# Index

<table>
<thead>
<tr>
<th>A</th>
<th>Agricultural productivity, 56–58</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Air pollution, 55–56</td>
</tr>
<tr>
<td>A</td>
<td>Amelio, William, 204–205</td>
</tr>
<tr>
<td>A</td>
<td>Anchor Daewoo, 216</td>
</tr>
<tr>
<td>A</td>
<td>Apollo Tyres, 164</td>
</tr>
<tr>
<td>A</td>
<td>Apple stores, 82</td>
</tr>
<tr>
<td>A</td>
<td>Arunachal Pradesh, 11</td>
</tr>
<tr>
<td>A</td>
<td>Attitudes, 15–21; employee attitudes, 84</td>
</tr>
<tr>
<td>A</td>
<td>Automation, 52–53</td>
</tr>
<tr>
<td>A</td>
<td>Automobile industry, 231</td>
</tr>
<tr>
<td>A</td>
<td>Avatars, 6, 7–8</td>
</tr>
<tr>
<td>B</td>
<td>B2B and B2C services, 49–51</td>
</tr>
<tr>
<td>B</td>
<td>Babu, Amar, 206–207</td>
</tr>
<tr>
<td>B</td>
<td>Banerjee, T.K., 215</td>
</tr>
<tr>
<td>B</td>
<td>Baoding Tianwei Baodian Electric Co. (TWBB), 190–191</td>
</tr>
<tr>
<td>B</td>
<td>Batra, Gayathiri, 9</td>
</tr>
<tr>
<td>B</td>
<td>Beachhead segments, 233–234</td>
</tr>
<tr>
<td>B</td>
<td>Bezos, Jeff, 43</td>
</tr>
<tr>
<td>B</td>
<td>Bharat Heavy Electricals Limited (BHEL), 189</td>
</tr>
<tr>
<td>B</td>
<td>Bharti Airtel, 48, 199</td>
</tr>
<tr>
<td>B</td>
<td>Birla Group, 39</td>
</tr>
<tr>
<td>B</td>
<td>Bollywood, 8–9</td>
</tr>
<tr>
<td>B</td>
<td>Border disputes, 10, 11–13; and attitudes, 17–18</td>
</tr>
<tr>
<td>B</td>
<td>Braganza, Erica, 216–217</td>
</tr>
<tr>
<td>B</td>
<td>BRICS summit, 12</td>
</tr>
<tr>
<td>B</td>
<td>Bright Food, 163</td>
</tr>
<tr>
<td>B</td>
<td>Buddhism, 8</td>
</tr>
<tr>
<td>B</td>
<td>Bush, George W., 20</td>
</tr>
<tr>
<td>C</td>
<td>Cai Liqun, 198–199, 201</td>
</tr>
<tr>
<td>C</td>
<td>CEOs: appointing in a joint venture, 238</td>
</tr>
<tr>
<td>C</td>
<td>Challenges in China, 60–61; competition, 77–79; corruption, 71; differing values, 63–67; economic diversity, 74–75; government, 67–71; growth vs. profits, 79–80; Indian mindset vis-à-vis China, 62–63; intellectual property safeguards, 81–83; legal system, 71–73; public relations and brand-building, 87–88; rapid pace of change, 75–76; talent management, 84–87; vastness and diversity, 73–75. See also opportunities in China</td>
</tr>
<tr>
<td>C</td>
<td>Chandrasekaran, Natarajan “Chandra”, 89–90, 111–113</td>
</tr>
<tr>
<td>C</td>
<td>Change: rapid pace of, 75–76</td>
</tr>
<tr>
<td>C</td>
<td>Changzhou Dongfeng, 135</td>
</tr>
<tr>
<td>C</td>
<td>Chavan, Harish, 123–124, 127, 128–130, 133, 134–135</td>
</tr>
<tr>
<td>C</td>
<td>Chery, 1, 40, 175–176</td>
</tr>
<tr>
<td>C</td>
<td>Cheung, Tony, 9</td>
</tr>
<tr>
<td>C</td>
<td>Child care, 50–51</td>
</tr>
<tr>
<td>C</td>
<td>China: growth drivers and constraints, 26</td>
</tr>
<tr>
<td>C</td>
<td>China for China strategy, 107–109</td>
</tr>
<tr>
<td>C</td>
<td>China Minmetals Corporation, 192</td>
</tr>
<tr>
<td>C</td>
<td>China-Japan relationship, 62–63</td>
</tr>
<tr>
<td>C</td>
<td>Chinese companies in India, 179–184; Haier, 210–217; Huawei Technologies, 195–202; Lenovo, 202–210; lessons</td>
</tr>
</tbody>
</table>
INDEX

