

University of Haifa  
Faculty of Management  
International MBA Program

Class: Nuphar (course 4955)

Course name: Culture, Economy and Business development in India (Part II)

Lecturer: Dr Steven Raj Padakandla

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**Objectives of the course:**

Since Part I covered the political, macroeconomic and cultural aspects of doing business in India, Part II focuses on the pure business aspects of dealing with India

- To help students appreciate complex organizational processes and adapt to the new environment for decision making
- Understand the constraints imposed by the regulatory environment and key institutional voids
- Identify the changing business scenario and the emerging opportunities for operating successful business ventures in India.

**Structure and methodology:**

The course is divided in four sessions of 3 hours each. The sessions cover the following segments: Structure and nature of Indian Business. Foreign firms in India: Doing Business, Indo- Israel Business Cooperation

Students are requested to read before the beginning of the course the required readings. The lecturer will then expand on a certain number of key features in each one of the chapters.

**Grading and Assessment:**

Students will be assessed on the basis of a report of 1500 words on a subject related to the theme of the course and approved by the instructor.

Deadline for submitting the report: 31 November 2018.

**Required Preparations:**

Readings in bold are compulsory to make the discussion more meaningful. PDFs and other links will be sent to the students

**Session breakdown**

I. Introduction to the Indian Business and Culture

- 1) Evolution of Indian Business Groups: The Great Transition
  - a. Social Origins of the Indian capitalists  
Business Maharajas Vs Emerging New Entrepreneurs
  - b. Emergence of Software Industry.

Readings:

- **Ben L Kedia**, Debmalya Mukherjee, Somnath Lahiri, "Indian Business Groups: Evolution and Transformation", Asia Pacific Journal of Management, 23:559-577, 2006
  - Harish Damodaran, "India's New Capitalists: Caste, Business and Industry in Modern Nation", Palgrave Macmillian, 2008, ISBN 978-0230205079
  - Anthony P D'Costa, Book Review on "India's New Capitalists: Caste, Business and Industry in Modern Nation", Asian Business and Management, Vol 11, 5, pp 651-654
  - Tarun Khanna and Krishna G Palepu, "The Evolution and Concentration of ownership in India: Broad patterns and history of the Indian Software industry", in The History of Corporate Governance around the World: Family Business Groups to Professional Managers, edited by Randall Morck. University of Chicago Press, 2005
- 2) Indian Business Culture
    - a. Understanding Business relationships
    - b. Role of Hierarchies
  - **Lakshmi Iyer**, Tarun Khanna, Ashutosh Varshney. "Caste and Entrepreneurship in India", Economic and Political Weekly, Vol XLVIII No 6, Feb 2013
  - Surajit maumdar, "The Indian Corporate Structure and the theory of Emerging Market Business groups", History and Sociology of South Asia, 6 (2), pp 87-109
- 3) Family Business: impact on corporate culture and work ethics

Reading:

- **Case:** Raveendra Chittoor, Arohini Narain, Richa Vyas, Chetan Tolia, "Creating a Corporate Advantage: The Case of Tata Group", Indian School of Business, No. ISB005, 2013
- **Case:** Kannan Ramaswamy, "Reliance Industries: An Indian Family Business Comes of Age in Global Energy and Petrochemicals" Thunderbird School of Global Management, No. TB0303, 2012
- <https://www.indiatoday.in/magazine/economy/story/19860930-birla-group-divides-business-aditya-branch-of-the-family-gets-lion-share-801286-1986-09-30>

## II) Doing Business in India

- 1) The frame work for doing business in India
  - a. Legal, Regulatory frame work
  - b. Policy and administrative framework

Reading:

- Destination India 2017, PricewaterhouseCoopers Pvt. Ltd, July 2017
- Doing Business 2018, Economy Profile, India World Bank
- “Improving the Business Environment in India: Best practices across Indian states” Accenture, Department of Industrial Policy and Promotion, 2014
- <http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Profiles/Country/IND.pdf>
- <http://www.doingbusiness.org/data/exploreeconomies/india>
- <http://www.doingbusiness.org/reports/thematic-reports>
- <https://www.thehindubusinessline.com/opinion/investment-treaties-are-a-knotty-affair/article7054030.ece>

2) Dealing with the Enigma India

- Study how firms navigate between dynamic consumption patterns and inherent infrastructure problems in India

Reading:

