

**University of Chicago
Harris School of Public Policy**

Title of Course: South Asia: Democracy, Progress and Disruption Public Policy 36332

Meeting Time, Location, and Instructor Information:

3:00 p.m. – 5:50 p.m. Tuesdays, starting March 27, 2018 and ending May 29, 2018

Location: Classroom – Bldg. 1155 – Room 289A

Lecturer: Frank C. Schell III

E-mail: FrankOnState@gmail.com Cell: 312-919-2985

Office Hours: Tuesdays 12:30 p.m. – 2:45 p.m. by appointment; Office: 1155 Room _____

Course Description: This elective course for which there is no prerequisite will address domestic and foreign policies of South Asia. It will offer a framework for assessing public policy issues and the drivers of change in evolving democracies. Some content related to China is presented for comparison. Issues will be examined from perspectives that affect public policy: regional history; religion; central planning versus deregulation; national development needs (education, public health, infrastructure, agriculture, and manufacturing); governance; foreign relations and national security; and private enterprise. While modern India is the principal focus, historically that country and Pakistan are inseparable and are necessarily reviewed as one in certain lectures.

Course Goals or Objectives:

- Review key policy variables, national development needs, and principal forces of change
- Understand diversity and how it affects governance, development and policy challenges
- Present geo-political environment of South Asia, including China's role
- Understand U.S. strategic interests in South Asia and policy issues of disagreement
- Review business environment in India

Certain tools will also be offered to use in the workplace:

- Review policy writing do's and don'ts
- Present model for good governance in public and private sectors
- Develop framework for evaluating ideas and initiatives and creating strategic plans for NGOs and the private sector
- Enhance oral presentation skills

Course Texts: These should be read prior to the relevant class, except as noted.

A History of India Volume II, Percival Spear, Penguin Books reprinted 1990 although earlier editions are acceptable – available through Amazon, and preferred to be read prior to first class if possible

What Everyone Needs to Know about Islam, John L. Esposito, Oxford University Press, 2011

The Hindus: An Alternative History, Wendy Doniger (University of Chicago), Penguin Press, 2009

Reimagining India – Unlocking the Potential of Asia's Next Superpower, Edited by McKinsey & Company, Simon & Schuster, 2013

Dreaming Big: My Journey to Connect India, Sam Pitroda, Penguin Books India 2015

Guest Lecturers: Saad Qais, CFO of the U.S. arm of a leading global clean energy company will lecture on Pakistan on April 10. Sam Pitroda, a leading technology expert who held Indian cabinet rank and served two prime ministers, will lecture on May 29. (Their bios are attached).

Major Assignments: The midterm exam is due April 27 and the final exam is due June 1, with instructions to be posted sufficiently in advance. Subject to class size, there will be three student PowerPoint team presentations. Two will assess the diagnostics and recommendations in *Reimagining India*, edited by McKinsey & Company. A third PowerPoint team presentation will address either the State Bank of India's transformation or Wal-Mart's experience in India, as designated by the Instructor. Alternatively and in lieu of the three PowerPoint team presentations, there will be three 800 to 1,000 word op-eds submitted on selected policy issues.

Grading Standards: Those three PowerPoint team presentations or op-eds due April 17, April 24, and May 22 along with class discussion will be weighted 30%. The 4-5 page take-home midterm and final exams will be 35% each. Grades will be based on clarity of understanding of policy issues, variables, and course content as outlined in above "Course Goals or Objectives," well as on focus and skill of argument with regard to team PowerPoint presentations or op-eds.

Policies: Classroom attendance is required and students should advise the Instructor of an exceptional situation such as a job interview, family emergency, or illness, for example. If a class assignment were due in relation to that exceptional situation, make-up arrangements can be arranged with the Instructor.

Good classroom participation will, in the opinion of the Instructor, reflect subject matter command, and appropriate insights into course reading material and lectures. Outstanding classroom participation will reflect the foregoing, plus collegial opinion leadership. Classroom participation is expected and it may be used to confer benefit of the doubt.

