



# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



## MASTERING STRATEGY - INSIGHTS FROM INDIC ARTHASASTRA TRADITIONS



**Programme Director:**  
Prof. Biswatosh Saha



**Programme Dates:**  
September 25 - 29, 2023



**Programme Venue:**  
MDC, IIM Calcutta

# INTRODUCTION

That India had a long civilizational tradition of deep strategic thinking is often not recognized today. This programme aims to provide participants with a broad overview of the key conceptualizations in Arthashastra, the Indic tradition of strategic thinking, in a way that working managers will be able to relate to. Delivered through stories and real-life cases of business history, the programme will help participants internalize the Indic way of thinking about strategy.

This programme is designed based on firm belief that Arthashastra traditions provide a sound foundation to think about and act effectively in an increasingly complex, multi-polar world of increased uncertainties. It provides a deep and theoretically sound blueprint of mapping enmities and alliances in a multi-polar, pluriversal field of power. The pursuit of strategy in Arthashastra traditions not only provide victory (vijay) to the power-holder (vijigishu) in the external mundane world, it also uplifts the actor spiritually, thus providing a new way to look at challenges to contemporary Western strategy practices from the standpoint of thoughts on ethics.

## OBJECTIVES

- Familiarize participants with key concepts of strategy in the Arthashastra traditions through hands-on practice with curated set of cases and reflections on business stories/histories
- Understand the differences between the Western approach to strategy and Indic conceptualizations through application



## PEDAGOGY

Involved discussions and deep debates, deciphering stories and narratives, group-based assignment on real life cases of business history.



## WHO MAY ATTEND

Senior leaders in positions of authority in private, public, government or non-government or social sector.



## KEY TOPICS

- Introduction to key concepts in Kautilya Neeti
- Getting clarity on the need for strategy and its link with Dharma/ethics and welfare
- Interweaving of the economic, social and political rationale in Arthashastra
- Understanding the limbs of power
- Learning to calibrate the power of a strategic actor in a field of power
- Conceptualizing strategic moves



## PROGRAMME DIRECTOR

**Prof. Biswatosh Saha** has been researching on Strategy practices, digitization and digital businesses in Western academic traditions, while learning Indic traditional thoughts on strategy or the arthashastra, trying to build bridges between the two living civilizational traditions that leaders of a rising India has to make sense of. He is amongst few management scholars from India whose work has been published across the most coveted global conferences in Information Systems as well as Strategy, such as International Conference of Information Systems (ICIS), International Federation of Information Processing (IFIP), Strategic Management Society (SMS) Annual Meeting, European Group on Organization Studies (EGOS) and Academy of Management (AOM) Annual Meeting. His work has also featured in Strategic Management Journal, one of the top journals in the Strategy field. He runs very successful management development programmes that focus on helping experienced senior managers make the leap into top management / CXO roles.





## PROGRAMME DETAILS

- **Duration:** September 25 - 29, 2023
- **Programme Commencement:** 9:00 AM on September 25, 2023
- **Programme Conclusion:** 2:00 PM on September 29, 2023
- **Venue:** Management Development Centre (MDC), IIM C Campus
- **Accommodation:** For Residential participants
  - **Check in:** September 24, 2023 (6:00 pm onward)
  - **Check out:** September 29, 2023 (2:00 pm)

## PROGRAMME FEES

- **Residential (R):** ₹ 140,000/- plus taxes and surcharges as applicable.
- **Non-Residential (NR):** ₹ 130,000/- plus taxes and surcharges as applicable.

We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode.

### Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.

## TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM C will be provided till 2.00 p.m. on the last day of the Programme. Participants staying beyond this time will have to bear additional stay and food charges, which they have to settle directly with the hospitality service provider, conditional upon room availability.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 1, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.



## HOW TO APPLY

- You can apply/nominate your personnel by clicking on the “Apply Now” link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with the Payment Advice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo./relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

## IIM CALCUTTA’S ACCREDITATIONS AND RANKINGS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) and EQUIS.
- IIM Calcutta is the only B school in India to be a member of CEMS, a global alliance of leading business schools, multinational companies and NGOs
- IIM Calcutta has been ranked 2nd in India and 59th globally in ‘Open-enrolment Programmes’ category in the Financial Times Executive Education Ranking 2022. The Institute has secured 76th rank in Financial Times Global MBA Ranking 2023 and 1st in BT-MDRA Best B-School Survey 2022



### Our correspondence address is as follows:

CMDP Office

Management Development Centre (MDC)

Indian Institute of Management Calcutta, Diamond Harbour Road, Joka, Kolkata - 700 104

Phone: +91 33 7121 6000-01 (Extns: 6012/6005)

Email: [program\\_mdp@iimcal.ac.in](mailto:program_mdp@iimcal.ac.in) | Weblink: <https://www.iimcal.ac.in/mdp/mdp-calendar>

**For all other details on administrative matters please refer to the ‘Guidelines for Participants’ on our website or e-mail to [program\\_mdp@iimcal.ac.in](mailto:program_mdp@iimcal.ac.in)**