- **Case:** Tripti Ghosh Sharma, Suraj S, Mitali Srivastava, Tarun Chandoke, Prachi Prakash, “Netflix in India: The way ahead”, IVEY Publishing, No: W17100
- Global fashion brands entry strategy in India: Entry strategy in India

3) Foreign Firms in India: Managing Cross border Ventures

Reading:

- **Case:** Kannan Ramaswamy, “Hero Honda (India) Ltd: Is it ‘Honda’ that makes it a Hero”, Thunderbird School of Global Management, No. TB0145, 2004
- Lall, Sanjaya. (1982), "The emergence of third world multinationals: Indian joint ventures overseas." World Development 10.2 127-146 (Reference)
- World Investment Report (2017), Report on Joint Ventures: Analyze the trends of Joint Ventures in India over the years, with regard to sectors and investors

4) Indian Business Culture: Understanding Business relationships; role of Hierarchies

Reading:

- **Case:** Sangeeta Goel, “East versus West: Armada India’s Indigenous Approach to HRM”, IVEY Publishing, No. W16312

5) Foreign Firms in India: Targeting traditional strongholds

Reading:

- **Case:** Tripti Ghosh Sharma, Satvik Chundru, Rashi Aggarwal, Aadya Gupta, Mayank Singh, “Amazon’ Kirana Now: The Indian Online Grocery Market”, IVEY Publishing, No. W17147, 2017
- **Case:** Doreen Kum, “Colgate regaining leadership in India’s sensitive teeth market”, IVEY Publishing, No. W15575, 2015

### III) Indo Israel Business Cooperation

- 1) The backdrop: History and Trends in Trade and cooperation

#### Reading:

- **Ashok Sajjanhar**, “India-Israel relations – A burgeoning partnership”. Observer Research foundation, Jan 2018
- <http://commerce.nic.in/eidb/>
- [https://www.rbi.org.in/Scripts/Data\\_ForeignStatistics.aspx](https://www.rbi.org.in/Scripts/Data_ForeignStatistics.aspx)

- 2) Emerging Sectors for Cooperation: Life Science and Pharmaceuticals

#### Reading:

- Taruni Kumar, “India and Israel: Reinforcing the Partnership”, Observer Research Foundation, Special report, Issue #7, 2014
- <https://www.orfonline.org/wp-content/uploads/2015/01/Israel.pdf>

- 3) Emerging Sectors for Cooperation

a. Agriculture and water

- <http://www.businessinsider.in/Heres-why-we-need-to-focus-on-agriculture-in-India/articleshow/48468689.cms>
- <http://timesofindia.indiatimes.com/india/India-needs-another-Green-Revolution-immediately-PM/articleshow/47858409.cms>

- 4) Emerging Sectors for Cooperation

a. Defense, Aerospace and

b. IT, Tourism

#### Readings:

- **Shubhangi Prasad**, “Indo-Israel defence cooperation makes giant strides”, Observer Research Foundation, July 2017  
<https://www.orfonline.org/expert-speak/indo-israel-defence-cooperation-makes-giant-strides/>
- **Pushan Das**, “Great expectations: Indo-Israeli defence deals”, Observer Research Foundation, July 2017
- David Keynan, “The Indian Tech Economy- From the Submarines to the Amdocs”,  
<https://www.fiicc.in/article-1-fiicc>
- David Keynan, “The Indian Defense Industry”  
<https://www.fiicc.in/article-3>

- David Keynan “India’s E-Commerce Economy Gaining Momentum”  
<https://www.fiiicc.in/india-s-e-commerce-economy>