Students are also referred to and expected to comply with the University of Chicago, Academic Policies & Requirements of the Student Manual.

ADA Student Accommodations: Any student who believes they may need assistance should inform the Office of Student Disability Services by the end of the first week of class. Once you have received an accommodation letter, it should be presented to the course instructor immediately. <https://disabilities.uchicago.edu/>

Required Readings by Topic: Where hyperlinks to URLs are not provided, one should enter the title of the article into a browser.

March 27 – India and Pakistan: A Tale of Two Countries

The diversity of South Asia and its current policy challenges are informed in part by modern history, with the establishment of the Mughal Empire in the early sixteenth century, the British Empire, and the independence movement.

A History of India Volume II – Percival Spear, Penguin Books Ltd. Reprinted 1990.

[" 'But what about the railways...?' The myth of Britain's gift to India,"](#) Shashi Tharoor, theguardian, March 8, 2017

["The East India Company: The original corporate raiders,"](#) William Dalrymple, theguardian, March 4, 2015

[For All The Bad, Here Are Some Good Things The British Did For India,"](#) Sanika, *Firefly Daily*, June 26, 2015

April 3 - Religions of South Asia: Complexity and Diversity

The diverse religions which are more than a religion – they are a way of life. A critical issue in India is the Hindu Muslim divide. Basic tenets of the principal religions of South Asia will be addressed, particularly the differences between Hinduism and Islam and the implications for public policy.

What Everyone Needs to Know about Islam, John L. Esposito, Oxford University Press, 2011

The Hindus: An Alternative History, Wendy Doniger (University of Chicago), Penguin Press, 2009 –Chapters 1 (Introduction), 3, 4, 5 (pages 103-111, 116-119, 128-134) , 6 (pages 147-152), 7 (164-173, 191-193), 9 (218-222), 10 (261-287)

["Why Muslims are the world's fastest-growing religious group,"](#) Michael Lipka and Conrad Hackett, Pew Research Center, April 6, 2017

“India is the fourth worst country in the world for religious violence,” Ananya Bhattacharya, *Quartz India*, April 14, 2017

["Umbrella politics of Hindutva,"](#) Apoorvanand, *AlJazeera*, April 23, 2017

["Making India Great Again?"](#), Sumit Ganguly and Rajan Menon, *The National Interest*, December 19, 2017 (January- February 2018)

["What is behind the religious violence in India's West Bengal?"](#), BBC July 17, 2017

["Persecution Without Prosecution: The Fate of Religious Minorities in Pakistan,"](#) Isaac Six and Farahnaz Ispahani, *Foreign Policy*, June 10, 2015

["The hard choice for Pakistan,"](#) *The Economist*, April 2, 2016

“China’s Xi vows unceasing fight against Tibet separatism,” Ben Blanchard, Reuters, August 26, 2015

["India: The Land of the Largest Number of Separatist Movements in the World,"](#) Sinlung, 2011

["#JeSuisCharlie: Blasphemy in Hinduism and Censorship in India,"](#) Wendy Doniger, University of Chicago Divinity School, January 22, 2015

April 10 - Pakistan: Domestic and Foreign Policy Issues

Saad Qais will present on domestic policy. Pakistan has long tried to balance the agendas of security and democracy. The Pakistan Army and ISI (the intelligence service), the local Taliban, and the civilian government seek power. The second half will address foreign policy, also addressing the tribal structure of Afghanistan along with an assessment on reconstruction challenges for so-called Af-Pak.

