

Director: Cate Goethals
Winter 2017 hours -By appt Tue/Thur afternoons
Office: Mackenzie 257
U.S. Cell: 206.795.3551
India Cell: 011.91.9535940973
Email: categ@uw.edu

Associate Director:
Jessica Rush
Office: Mackenzie 137
Work: 206.616.9565
Email: jrush73@uw.edu
By appointment

IBUS 579

Applied Global Consulting Program - India with the Self Employed Women's Association (SEWA)

This course enables students to apply high-level MBA strategy skills in a unique cultural context – among struggling grassroots entrepreneurs in the states of Gujarat and Rajasthan in India. Immersed in Indian culture and working on challenging business problems, students will test their skills and thinking, gain global exposure, and help impoverished families to prosper. They will also see how MBA business analysis and leadership skills translate to a vastly different context from the U.S – with the 1.8 million members of SEWA, a global NGO that former U.S. Ambassador Melanne Verveer has called “a model for the world.” SEWA organizes poor female laborers into collective businesses that greatly increase their income potential.

UW student teams spend eight intense days working with SEWA's excellent staff - one Indian magazine calls them “power women” – understanding issues and scoping projects to improve lives and livelihoods. The teams return to Seattle Winter Quarter to complete their projects, drawing upon continued communication with SEWA managers and consultation with professional mentors. Group recommendations are presented to SEWA via videoconference in February for feedback and implementation.

Objectives

- To gain resume-worthy global business experience by scoping and completing a project to the client's satisfaction.
- To sharpen strategic and creative thinking by engaging with problems and a low-resource setting requiring out-of-the box application of classroom knowledge.
- To enhance cultural intelligence by learning to be flexible while communicating in ways appropriate to the client context, expectations and business practices.
- To broaden learning by supporting and learning from the other UW teams, brainstorming with them, sharing issues and answers, and providing feedback of the deliverables.
- To explore models of social enterprise - understand strengths and limitations of using business models and disciplines to solve social problems.

- To make a measurable difference in the lives of SEWA women and their families – to help them to earn better livings and lead more comfortable lives.

Course Schedule

Day/Date	Activity	Deliverable
Sat Oct 8 8:30 am – 1:00 pm PACCAR 393	Pre-departure Session 1 8:30 am – Coffee and hellos 9: 00 am – Intros/Program Overview Program Director Cate Goethals Associate Director Jess Rush 9:30 am – INDIA! MBA Student Panel on Culture and Communications Moderator: Sumedha Dao Panelists: Rahul Ghai Priyanka Balasubramaniam 10:30 am – BREAK 10:45 am - Intro to SEWA and Projects Teams and Designated Mentors from past years 11:45 am – Project Management and Scoping SEWA Projects Amanda Tokarsky with other former participants 12:30 pm – Team Meetings and Mentor Conversations Goal – To get clear on project and scope – presentations and scoping docs due next session 1:00 pm - ADJOURN	Read <i>Headstrong: Profile of a Headloader in Ahmedabad, India</i> by Leslie Vryenhoek (context for SEWA); Read <i>SEWA (A): Ela Bhatt</i> – Ivey case handed out in session
In between predeparture sessions	The week of Oct 10 you will receive an e-mail introducing your team to your SEWA manager(s). Please respond by sending them an e-mail introducing yourselves and including pictures. It would be good to create an attachment that includes photos, short (one-paragraph) bios plus a sentence or two on why you want to work with SEWA.	Intro e-mail sent to your SEWA manager(s) 1-2 page goal-set and response to SEWA readings uploaded to Canvas

