INTD 321 Business Models at the Bottom of the Pyramid (4 Credits)

COURSE DESCRIPTION

This course is designed to provide an understanding of organizational business models and studying organizations that either collaborate with or focus on doing business with the bottom of the pyramid. Organizational levers that impact the business model and the innovation and creativity aspects are specifically studied. Students will experience and study some current organizations in this course. On completion of this course students will be able to assess business opportunities, design sustainable business model for organizations in the bottom of the pyramid space. This course is designed as an experiential course and is taught as a hybrid course with some components as an international(India) visit.

COURSE GOALS

After this course, students will
1) Understand the importance of business models. (Foundation)
2) Understand the business context in the bottom of the pyramid (Foundation)
3) Experience and Communicate the business models in the bottom of the pyramid in India (Foundation, Communication)
4) Analyze the business models in the bottom of the pyramid in India (Reasoning)
5) Analyze and Communicate a few real situations in India and suggest sustainable business models (Reasoning, Communication)

STUDENT LEARNING GOALS AND COURSE OBJECTIVES

1. **Foundation:** Our students will have a broad-based knowledge in the functional areas of business. They should be able to comprehend principles and practices in key business disciplines.
   - understand the nature of operations management and its critical role in the overall competitive strategy of successful organizations.
   - have a basic understanding of the important operational issues and decisions encountered in a production or service environment and the interdependencies of these decisions.

2. **Reasoning:** Our students will be critical thinkers and decision makers able to use qualitative and quantitative methods. They should be able to identify and analyze problems and opportunities, generate alternatives, and recognize appropriate solutions.
   - able to develop an approach to customer-focused processes through the observation of actual organizations and case studies
   - understand the impact operation has on other functional areas.

3. **Communication:** Our students will demonstrate effective oral, written, and technology skills. They should be able to compose well written business documents.
   - Write a well written report as part of the Business Writing Across the Core (BWAC) activities
   Students will be able to deliver well prepared oral presentation

REQUIRED READINGS, TEXTS, MATERIALS

- ❖ The Fortune at the Bottom of the Pyramid. Pearson Education India, 2006.
- ❖ A selections of case studies will be setup in the course center that will be made available for students to purchase

COURSE POLICIES

1. Academic integrity: Violations of academic integrity will not be tolerated! An active effort will be conducted to detect all forms of academic misconducts. Students are expected to read and understand the Ramapo College's Academic Integrity Policy, which can be found online in the College Catalog (http://www.ramapo.edu/catalog). Members of the Ramapo community are expected to be honest and forthright in their academic endeavors. Students who are suspected of violating this policy will be required to meet with the faculty and be referred to the office of the Provost.

2. Class attendance: Attendance is mandatory. Punctuality is also expected.

Leave-Early means leaving the class before it is dismissed without prior approval. IF you worked hard during the class and left early without approval, you will be considered absent. Arrive-Late means arriving after more than 5 minutes after the class has started.

Missing more than 2 classes without valid reason would result in reducing of one grade for the first offence, for every 2 subsequent misses one grade will be taken. This is based on the final grade that you earn.

o   College policy states that students must notify the faculty within the first three weeks of the semester if they anticipate missing any classes due to religious observance

3. Office hours and Online Google Hangout Meetings: My office hours will be defined for face-to-face and google meet as a virtual to facilitate discussions and help you. This time is provided to give you an opportunity for personal discussion with me concerning course-related problems such as homework, clarification of classroom discussion, test grading, etc. Please make an appointment with me at a mutually agreed time if those hours are unsuitable for you.

4. Assignments: The course has 4 assignments which are as follows

   a) Individual Learning Documents: Each student must submit 4 learning journals (defined in the schedule) which will focus on the reflections and critique that they might have post the discussions in class

   b) Case Analysis: In groups of 2 or 3 students must conduct two case analysis. A methodology for analyzing cases will be presented in class.

   c) Findings Summary: In groups of 2 or 3 students must conduct an online finding of upcoming trends/needs of Bottom of the Pyramid Solutions in India. This work must be submitted as a report

   d)Presentation: In groups of 2 or 3 students must record a presentation on their recommendation of a Bottom of the Pyramid Solutions in India that would be of high impact to the society and why.

5. Incomplete: No incomplete will be given in this class unless you have a very valid reason.

6. Extra Credits: No extra credit is given in this class at the end of semester under any circumstances. Rather, you are encouraged to prepare well for the exams, work on your participate actively in class. However there will be some bonus work defined during the class on the practice problems that is open to all students.

