

B8721-001
Global Immersion Program: Innovation in India

DRAFT SYLLABUS

Professor Gita Johar
991 Kravis Hall
gvjl@columbia.edu

Class Meetings

Fall A-Term (meets once a week for 90-minutes)
Tuesdays from 10:50 to 12:20
Kravis 870

An Overview of the Course

In late 2022, India's economy overtook Britain's to be the world's fifth largest and with a growth rate of about 8% it is likely to be the fastest growing big economy this year. Established conglomerates like the Tatas are investing heavily in the country and are connecting India to the world's most sophisticated supply chains. Tata operates on a massive scale with almost 900 million customers across its multitude of product lines and with over 1 million employees. Apart from conglomerates such as Reliance, Adani, and Tata, innovation and entrepreneurship are at the heart of the growing economy. Startups, often tech-based, have gone from providing e-commerce and ride-sharing services to the richest Indians to seeking opportunities at the global innovation frontier.

Apart from the economic surge, there are many reasons to get immersed in India's diverse business, political, social, and cultural milieu. India, the world's largest democracy with a population of 1.3 billion, is emerging as an important counterpoint to China from a geopolitical perspective. The country occupies 3% of the world's land but is home to 20% of its people with a population over 1.3 billion. There are 22 languages of state (but over 100 spoken languages) with Hindi and English as the official languages. The different regions and states are diverse in terms of language and culture as well as economic development. Immersion in India can help students develop an understanding and appreciation of an important emerging economy that has an ancient and rich culture.

This course will focus on the startup economy in India with student teams working closely with a startup in the Fall A-term as well as during our trip to Bangalore, India. This promises to be a once-in-a-lifetime multicultural experience where students will learn from and consult with founders of cutting-edge Indian startups.

Course Material

A variety of readings and articles from the scholarly literature and the popular press will be used in this course. All the web-links will be listed in the syllabus and posted on Canvas.

Student Evaluation

Class Participation	30% (Individual)
Case Assignment Project	10% (Individual)
Project	60% (Group)
Project Assignments (3 status reports)	20%
Preliminary Presentation	10%
Final Deck (Nov. 3rd), Client Presentation Video (Nov. 10 th)	30%

Students will submit peer evaluations regarding team member's contributions to the project and this will be considered in assigning final grades.

A. Attendance & Class Participation (30%)

Attendance is mandatory and failure to adhere to the attendance policy of the Global Immersion Program could significantly affect your grade. You are also expected to actively participate in classes, group meetings, and in-country meetings. This means that you have done the readings and cases assigned for class and that you constructively contribute to the class discussions and company visits. You are also expected to sign up to lead the discussion for one of the meetings in Bangalore. We will discuss local norms and culture and you are expected to keep these in mind during the trip.

B. Case Assignment (10%)

You are required to address the *Earthspired* case discussion questions on Canvas. Your responses are due before the beginning of class the day the case is discussed.

C. Group Project (60%)

For the course project, each group of 4 students will work with an Indian startup. This partnership is a way for students to learn about the Indian startup ecosystem from founders in India and for the startups to get some objective input and advice. Each startup is in a different industry and is facing different challenges. This project will help you develop experience working in cross-cultural teams and practice entrepreneurial and consulting skills.

IIM Bangalore is one of India's best business schools and NSRCEL is IIM Bangalore's flagship business incubator that supports innovators and funds startups. NSRCEL has incubated ~599 ventures with a combined value of \$1.5bn. We will jointly select startups to partner with our class based on their business potential and the unique challenges they are facing. Detailed descriptions of the startups and contact information will be available on Canvas and you will state your preferences on the startup you would like to be paired with on a Google form. The matching (startup assignment) will be filled on a first-come, first-served basis. We will let you know your startup assignment in the first week, and you will need to set up a Zoom meeting with your startup during the second week of classes. To prepare for this meeting, each group needs to go over their startup's materials, which will be available on Canvas. During the A-term, each group will engage virtually with their Indian startup partner *at least* once a week.

1. Project Assignments (20%)

You will be asked to complete write-ups based on each of your meetings with the startup.

2. Preliminary Project Presentation (10%)

Each group will make a short presentation summarizing their work with the startup on the last day of class.

3. Final Project Report and Presentation (30%)

Upon return from the trip, each group will submit a ppt slide-deck (about 10 slides) of their final recommendations with detailed notes on November 3rd on Canvas. The group will make a presentation of these recommendations to their startup partner at a mutually convenient time on Zoom and will submit a recording of this presentation on Canvas before November 10th.

Each group will also give a five-minute, informal presentation where they reflect on their learnings from the course project and field trip on November 3rd in the post-trip class session.

Your grade for the project will depend on all aspects of this project. You will also grade your group members on their effort and cooperation. Individual project grades will be adjusted up or down depending on peer evaluations.

Course Logistics

Global Immersion Program classes bridge classroom lessons and business practices in another country. These three credit classes meet for half a term in New York (90-minute classes each week) prior to a one week visit to the country of focus. This class will meet in Kravis 870 in the A term on Tuesdays, 10:20 to 11:50. Travel to Bangalore will take place October 14-21, 2023 and we will visit companies and work with partner startups from Monday, October 16th to Friday, October 20th.

Upon return from the travel portion of the class, students will have one wrap up meeting on Friday, November 3rd from 10:20 to 11:50. In addition, each student team will make a final presentation with recommendations to their startup client over Zoom at a mutually convenient time before November 10th.

