Georgetown University School of Continuing Studies

Global Economy in the 21st Century: Emerging Markets and Technology as Drivers

Fall 2017 – BLHS465-01   640 Mass Ave. Room C215   Tuesdays 5:20pm – 7:50pm
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Course Description:

Georgetown's Bachelor of Arts in Liberal Studies program is not a one-size-fits-all curriculum; rather, it is a combination of many different programs of study. This interdisciplinary approach provides students with a comprehensive learning experience while helping them achieve intellectual advancement, enhanced critical thinking abilities, and a greater cultural understanding.

Rooted in Georgetown's Jesuit values, the program prepares students to excel academically and professionally, equipping them with the tools they need to become successful leaders who are committed to serve others and make an impact on the world. Through an emphasis on educating the whole person, Georgetown provides students with a world-class education that teaches them the art of inquiry and innovation. Students learn advanced critical thinking while developing a deeper understanding of past and present human behavior—in all its interconnected complexity.

This 3 credit course examines the major global megatrends that are driving the global economy in the 21st century, and the challenges and opportunities these disruptive forces will present for nations, companies and individuals. The course also includes an independent study project culminating in a paper, related to the topics covered in the course, that student prepares with ongoing feedback from the Instructor. The course will provide an in-depth look at the economic, business, and demographic realities in the major emerging markets including China India, and Brazil. The course will provide an in-depth look at the growth and acceleration of technology in areas such as computer processing, the growth of robotics, 3-D printing, artificial intelligence and predictive analytics, and the "internet of things." Mutually reinforcing, and in combination, emerging markets and technology growth are bringing about unpresented challenges and opportunities in the 21st century global economy. Companies can expand business globally, and nations to raise the living standards of its citizens, but these megatrends drive challenges of increased competition, economic dislocation and income inequality, in addition to stress on the world's environment.

At the same time technology continues to advance at an unprecedented rate driven by "Moore's Law" in which computer processing power roughly doubles every 18 months. Along with advancements in algorithms the growth in processing power is driving the growth of artificial intelligence and robotics: IBM's Watson supercomputer beats human competitors to win both the world chess championship,

and the *Jeopardy* championship, while robotics are increasingly automating manufacturing. Meanwhile Smart Phone programs or "apps" spawn new multi-billion dollar global businesses such as Uber, and Airbnb.

The course will also look at successful models around the world enabled by the growth of emerging markets and technology including the reduction in absolute poverty; the dramatic growth of renewable energy; the growth of businesses providing goods and services to the "bottom of the pyramid" consumers; using emerging markets as laboratories to develop "frugal innovation" in products and services; and, breakthroughs in medical technology

This course uses lectures, and the case study method of teaching, to explore the business realities of emerging markets, the market opportunities and challenges these markets create, and the issues related to business strategy that businesses both large and small are face in seeking to build a market presence.

Learning Goals:
- Provide an overview of the current state of the market opportunities and challenges in emerging markets with a particular focus on China, and India.
- Learn about the major technology advances, and how these technologies are driving economics, business, and life in the 21st century.
- Provide a current assessment of how advancements in technology can be successfully applied to meet the challenges of sustainable development.
- Learn how innovations developed in emerging markets can then be taken global.
- Develop in-depth knowledge of the subject matter selected for the independent study.

Required materials

Dobbs, Richard; Manyika, James; and, Woetzel, Jonathan, No Ordinary Disruption: The Four Global Forcers Breaking all the Trends: Public Affairs (1st Edition 2015)
ISBN-978-1-61039-579-3 (HC)

Course Packet – will include assigned class cases listed in the schedule.

Grading Framework: The four components of the grade are combined as follows:
Short-Answer Quiz	10%
Team Case and Presentation	10%
Independent Study Project/Research Paper	40%
Final Examination	40%

Team Case Presentations
Teams of 3-4 students will be formed to present their findings in answering the questions for one of the cases. The cases selected will highlight the major issues presented in class, and provide a way to explore the topics in greater detail. Questions for the written cases will be posted to Blackboard during the Course. The in-class presentations will be run approximately 30 minutes each followed by 15-20 minutes of question and answer as part of the class discussion.. Presentations should be done in Powerpoint.