7. Communication. There are two primary communication types in this class: posting comments in the appropriate forum and email. The Moodle classroom is our public space, and it will be our first channel of communication for class announcements, assignment instructions and clarifications, and online class discussion. For personal one-on-one communication, email will be our primary channel. You should check the classroom for class announcements. In accordance with College policy, I will use your Ramapo College email address (@ramapo.edu) to for all course-related communications. Please be sure to link your Moodle profile to your Ramapo College email address. Students are encourage to use the Moodle Forum to ask generic questions.

8. Students with disability: Please make an appointment with me during the first week of the semester if you need course adaptation or accommodations because of a disability that has been documented with the Office of Specialized Services.

9. Responsible use of technology: Computing devices (laptops, tablets) will not be allowed unless specified in the playbook. Using of Cell Phones is strictly prohibited. The following rules will however apply for every student who choose to use their computing devices in class to uphold an optimal learning environment:

- o Non-compliance to the above rules will result in:
  - Student will be asked to leave the room + loss of the entire 'Participation grade' for that class in the first offense.
  - For any subsequent violation you have to leave the class and lose your entire participation grade

GRADING DISTRIBUTION

The final total will be computed using the following Instruments:

Activity	Weight
4-Individual learning Documents-(4*10%)	40%
Team Work – Case Analysis1(10%)+Case Analysis2(20%)	30%
Team Work -Finding Summary	10%
Team Work- Presentation	20%

GRADING SCALE

- A percentile mechanism will be used to grade the final score in the class. This is to ensure that you are graded with respect to your peers. The grades will be distributed as follows for the percentile value that the student receives. The total score of each student will be normalized with respect to the highest total in a class. This will ensure a grade distribution which is nearly a normal distribution and the median grade in a class is usually B+.
  (Note: The percentiles will be rounded to the nearest integer; exact intermediates will be rounded to the highest integer- for example 96.5 is rounded to 97)

A	A-	B+	B	B-	C+	C	C-	D+	D	F
97-100	93-96	89-92	85-88	81-84	78-81	74-77	70-73	66-69	61-65	60 and Less

MEASURABLE STUDENT LEARNING OUTCOMES (SLO)

Academic Program Goal	Student Learning Outcomes	Assignments			
		Individual Leaning Journals 40%	Case Analysis 30%	Findings Summary 10%	Presentations 20%
Communication: Our students will demonstrate effective oral and written communication using appropriate current technology.	Students will compose well written business documents.	✓	✓	✓	✓
Foundation: Our students will have a broad-based knowledge in the functional areas of business.	Students will comprehend principles and practices in key business disciplines.	✓		✓	✓
Reasoning: Our students will be critical thinkers and decision makers able to use qualitative and quantitative methods.	Students will be able to identify and analyze problems and opportunities, generate alternatives, and recognize appropriate solutions.		✓	✓	

COURSE OUTLINE AND SCHEDULE
(Note: This is a tentative plan and faculty reserves the right to change it. All changes will be communicated in class and in the Moodle page)

Class Schedule (Each Class is 100 Minutes) Pre-Departure (Hybrid Model)			
Class	Format	*Topics*	Team project /activities
1-3	Online	Hybrid : Training of business models Activities Watch curated videos and videos made by professor and respond to questions **(3 classes)**	Individual Learning Document (10%)
4	Classroom	Business models and Introduction	

5	Classroom	Types of business models	
6	Classroom	An analysis of organizations and their business model	
7	Classroom	Case analysis: A systemic approach	
8-10	Online	Solving a Case study / "EKO: Mobile Banking and Payments in India"- Harvard Business Review Case	Case analysis report (group of 2) -10%
Experiential Class in India **(Each Day is a 400 Minutes)**			
10-13	Day 1	Introduction to the BOP	
14-17	Day 2	Product and service for the BOP Case study: "Grameen: Case study"	Individual Learning Document (Due Date: 2 weeks after the class) 10%
18-21	Day 3 (External Presenter)	Reducing Corruption A face to face/virtual meeting with EKO CEO Case study: Corruption topic	Case analysis report ((Due Date: 2 weeks after the class) 20%
22-25	Day 4 (Local Company Visit)	Development as social transformation	Individual Learning Document (Due Date: 2 weeks after the class) 10%
26 (100 minutes)	Day 5	The eco system for creating wealth Case study: Cryptocurrencies	
Exploration (Post Class- Remote/Online)			
Class	Format	*Topics*	Team project /activities
27 (100 minutes)	Online	*Online class: The critique of BOP model*	Individual Learning Document 10%
28 (100 minutes)	Online	The upcoming trends in India -1	
29 (100 minutes)	Online	The upcoming trends in India -2	Findings summary-Group 10%
30 (100 minutes)	Record Presentations	Group Presentations	Presentation (20%)