The 2023-2024 Global Immersion Program fee for all classes is \$1950 and provides students with double occupancy lodging, ground transportation and some meals. It does not cover roundtrip international airfare. Attendance both in New York and in-country and regular participation are a crucial part of the learning experience and as such attendance is mandatory. Students who miss the first class meeting may be removed from the course. No program fee refunds will be given after the add/drop period has closed. Please visit the Chazen Institute website to learn more about the Global Immersion Program, and visit the Global Immersion Policies page to review policies affecting these courses. Only second year students may participate in Global Immersion Program fall courses; please note exams scheduled during this week may be rescheduled and papers due during that week are expected to be turned in by their due date.

SAMPLE COURSE SCHEDULE (BASED ON SPRING 2023 COURSE)

Date	Topic	Pre-Class Readings (draft)	Assignment
Session 1	Course Introduction India: Culture, Economy, Politics	Podcast: Money Talks (Economist) India Emerges as Key Global Player Prof. Raghuram Rajan on Democracy and Development Davos Confronts a New World Order <i>Optional:</i> Economist Country Report India The Economist, October 2019, India Special Report articles The New Yorker, December 2019, Blood and Soil in Narendra Modi's India IIMC Innovation Park	After class: Meet with your team and set up first meeting with your partner startup to discuss the company, product/service, scope of the project
Session 2	Consulting Workshop: Guest Speaker	Using Hypothesis-Driven Thinking in Strategy Consulting	After class: Second meeting with your partner startup before session 3
Session 3	India at the UN: Guest Speaker		Submit first report on partner meeting before class After class: Meet with your startup partner before session 4 to refine the scope of your project
Session 4	Case Discussion: Earthspired Guest Speaker	Case: Earthspired Lessons from India on Scaling Up Market-Based Solutions	Submit second report on partner meeting before class

			<p>Submit responses to case questions before class</p> <p>After class: Meet with your startup partner before session 5</p>
Session 5	The Startup Ecosystem in India: Guest Speakers	<p>Lessons for Entrepreneurs</p> <p>Portea CEO on How to Step up During a Crisis</p> <p>Scaling Big in India: Leveraging Behavioral Science to Help Feed Millions,” Stanford Social Innovation Review, August 2020.</p>	Submit third report on partner meeting before class
Session 6	<p>Trip plan</p> <p>Discussion of India logistics</p>		<p>Submit slide deck and video of presentation</p> <p>Sign up for “expert” on a guest/visit in India</p>
<p>TRIP TO BANGALORE, INDIA, 10/15 TO 10/21</p> <p>Company Visits on Monday, Tuesday, and Friday</p> <p>Work with Startup Founders on Wednesday and Thursday</p>			
After return	Team Reflections		<p>Submit final team project slide deck</p> <p>Submit Zoom recording of presentation to startup partner by November 10th</p>

Instructor Bio

Dr. Gita V. Johar, Meyer Feldberg Professor of Business

Gita V. Johar (PhD NYU 1993; MBA Indian Institute of Management Calcutta 1985) has been on the faculty of Columbia Business School since 1992 and is currently the Meyer Feldberg Professor of Business. She served as the school's inaugural Vice Dean for Diversity, Equity, and Inclusion from 2019 to 2021, Faculty Director of Online Initiatives from 2014 to 2017, Senior Vice Dean from 2011 to 2014, and as the inaugural Vice Dean for Research from 2010 to 2011. Dr. Johar served as co-editor of the premier academic journal on consumer behavior, the *Journal of Consumer Research* from July 2014 to December 2017 and co-edited a 2021 Special Issue of the *Journal of Marketing* on Better Marketing for a Better World. She is currently President of the Society for Consumer Psychology, and an associate editor of the *Journal of Consumer Psychology* and the *Journal of Marketing*. Dr. Johar's expertise lies in consumer psychology, focusing on consumer identity, beliefs, and persuasion as they relate to branding, advertising, and media. Her current research is focused on combating misinformation and false beliefs.

RECOMMENDED BOOKS ON INDIA (*highly recommended)

History

**India: A History by John Keay*

India Unbound: From Independence to Global Information Age by Gurcharan Das

A Concise History of Modern India by Barbara D. Metcalf and Thomas R. Metcalf

Nonfiction

**India is Broken: A People Betrayed, Independence to Today by Ashoka Mody*

**The India Way by S. Jaishankar*

**City of Djinns: A year in Delhi by William Dalrymple*

**I do what I do by Raghuram Rajan*

**The Billionaire Raj: A Journey through India's New Gilded Age by James Crabtree*

Aadhaar: A Biometric History of India's 12-Digit Revolution by Shankar Aiyar

Maximum City: Bombay Lost and Found by Suketu Mehta

The Argumentative Indian by Amartya Sen

India: A Million Mutinies Now by V. S. Naipaul

India Calling by Anand Giridharadas

Butter Chicken in Ludhiana: Travels in Small Town India by Pankaj Mishra

Nine Lives: In Search of the Sacred in Modern India by William Dalrymple

**The Age of Kali by William Dalrymple*

Around India in 80 trains by Monisha Rajesh

Empire of the Soul by Paul William Roberts.

India's Unending Journey by Mark Tully

Fiction

**Age of Vice by Deepti Kapoor*

**Behind the Beautiful Forevers by Katherine Boo*

Midnight's Children by Salman Rushdie

The God of Small Things by Arundhati Roy

A Suitable Boy by Vikram Seth

**A Fine Balance by Rohinton Mistry*

**Shantaram by Gregory David Roberts*

**The White Tiger by Aravind Adiga*