please visit the following website for more information on the University's Code of Academic Integrity: http://www.gwu.edu/~ntegrity/code.html

ANY ASSIGNMENT INCLUDING PlAGARIZED MATERIAL (see Academic Integrity Code for definition) WILL RECEIVE A MINIMUM PENALTY OF AN F. NO EXCEPTIONS WILL BE MADE.

Group Work
This course intends to replicate the conditions under which a team of consultants work jointly to address their client’s problems. As a result, group-work will be the norm rather than the exception. Make sure that you work with your team members in a professional manner and that from the very beginning team expectations are set. Given the amount of time that you will have to spend working together every week it is advisable that,
from the beginning, all the members of the team agree on reserving specific blocks of time to plan and distribute the work, discuss and integrate it, and produce the reports and presentations as required.

**Portable Electronic Devices in the Classroom**
I do not mind if you use your laptop to help you take notes or reference the Internet as it relates to in-class discussion. However, I do mind if you are surfing the web, checking email, sending text messages, or working on other class assignments. Please be respectful of me and your fellow classmates and use your laptops and other electronics judiciously. Please bear in mind that cold-calling is fair game at any point during class. If you are unable to respond or provide a far less than satisfactory response, your participation grade will be seriously affected.

**Late Assignments**
All individual assignments are due prior to the start of the session i.e. by 9:40 a.m. Team assignments are due at the times indicated. No late assignments will be accepted. If you know you will be absent in class the day an assignment is due, you should plan on doing the work ahead of time and turning in the assignment early via email or fax. Failure to turn in assignments by the due date and time will result in a zero for the assignment.

**Final Grades**
Final grades will reflect the student’s total points earned in the course. You will be able to track your points on the Blackboard gradebook. All grades are final. THERE WILL BE NO EXTRA CREDIT OFFERED IN THIS COURSE.

**Special Needs**
Any student with special needs should bring this to my attention as soon as possible, but not later than the second week of class. If you have a religious holiday or circumstance (e.g., family problem, stage anxiety, visa issues, etc.) that requires accommodation, please let me know early in the semester. I will be happy to make reasonable arrangements to facilitate your learning.

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202.994.8250 in the Marvin Center, Suite 242 to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: [http://gwired.gwu.edu/dss](http://gwired.gwu.edu/dss).

For accommodation overseas students are directed to contact International Education & Programs (IE&P) early on in the planning process. IE&P will liaise with Disability Support Services and in-country travel providers to establish eligibility and coordinate reasonable accommodations. For more information please email sbintl@gwu.edu.

**Professional Conduct**
All Students enrolled in the domestic Consulting Abroad Program course and traveling overseas on the CAP are representing the George Washington University during their consultancy project and expected to conduct themselves in a professional manner. Students who fail to do so will receive a written warning and be subject to removal from class sessions and/or the project team. Egregious behavior may result in immediate suspension from the project teams and students will be required to return to the United States at their own expense. Students should refer to the complete participation agreement which must be signed electronically prior to travel and is provided in the appendix of this syllabus.
Classroom Emergency Preparedness and Response Information
Please consult the following link for http://gwired.gwu.edu/upd/ GWU emergency procedures
Campus police telephone numbers are:
    GW Campus Police (Emergency) Foggy Bottom – 202.994.6111 Other locations – 911
    GW Campus Police (Non-Emergency) Foggy Bottom – 202.994.6110

Communication from the University
GW Campus Advisories is the University’s principle method used for communicating incident-related information, including class cancellations, to the GW community. Visit www.CampusAdvisories.gwu.edu to sign up for Alert DC (text message alerts) and download GW Alert(desktop notifications). In addition, the University posts recorded messages on the GW Info line 202.994.5050.

Overseas Emergency Preparedness and Response Information
On-campus orientation
As part of preparation for international travel International Education & Programs will hold a pre-departure orientation as part of a CAP class session. During the orientation students will review health and safety resources, University travel policies, and protocol.

In-country orientation
Students should expect to participate in an in-country orientation during the first day of the overseas program. In this session faculty will share information about location-specific emergency and non-emergency procedures related to health and safety while you are participating in the program.