["Raza Rumi: Straying from Jinnah’s Ideal,"](#) Jinnah Institute 2012

["Trump, Citing Pakistan as a 'Safe Haven' for Terrorists, Freezes Aid,"](#) Mark Landler and Gardiner Harris, the New York Times, January 4, 2018

["Nawaz Sharif, Pakistan's Prime Minister, Is Toppled by Corruption Case,"](#) Salman Masood, *The New York Times*, July 28, 2017

["Pakistan's army 'favors dialoge' with Islamists over blasphemy row."](#) *Deutsche Welle*, November 26, 2017

["Opinion: Pakistan's ignominious surrender to Islamists,"](#) Shamil Shams, *Deutsche Welle*, November 27, 2017

["Govt asked to satisfy court on 'role of armed forces as an arbitrator,' in agreement with protesters."](#) Mohammad Imran, DAWN, Updated November 27, 2017

["The Real Reason Bajwa Was Appointed Pakistan's Chief of Army Staff,"](#) *The Diplomat*, Bahauddin Foizee, December 21, 2016

["Is Pakistan Willing to Lose America?"](#), Mosharraf Zaidi, *The New York Times*, August 29, 2017

“Despite Tillerson, U.S. Won’t Abandon Pakistan for India,” Jonah Blank, Rand Corporation, October 27, 2017

["Can Pakistan-India ties be normal?,"](#) Riaz Mohammad Khan, DAWN, Updated August 14, 2017

["Trump's posturing on Pakistan is a gift to China,"](#) Abhishek Parajuli, *theguardian*, August 23, 2017

["Direct Overt U.S. Aid Appropriations to Pakistan for and Military Reimbursements to Pakistan, FY 2002-FY2018,"](#) Congressional Research Service, November 28, 2017

“U.S. Aid to Pakistan – U.S. Taxpayers Have Funded Pakistani Corruption,” Azeem Ibrahim, Belfer Center for Science and International Affairs, July 2009, pages 4-6 and 10-24

“Pakistan, Taliban, and Global Security” – Part II, Robert D. Blackwill, RAND Corporation, *YaleGlobal Online*, May 12, 2009

["We built an Afghanistan they can't afford,"](#) Aljazeera America, June 17, 2015

["We Can't Win in Afghanistan Because We Don't Know Why We're There,"](#) Steve Coll, *the New York Times*, January 26, 2018

["10 Myths about Afghanistan,"](#) Jonathan Steele, *The Guardian*, September 27, 2011

["Afghanistan: Ethnolinguistic Groups,"](#) University of Texas at Austin, 1997

April 17 - India Economic Policy: Efficiency and Social Consequences

India has abandoned the socialist model of central planning. While the free market economy is breaking down traditional barriers, the cleavages in Indian society – caste, gender, and religion to name a few – are still very much present in rural and urban areas. The free market economy has done much liberate India, but a large disenfranchised part of the population has made very limited progress. The pros and cons of aggressive GDP growth are a national debate. The lecture will also address the winners and losers of deregulation. **Subject to class size, instructions for student team PowerPoint presentations during this class on *Reimagining India* chapters 1 and 2, or an alternative op-ed to be submitted this day, will be provided on April 10.**

Reimagining India – Unlocking the Potential of Asia’s Next Superpower, Edited by McKinsey & Company, Simon & Schuster, 2013 – Chapter 1: Reimagining, Chapter 2: Politics and Policy.

["India: Short term pain, long term gain."](#) Kenneth Akintewe, Aberdeen Asset Management, October 12, 2017

["Modi's reforms have robbed India of its economic prowess."](#) Rahul Gandhi, *Financial Times*, November 7, 2017

["India Looks Set to Leapfrog the U.K. and France to Become the World's Fifth Largest Economy in 2018"](#) *Fortune*, Reuters, December 25, 2017

["Narendra Modi embarks on a great tax gamble."](#) Kiran Stacey, *Financial Times*, June 26, 2017

["India GDP growth rate slumps to 5.7% in Q1 in challenge for economy."](#) Asit Ranjan Mishra, *livemint*, August 31, 2017

["Ahead of Diwali, good news for Indian economy."](#) Giresh Chandra Prasad, *livemint*, October 18, 2017

["Narendra Modi promises Indian businesses an 'early Diwali' on tax."](#) Kiran Stacey, *Financial Times*, September 8, 2017

