

Full Course Title: Accenture: Impact of Investment in Infrastructure in Emerging Markets

Course Title for Registration System: Accenture: Impct Invst Infr Emrgng

Course Number: SIPAU9000.010

Faculty Advisor: Jorge O. Mariscal

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Meeting Date/s Times: Tuesdays 4:10pm-6:00pm

Location: 409 IAB

Office Hours: By appointment

Credits: 3

Course Overview

Brief description of client:

Accenture is a global management consulting, technology services and outsourcing company, with more than 223,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$21.6 billion for the fiscal year ended Aug. 31, 2010.

Summary of project:

We would like the group to research the trends in infrastructure spending in emerging markets and assess their impact on key industries. While infrastructure spending can cover a broad range of activities, we would like the group to focus on activities which are most relevant to the information technology (IT) space and adjacent industries. Key questions include:

- How is the infrastructure space defined? What are the different types of infrastructure spending? How is the infrastructure space segmented?
- What is the geography of infrastructure spending? Which countries are the biggest investors and in what areas are they spending? Countries in scope can be limited to emerging Asia and Latin America. Focus countries should at a minimum include China (include Taiwan and Hong Kong where relevant), South Korea, ASEAN (Singapore, Malaysia, Indonesia, Thailand, Philippines, Vietnam), India, Brazil, Mexico, Argentina, Chile, Peru, Colombia. If there is a significant story to be told in Asia and Latin America beyond these focus countries, the group should expand the scope as appropriate.
- What are the vehicles through which investments are made? How is the spending funded? What is the role of public-private partnerships?

- Who are the key actors in the infrastructure space (the “ecosystem”)? Which government-affiliated entities are playing a role? Which companies are important?
- Which industries are most impacted by investments in infrastructure? How is this trend driving changes in industries in emerging markets? (e.g., how is this changing transportation, utilities, etc.?)
- To the extent relevant, what are the inhibitors of infrastructure spending (e.g., corruption, instability, etc.)?
- What are the implications of these trends? While we don’t expect the group to become experts on our business, we’d like them to reflect where possible on the implications of their findings for a company in our industry.

Deliverables to client:

- Detailed work plan: 2nd week of classes
- Draft report outline: End of February
- Mid-term check point (March). This should be a short presentation offering some highlights of progress-to-date
- Draft report (April)
- Presentation of key findings and recommendations (PowerPoint is the standard for this) to small group of stakeholders
- Final report documenting research and findings (this can take whatever form the team finds appropriate...Word, PowerPoint, etc.). This should be material sufficient to address the key questions and support the insights in the final presentation. Length can be as needed, but clarity and brevity where possible are helpful.

Special skills/knowledge needed by team members:

- Strong research skills – both an ability to find relevant information and an ability to apply it analytically
- Experience (or strong interest) working in or studying emerging markets
- Comfort with basic quantitative analysis (the group will need to quantify some of the investments and potentially size some of the industry markets)
- Diversity of national backgrounds would be useful, particularly if there are students from these regions that are interested

Initial meeting(s) with your student team in late November or early December, if applicable:

Dates for meetings with client, if already scheduled: None yet

Field component: No travel.

Student selection: [All eligible students may apply for up to five workshops through a special online application process from October 15th until October 31st. Assignment of students will be coordinated by the Office of Academic Affairs, and relevant faculty will be consulted about team membership for their workshop(s).]

Grading (students receive an individual grade):

Grades for the workshop will be based on the following criteria:

Quality of individual written work (10%)

Quality of participation in class, Peer review (20%)

Feedback from the client (20%)

Overall professionalism, including timeliness, ability to work with team, etc. (20%)

Quality of team's final report and briefing (30%)

Readings: Selected reading to be distributed at meetings.

***Academic Integrity Statement*:**

The School of International & Public Affairs does not tolerate cheating and/or plagiarism in any form. Those students who violate the Code of Academic & Professional Conduct will be subject to the Dean's Disciplinary Procedures. Cut and paste the following link into your browser to view the Code of Academic & Professional Conduct online.

http://sipa.columbia.edu/resources_services/student_affairs/academic_policies/deans_discipline_policy.html

Please familiarize yourself with the proper methods of citation and attribution. The School provides some useful resources online; we strongly encourage you to familiarize yourself with these various styles before conducting your research:

http://sipa.columbia.edu/resources_services/student_affairs/academic_policies/code_of_conduct.html

Violations of the Code of Academic & Professional Conduct should be reported to the Associate Dean for Student Affairs.