Optional in-flight reading to prepare for country portion
1. The elephant, the tiger and the cell phone: Reflections on India, the emerging 21st century power by Shashi Tharoor
2. Behind the beautiful forevers: Life, death and hope in a Mumbai undercity by Katherine Boo
3. Billions of entrepreneurs: How India and China are reshaping their futures and yours by Tarun Khanna
4. India Inside: The emerging innovation challenge to the West by Nirmalya Kumar and Phanish Puranam
5. India Way: How India’s top leaders are revolutionizing management by Peter Cappelli, Harbir Singh, Jitendra Singh and Michael Useem
6. India’s global powerhouses: How they are taking on the world by Nirmalya Kumar
Session Plan

Session 1 – March 21st, Setting the stage

Goal of the session: In this session will use the research that you have conducted about the client in conjunction with information on the industry segment to create the foundations for the game plan report and to determine information needed from the client.

Preparation for the session (please use your Spring Break to begin work on this session):

1. Deep, structured, and well documented research about our client. Use secondary information sources (client’s website www.crisil.com/gra, press releases, industry reports, library resources…).
2. Reading related to industry segment — one note that is relevant to your team included in course packet available from www.hbsp.harvard.edu
   a) Note on the banking industry, July 2010, Product # 311011-PDF-ENG
   b) Note on the asset management industry, July 2010, Product # 311013-PDF-ENG
   c) Note on the insurance industry, July 2010, Product # 311012-PDF-ENG
   d) The hedge fund industry, April 2010, Product # 208126-PDF-ENG
   Use these readings in conjunction with the resources on regulatory changes provided in the StarthereProjectIndiaDec152011 document to identify areas of research on U.S. regulatory reform to be pursued over the next few weeks.
3. Big data analytics and the path from insights to value, MIT Sloan Management Review, Winter 2011 (available on BB)
4. Skim the following to understand larger implications of analytics
   a) The age of big data, NYT, Feb 11, 2012, available on BB

Deliverables:

Prior to class
Each student should construct three sets of lists. Please submit these lists prior to the start of the class session. This will be part of your Fieldwork log.

- A list of questions that the team should ask managers during the initial client meeting.
- A list of questions you can answer with research and data that are either (a) necessary; or (b) desirable for effective completion of your project.
- Key information that you will need to collect to answer the questions identified above
  You will share these lists with your team in class

In class
In your teams, you will work on creating the foundation for your project game plan report, by working with the lists created by each team member to:

1. Break your project into smaller tasks and sub-tasks and estimate time required for completion of each subtask. Discuss overlaps and sequencing issues in the sub-tasks (is it necessary to complete some sub-tasks before others?) You may also like to begin assigning sub-tasks to individual team members.
2. Brainstorm questions that you would like to ask of the client during the client meeting.
3. Identify the type of information you would like to collect to gain a greater understanding of the industry
4. Document ideas that arise concerning the type of data and research that will be necessary for your project.

Each team will summarize its ideas in a 10 minute presentation to the class that should include:

- Brief introduction of what you have found about CRISIL’s GRA Business and the industry segment that is most relevant for your team’s assignment
- Explanation of our knowledge gap—what are the main things you need to know before you design your work plan
- Questions you would like to ask the client

I will offer some time in class (and you may also need to take additional time outside of class) to coordinate with the other teams so that there are no redundancies in the questions asked.

**Session 2 – March 28th, Strategies of emerging economy firms, Client presentation and meeting (tentative) with Mr. G.V. Mani, Global Head, CRISIL GRA business**

**Goal of the session:** In this session we will examine strategies and aspirations of successful firms, in emerging economies and draw comparisons to other firms from across the world. We will also focus on the challenges faced by firms in emerging economies. We will continue the strategy discussion in the next session since a significant portion of this session is dedicated to the client presentation and meeting. The client will visit the classroom/interact via Skype to provide perspective on the project. Part of this session is a client presentation, part of it is interactive discussions with the client in your teams to communicate expectations, address the questions developed, test the viability of your proposed plan in the prior session and revise or add to the foundations of your project game plan report.