“Indian Private Equity: Route to Resurgence,” Vivek Pandi, Toshan Tamhane, and Rohit Kapur, McKinsey & Company, June 2015 – Preface and Executive Summary pp. 2-5

["India's caste system is alive and kicking - and maiming and killing."](#) Mari Marcel Thekaekara, August 15, 2016

["Why Caste Won't Disappear From India."](#) Shashi Tharoor, *The World Post*, December 8, 2014

["The Power of Parity: Advancing Women's Equality in India."](#) McKinsey & Company, September 2015, Executive Summary (pages 1-23)

["Economics Journal: A Theory Why Indian Muslims Lag."](#) *The Wall Street Journal India*, October 3, 2012

["India's Muslims and the Price of Partition."](#) Ajaz Asraf, *The New York Times*, August 17, 2017

April 24 – India: Development Priorities

Population growth and urbanization are putting immense stress on India. The top domestic development needs include education, public health, and infrastructure (urban conditions, electricity, telecommunications, and logistics), manufacturing, and agriculture. Investment in infrastructure is needed to sustain a high single digit economic growth rate. **Subject to class size, instructions for student team PowerPoint presentations during this class on *Reimagining India* chapters 3 and 4, or an alternative op-ed to be submitted this day, will be provided on April 17.**

Reimagining India – Unlocking the Potential of Asia’s Next Superpower, Chapter 3: Business and Technology; Chapter 4: Challenges

["Budget 2016: Where the money comes from and where it goes."](#) Samarth Bansal, *The Hindu*, Updated October 18, 2016 (Current budget data for 2018 will be presented when issued about March 1, 2018)

["The Future Population of India."](#) Population Foundation of India, Population Reference Bureau, August 2007

["India has made primary education universal, but not good."](#) *The Economist*, June 8, 2017

"Primary Education in India: Progress and Challenges," Urvashi Sahni, Brookings Institution, January 2015

["Challenges to primary education,"](#) Rukmini Banerji, *livemint & Wall Street Journal*, May 21, 2013

["A blueprint for higher education,"](#) Sukadeo Thorat, *The Hindu*, Updated May 7, 2016

["India's healthcare sector: A look at the challenges and opportunities faced by an \\$81.3 billion industry."](#) FIRSTPOST, June 12, 2017

"Priorities for India's health policy," Rahul Aluwalia and Shamika Ravi, Brookings, January 26, 2016

"India's Energy Crisis," Richard Martin, *MIT Technology Review*, October 7, 2015

["India aims to reduce high energy transmission and distribution losses,"](#) *Today in Energy*, U.S. Energy Information Administration, October 22, 2015

["Achieving India's Ambitious Renewable Energy Goals: A Progress Report,"](#) Katherine Ross and Rhys Gerholt, World Resources Institute, May 12, 2017

["India can achieve 200 GW renewable energy by 2022: R K Singh,"](#) *Times of India*, PTI, November 24, 2017

["Renewable energy industry races to keep paces with New Delhi's ambitious targets,"](#) Kiran Stacey, *Financial Times*, October 15, 2017

["The smart cities of India,"](#) *The Hindu*, August 8, 2017

["Financial Turnaround of the Indian Railways: Good Luck or Good Management?,"](#) Dr. Desh Gupta and Dr. Milind Satye, University of Canberra, Australia, ca. 2007.

["Indian Railways: On the fast track to growth,"](#) Suvere Sinha Vijay Sarma, McKinsey & Company, September 2016

"Manufacturing Sector in India," India Brand Equity Foundation, September 2017

["Manufacturing sector: Make in India, but not the 'China' way,"](#) Sandeep Singh, *Indian Express*, updated September 6, 2016

[" 'Make in India' yet to spur manufacturing, panel says,"](#) *The Hindu*, updated August 3, 2017

[“The world's largest infrastructure project is being built in India – stretching from Delhi to Mumbai.”](#) Rakha Kumar, Scroll.in, August 17, 2015

“What Is the Future of Agriculture in India,” Vishavjeet Chaudhary and Gursharan Singh, The Wire, July 19, 2016

[“In a time warp.”](#) *Economist*, June 27, 2015“India’s bank bailout cures the symptoms, not the disease,” *Quartz India*, January 24, 2018

May 1 – India: The Governance Environment

Governance and the rule of law have emerged as a principal challenge in India’s further evolution as a free market economy. The lecture will also address principles of good governance and also how boards of directors and management should function – covering the NGO and private sectors. Policy writing do’s and don’t will also be presented.

