



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode
Globalizing Indian Thought

Batch 04

Narrow the Social Gap.

Amplify sustainable impact.

Professional Certificate Programme in
**Management of Social
Initiatives**



11 months | Live online + campus immersion | ₹2,90,000 + GST | Starts in March 2026

A Times Group Initiative

IIM Kozhikode's Directors' Message for You

Businesses today have seen a complete transition from how they used to be run a decade ago. Recent industry reports suggest that close to 68% of business leaders in India have reported that having high agility reduced their costs by 25%. It is thus imperative for business leaders of today and the future to expand their knowledge across domains and proactively make decisions to be effective leaders. IIM Kozhikode programmes, designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights, empower participants to manage and lead complex business challenges with confidence and data-driven, informed decision-making ability. Our growing global footprint, acknowledged and accredited by leading institutions of the world, is a testimony to the growth we have achieved in our 30-year journey of academic excellence. At this juncture, it is also pertinent to share that both, the future and the past, are integral to the path taken by an institution on this journey of excellence. Having a wide, far-seeing vision is not an indulgence but an activity that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination. That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The Institute has set for itself a pre-eminent role with the above motto. The sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration. Invest in your potential and jumpstart your career by enrolling in the third batch of IIM Kozhikode's Professional Certificate Programme in Management of Social Initiatives . Wishing you the best of learning experiences here.



Debashis Chatterjee

Prof. Debashis Chatterjee,
Director, IIM Kozhikode

IIM Kozhikode Legacy:

Started in 1997 with its Post Graduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high-growth trajectory today, offering a wide range of academic programmes in the field of management education. These include the Fellow Programme in Management, Executive PG Programmes, Management Development Programmes, and Faculty Development Programmes. In 2013, IIMK set up a satellite campus at Infopark, Kochi, dedicated to Executive Education. The institute also has the unique distinction of launching a PhD (Practice Track) programme for working professionals, besides introducing dynamic programmes such as the one-year Post Graduate Programme in Business Leadership (2019), MBA in Finance, and MBA in Liberal Studies & Management (2020). IIMK is also home to IIMK LIVE – a first-of-its-kind start-up incubation programme, the Indian Business Museum and seven Centres of Excellence.

IIM Kozhikode has retained its **3rd** position in the NIRF India Rankings 2025 (Management) — marking the third successive year among India's Top 3. The institute also features regularly among top global institutions for its flagship MBA (PGP) and EMBA (EPGP) in the QS World University Rankings. IIMK has leapfrogged 100 spots to secure a place in the Top 151–200 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2024. In a remarkable boost to IIM Kozhikode's global credentials, newly launched programmes like PGP-BL (2019) and PGP-Fin (2020) have also entered the Top 151+ programmes worldwide in their respective QS Rankings. IIM Kozhikode is globally accredited by EQUIS (EFMD) and AMBA (UK).

IIM Kozhikode made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked **#76** globally in the Financial Times Open-Enrolment Executive Education Rankings 2025. The feat has further consolidated the 30-year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute has also consistently featured among the Top 70 MBA programmes globally in the Financial Times Masters in Management (MiM) Rankings for its flagship PGP. Over the past two decades, IIM Kozhikode has successfully delivered close to 1,450 MDP programmes, training more than 55,000 participants from 200+ organisations, including several Fortune 500 companies.



#3

NIRF India Rankings 2025,
Management

4th

(India)

76th

(Global)

Financial Times Executive
Education Open Ranking 2025

About the Programme

The **Professional Certificate Programme in Management of Social Initiatives** is designed to empower senior leaders to become influential change-makers in the field of corporate social responsibility, not-for-profit work, and entrepreneurship. This course provides a robust conceptual grounding in the core pillars of social initiatives, offering participants the tools and frameworks necessary to drive meaningful impact.

By exploring models such as CSR, CSI and Entrepreneurship, participants will learn to effectively create and manage initiatives. The programme covers ecosystem analysis, solution development, impact measurement, project planning, and stakeholder management. An online immersive module sharpens practical skills in business modelling, funding strategies, and venture creation.