**Preparation for the session**

1. Readings to understand strategies adopted by firms in emerging economies and common lessons across different firms
   a) How the growth outliers do it, HBR January–February, 2012 (available on BB)
   b) Why don’t we try to India’s most respected company? Interview with Narayana Moorthy, HBR November 2011 (available on BB)
   c) A cautionary tale for emerging giants, HBR September 2010 (available on BB)
   d) Tomorrow’s global giants, not the usual suspects, HBR, November 2008 (available on BB)
   e) Finding a higher gear, HBR, Interview with Anand Mahindra, HBR July-August 2008 (available on BB)

2. Create team specific list of questionnaires and issues (based on prior session) to discuss with the client.

**Deliverables:** None
Session 3 – April 4th, Frameworks used for strategy formulation, introduction to U.S. financial crisis and reform

Goal of the session: In this session we will review the frameworks typically used by firms in strategy formulation and implementation. We will also consider the influence of regulation on firm strategy. In part of the session teams will revisit their original ideas for the game plan report and incorporate and synthesize individual suggestions for inclusion of additional information necessary for a successful deliverable, based on the client feedback from prior session.

Preparation for the session
1. Review feedback from the client and compare to your initial outline of the proposed game plan report. Identify and evaluate any changes that need to be made
2. Readings to understand strategy formulation frameworks and U.S. financial crisis
   a) What is strategy? HBR Classic, Nov-Dec 1996 (available on BB)
   b) New business models in emerging markets, HBR January-February, 2011 (available on BB)
   c) The secrets to successful strategy execution, HBR, June 2008 (available on BB)
   d) Blue ocean strategy, HBR, October 2004 (available on BB)
   e) The role of regulation in strategy, McKinsey Quarterly, November 2005 (available on BB)
      https://www.mckinseyquarterly.com/The_role_of_regulation_in_strategy_1691
      Product # 711104-PDF-ENG – included in course packet available at www.hbsp.harvard.edu

Deliverables:
Prior to class
1. As part of the field work log, each student will prepare the following based on ongoing research and feedback from the client in prior session. Please submit these lists prior to the start of the class session.
   a. List of changes necessary to initial game plan report proposal based on discussions with client. Identify key issues that need to be incorporated or other issues that need to be deleted based on the feedback
   b. List of regulatory changes that are important for your segment based on your reading of the industry, client input, case for current session and other research (use the resources provided in StarthereProjectIndiaDec152011 document in addition to your own research)
   c. List of segment specific ideas that use the strategy formulation readings to develop project game plan report

Note:
Please use lab session to synthesize the individual lists of team members to come up with
   a. Revisions to your project game plan report
   b. Utilization of strategy frameworks to build the project game plan report
   c. Identify key areas of regulatory focus for your segment
Session 4 – April 11th, U.S. Regulatory reform

Goal of the session: In this session we will continue the discussion on U.S. regulatory reform and examine the big picture case for Government involvement in business and evaluate the reasons for and objectives of U.S. regulatory reform of the financial sector. We will also hear from an invited speaker about his perspectives on regulatory reform. In the second half of the session, teams will present their game plan reports (short presentations, no more than 10 minutes each)

Preparation for the session
1. Prepare initial game plan report for your team and short presentation on the game plan report
2. Readings to understand regulatory reform
   a) Government in your business, HBR July-August 2009 (available on BB)
   b) Making financial markets work for consumers, HBR July-August 2011 (available on BB)
   c) Innovating our way to a meltdown, Sloan Management Review, Winter 2009 (available on BB)
3. Optional reading to better understand the financial crisis and reasons for regulatory reform
   a) The big short by Michael Lewis
   b) Boomerang: Travels in the new third world by Michael Lewis
   c) The next convergence by Michael Spence, Read Chapter 23, Lessons from the crisis

Invited speaker: Mr. Robert Graffam, Senior Managing Director, Darby Overseas Investments

Deliverables:
Prior to class
1. Each team will submit their project game plan report and presentation prior to start of class

In class
1. Brief presentations of project game plan report

Session 5 – April 18th, Indian context (Speaker – Tentative)

Goal of the session: In this session we will examine the political and economic situation in India, with a historical perspective on its development and focus on current and future challenges. We will also hear from an invited speaker about her perspectives on India.

