Unit Outline*

MGMT8618

International Study Program

Trimester 2, 2010
Crawley

Associate Professor Renu Burr

Business School
www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site http://www.business.uwa.edu.au/students
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UNIT DESCRIPTION

Introduction

India is shaping up as one of the world’s most important markets of the 21st century. With an unmatched, steadily growing GDP (anticipated to be an average of 9% for the next 20 years), India represents a domestic market with a huge volume (population 1.1 billion) and an even higher growth potential. Predictions are that by 2020 it will be the third largest economy in the world. A McKinsey Report in 2007 called India the ‘bird of gold’ as incomes are expected to triple over the next 20 years and the country will climb from its current position as the twelfth largest consumer market to become the world’s fifth largest consumer market by 2025. There is great business potential for improving relationships between India and Western Australia as India is fast becoming one of the main four global players in the BRIC group with the others nations being Brazil, Russia and India.

This unit will introduce students to the intricacies of operating businesses in a globalised world and is part of the international component of our elective offerings.

Unit content

The content of the unit is designed to provide students with the opportunity to have an immersion experience on what it takes for organisations to succeed in India and how Indian firms are shaping global business. The unit will focus on introducing business students to the challenges, opportunities, risks and rewards of doing business in and with India.

The program will explore the following themes:

- Entrepreneurial and business growth opportunities in India.
- The experience of MNCs and Australian companies doing business in India.
- Rise of the knowledge and service sectors, particularly in relation to information technology and outsourcing.
- The role of the government and the finance industry in the economy.
- Market entry strategies into India.
- Challenges in doing business in India including historical, political, social and cultural influences.

Participants will visit various businesses and cultural sites in India, covering three major industrial cities:

- Bangalore in Karnataka state which is the Information Technology and Business Processing Outsourcing centre,
- Mumbai in Maharashtra state which is the financial capital; and
- New Delhi the political capital.

We will also be visiting the Taj Mahal in the historic city of Agra.

Presentations will be provided by local business leaders, academics and professionals. We will visit IT and high tech businesses and manufacturing firms and as part of the tour. The trips include company visits and meetings with business and government leaders and tours of significant cultural and historical sites, and some shared meals and entertainment. The visits will help students understand the nuances of how business is conducted in different parts of the world, and how various cultures have dealt with common business challenges, often in ways that are unique to a culture. The Indian hosts will share their personal experiences, perspectives and insights. A significant aspect of the learning in this unit will be through participants’ own experiences of exploration and discovery during the visit.
The industries that the program focuses on are:

- Outsourcing and offshoring, information technology.
- Biotech, Medicine & Pharmaceuticals.
- Manufacturing and the automotive industry.

**The Goal of the unit**

The goal of the unit is to enable students to study global business concepts and then see them in action in the Indian business environment. The primary objective of the Study Program is to deepen your understanding of business and culture in India. Additionally, the unit will provide you with contacts and networking opportunities. The unit’s syllabus aims to deepen your understanding of the Indian business environment by covering topics such as:

- Introduction to India’s culture, social and political environment,
- Overview of India’s economic development and the future of business in the sub-continent
- Challenges of doing business in India:
  - business culture and etiquette.
  - accounting and legal Issues.
  - human resource management.
  - entry strategies into India.

**Learning outcomes**

On completion of this unit, you should be able to:

- Develop an on-the-ground perspective of the business, economic, political, social and cultural climates within India, broadening your global perspectives.
- Gain an understanding of the culture, social norms and business practices of the industries covered in the program which will enhance your capacities to manage in a global business environment.
- Develop and refine your capacity to be a global leader.
- Apply knowledge in new and unfamiliar circumstances through an experiential and conceptual understanding of the complexities of conducting business in a globalised environment.
- Develop integrative and critical thinking skills to solve problems relevant to global business.

**Educational Principles and Graduate Attributes**

In this unit, you will be provided with the opportunity to

- Critically evaluate and solve problems relating to global business and question accepted knowledge about working in a globalised world.
- Develop more effective communication skills including cross-cultural communications.
- Develop competencies to work more effectively in teams through the completion of a group project relating to the Indian business context.
- Demonstrate self-management and independent learning skills through the travel and reflective activities included in the unit.
- Develop ethical and cultural awareness in an international context through the tour component.

**Prerequisites**

Students should complete MGMT8501 Organisational Behaviour and three core units prior to taking this unit.
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

The teaching and learning philosophy underpinning this course is based on learning organisation principles. A learning organisation orientation requires self-directed, double-loop learning (Argyris, 1982). To do this, the learner needs to move beyond single-loop learning based on their own reasoning and beliefs to a deeper, reflective analysis which challenges the underlying assumptions, beliefs and values inherent in organisational problems and allow feedback to change their behaviour and alter goals and beliefs. David Kolb (1984) talks about learning as a cycle of four stages. This process is active and passive, concrete and abstract. Concrete experience (doing) is followed by observation and reflection (thinking and feeling). This leads to the formation of abstract concepts and generalizations (connecting) then to hypotheses to be tested in future action (deciding). Finally this leads to new experiences. This learning cycle is continuously recurring. Our concepts in experience are continuously tested and modified as a result of our observation of the experience. The learning experiences and assessment in this unit are designed to facilitate such experiential and action learning.