[“E-governance in India: Concept, Initiatives and Issues.”](#) INSIGHTSIAS, Updated November 24, 2014

[“Can blockchain technology be an answer to India's land governance woes?”](#), Ranjan Kumar Ghosh and Vipul Patel, *livemint*, October 23, 2017

[“India demonetisation fails to purge black money.”](#) Simon Mundy, Amy Kazmin, and Kiran Stacey, Financial Times, August 31, 2017

“Ratan Tata: Redefining Philanthropy in India,” Carnegie Medal of Philanthropy, June 16, 2017

“India’s Modi Assaults The Psyche Of Corruption: Is It Enough To Bring Change?”, Roomy Khan, *Forbes*, August 15, 2017

“Modi Talks Big About Zero Corruption, But the Lokpal is Still Nowhere in Sight,” Prashant Bhushan, *The Wire*, May 26, 2017

“Governance in India: Corruption,” Baina Xu, Council on Foreign Relations, Updated September 4, 2014

[“Aadhaar helped Indian govt check fraud, save \\$9bn: Nilekani.”](#) *Times of India*, updated October 13, 2017

[“India tax amnesty draws \\$9.8bn in asset declarations.”](#) Simon Mundy, Financial Times, October 2, 2016

[“The high economic costs of India's demonetisation.”](#) *The Economist*, January 7, 2017

“Money Matters in Modi’s India,” Abhiram Muddu and Vince Wong, Cornell Enterprise, University, Cornell SC Johnson College of Business, December 20, 2016

[“Hidden Assets Seen Worth \\$2 Trillion Targeted by India.”](#) Ante Antony and Bhuma Shrivastava, posted on Bloomberg, June 9, 2014 (NA) – and Lex Meridian posted by Satnam, September 14, 2015

["India's Supreme Court says privacy is a fundamental right in blow to government."](#) Vidhi Doshi, *Washington Post*, August 24, 2017

["Aadhaar: Are a billion identities at risk on India's biometric database."](#) Soutik Biswas BBC, May 4, 2017

"Aadhaar is not all about subsidies: 5 uses for India's biometric IDs that you didn't know about," Govindraj Ethiraj, *Quartz India*, August 13, 2014

May 8 – South Asia: National Security and Foreign Relations Challenges

In South Asia, there are a number of separatist elements and insurgencies, for example Kashmir, the Maoist style Naxalite movement, and those of northeast India. Pakistan is a principal U.S. ally in the front lines fighting the Taliban and Al-Qaeda and is dismayed by India's sponsorship from the U.S. India and China, moreover, are principal trading partners yet are engaged in a strategic contest.

["India Tests Ballistic Missile, Posing New Threat to China."](#) Kai Schultz and Hari Kumar, the *New York Times*, January 18, 2018

["Here Is All You Should Know About 'String of Pearls,' China's Policy to Encircle India."](#) Maninder Dabas, Times Internet Limited (Times of India Group), June 22, 2017

["Who rules the waves."](#) *Economist*, October 17, 2015

["Why India and China are facing off over a remote corner of the Himalayas."](#) A.T., *The Economist*, August 9, 2017

["Doklam and Defense Ties."](#) Richard M. Rossow, *U.S.-India Insight*, Center for Strategic & International Studies, September 2017

["Is India Starting to Flex Its Military Muscles?"](#) Summit Ganguly, and S. Paul Kapur, *Foreign Policy*, October 17, 2017