#### Additional Literature:

- Akash Kapur, (2013), “India Becoming: A portrait of life in modern India”, Penguin
- Bijapurkar, Rama (2007), Winning in the Indian Market: Understanding the Transformation of Consumer India,
- Budhwar, P. (2001). Doing business in India. Thunderbird International Business Review, 43(4), 549-568
- Chandra, B., M. Mukherjee, M. and A. Mukherjee, “India Since Independence” 2008. Penguin. Chapter 25
- Das Gurcharan (2000), India Unbound : The Social and Economic Revolution from Independence to the Global Information Age’ New Delhi
- Guha, Ramachandra (2007), “India after Gandhi”, Macmillan
- Gunjan Bagla, (2008), Doing Business in 21st-Century India: How to Profit Today in Tomorrow's Most Exciting Market.
- Khilnani, Sunil (1997), The Idea of India, London: Penguin Books
- Krishnan, Rishiksha T (2010), From Jugaad to Systematic Innovation: The Challenge for India, Kindle Edition
- Kudasiya M, (eds) (2011), The Oxford India Anthology of Business History, Oxford University Press, New Delhi
- India 2018: A Reference Annual, Ministry of Information and Broad Casting, New Delhi
- Lall, Sanjaya, (1982) "The emergence of third world multinationals: Indian joint ventures overseas." World Development 10, 127-146
- Lamb, H. B, (1955) "The Indian business communities and the evolution of an industrialist class." Pacific Affairs 28.2 (1955): 101-116
- Markovits, C. Merchants, traders, entrepreneurs: Indian business in the colonial era. 2008. Palgrave Macmillan, NY
- Mazumdar, S. "The Indian Corporate Structure and the ‘Theory’ of Emerging Market Business Groups." History and Sociology of South Asia 6.2 (2012): 87-109
- Nandan Nilekani, (2008), Imagining India: The Idea of a Renewed Nation.
- Piramal, G. Business maharajas. 1996. Penguin Books India

- Sarkar, J. "Business groups in India." in Colpan, A. M., T. Hikino, and J. R. Lincoln, eds. The Oxford handbook of business groups. 2010. Oxford University Press
- The Economist (2011), Special Report on India
- 'Tharoor, S (2007), The Elephant, the Tiger and the Cellphone: Reflections on India in the Twenty-First Century.
- Tripathi, D. ed. Business communities of India: a historical perspective, 1984. Manohar, Delhi
- Tripathi, Dwijendra, and Jyoti Jumani. "The Oxford History of Contemporary Indian Business." 2013. Oxford University Press. New Delhi
- Venkatesh, Alladi and Suguna Swamy (1993), "India as an Emerging Consumer Society- A Cultural Analysis," Research in Consumer Behavior, vol.7, 193-223
- William Dalrymple, (2009), Nine Lives: In Search of the Sacred in Modern India.

**Reference Web links:**

- Department of Commerce, GOI
  - <http://commerce.nic.in>
- India Trade Statistics
  - <http://commerce.nic.in/eidb/>
  - [https://www.rbi.org.in/Scripts/Data\\_ForeignStatistics.aspx](https://www.rbi.org.in/Scripts/Data_ForeignStatistics.aspx)
- Industrial Policy in India/ Trade Promotion
  - <http://dipp.nic.in>
  - <http://commerce.nic.in>
  - [www.indiatradefair.com](http://www.indiatradefair.com)
  - <http://ipindia.gov.in>
- Policy and Corporate Affairs
  - [www.mca.gov.in](http://www.mca.gov.in)
  - [www.fipbindia.com](http://www.fipbindia.com)
  - <http://niti.gov.in>
- Regulatory Bodies
  - [www.cci.gov.in](http://www.cci.gov.in)
  - [www.sebi.gov.in](http://www.sebi.gov.in)
  - [www.trai.gov.in](http://www.trai.gov.in)
  - [www.irda.gov.in](http://www.irda.gov.in)
- Doing Business Web links
  - <http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Profiles/Country/IND.pdf>
  - <http://www.doingbusiness.org/data/exploreeconomies/india>
  - <http://www.doingbusiness.org/reports/thematic-reports>

- <http://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=1555>
- <http://reports.weforum.org/global-competitiveness-index/>
- <http://www.ey.com/in/en/services/tax/ey-doing-business-in-india-2013-14>
- <http://www.nishithdesai.com/information/navigation/navigation2/doing-business-in-india.html>

#### Guidelines for Students:

- Students are expected to come prepared with the case and readings
- A detailed hand-out covering all the relevant information related to the project will be given to the students later
- Students are encouraged to bring in their ideas, views for a more meaningful discussion

#### Lecturer: Dr Steven Raj Padakandla

Dr. Steven Raj is Assistant Professor and Area Chairperson (Economics & Strategy) at Institute of Management Technology, Hyderabad. He holds Master's Degree in Economics from University of Hyderabad and PhD in Economics from Andhra University.

Dr. Steven has over 10 years of rich experience with leading corporate and economic think-tanks and brings in the industry perspective to economic theories and models. He worked as Sr. Analyst/Economist for over 5 years providing key macro-economic insights on country/sector research. He specializes in macroeconomic and developmental research with special focus on environmental and agrarian issues. His research has been published papers in reputed journals.