This unit uses a variety of learning strategies including:
- Industry visits and real life case studies
- Class discussion & debate
- Group activities
- Seminars
- Syndicate work
- Independent study

All these methods are designed to provide a stimulating learning environment that accommodates most learning styles. This approach to teaching relies heavily on the willingness of students to participate. There will be an expectation that you will be actively involved in all the seminars and activities associated with the unit.

My responsibilities:

- To guide you through the course material by leading the study tour, facilitating discussions and activities.
- To provide examples and anecdotes linking text material to real-world situations.
- To create a safe learning environment which encourages participation and interaction among learners.

Your responsibilities:

- To read the required chapters and readings before coming to class.
- To participate in group discussions and projects.
- To complete all assignments on time.
- To respect all comments from others during class.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students' Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.
CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Unit coordinator/lecturer</th>
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</thead>
<tbody>
<tr>
<td><strong>Name:</strong></td>
<td>Renu Burr</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:renu.burr@uwa.edu.au">renu.burr@uwa.edu.au</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>64881451</td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>By appointment</td>
</tr>
<tr>
<td><strong>Session times &amp; venues:</strong></td>
<td>13th August 6.00pm-9.00pm (BUSN:242)</td>
</tr>
<tr>
<td></td>
<td>14th August 9.00am – 1.00pm (BUSN:242)</td>
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<tr>
<td></td>
<td>Study tour 21 August – 3 September, 2010</td>
</tr>
<tr>
<td></td>
<td>2nd October 9.00am – 1.00pm (BUSN:201)</td>
</tr>
</tbody>
</table>

**Lecturer Profile: Renu Burr**

Renu specialises in strategic human resource management, organisational change and transformation and leadership development. She is currently the Director of Postgraduate Programs at the UWA Business School. Renu has worked in numerous senior HR management and advisory roles in management and executive teams to improve business effectiveness for over 17 years. Her most recent corporate experience was her role as Manager People Strategy at the Royal Automobile Club of WA between 2005 and 2007. In addition, Renu has 19 years experience teaching in the tertiary education sector at Curtin University and UWA. She was a Research Fellow with the Department of Organisational and Labour Studies at UWA from 1996-2000. In this role she taught and worked as an evaluation expert in the areas of organisational change, HRM strategy, work design and team work with organisations in both the private and public sectors. She joined the UWA Graduate School of Management in January 2001 where she had previously taught in the MBA program from 1992-1995. Renu also has wide experience as a consultant to industry. Renu is a highly skilled change facilitator, and has extensive experience in the design, delivery and evaluation of organisation change and management development programs. Renu has managed numerous change and cultural transformation programs involving strategic human resource management strategies, the introduction of new technology and team-based work systems. She currently presents public and customised executive development programs for the AIM/UWA Alliance.
TEXTBOOK(S) & RESOURCES

Unit Website

The unit makes use of WebCT. To access WebCT go to www.webct.uwa.edu.au and log on using your student number and Pheme password. The units in which you are enrolled which use WebCT will automatically appear under your name. If this is not the case please contact me.

Recommended/required text(s)

It is essential that you are familiar with the at least one or two of the books listed below before you come to the first session. The unit is run very interactively and presume that you have read some of the material listed below. The quality of your learning and participation will be determined by the amount of effort you have put into your preparation.

These books can be borrowed by contacting Renu.


Additional resources & reading material

Please read at least one of these novel for the Book Review component of your learning journal.


It will also be useful to view some of the following films and TV series:

**Films:**
- Monsoon Wedding
- Bride and Prejudice
- Earth
- Water
- Fire
- Slumdog Millionaire
- Outsourced

**TV Series DVDs**
- Michael Wood’s Story of India (DVD)

**Mumbai Calling**

![Mumbai Calling](image)
UNIT SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Seminar/tutorial/ questions</th>
<th>Independent activity (e.g. readings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday 13 August</td>
<td>6.00pm – 9.00pm</td>
<td>Pre Departure Preparation Workshop</td>
<td></td>
</tr>
<tr>
<td>Saturday 14 August</td>
<td>9.00am – 1.00pm</td>
<td>Pre Tour Workshop</td>
<td>The World is Flat</td>
</tr>
<tr>
<td>21 August to 3 September</td>
<td>Travel to Bangalore, Mumbai, Delhi &amp; Agra*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday 2 October</td>
<td>9.00am – 1.00pm</td>
<td>Tour Debrief and Group Presentations</td>
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*Please see detailed itinerary attached to this outline for a description of the industry visits and other activities.