11-month
professional
certification



Foundational
Social Innovation
frameworks



Expert-guided
learning



Focus on
real-world
solutions



Exclusive
executive
alumni network



Innovative
learning
methodologies



Capstone project
for tangible
impact



Starts 29th
March 2026
Ends FEB 2027



One-of-a-kind
offering from a
double-accredited
IIM



Live online
lectures
on Sundays



2-day campus
immersion





From Concept to Reality: **Develop Key Skills to Build Social Ventures**



Expertise in the social economy
(Charity, NGOs, CSR, Social
Innovation)



Mastery of stakeholder
management, problem analysis,
and impact metrics



Creation of a comprehensive
Social Enterprise business plan



Proficiency in business
modelling, venture creation,
and funding strategies

Industry-specific Curriculum Knowledge



Being an Impact Champion

- Understanding Self and Identity
- Being an Impact Champion: Articulating a Personal Mission Statement



Understanding Social Issues

- Society and Development: Human Development Challenges
- Sustainability and Environment: Incorporating Triple Bottom Line
- Social Change through Collective Action: Community-based Organisations



Pathways to Social Initiatives

- Organisation Form and Operating Approaches
 - A. Charity/Philanthropy
 - B. NGOs: Setting up and Management
- Corporate Social Responsibility (CSR)
 - A. Section 135 (Companies Act 2013) and its Implications
- Corporate Social Innovation (CSI)
- Social Entrepreneurship



Managing Social Initiatives

- Understanding the Ecosystem, Stakeholders
- Analysing the Problem and Developing Solutions
- Impact Measurement Methods and Processes
- Project Planning and Management
- Monitoring, Control, Stakeholder Management, and Documentation



Capstone Project

- Participants' video presentation of their case studies
- Integration of concept and feedback

ADVANCED MODULE



Context of Social Initiatives

- Identifying and understanding wicked problems
- Managing and leading social change



Creating Social Enterprises

- The entrepreneurial mindset & taking risks
- Developing a Social Enterprise business model
- Developing a socio-tech business model
- Developing a business plan
- Funding sources and approaches
- Venture creation processes & practices



Public Private Partnership

- Design and implementation of PPPs - 1
- Design and implementation of PPSs - 2



Impact Assessment

- Evaluation and Impact Assessment models - 1
- Evaluation and Impact Assessment models - 2



Public Policy Management

- Public Policy Issues in A Globalized World & Policy Evaluation
- Leadership and Ethics for Public Policy Makers



InnoVate

- Participant presentations of their video case studies
- Integration of concepts & feedback

Case Studies of the Programme

1

SEWA (A & B): Ela Bhatt

Explore the groundbreaking work of Ela Bhatt and the **Self-Employed Women's Association (SEWA)**, which champions the rights and livelihoods of women workers in the informal sector. These case studies delve into Bhatt's innovative strategies for empowerment, highlighting how collective action transforms lives and communities.

2

Saahas Zero Waste Solutions

Discover how **Saahas Zero Waste Solutions** is pioneering sustainable waste management in India. This case study examines their journey to achieving product-market fit while addressing the pressing issue of waste, showcasing their impact on both the environment and local economies.

3

Barefoot College of Tilonia

Uncover the **Barefoot College's** unique approach to empowering rural communities through education and self-reliance. This narrative illustrates how the college equips individuals with practical skills, enabling them to drive their own development and foster sustainable change.

4

Jalanidhi, Kerala

Investigate the role of **Community Based Organizations (CBOs)** in promoting equality for marginalized groups through the **Jalanidhi** initiative in Kerala. This case highlights the transformative power of community engagement in enhancing access to resources and opportunities.



Case Studies of the Programme

5

Mandatory CSR in India

Examine the progress and challenges of implementing **mandatory corporate social responsibility (CSR)** in India. This study assesses the collaboration between corporates and NGOs, revealing insights into how these partnerships can drive social change and accountability.

6

GraamSudhaar

Analyze the implications of India's **mandatory CSR** framework through the lens of **GraamSudhaar**. This case explores the opportunities and challenges faced by organizations in aligning their business practices with social responsibility, offering a critical perspective on corporate ethics.

