



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SENIOR MANAGEMENT PROGRAMME

Module: Developing a Strategic Mindset

Faculty: Prof. Anirvan Pant

Anirvan Pant is an Associate Professor of Strategic Management at the Indian Institute of Management (IIM) Calcutta. He is primarily interested in studying the processes of identity evolution, legitimation, and category emergence in global strategy. Anirvan's work has been published in leading scholarly and practitioner journals, including, the Harvard Business Review, Journal of International Business Studies, Global Strategy Journal, and the Journal of Product Innovation Management, and has been cited in the Economist. Anirvan was a finalist for the Gunnar Hedlund Award 2010/2011 for the best dissertation in the field of international business. He has received the Outstanding Reviewer Award for 2005–2009 and the FDC Best Paper in Strategy/IB Theory Award 2011 from the International Management Division of the Academy of Management. Anirvan teaches, or has taught, full length courses or short modules on competitive strategy, corporate strategy, strategic leadership, strategy formulation, and global strategy.

Session 1 . November 01. How Are Strategic Choices Different?

Case for Discussion: Robin Hood

Background Reading:

1. 'What Makes Strategic Decisions Different', Rosenzweig, Harvard Business Review, 2013.

Session 2. November 08. How Do Strategic Leaders Overcome Disadvantage and Pursue Growth?

Case for Discussion: Bharat Forge

Background Reading:

1. 'How David Beats Goliath', Gladwell, The New Yorker, 2009.