Preparation for the session
1. Readings
   b) In India, doubts gather over rising giant’s course, WSJ, March 2011 (available on BB)
   c) India’s economic battle: Development v/s tradition, NPR, January 2012 (podcast available at site http://www.npr.org/2012/01/03/144442184/indias-economic-battle-development-vs-tradition
   d) Protests awaken a Goliath in India, NYT October 2011 (available on BB)
   e) Cows, laptops and loan waivers: Campaign promises in U.P, NYT, February 2012 (available on BB)
   f) Country Report India, February 2011, Economist Intelligence Unit (available on BB)
2. Explore the World Bank’s 2012 Doing Business site for information on India
   http://www.doingbusiness.org/data/exploreeconomies/india
Examine subnational links to evaluate how Mumbai compares to Indian averages and to other cities in India.

**Deliverables:**

Prior to class

1. Individuals will submit their peer review of the assigned team’s game plan report by April 17th.

**Session 6 – April 25th, Indian firms – Innovation, culture, leadership style (Speaker – Tentative)**

**Goal of the session:** In this session we will examine some of the characteristics of Indian firms, particularly their role in innovation, their culture and leadership style. This is in preparation for our visits to Indian firms for the in country portion of the trip.

**Preparation for the session**

1. Readings
   a) Innovation’s holy grail, HBR July-August 2010 (available on BB)
   b) Genpact’s CEO on building an industry from scratch in India, HBR June 2011 (available on BB)
   c) Leadership lessons from India, HBR, March 2010 (available on BB)
   d) The ordinary heroes of the Taj, HBR, December 2011 (available on BB)
   f) Engineers are to Indians what rock stars are to Americans, Forbes September 2010 [http://forbesindia.com/article/expat-diary/matthew-barney-engineers-are-to-indians-what-rock-stars-are-to-americans/16952/1](http://forbesindia.com/article/expat-diary/matthew-barney-engineers-are-to-indians-what-rock-stars-are-to-americans/16952/1)

**Deliverables:** None

**Session 7 - May 2nd, Bottom of the pyramid strategies**

**Goal –** In this session we will examine bottom of the pyramid strategies and their necessity in the Indian context. Part of the session is allotted for working on mock presentation, part for discussion on bottom of pyramid, part preparation of report and mock presentation.

**Preparation for the session**

1. Readings
   a) In one slum, misery, work, politics and hope, NYT, December 2011 (available on BB)
   Note: This is a long reading but a useful one for the day tour of Dharavi while we are in the country
   b) The $300 house, HBR, October 2011 (available on BB)
   b) Business basics at the base of the pyramid, HBR June 2008 (available on BB)
   c) Is the bottom of the pyramid really for you, HBR March 2011 (available on BB)

**Deliverables:** Team report and presentation due by midnight

**In class time for working on final report and presentation**
<table>
<thead>
<tr>
<th>Week 1 (March 18-24)</th>
<th>Lecture meeting (Wed 9:40 - 12:10)</th>
<th>Deliverables</th>
<th>Lab meeting (Fri 9:40 - 12:10)</th>
<th>Project progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting the Stage</td>
<td>Individual assignment due at the start of class</td>
<td>Consulting Abroad (1)</td>
<td>Understanding of project scope // ask questions of what needs to be done (\rightarrow) what is the question?</td>
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<tr>
<td>CRISIL, Firm strategies</td>
<td>Consulting Abroad (2)</td>
<td>Set deliverable goals (\rightarrow) What will I do to answer? What info will I need? Begin info gathering &amp; analysis</td>
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<tr>
<td>Strategy frameworks, Introduction to regulatory context</td>
<td>Individual assignment due at the start of class</td>
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<td>Info gathering &amp; analysis</td>
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<tr>
<td>U.S. Regulatory reform</td>
<td>Project game plan report and presentation due prior to start of class</td>
<td></td>
<td>Info gathering &amp; analysis</td>
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<tr>
<td>Indian political and economic context</td>
<td>Peer review of assigned team’s game plan report due on April 17th (i.e. one day prior to class session)</td>
<td></td>
<td>Development of initial proposals – share, critique, revise</td>
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<tr>
<td>Indian Firms – Innovation, Leadership and culture</td>
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<td>Development of ‘final’ proposals; determine structure of report</td>
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<tr>
<td>Bottom of the pyramid, strategies</td>
<td>Report and presentation due May 2nd by midnight</td>
<td>Mock Presentation</td>
<td>Take Feedback – incorporate in final report and presentation</td>
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Note: Other events are being finalized such as a visit to the Indian consulate
This Participation Agreement and Consent and Acknowledgement of Risk and Release for Study Abroad is the legal binding contract between The George Washington University and ___________________________________________________________ regarding study abroad.