learned, 218–221; power equipment suppliers, 185–191; Xindia Steels, 191–195
Choudhari, Anjanikumar, 121–122, 124, 126, 127, 232
Commitment, 218
Communications: with JV partners, 217–238
Communist Party in China, 69, 239–240
Competition, 77–79, 220–221; in Indian Ocean region, 10
Compliance Manual, 104
Convergence of economies, 30–31
Cooper Tire, 164
Corruption, 71
Cultural interactions, 5
Cultural Revolution, 6
Dalai Lama: India’s hosting of, 10
Defense: India boosting defense capabilities, 15
Deng Xiaoping, 144, 145
Do Bigha Zameen, 6
Dong Qiqi, 109
Doshi, Bharat, 117–118, 133
Eating habits, 67
Economic disparity: and attitudes, 19
Economic diversity, 74–75
Economic reforms: in India, 28
Economies: China’s growth drivers and constraints, 26; convergence of, 30–31; India’s growth drivers and constraints, 29; India’s slowdown, 26–28; size and growth of, 2; slowing down, 21–30; world’s top 12 economies, 24
Emotional bonds between employees and organizations, 243
Energy: India’s dependence on imported energy resources, 37
Energy efficiency, 53–55
Entrepreneurs as franchisees, 154–155
Expatriates, 86–87, 244–245
Exports: trends, 23–25

F
Fa Xian, 5
FDI. See foreign direct investment (FDI)
Financial services, 51
First Tractor Company, 135
Ford Motor, 125; in China, 169–170
Foreign direct investment (FDI), 39–43; from China into India, 181–184
Forensic advisors, 236–237
Foxconn, 53
"Four-screen" strategy, 208
Future of China-India relationship, 223–228
G
Gandhi, Rajiv, 11
GDP: China’s, 23; India’s, 28
GE, 98
Geely, 42
Geely Holding Group, 164
Geopolitical tensions, 10–15
Global strategy, 218–219, 228–231
Godiva, 162–163
Goenka, Pawan, 135
Gold Struck, 9–10
Gos, Terry, 53
Governments: challenges in working with Chinese government, 67–71; managing relationships with, 239–240; provincial governments, 77–78
Grace, Bob, 170, 171, 172, 176, 177
Growth: vs. profits, 79–80
Gupta, Gopal Krishan, 190

H
Haier, 5, 210–217
Health care, 51
Hiring and retention, 85
History of China-India relations, 4–10
Hotline Haier Alliances Ltd., 212
Hu Youlin, 132
Huanghai Jinma, 132
Huawei Technologies, 48, 79, 195–202
Hindu system, 51, 101

I
Ibibo, 79
IBM PC business, 202
Imitation, 82
Independent power producers, 185–186
India: growth drivers and constraints, 29
India Business Forum, 232
Indian mindset vis-à-vis China, 62–63
Industrial automation, 52–53
Infrastructure: China’s disdain for India’s weak infrastructure, 19–20
Intellectual bonds between employees and organizations, 244
Intellectual property: managing intellectual property risks, 146–148; patents in China, 83; safeguarding, 81–83
Index

