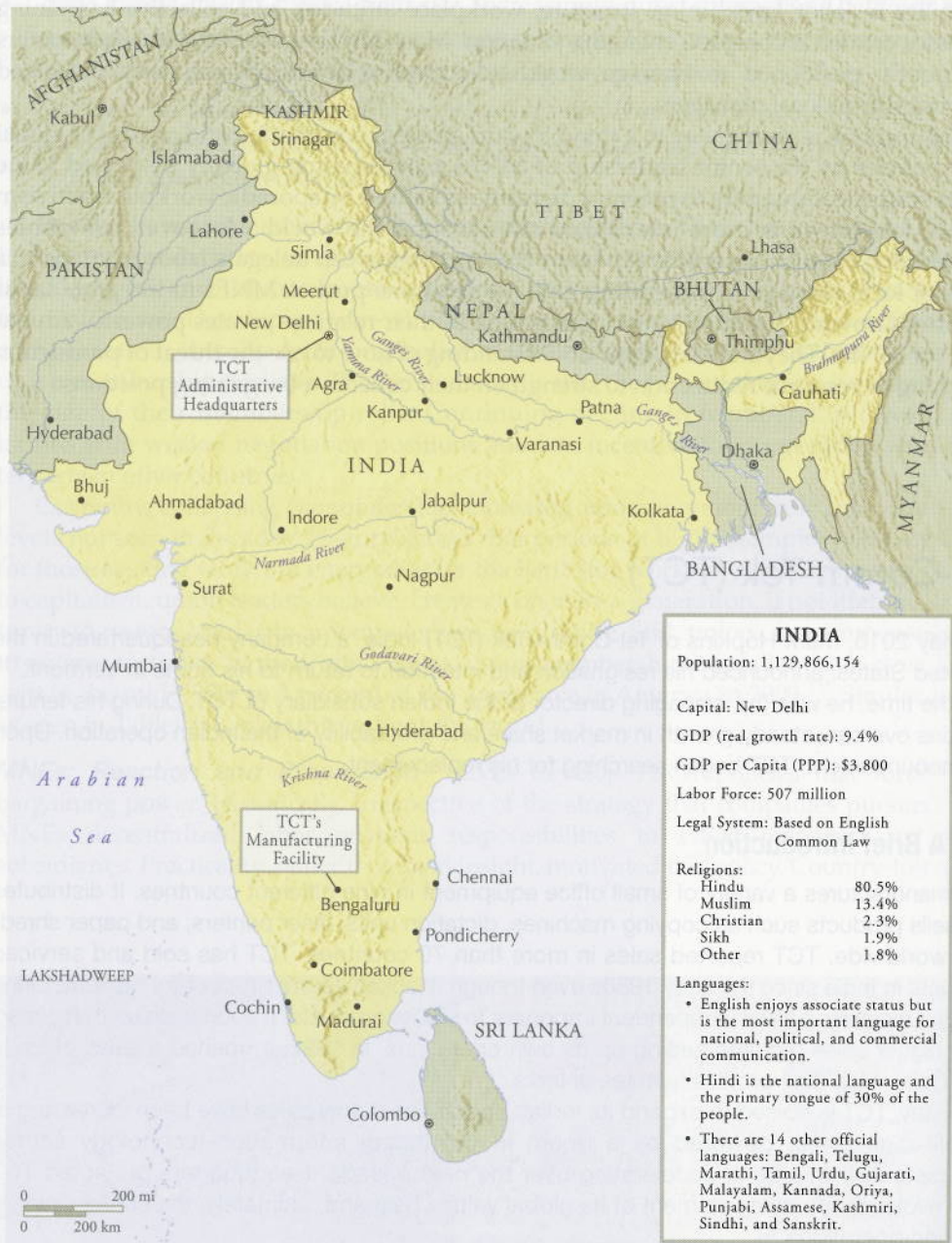


MAP 20.1 India

U.S.-based Tel-Comm-Tek (TCT), which makes small office equipment in nine countries and sells in more than 70, opened an Indian sales office in the capital of New Delhi in 1992 and broke ground on a manufacturing plant in Bengaluru in 2009. India is a competitive location from which TCT can supply markets locations throughout Asia. The company expects that total sales through its Indian subsidiary will eventually surpass total sales in the United States.

Source: Central Intelligence Agency, "India," *The World Factbook* 2009, www.cia.gov (accessed October 23, 2009).



seaports increase the efficiency of product movement both in and out of the country. Management envisions making the local subsidiary a vital link in TCT's increasingly sophisticated supply chain. Presently, TCT's supply chain integrates input suppliers, production, and wholesalers in the United States and Europe. Long-term plans outlined integrating supply points throughout Asia.

**Democratic Norms** India's independence in 1947 institutionalized strong democratic norms of accountability, transparency, and freedom. Progress on the economic front had been even more dynamic. From 1947 through 1990, India's decision to have a centrally planned economy led to the infamous "License Raj," a situation marked by elaborate licenses, regulations, and bureaucracy that were required to open and run a business. In 1991, India began a transition toward a free market economy with the intended demise of the License Raj. This transition, an ongoing process, has helped stabilize the economic