	<p>Please cc me and Jess on these intro e-mails as well as SEWA chairwoman Reemaben Nanavaty. categ@uw.edu, jrush73@uw.edu, reemananavaty@sewa.org</p> <p>Before our second predeparture session, you should brainstorm any additional mentors you need. Jess and I have lined some up for you...and will help you reach out/find others with expertise you need.</p> <p>NOTE: The major Indian holiday of DIWALI occurs from Oct 30-Nov 3 in Gujarat this year. This is the equivalent to Christmas vacation in the U.S. SEWA offices will be closed the week of October 31 and probably some days the week before.</p>	<p>Brainstorm and reach out to mentors (difficult to do after you return)</p>
<p>Sat Oct 29 8:30 am – 1:00 pm PACCAR 393</p>	<p>Pre-departure Session 2</p> <p>8:30 am – Coffee and hellos 9:00 am – Goal-setting and Communications 10:00 am –Intro to Low Resource Environments Tim Elliott, Founder, Amplify Markets 10:30 am – Presentations by the four SEWA teams Each SEWA team will give a 15-minute presentation about what they know of their project so far. Tim will provide feedback. 12:00 pm – Discussions with Program Directors and Outside Mentors 1:00 pm - ADJOURN</p>	<p>10-15 min Team Presentation</p> <p><u>Draft of scoping and Background portion of LOE to discuss</u></p> <p>A list of mentors</p>
<p>First week of November</p>		<p><u>After class:</u> Refined initial LOE to categ@uw.edu and jrush73@uw.edu for feedback</p> <p>Once you receive feedback, send to your SEWA manager, ccing Cate and Jess and reemananavaty@sewa.org</p>
<p>Thu Nov 17 8:00-9:30 pm Time TBC</p>	<p>Teleconference with SEWA</p>	

Paccar 393		
Fri Dec 9/ Sat Dec 10	Leave Seattle/Arrive Mumbai. You will be picked up at the airport by Sanjay Mishra (look for the UW sign) and driven to the Fariyas Hotel in Colaba. Sanjay will have all of your flight details	
Sun Dec 11	Free morning/early afternoon in Mumbai...bus to airport 3 pm. Indigo Flight 6E-434 leaves Mumbai at 5:50 pm, arriving Ahmedabad at 7 pm. Check into our hotel, the Lemon Tree.	
Mon Dec 12	Intro to SEWA by SEWA managers in the morning. Project work with your teams in the afternoon.. Tourist activities (Gandhi's ashram, Old City Walk, etc.) may occur throughout the week at each team's discretion when there is free time.	
Tue Dec 13	Project work.	
Wed Dec 14	Project work.	
Thur Dec 15	Project work.	
Fri Dec 16	Project work. Progress report discussions.	Informal team progress reports
Sat Dec 17	Project work.	
Sun Dec 18	Tourist activities in Gujarat	
Mon Dec 21	Final full day of project work	.
Tue Dec 20	Check out of hotel. Scoping presentations to SEWA in early afternoon. Final LOEs signed. Evening flight to Jaipur Indigo 6E- 237 leaves 6:50 pm arrives Jaipur 8:05 pm	Scoping Presentations to SEWA. Final LOEs signed
Wed Dec 21	Ride elephants, tour Amer fort, visit Jaipur City Palace and Jantar Mantar. Lunch in Jaipur. Leave late and arrive late to Agra	
Thu Dec 22	Visit Taj Mahal in morning and possibly other monuments. Bus to Delhi for our final dinner celebration.	
Fri Dec 23	Tour of New Delhi. Transfer to DEL airport for flights, most of which will leave around midnight	
Sat Dec 24	You have 10 days before school starts on Jan 3 to tour India or celebrate holidays at home.	
	VACATION	
Thur Jan 5, 6-9 pm Paccar 393 plus team rooms*	<ul style="list-style-type: none"> ▪ Each team must present an update/project work plan on the status of their project. Including: <ul style="list-style-type: none"> ○ What was learned ○ What still needs to be researched ○ Questions 	Project Work Plan - short presentation focusing on what you will do in the next month