["Can China really encircle India with its String of Pearls? The great game of Asia."](#) Prahash K. Dutta, *indiatoday*, June 15, 2017

["China, India and the clash of two great civilisations."](#) Gideon Rachman, *Financial Times*, June 5, 2017

"Modi and the Indian Ocean: Restoring India's Sphere of Influence," C. Raja Mohan, Center for Strategic & International Studies, June 18, 2015

["Who Will Win the Great China-India Naval War of 2020."](#) James Holmes, *Foreign Policy*, August 7, 2017

["China's Grand Plan for Pakistan's Infrastructure."](#) Jack Detsch, *The Diplomat*, April 21, 2015

"India-Pakistan Tensions: India's Expanded Toolkit," Richard M. Rossow, Center for Strategic & International Studies, September 29, 2016

["India's war doctrine."](#) DAWN, January 14, 2017

["Russia Remains India's Largest Arms Supplier \(For Now\)."](#) Franz-Stefan Gady, *The Diplomat*, March 1, 2016

["India world's 5th largest military spender: 7 weapons systems govt is buying."](#) Rahul Singh, *Hindustan Times*, April 27, 2017

["US to provide India launch technology for aircraft carriers."](#) Lalit K. Jha, *livemint*, October 18, 2017

"Lashkar-e-Taiba Wreaks Havoc in South Asia, Threatens the U.S.," Bennett Seftel, *The Cipher Brief*, August 17, 2017

["How the U.S. and India can collaborate in Afghanistan."](#) Jack Detsch, *The Diplomat*, April 13, 2015

["Unlocking India's Strategic Potential in Central Asia."](#) Roman Muzalevsky, U.S. Army War College, October 29, 2015, Introduction, pages 1-3.

["India's Counterinsurgency Campaigns Are Missing the Warning Signs."](#) Sarah Watson, *Lawfare* and Brookings, August 13, 2017

["Naxalite Movement in India: Causes and Solutions."](#) Abid Alki and Sant Lal, *International Journal of Informative & Futuristic Research*, April 2015

May 15 – China and India: Comparative Evolution and Political Economies

The development models of China and India will be compared and contrasted during the first half of the class. In the second half of class, we will discuss a multinational case study regarding direct investment in either India or China, and assessment of relative risk.

["Asia's Competing Visions."](#) Jonathan Hillman and Matthew P. Goodman, Center for Strategic & International Studies, September, 2017

"Blindly mimicking China's growth model may simply not be possible for latecomer India," Shyam Saran, *Quartz India*, September 14, 2017

["How to Fix India-China Trade."](#) K.S. Venkatachalam, *The Diplomat*, August 31, 2017

["The economic growth trajectory of India and China."](#) Nikhil Prasad Ohja and Madhur Singhal, *livemint*, March 22, 2016

["Reshaping the Future World Economy."](#) HSBC, May 11, 2017

"China Will Regret India's Entry Into the Shanghai Cooperation Organization," Derek Grossman, Rand Corporation, July 24, 2017

["China set to be India's fastest growing FDI partner, leaps from 35th to 17th spot in five years."](#) Reshma Patil, *FIRSTPOST*, April 10, 2017

["What a standoff on a small Himalayan plateau says about the rivalry between the two most populous nations."](#) Shashank Bengali, *Los Angeles Times*, August 14, 2017

["China should take competition from India seriously,"](#) *Global Times*, May10, 2017

[China's Economy Will Be More Competitive Than India's For Many Years,"](#) Anja Manuel, *Fortune*, May 19, 2016

[China to end one-child policy and allow two,"](#) BBC News, October 29, 2015

["India needs to attract foreign direct investment to accelerate growth,"](#) S.P. Kothari, *Economic Times*, September 23, 2014

May 22 – Strategy Issues for NGOs and Multinational Companies

This lecture will provide tools for strategic thinking and the evaluation of opportunities in both the NGO and private sectors. Strategy issues will be applied to leading multinationals with two India case studies that address the social policy consequences of economic deregulation. Issues that divide the U.S. and India will also be presented. **Subject to class size, there will be student team PowerPoint presentations regarding a case study about the State Bank of India, or Wal-Mart's approach to India, as designated by the Instructor, or an op ed will be submitted this day in class. Instructions will be provided May 15.**