(name of student)

This student is participating through the Global MBA Consulting Abroad Program in ___________________________________________________________ during the Spring 20__ semester.

(location abroad)

CONDITIONS FOR ENROLLMENT

The undersigned is a graduate student enrolled in a study abroad program approved by The George Washington University for which credit shall be granted upon successful completion of the program. The undersigned understands that he or she must deliver to the GWSB Office for International Education and Programs executed copies of any Security Release Form required by GW for the student’s destination prior to the start of the program.

Behavioral Responsibilities: As a guest in a foreign country, there are certain behaviors which are considered unacceptable and could lead to possible disruption of the program. The undersigned hereby assures the University that he/she is aware of the expected behavioral responsibility and shall conduct himself/herself in an appropriate manner which does not infringe upon the rights and safety of customs and mores of the country in which the program is being conducted. In addition, the undersigned agrees to abide by all rules and regulations established by the School of Business, The George Washington University, and all laws, regulations and policies of GW, the District of Columbia, and the United States of America, and the country or countries visited as a part of the program listed above. The most stringent will apply.

Illegal Drugs: The undersigned is aware of the drug laws applicable in the host country and understands that the use or possession of drugs which are illegal in the US or host country during the program or being knowingly present in instances of use or possession of such illegal drugs during the program is cause for immediate dismissal from the program without refund.

Non-Participant Accompaniment: Non-participants accompanying students, faculty, or staff of GW Study Abroad Programs are not eligible to attend class sessions or other program-related activities during the study abroad program. Class meetings, site visits, field trips, dinners, receptions, program-provided transportation, and all other program-related events are open only to students registered for the course, program faculty, and staff. Please be aware that the university will not provide any support services or assume any responsibility for accompanying non-participants.

Involuntary Withdrawal: The undersigned acknowledges that return passage and all other expenses occasioned by a participant’s involuntary withdrawal from the program shall be his/her sole and exclusive financial responsibility.

Academic Responsibilities: The undersigned agrees to the following policies and procedures relative to academic matters:
Class Attendance: Students enrolled in a study abroad program are required to attend all regularly scheduled classes and labs. GW approved study abroad programs are strictly academic in nature, and students must expect to invest at least the same amount of time and effort that would be required at home for courses of the same academic level.

Study Abroad Registration: Registration for the Consulting Abroad Program (CAP) at GW is accomplished via the completion of all required documents. It is the student’s responsibility to complete and submit these forms to the Office for International Education and Programs. It is also the student’s responsibility to remove all holds prior to registration.

Medical Responsibility: The undersigned authorizes GW or any of its agents to provide any reasonable, incidental and/or emergency medical treatment for the participant, in the event of the participant’s illness, injury, or incapacity, and participant hereby accepts the responsibility to pay for such treatment. The undersigned certifies that he or she is in good health, may travel as required, and is free from any physical or mental ailment or disability requiring medical, surgical, or other care or treatment which might endanger the health or safety of the participant or those with whom the participant may come in contact. The undersigned certifies that he or she will have the necessary quantity of all medication needed for the duration of the study abroad program and assumes all responsibility for taking said medication as prescribed by his or her physician. The undersigned certifies that he or she has reviewed the Centers for Disease Control and Prevention (CDC) guidelines and recommendations for travel to the country or countries listed above and has obtained any and all immunizations required unless contraindicated by a medical condition or guidance from his or her health care professional.