Independent Study Project/Research Paper

Students will select an independent study project, focused on the subject of their choice related to the topical issues covered in class. Students will prepare a 10-12 page paper (double-spaced) on their project. Grading will be based on thoroughness and thoughtfulness of research, and the clarity with which the results of the study project are presented. Each student will present a 5-7 minute summary of their project to the class.

Disabilities

If you are a student with a documented disability who requires accommodations or if you think you may have a disability and want to inquire about accommodations, please contact the Academic Resource Center at 202-687-8354 or arc@georgetown.edu.

Turnitin.com

Students acknowledge that by taking this course all required papers can be submitted for a Textual Similarity Review to Turnitin.com for the detection of plagiarism. Use of the Turnitin.com service is subject to the terms of use agreement posted on the Turnitin.com site.

Citation System

An important aspect of academic integrity is using an acknowledged system of bibliographic references to document the sources of ideas and quotations in one's work. The appropriate citation systems for this course is MLA style.

Extreme weather, Emergencies, and Instructional Continuity

During inclement weather or other emergencies on a day when we are scheduled to meet face-to-face, check the university's Web site or call (202) 687-7669 for information on whether the university is open. If the university is open, this class will meet. If the university is closed, this class will meet through distance means such as online videoconferencing; check your e-mail for a message from me on how we will proceed in that situation. Due dates for written assignments submitted through Blackboard will not be changed due to campus closings.

The university recently has acquired the capability to send text messages and recorded messages about emergencies to cell phones and other mobile devices. Sign up on MyAccess.

Georgetown Honor System

All students are expected to follow Georgetown's honor code unconditionally. We assume you have read the honor code material located at http://scs.georgetown.edu/academic-affairs/honor-code, and in particular have read the following documents: Honor Council Pamphlet, What is Plagiarism, Sanctioning Guidelines, and Expedited Sanctioning Process. Papers in this course will all be submitted to turnitin.com for checking.

Submitting material in fulfillment of the requirements of this course means that you have abided by the Georgetown honor pledge:

In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown Honor System: To be honest in any academic endeavor, and to conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.

Plagiarism

In accord with university policy, all incidents of suspected plagiarism or other Honor Code violations will be reported to the Honor Council without fail.

If the Honor Council finds that a student has plagiarized or has violated the Honor Code in any other way, the student may receive a grade of F for the course.

Policy Accommodating Students' Religious Observances

The following is university policy:

Georgetown University promotes respect for all religions. Any student who is unable to attend classes or to participate in any examination, presentation, or assignment on a given day because of the observance of a major religious holiday or related travel shall be excused and provided with the opportunity to make up, without unreasonable burden, any work that has been missed for this reason and shall not in any other way be penalized for the absence or rescheduled work. Students will remain responsible for all assigned work. Students should notify professors in writing at the beginning of the semester of religious observances that conflict with their classes.

COURSE OUTLINE

DATE   TOPIC
Sept. 5   Introduction to the Course
             Globalization, Emerging Markets, and Trends in Technology

Sept. 12   Globalization, Emerging Markets, and Trends in Technology
             Assignment: Read Chapters 1-4 in *No Ordinary Disruption*
             Short-Answer Quiz

Sept. 19   Globalization, Emerging Markets, and Trends in Technology

Assignment: Read Chapters 5-7 in *No Ordinary Disruption*

Sept. 26   Globalization, National Competitiveness, and Jobs
            Assignment: Read Chapters 8-10 in *No Ordinary Disruption*

Oct. 3   Globalization, National Competitiveness, and Jobs
            Assignment: Read Harvard Business Review Article: Beyond Automation –
            Strategies for Remaining Gainfully Employed in an Era of Very Smart Machines
            (R1506C June 2015)
            Short-Answer Quiz

Oct. 10   Case Study Presentation: Uber and the Sharing Economy: Global Market
Expansion
            Case Study Presentation: 3D Robotics: Disrupting the Drone Market

Oct. 17   Emerging Markets Close-up: China

Oct. 24   Emerging Markets Close-up: India

Nov. 7   Case Study Presentation: ABB: In China, for China
            Case Study Presentation: Sarvajal: Water for All

Nov. 14   Emerging Markets Close-up: Brazil
            Case Study Presentation: Fiat Mio Brazil