7

Embrace (A & B)

Dive into the **Embrace** case studies, focusing on opportunity identification and assessment. These studies provide a comprehensive look at how innovative solutions can be developed to address pressing social issues, encouraging a mindset of creativity and strategic thinking.



CESI, IIMK

The Centre of Excellence for Social Innovation (CESI) empowers communities, businesses, NGOs, and governments to tackle complex societal challenges, offering a foundation of knowledge to build sustainable, lasting solutions.



The Social Initiative Pitch Event

InnoVate

A gateway to transforming ideas into impact

Key Programme:

Innovate - The Social Innovative Pitch Event.

A gateway to transforming ideas into impact

InnoVate, a key feature of the Certificate Programme in the Management of Social Initiatives offers participants a unique platform to present their innovative product/ service ideas or business model. Participants receive insightful feedback from industry judges and domain experts, that help in refining their venture's impact and appeal to investors, partners, and customers.

- **Innovate for Impact:** Present your unique social innovation ideas.
- **Expert Feedback:** Gain insights from experienced managers.
- **Networking:** Connect with like-minded change makers.
- **Gaining Expertise:** Entrepreneurs often seek not only investment but also valuable insights and advice from the Domain experts.

Panel of distinguished judges included:

Siva Devireddy - Innovator, Entrepreneur, and Founder of GoCoop.com

Ankit Mudgal - Social Alpha <https://lnkd.in/gXZCabMF>

R K Anil - Executive Director, SEWA International <https://lnkd.in/gF7p5XqU>

Rajiv Williams - Advisor & CSR Consultant

Ganesh Pillai - Sustain Plus, <https://sustainplus.org/>

Quick Guide to the Programme

Teaching Methodologies for Maximum Impact

 Highly interactive lectures

 Case study discussions

 Project work

 Simulations

 Participants' experience sharing

Campus Immersion

 2 days (at the end of the programme)

Delivery Method

Direct-to-Device (D2D) mode

Duration

11
months

Schedule

Sundays –
03:30 to 06:30
PM (IST)

Attendance

Minimum
75%



Eligibility Requirements:

Work Experience:

-  3+ years full-time work experience
-  Diploma (10+3) with 5 years of work experience

Academic Qualifications:

-  Diploma (10+2+3) or Bachelor's Degree or equivalent (10+2+3/4)
-  Integrated Master's Degree (10+2+5) or equivalent from a recognised university* in any discipline

Performance Evaluation

-  Case analysis
-  Presentations
-  Capstone Project

Prestigious Credentials

-  Participants who successfully complete the prescribed course of study and fulfil all other academic requirements will be awarded a 'Certificate of Completion'.
-  Successful candidates will also be accorded 'IIM Kozhikode Executive Alumni' status.



Sample Certificate*:



**All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Kozhikode.*

Testimonials



V Ramakrishna
CEO

Hyderabad School
of Banking & Finance

V Ramakrishna, Professional Banker, wanted to start my own Social Enterprise, hence I chose to do the course in IIMK. I have started Hyderabad School of Banking & Finance, a Social Enterprise in Hyderabad. Yes ofcourse, i had resigend from a Private Bank at Senior level and stared on my own. Its practical, knowledgable, best course if someone wants to become a Social Entrepreneur.

My name is Jaisy George, and I joined the Certificate Programme in Management of Social Initiatives at IIM Kozhikode, Batch 1, after a gap of 14 years of my professional education in Master of Social Work. At the age of 40, as a single mother and a survivor of domestic violence, I was determined to rebuild my career and my life.

The experience was transformative. The sessions were deeply enriching, filled with real-life examples that helped me gain practical insights and build professional skills.

The dedicated faculty at IIM Kozhikode and the support from my classmates created an empowering environment that kept me motivated throughout.

By the end of the course, I secured a job with CREA, where I am now able to contribute more professionally to my roles and responsibilities. The course not only helped me advance my career but also connected me to a network of like-minded professionals who continue to inspire and support me. I'm deeply motivated to pursuing PhD in social work. I highly recommend this course to anyone looking to make a meaningful impact in the social sector.