"What Is Strategy?," Michael E. Porter, *Harvard Business Review*, November-December 1996

"Mastering the Make-In India Challenge," Ram Mudambi, Haritha Saranga, and Andreas Schotter, *MIT Sloane Management Review*, Summer 2017

"India gets tough on taxation of transfers within MNCs," Sumeet Chatterjee, Reuters, February 17, 2013

["India reiterates concern to U.S. over H-1B visa issue,"](#) *Economic Times*, October 17, 2017

["GE Says Upending \\$2.5 Rail Deal Risks Jobs in India,"](#) Rick Clough, Bloomberg, September 26, 2017

["In India, Drug Makers Try to Stay a Step Ahead of FDA,"](#) Voice of America, July 9, 2017

"U.S. FAA downgrades India aviation rating; Air India, Jet hit," Reuters, Devidutta Tripathy, January 31, 2014

["India's FDI inflows at a record \\$60.1 billion in 2016-2017,"](#) Raj Kumar Ray, *Hindustan Times*, May 19, 2017

"Turnabout on Climate Change: India and the United States," Alyssa Ayers, Council on Foreign Relations, June 1, 2017

"Walmart Expands Again in India – But Still Not Able To Open Consumer Stores to Consumer Detriment," *Forbes*, Tim Worstall, April 30, 2017

"Wal-Mart and Bharti: Transforming Retail in India," Indranil Bose, Shilpi Banerjee, and Edo de Vries Robbe, University of Hong Kong, August 27, 2009 (Distributed by *Harvard Business Review*)

["India Replaces China as Next Big Frontier for U.S. Tech Companies."](#) Vinu Goel, *New York Times*, September 27, 2015

"State Bank of India: Transforming a State Owned Giant," Rajiv Lal and Rachna Tahilyani, *Harvard Business Review*, April 19, 2011

["Indian Private Equity: Route to Resurgence."](#) McKinsey & Company, June 2015, Preface (p.1) and Executive Summary (pp. 2-4)

May 29 - The Subcontinent: What Does the Future Hold?

Our guest lecturer will be the highly-renowned Sam Pitroda, who has held cabinet rank in the Government of India and served two prime ministers, Rajiv Gandhi and Manmohan Singh. Sam has successfully undertaken various national projects, such as modernizing the telecommunications system, leveraging intellectual capital in the global knowledge economy, developing the information sector and infrastructure, and rationalizing Indian Railways. Among other things, Sam's book offers valuable insights about how to conduct successful project management on a national scale.

Following Sam's talk, the insights and limitations of the Goldman Sachs paper will be discussed. While dated, it offers an opportunity to evaluate a position paper of a leading investment bank.

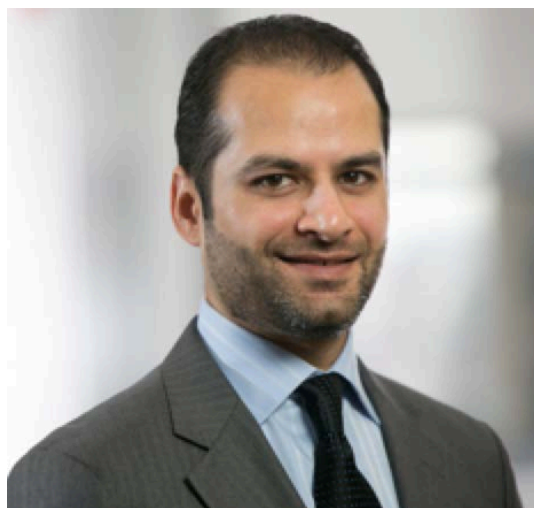
Dreaming Big: My Journey to Connect India, Sam Pitroda, Penguin Books India 2015