	<ul style="list-style-type: none"> ○ Obstacles ▪ Success Measures 	
Thur Jan 12, 6-9 pm Paccar 393 plus team rooms*	<ul style="list-style-type: none"> ▪ Success Metrics should be e-mailed to Cate, Jess and your SEWA manager before our class time. ▪ Group Meetings ▪ Skype Discussions with SEWA (as needed) 	Success Metrics
Thur Jan 19, 6-9 pm Paccar 393 plus team rooms*	<ul style="list-style-type: none"> ▪ Group Meetings ▪ Skype Discussions with SEWA (as needed) ▪ Submit Case Study Draft for feedback ▪ One-on-one Meeting with Cate/Jess 	Case study draft
Thur Jan 26, 6-9 pm Paccar 393 plus team rooms*	<ul style="list-style-type: none"> ▪ Each team will present where they stand on their project ▪ Submit Deliverables drafts for feedback 	Drafts of deliverables
Thur Feb 2, 6-9 pm Paccar 393 plus team rooms*	<ul style="list-style-type: none"> ▪ Group Meetings ▪ Skype Discussions with SEWA (as needed) ▪ Submit Final Case Study ▪ Submit Final Deliverables ▪ Draft Presentation for Feb 11 (PPT) due 	Final Deliverables, including Case Study Presentation Draft for Feb 9
Thur Feb 9 8:30 – 10:30 pm Paccar 393	<ul style="list-style-type: none"> ▪ . Class time will be adjusted due to time difference between Seattle and India (8:30-10:30 PM) Project Assessment due.	Final Presentations Project Assessment

* **Team Rooms:** TBA – you will have the same team room each Thursday

Winter Quarter Format

Class time will be allocated between group discussions and team meetings. Students are required to attend all Thursday night class sessions.

We will provide focus questions to guide you towards completion of your project and final presentation.

Grade Point Distribution

Percentage	
Final Deliverables	50%
Participation	35%

Case Study	5%
Success Measures	5%
Project Assessment	5%
Total	100%

- **Final Deliverables.** Half of your grade will be evaluated on the final deliverables to SEWA. This includes the deliverables themselves in the form agreed upon as well as a final presentation. Grade will be based upon overall quality, appropriateness and relevance to SEWA audience, as well as client feedback..
- **Participation.** You must attend each of the class sessions and final presentation on February 11th prepared to engage others. Participation points can be gained (or lost) according to the quality of your contributions.
- **Case Study.** Teams will submit a case study (or alternative small SEWA deliverable to be agreed upon with the group) on the project they assigned. Each team
- **Success Metrics.** Each team will be responsible for establishing project success measures with SEWA. These measures will be discussed at the first meeting of Winter quarter and turned in for feedback from us and SEWA the first week.
- **Project Assessment.** Each individual will evaluate their own and their team's work on their project. This evaluation will include:
 - **1. Project Success Metrics.** What are your key successes as a team? How can these be measured or described qualitatively and quantitatively? What are the key indicators you would look for a year from now to prove success?
 - **2. What You Learned.** Before we leave for India, each person will set goals for this experience. Using these as a touchstone, what did you take away as an individual and as part of your team? What were you most surprised to take away? Be very specific.
 - **3. Advice for Future GCP Students.** What three pieces of advice do you have for students in next year's group?
 - **4. Documentation/Resources.** Please list names of mentors as well as articles/links/info from SEWA that you found helpful.

Parts 1 and 4 may be submitted as a team.

Autumn Quarter Assignments Due

Assignment	Due Date
1-2 pp Issues paper – SEWA and Goal Set Paper	Saturday, October 31
Group Presentation on Project	Saturday, October 29
LOE draft	Saturday, October 29
Final LOE	Week of Nov 1
Scope Presentation to SEWA and Signed LOE	Tuesday, December 20

Winter Quarter Assignments Due

Assignment	Due Date
Project Update/Work Plan	Thursday, January 5
Success Metrics	Thursday, January 12
Case Study Draft (with photos and formatting)	Thursday, January 19
Draft of Deliverables	Thursday, January 26
Final Deliverables and Case Study. Draft of Presentation (PPT)	Thursday, February 2
Final Presentation to SEWA	Thursday, February 9
Project Assessment	Thursday, February 9

The Honor Code

We employ the principles and procedures espoused by the Foster School of Business MBA Honor System to maintain academic integrity in the course. The Honor Code of the Foster School expressly prohibits cheating, attempted cheating, plagiarism, and lying to administration or faculty as it pertains to academic work. Suspected violations of the Honor Code will be handled by referral of the matter to the Foster MBA Honor Council.

We expect that you will complete all deliverables required in the course in accordance with the principles of the Honor Code and submit them by the due dates assigned. If you have any uncertainty about how the Honor Code applies to a specific deliverable in the course, please ask before taking action; when it is not possible to ask before acting, please err on the side of conservatism.