Jaisy George
Coordinator-Resources,
impact and Learning
CREA, New Delhi



Pratha Chaturvedi
Senior Vice President
Innovant Technologies

A unique aspect of this program was the blend of academic rigor with real-life case studies, which allowed me to understand the intricacies of social initiatives in a way that was both deeply engaging and practical. The faculty's expertise and dedication brought each session to life, helping us connect theory to practice, and the interactive discussions with peers from diverse backgrounds fostered a collaborative learning environment that enhanced my understanding of various perspectives in the field. This course has been a transformative journey, providing a well-rounded blend of theory, practical tools, and insights that are crucial for anyone aiming to make a sustainable impact in the social sector. From day one, the curriculum was thoughtfully crafted, covering everything from the

foundations of social initiative management to advanced concepts in ethical leadership, impact measurement, and strategic planning. Each module empowered me with skills and knowledge that are directly applicable to real-world challenges in the development field.

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Pradeep C
State Head,
SACH India

I hold a postgraduate degree in Journalism. After a long career in media, I transitioned into social work. It was during this time that I came to know about this course offered by IIM Kozhikode.

I joined the course to gain a deeper understanding of social work and to learn how it should be practiced. This course brought a significant change in my career. Through it, I was able to understand what social work truly is and how it should be carried out.

Everyone working in the field of social work should definitely take this course. There is no doubt that it will be highly beneficial for their career.

Know Your Programme Director



Prof. (Dr.) Priya Nair Rajeev

Associate Professor, OB & HR Area Head,
Centre of Excellence for Social Innovation
Indian Institute of Management Kozhikode

Dr. Priya Nair Rajeev, a distinguished academic and leader, holds a Ph.D. in Management Studies from IIT Madras and has been trained in Participant Centred Learning at Harvard Business School. As a gold medallist and university rank holder at all academic levels, she has received numerous accolades, including the Highly Commended Award in the Emerald/EFMD Outstanding Doctoral Research Awards. Currently heading the Centre of Excellence for Social Innovation at IIM Kozhikode, she was also the Chairperson of the OB & HR Area, Chairperson Placements and

Chairperson EPGP, becoming the first woman to lead programmes at the institute. She is a prolific researcher, trainer, and author of *Being an Impact Champion: Enacting Corporate Social Consciousness*, aimed at inspiring young managers to drive meaningful change. With 22+ years of experience, she has led corporate development programmes for leading organisations such as Reliance Industries, DRDO, and the Indian Army. Additionally, she has served on several high-level academic and governmental committees and continues to advise the Kerala Government and various social initiatives.

Cost of the Programme

Cost Details:

Particulars	Amount (in ₹)*
Total Fee	2,90,000

Important Notes:

- *GST will be additional as applicable.
- All fees are payable directly to BCCL.
- This is with reference to the refund of the Processing Fee, please note that the Processing Fee shall not be refunded in the following circumstances:
 - A. In case candidate rejects the offer issued by the Institute; and
 - B. In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.



Convenient Payment Schedule

Instalment	Date	Amount (in ₹)*
I	Application fee	10,000
	Within one week of offer rollout	62,000
II	06 th June, 2026	78,000
III	06 th August, 2026	70,000
IV	06 th October, 2026	70,000

**GST will be additional as applicable.*

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Programme Partner

Established in 2013, we are the award-winning H.EdTech initiative of the Times Group, catering to the learning needs of Indians with aspirations of career growth. We offer a variety of created and curated learning programmes across a range of categories, industries, and age groups. They include employment-oriented Early Career courses across BFSI, e-Commerce, and technology sectors; Executive Education for working professionals in collaboration with premier national and global educational institutions; and Enterprise Solutions for learning and development interventions at the organisational level. TimesPro strives to embody the values of Education 4.0: Learner-centric, industry-relevant, role-specific, and technology-enabled, with a goal of making learning accessible for anyone who seeks to grow.



Industry relevant
curriculum by
best-in-class faculty



Interactive
sessions with
state-of-art LMS



IIMs and IITs
as course
partners



1,00,000+
alumni
community



Need more assistance/information?

Contact us now

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