["Ten Things for India to Achieve its 2050 Potential."](#) Jim O'Neill and Tushar Poddar, Goldman Sachs, Global Economic Paper No. 169, June 16, 2008

["India's Digital Future."](#) Morgan Stanley, October 12, 2017

["India's ascent: Five opportunities for growth and transformation,"](#) Noshir Kaka and Anu Madgavkar, McKinsey & Company, August 2016

"Prepare for the Unknown: India's Black Swans," Tania Madan, Brookings, March 8, 2013



Mr. Saad B. Qais serves as the CFO of Goldwind Americas. Goldwind is a Chinese company based in Beijing that is one of the largest manufacturers of wind turbines in the world. At Goldwind, Saad recently helped raise tax equity financing for the company's first wind project in Texas enabling the turbine technology to become fully "bankable". Prior to Goldwind, Saad was the CFO at AMP Americas, where he was responsible for the company's financial strategy & planning, accounting, tax and capital raising activities. AMP Americas has a network of natural gas fueling stations for heavy-duty vehicles across the US and is a producer of bio-gas.

Prior to AMP Americas, Saad was Vice President of Corporate Finance at Mainstream, where he was responsible for the company's project financing and merger and acquisition activity in North America for wind and solar power projects. In this capacity, Saad worked closely with global investors in domestic and cross border transactions.

Saad started his career at ABN Amro Bank where he was focused on the energy and infrastructure sectors. At ABN Amro, Saad worked on over \$10 billion of transactions spanning the power, oil and gas and the aerospace sectors. In addition to the U.S., he worked on structured finance and M&A transactions in Europe, Latin America and Asia. The banking transactions in the emerging markets frequently involved development banks and export credit agencies such as the International Finance Corporation (IFC), Overseas Private Investment Corporation (OPIC) and U.S. Export-Import Bank.

Saad received his Bachelor of Arts in Economics from the University of Wisconsin-Madison. He later earned a Master's of Business Administration degree from Northwestern University's Kellogg School of Management.

ABOUT SAM PITRODA



Mr. Sam Pitroda is an internationally respected telecom inventor, entrepreneur, development thinker, and policy maker who has spent 50 years in information and communications technology (ICT) and related global and national developments.

Credited with having laid the foundation for India's telecommunications and technology revolution of the 1980s, Mr. Pitroda has been a leading campaigner to help bridge the global digital divide. During his tenure as Advisor to Prime Minister Rajiv Gandhi, Mr. Pitroda led six technology missions related to telecommunications, water, literacy, immunization, dairy production, and oil seeds. He was also the founder and first Chairman of India's Telecom Commission. In these plural roles, Mr. Pitroda helped revolutionize India's development philosophies and policies with a focus on access to technology as the key to social change.

As a way to induce the second phase of India's technology revolution, in 2005 Mr. Pitroda headed India's National Knowledge Commission (2005-2009), to provide a blueprint of reform for the knowledge-related institutions and infrastructure for the 21st century in the country.

Recently, Mr. Pitroda served as Advisor to the Prime Minister of India on Public Information Infrastructure and Innovation, with the rank of a Cabinet Minister. He served as the Chairman of the Smart Grid Task Force, as well as the committees to reform public broadcasting, modernize railways, deliver e-governance, and other developmental activities.

Mr. Pitroda is a Founding Chairman of five non-profit organizations including the India Food Bank, the Global Knowledge Initiative and the Institute of Transdisciplinary Health. He is also a founding Commissioner of the United Nations Broadband Commission for Digital Development and Chairman of the International Telecommunication Union's m-Powering Development Board that looks to empower developing countries with the use of mobile technology.

In addition, Mr. Pitroda is a serial entrepreneur having started several companies in the United States. He holds around 20 honorary PhD's, close to 100 worldwide patents, and has published five books and numerous papers and lectured widely all over the world. He lives in Chicago with his wife.

Source - Sam Pitroda Web Site: <http://www.sampitroda.com/>