Nov. 21   Marketing and Strategy in the Global Market

Nov. 28   International Finance in Emerging Markets: Bridging the Gap

Dec. 5   Research Paper Presentations; **Research Papers due**

Dec. 12   FINAL EXAM

CASE STUDIES

<u>Harvard Business School Case Study: ABB: "In China, for China"   (711044-PDF-ENG)</u>
ABB, a power and automation Swiss engineering company had to decide if they wanted to be even more integrated into the Chinese economy, ABB's biggest market, or if they should instead increase their presence in other emerging markets such as India and Brazil. This case describes the history and strategy of the Swedish/Swiss engineering firm ABB in China, with a focus on their strategy of producing for the domestic market. It focuses in particular on two challenges: selling high-end technology products without losing the core technologies to domestic competitors; and moving into mid-market product ranges that can compete directly against domestic Chinese products.

<u>Harvard Business School Case Study: Sarvajal: Water for All (Product# 211028-PDF-ENG</u>
Sarvajal is using a franchising model to provide water to low-income and poor consumers in rural India that relies on seasoned local entrepreneurs, communication technology that monitors flows and quality, payment technology that takes cash out of the equation, and a "capital light" leasing model. Sarvajal hopes to create and share a new business model. If successful, the model can be copied by other social entrepreneurs with a market-based pricing scheme to provide other forms of infrastructure in emerging markets.

<u>Harvard Business Review Article: Building Sustainable Cities (R1307B)</u>
By 2050 the number of people living in cities will have nearly doubled, to 6 billion, and the problems created by this rampant urbanization are among the most important challenges of our time. Of all resource-management issues, the author argues, water, electricity, and transit deserve the greatest focus. Every other service a competitive city provides--functional housing, schools, hospitals, stores, police and fire departments, heating, cooling, and waste management--depends on a reliable infrastructure for those three resources. Many corporations and investors assume that fixing cities is the purview of government. But governments around the world are stuck--financially, politically, or both. Implementing solutions to the problems of urbanization requires large amounts of capital, exceptional managerial skill, and significant alignments of interests.

<u>UC Berkeley - Haas School of Business Casse: 3D Robotics: Disrupting the Drone Market (Product #: B5826-PDF-ENG)</u>
This case will highlight the emerging realities of corporate strategy, crowdsourcing, entrepreneurship, and innovation in the 21st Century economy. The objectives of the case are to lean about the "Maker Movement" and open source innovation in the context of 3D Robotics, a company that is grappling with market entry decisions. This case study focuses on 3D Robotics, a drone company, on what 3DR should pursue at its critical inflection point within its history. The case study highlights what is unique about 3D Robotics, particularly when compared to a more traditional non-open, non-maker firm.

<u>University of Michigan: Uber and the Sharing Economy: Global Market Expansion and Reception (Product #: W04C79-PDF-ENG)</u>
This case will explore the benefits of and challenges to the sharing economy; compare and contrast the sharing economy as an alternative to the existing system; describe the challenges involved in implementing a U.S. business model on international and global scales, and predict whether or not Uber can generate a profit by expanding globally; and, compare and contrast Uber's business model and strategy with its competitors. Alexander Cooper is gearing up to lead an expansion strategy for the scrappy and super successful car sharing service, Uber. While the company has not been without its controversy, it is making headway in far off places like India. It is looking to scale its model in India, China, and the rest of Southeast Asia, but is increasingly running into regulatory hurdles. Cooper is forced to think hard about what Uber's expansion strategy should be and how it will impact the company's operations.

<u>HEC Montreal Centre for Case Studies Fiat Mio: The Project That Embraced Open Innovation, Crowdsourcing and Creative Commons in the Automotive Industry Product #: HEC095-PDF-ENG</u>
This case study describes how Fiat Brazil developed a collaborative platform that combines crowdsourcing, open innovation and creative commons in order to develop a "futuristic concept car" called Fiat Mio. Over 15 months, the Fiat Mio team managed interactions with 17,000 participants, from 160 different nationalities, and the selection and processing of more than 11,000 ideas. When Fiat Mio was launched at the Sao Paulo Auto Show, hundreds of people showed up to claim the prototype as their own. The main learning objectives of this case are: examine business realities in Brazil; examine the content and process of an open innovation strategy - to illustrate in detail the different phases of an open innovation process, while focusing

on barriers, challenges and associated risks; - to discuss positive and negative consequences that might result from an open innovation process in the automotive sector as well as in other sectors.