Health Insurance: The undersigned certifies that he or she is aware that travel and health insurance that is valid outside the United States of America and that the insurance is designed to provide medical coverage, evacuation and repatriation specifically for students studying abroad will be purchased by the Office of International Education and Programs on behalf of program participants and is included in the program cost.

Release from Liability: The undersigned acknowledges that there are certain dangers, hazards, and risks inherent in international travel and the activities included in the Program, which could include serious or even mortal injuries and property damage, and the participant, for him or herself and on behalf of participant’s family, heirs, and personal representative(s), agrees to assume all the risks and responsibilities surrounding participant’s participation in the Program, the transportation, and any activities undertaken as an adjunct thereto, and in advance release, forever discharge, waive, and covenant not to sue GW, its governing board, officers, agents, employees, and any students acting as employees, from and against any and all liability for any harm, injury, damage, claims, demands, actions, causes of action, costs, and expenses of any nature whatsoever which participant may have or which may hereafter accrue to the participant, arising out of or related to any loss, damage or injury, including, but not limited to suffering and death, that may be sustained by participant or by any property belonging to participant, while in, on, upon, or in transit to or from the country where the program occurs or is being conducted.

Legal problems: The undersigned acknowledges and understands that should she/he have or develop legal problems with any foreign nationals or government of the host country, the student will attend to the matter personally with student’s own personal funds. GW is not responsible for providing any assistance under such circumstances.

Indemnification: The undersigned certifies that he or she is physically, mentally, and emotionally capable of attending and participating in the program; assumes all risk and financial responsibility for any loss or injury to the participant or others that may occur as a result of the participant’s negligence or misconduct; and indemnifies and holds GW harmless from and against any and all costs, claims, demands, charges, liabilities, obligations, judgments, executions, costs of suit and actual attorneys’ fees incurred or suffered by GW as a result of, or arising out of, the participant’s negligence or misconduct in the participation in the program.

Program Cancellation and Withdrawal: The undersigned understands that The George Washington University reserves the right to delete from, add to or otherwise change its policies or programs without notice.

The undersigned grants to GW for any purpose connected with promoting the purposes and goals of GW, but not for commercial exploitation, the right to use the participant’s name, voice, and likeness in any writings, photographs, films, and recordings of the participant as a result of participating in the program, and any biographical information submitted by the participant to GW, and to use, reproduce, publish, and distribute the same.
This agreement shall be governed by and construed in accordance with the laws of the District of Columbia. All references to GW in this Agreement include GW’s agents, officers, employees and representatives. This Agreement shall not be amended, supplemented, or abrogated without the written consent of GW.

I hereby agree to comply with the terms of this Participation Agreement. I certify that I have read this document, understand the provisions thereof and agree to be bound hereby.
<table>
<thead>
<tr>
<th>PRE-VISIT</th>
<th>Your name</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>Company name</td>
<td></td>
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<tr>
<td>Company website</td>
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<tr>
<td>Other relevant sources of info</td>
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<tr>
<td>Description of the Company’s main activity</td>
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</table>

**Questions (write a minimum of 5)**

The questions you write below should help you better understand (a) how the visited company works, (b) major processes in the company, and/or (c) help improve your recommendations to your client.

1. 
2. 
3. 
4. 
5. 

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18
REFLECTIONS ESSAY

This essay requires you to reflect on
  1) Interactions with the client (i.e. Crisil)
  2) Interactions with any three companies that we visit in India (select the three that appeal the most to you)
  3) Dharavi tour

In your essay please be sure to address the following questions
  1) What was the most interesting thing you learned from each of the four visits and the Dharavi tour and why?
  2) How did the specific information you learned from company executives and the tour compare with the readings covered in D.C.? Be sure to match to at least one reading from each of the 7 sessions, i.e. a minimum of 7 readings must be compared.

Other guidelines – Between 3-5 pages double spaced, 12 point font.