International Harvester, 119
International Tractor Company, 119
Investment: between China and India, 2–3; Chinese investments in India, 181–184; direct equity investments in R&D and manufacturing; 39–43; slowdown in India’s investment, 27
IT services, 36–37
Jaguar Land Rover, 3, 40, 41, 165–168, 235; in China, 168–177. See also Tata Motors
Japan: and China, 62–63
Jiangling Motor Company Group (JMCG), 125
Jiangling Tractor Company, 115–116, 120, 125; transforming, 128–131
Jiangsu Yueda Group, 116, 120
Jiangsu Yueda Yancheng Group: joint venture with Mahindra Group, 131–135
Jiao Zhihe, 190–191
JMCG, 125
John Deere, 135
Joint ventures (JVs), 219–220, 236–237; appointing CEO, 238; local chairmen, 238; managing relationships with JV partners, 237–238; reasons why joint ventures fail, 80–81; TCS in joint venture with Chinese government, 105–107; Xindia Steels, 191–195
JTC. See Jiangling Tractor Company JVs. See joint ventures (JVs)
Kapoor, Raj, 7–8
Kasyap, Arvind, 79
Kelachandra Group, 192
Kumar, Prem, 227
Kumarajiva, 5
Labor supply: employee attitudes and cultural issues, 84; expatriate agreements, 86–87; hiring and retention, 85; training and development, 85–86; trends, 23–25; unions, 86; and wages, 52. See also expatriates; talent
Lam, Johnson, 106
Language, 66–67
Learning to succeed in China, 245–247
Legal system, 71–73
Lenovo, 41, 202–210, 218–219
LG, 211–214
Li, Alex, 206
Li Keqiang, 1, 13, 32; expanding the role of the market, 69; visiting TCS in Mumbai, 89–91
Li Yuan Chao, 158
Life of Pi, 8–9
Light House Productions, 9–10
Liu Chuanzhhi, 205
Lobbying, 187
Logo-fication, 76
Lucenberg, Jamie, 121
Luxury goods, 58–59
Mahindra, Anand G., 115, 116–117, 121, 126, 132
Mahindra Group, 3, 42, 116–119, 229, 230; beachhead segment, 234; entering China, 123–127; joint venture with Jiangsu Yueda Yancheng Group, 131–135; Operation Blue Chip, 118; reasons for entering China, 121–123; and SsangYong, 240; transforming JTC, 128–131
Mahindra Tractors, 39, 115–116, 119–121; brand-building, 240
Mahindra Yueda Yancheng Tractor Company, 131–135
Manasara Group, 192
Manufacturing: in China, 174–177; as primary driver of growth, 224–228
Mao Zedong, 6
Materiality: vs. spiritualism, 20
Media: in China, 241
Menon, Adwaite Govind, 207–208
Menon, Prakash, 138, 142–150, 155–156
Microsoft, 20
Mistry, Cyrus, 95
Modi, Narendra, 189
Nano, 162
National Association of Software and Services Companies (NASSCOM), 92
National Development and Reform Commission (NDRC), 98–99
Nehru, Jawaharlal, 11
NIIT, 137–141, 229, 231; adapting to local imperatives, 148–150; ambitions in China, 159–160; challenges with entrepreneurs as franchisees, 154–155; entering China, 141–146; inventing the “NIIT inside” model, 153–154; managing intellectual property risks,
INDEX

146–148, partnering with government institutions, 155–159; partnering with universities, 48; profile, 138–141; spreading beyond Shanghai, 150–153
Nuclear Suppliers Group, 20

O
OEMs, 227
Offshoring, 92
Opportunities in China, 46; agricultural productivity and water scarcity, 56–58; B2B and B2C services, 49–51; for China and the rest of the world, 47–49; energy efficiency, 53–55; industrial automation, 52–53; luxury goods and tourism, 58–59; pollution control, 55–56. See also challenges in China
Original equipment manufacturers (OEMs), 227

P
Pakistan: China’s support for, 10, 13–14, 18
Pande, Girija, 90, 97, 103
Partnering, 234–238; with government institutions, 155–159; with universities, 48. See also joint ventures (JVs)
Passports, 11–12
Patents in China, 83. See also intellectual property
Pawar, Rajendra, 138, 142, 144
PCEC, 144
Phantom shares, 201
Pharmaceuticals, 36
Philip, Lijee, 161
Policy-making: by the Indian government, 187–188
Pollution control, 55–56
Popham, Phil, 168
Power machinery, 185
Private property, 68–69
Profits: vs. growth, 79–80
“Protect and attack” strategy, 205–206, 207
Provincial governments, 77–78
Public relations, 87–88. See also brand-building
Pudong Continuing Education Centre (PCEC), 144
Punjab Tractors, 119
Putzmeister, 163

Q
Qingdao General Refrigerator Factory, 210–211

R
Rajanna, V., 101, 103, 104
Ramadorai, S. “Ram”, 93, 97, 101
Rao, Nirupama, 12
Rapid pace of change, 75–76
RedBus.in, 79
Reliance Power, 186
Ren Zhengfei, 196–197
Respect, 16
Return on capital employed (ROCE), 118
Risk-proofing strategy, 231–234
ROCE, 118