**Attendance**

Participation in the seminars and the study tour are important parts of the learning process. It is therefore important that you attend all components of the unit. More formally, the University regulations state that ‘to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials’. Students should not expect to obtain approval to miss more than two classes per unit unless there are exceptional circumstances.
ASSESSMENT MECHANISM

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due date</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Departure Expectations</td>
<td>10%</td>
<td>20 August 2010</td>
<td>Your goals and expectations of what you will learn in this unit and the tour to India based on preliminary research and reading</td>
</tr>
<tr>
<td>Learning Journal</td>
<td>40%</td>
<td>13 September 2010</td>
<td>Reflections on the industry visits and cultural experiences</td>
</tr>
<tr>
<td>Participation</td>
<td>20%</td>
<td>On going</td>
<td>Participation and involvement during the trip</td>
</tr>
<tr>
<td>Group Presentation &amp; Project</td>
<td>30%</td>
<td>2 October 2010</td>
<td>Based on one of three industry sectors: manufacturing, biotechnology and outsourcing/IT</td>
</tr>
</tbody>
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Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: The grade FC indicates failure to complete an identified essential assessment component and means failure of the unit.

Note 3: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components

A detailed description of the requirements and assessment guidelines will be provided in the first seminar.

Assessment 1 - Pre-Departure Expectations – 10% due date 20 August, 2010

You will be required to write a short paper of 1000 words about your goals and expectations of this unit based on your early reading, assumptions, personal and professional goals.

Assessment 2 – Learning Journal – 40% due date 13 September, 2010

This is a major piece of assessment and requires you to apply the Kolb Adult Learning Model to reflect and learn from your experiences in this unit. The journal also requires you to review two of the books in the reading list – one non-fiction and the other a novel. The maximum word limit is 5000 words.
Assessment 3 – Participation – 20% - Ongoing
This component will assess the quality of your participation in terms of being a member of the team involved in the tour, an ambassador for the UWA Business School, preparation for the seminars, industry visits and discussions.

Assessment 4 – Group Project – 30% - 2 October, 2010
You will be split into three groups to report on and give presentations on your learning’s about one of the three major industry sectors that the program focuses on: manufacturing, biotechnology and services. The assessment will be made up of a written report of 3000 words and a 30 minute presentation by each group.

Submission of assignments
Please remember to attach an Assignment Cover Sheet to the front of your assignment. You can download and print your Assignment Cover Sheet from the Current Students web page http://www.business.uwa.edu.au/students/assessments

Student Guild
Phone: (+61 8) 6488 2295
Facsimile: (+61 8) 6488 1041
E-mail: enquiries@guild.uwa.edu.au
Website: http://www.guild.uwa.edu.au
**Proposed Itinerary (DRAFT)**

| Day 1 | Perth to Singapore | Saturday 21 August | • **Flight: Perth to Singapore** – SQ224: 0740 / 1305  
• **Flight: Singapore to Bangalore** – SQ502: 2005 / 2150 |
| Day 2 | Singapore to Bangalore | Sunday 22 August | • Free time in morning  
• Private coach transfer to Mysore in the early afternoon |
• Private coach transfer to Bangalore in the afternoon |
• Afternoon Industry Visit to Indian Institute of Management Bangalore (IIMB) - [http://www.iimb.ernet.in/](http://www.iimb.ernet.in/) |
• Free time in afternoon |
| Day 6 | Bangalore to Mumbai | Thursday 26 August | • **Flight: Bangalore to Mumbai** – 9W 412: 0855 / 1035  
• Tour of Mumbai  
• Free time after tour |
• Afternoon Industry Visit to Datamatics Financial Services - [http://www.dfssl.com/](http://www.dfssl.com/) |
• Visit to Dharavi Leather Works |
| Day 9 | Mumbai to Delhi | Sunday 29 August | • Day of leisure  
• **Flight: Mumbai to Delhi** – 9W 311: 1750 / 1945 |
| Day 10 | Delhi to Agra | Monday 30 August | • Morning train to Agra  
• Sunset Tour of Taj Mahal |
| Day 11 | Agra to Delhi | Tuesday 31 August | • Morning train to Delhi  
| Day 12 | Delhi | Wednesday 1 September | • Morning Industry Visit to Evalueserve.com Pvt. Ltd - [http://www.evalueserve.com/](http://www.evalueserve.com/)  
• Afternoon Industry visit to Maruti Suzuki India Ltd. - [http://www.marutisuzuki.com/](http://www.marutisuzuki.com/) |
| Day 13 | Delhi to Singapore | Thursday 2 September | • Day of Leisure  
• Farewell Dinner  
• **Flight: Delhi to Singapore** – SQ407: 2310 / 0720 |
| Day 14 | Singapore to Perth | Friday 3 September | • **Flight: Singapore to Perth** – SQ223: 0930 / 1435 |