S
SAB Miller, 162
Samsung, 213–214
Sany, 42
Sany Group, 163
Separation of powers, 69
Services, 30–31
SEZ. See Special economic zones (SEZs)
Shanghai Electric, 186, 188
Shanghai Free Trade Zone, 31
Shyu, Cindy, 9–10
Singh, Manmohan, 12, 13, 20, 32
Sino India Cooperation Office (SICO), 98–99
Sino-Indian war of 1962, 6
Sinopec, 50
Slowdown of economic growth, 21–30
SOE. See state-owned enterprises (SOEs)
Software industry, 91–93. See also Tata Consultancy Services
Song Ling, 107
South African Breweries (SAB), 162
Special economic zones (SEZs), 160
Speth, Ralph, 170
Spiritualism: vs. materiality, 20
SsangYong: and Mahindra Group, 240
State-owned enterprises (SOEs), 124, 236
Strategic guidelines: designing a global perspective, 228–231; partnering, 234–238; risk-proofing strategy, 231–234
String of pearls, 18
Sundaram Fasteners Limited, 47, 227–228

T
Tagore, Rabindranath, 6
Talent: management, 84–87, 241–245. See also labor supply
Tata, Jamsetji, 93
Tata, J.R.D., 94

268
Index

Tata, Ratan, 94–95, 175
Tata Consultancy Services, 73, 89–91, 229, 233, 235, 236; in Beijing, 100; “China for China” strategy, 107–109; Compliance Manual, 104; creating a joint venture with the government, 105–107; early experiences in China, 102–104; in Hangzhou, 99–100; move into China and other markets, 96–99; plans for growth, 110–113; and the Tata Group, 91–96; Tata Information Technology in Shanghai, 99; valuation of TCS WFOE, 107; vision and strategy, 100–102
Tata Engineering and Locomotive Company (TELCO), 165. See also Tata Motors
Tata Group, 232–233; profile, 93–95
TBEA. See Tebian Electrical Apparatus Stock Company (TBEA)
TCS. See Tata Consultancy Services
Tebian Electrical Apparatus Stock Company (TBEA), 188–191
TELCO. See Tata Engineering and Locomotive Company (TELCO)
Tencent, 79
Thadani, Vijay K., 137, 138, 142, 144, 157–158
Thompson, J. Walter, 144
Tourism, 15–16, 58–59
Trade: between China and India, 2–3; growth and tensions, 32–38; India’s dependence on imported energy resources, 37; trends, 32
Trade deficit, 34, 187; and attitudes, 18–19; India’s dependence on imported energy resources, 37–38; India’s growing trade deficit with China, 35, 36; and India’s slowdown, 27–28
Trade surplus, 34
Training and development, 85–86
Trust deficit, 10; Indian mindset vis-à-vis China, 62–63

U
Unions, 86
United States: rivalry between China and, 14–15

US-India Civil Nuclear Agreement, 20–21
V
Values, 63–64; commonalities, 64–65; differences, 65–67
VISA stamps, 11–12
Voltsa, 213
Vredestein B.V., 164
W
Wang, Haiyan, 6–8
Wang Yang, 157–158
Wariness: reasons for China’s wariness of India, 19–21; reasons for India’s wariness of China, 17–19. See also attitudes
Water pollution, 56
Water scarcity, 56–58
Weetabix Limited, 163
Wen Jiabao, 105
WFOE. See wholly foreign-owned enterprises (WFOEs)
Whirlpool India, 213
Whitman, Meg, 209–210
Wholly foreign-owned enterprises (WFOEs): NIIT, 151; Tata Consultancy Services, 99, 104, 105, 107, 111
WIPRO Consumer Products, 235; brand-building, 241
Wu, Cathy, 103

X
Xi Jinping, 1, 12, 71
Xinla Stools, 191–195
Xinxing Heavy Machinery, 192

Y
Yang Yuanqing, 205, 209
Yao Weimin, 201
Yeun, Cory, 9
Yildiz Holding, 162–163
Yoga, 8
Z
Zhang Ruimin, 210–211
Zhang Yan, 194–195
Zheng He, 5
Zhou Enlai, 6