



भारतीय प्रबंध संस्थान कोषिककोड  
**Indian Institute of Management Kozhikode**  
*Globalizing Indian Thought*

With an online certificate course from  
**Northwestern | Kellogg**

**Batch 3**



# CHIEF FINANCIAL OFFICER (CFO) PROGRAMME

Drive business profitability with strategic financial leadership

Duration - 11 Months

Live Online + 3-Day Campus Immersion at **IIM Kozhikode**

With an online certificate course from **Kellogg Executive Education**

## IIM Kozhikode Executive Alumni Status

**#5**











In India, #76 Global Rank, Financial Times, Open Enrolment Rankings 2025

**#3**

NIRF India Ranking 2025, Management

## Programme Summary

### Chief Financial Officer Programme

 <b>Institute Name</b> Indian Institute of Management Kozhikode (IIMK) and Kellogg Executive Education	 <b>Programme Duration</b> 11 Months	 <b>Cost</b> INR 5,92,000 + GST	 <b>Learning Mode</b> Live Online (IIM Kozhikode) + In Campus (IIM Kozhikode) + Online (Kellogg Executive Education)	 <b>Weekly effort</b> 5 to 6 hours
 <b>Faculty</b> Faculty from IIMK and Faculty from Kellogg School of Management	 <b>Guest Faculty/ Industry Experts</b> Senior Industry Practitioners	 <b>Eligibility</b> Graduate / Diploma holder with minimum 10 years of work experience	 <b>Alumni Status</b> Eligible for IIM Kozhikode Executive Alumni Status	 <b>Certificate</b> One Certificate by IIM Kozhikode and One Certificate by Kellogg Executive Education

### Learning Experience

**Live Online Lectures by IIMK Faculty -** Industry-aligned cutting-edge curriculum and in-depth case-based learning

**Pre-recorded modules with Kellogg School of Management Faculty -** At your own pace, learn from the best minds globally

**On-Campus Immersion -** Three days to learn and network with a diverse peer-group at IIMK campus

**Business Simulations -** Hands-on learning with simulations on strategic finance and macroeconomics

**Faculty Guided Capstone Project -** Apply your learnings, receive feedback, and present your findings

**Cohort-based learning -** Networking, collaboration, and discussions with seasoned peers

### Frequently Asked Questions

#### Are there any LIVE sessions with the institute faculty in this course?

Yes, the modules delivered by IIM Kozhikode are 100% live online, taught directly by IIMK faculty. This includes weekly live online sessions as well as in person classes during the 3-day on-campus immersion at the IIMK campus. The online certificate course from Kellogg Executive Education features flexible, self-paced modules that include pre-recorded bite-sized faculty video lectures supported with weekly live online office hours with the programme leader (an industry expert) and peer learning with a global cohort.

#### How would the learning experience be for the modules by IIM Kozhikode (IIMK)?

There would be weekly live online lectures conducted by IIMK faculty spread across various modules for a duration of around 9 months\*. The learning experience would include rich discussions with eminent faculty and seasoned peers, case-based learning, structured insights from industry practitioners, hands-on business simulations, and guided capstone project work.

#### How would the learning experience be for online certificate courses by Kellogg Executive Education?

The learning experience in the Kellogg Executive Education online certificate is designed to be flexible and immersive. It includes self-paced modules with pre-recorded, bite-sized faculty video lectures, weekly live online office hours with the programme leader (an industry expert), peer learning with a global cohort, live faculty webinar, and a capstone project. Learners are also exposed to practical frameworks, real-world applications, and global business use cases.

#### What is the role of the Programme Leader in the online certificate course by Kellogg Executive Education?

Programme Leaders are an integral part of the Kellogg Executive Education online certificate learning journey. They are global subject matter experts who provide structured support, guidance, and facilitation to help participants deepen their understanding of the course material. While they are not part of the Kellogg faculty, they play a key role in enhancing the learning experience by offering practical insights, clarifying concepts, and supporting participants throughout the programme. Their involvement is exclusive to the online certificate component of Kellogg Executive Education.

#### Is there any campus immersion in the programme?

For an immersive and experiential learning journey, the programme offers a campus chapter at IIM Kozhikode campus for 3 days, providing a rich networking and face-to-face learning opportunity.

#### Who evaluates the assignments, projects and simulations for this programme?

For the modules by IIMK, the actual evaluation and grading is at the discretion of the IIM Kozhikode faculty.

For the online certificate course by Kellogg Executive Education, the evaluation is done by the Programme leaders or Emeritus grading team.

#### What if I miss the assignments for a particular week? Can I attempt them later?

For modules by IIM Kozhikode, it is at the IIMK faculty's discretion to provide/ not-provide any relaxation in the submission of a graded assignments.

For online certificate course by Kellogg Executive Education, an assignment that is not submitted by the due date is late. All late assignments will be accepted until one week after the end date of module by Kellogg Executive Education.

#### Who is the faculty for the LIVE Lectures/ Online sessions/ Doubt-Clearing sessions?

For modules by IIMK, LIVE-online lectures are conducted by the faculty of IIM Kozhikode & Industry Experts, along with in-person sessions during immersion. For online certificate course by Kellogg, there are select live lecture/s by the faculty of Kellogg Executive Education. However, weekly doubt-clearing sessions are carried out by the Programme Leader, as they monitor individual student progress.

## Frequently Asked Questions

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### **Are the business simulations, if covered in this course taught by institute faculty?**

Yes, there are multiple business simulations in the programme on strategic finance, which are taught by the faculty of IIM Kozhikode.

### **Is there a qualifying mark/ grade to get the final certification in this course?**

IIM Kozhikode Certification Criteria: Participants must successfully complete all evaluation components by IIM Kozhikode with minimum pass marks and meet the requisite 75% minimum attendance criteria to obtain Certificate of Completion from IIM Kozhikode. Participants who are unable to clear the evaluation criteria but have the requisite 75% attendance will be awarded a Participation Certificate by IIM Kozhikode. For the online certificate course by Kellogg Executive Education, the evaluation is done by the Programme leaders or Emeritus grading team.

### **Do I get Alumni status of the Institute on completion of this course?**

Yes, on successfully completing all requirements of this programme, you will be eligible to receive IIM Kozhikode Executive Alumni Status.

### **Will Emeritus/ Institute help with placement services?**

This programme is designed with some of the best faculty and to cover relevant topics in a manner that creates positive career outcomes. However, we do not offer any additional career/placement services with this programme.

### **What type of certificate will I receive?**

Upon successful completion of modules by IIM Kozhikode, you will receive physical completion certificate by IIM Kozhikode during the campus immersion. Upon successful completion of Kellogg Executive Education's course, you will receive a smart digital certificate. The smart digital certificate can be shared with friends, family, schools, or potential employers. You can use it on your cover letter, resume, and/or display it on your LinkedIn profile. The digital certificate will be sent approximately two weeks after the programme, once grading is complete.

### **How long will I have access to the learning materials?**

For the modules by IIM Kozhikode, access to the recording of the live sessions will be made available to you until the completion of the programme. For the online certificate course by Kellogg Executive Education, access to the online learning platform, all the videos and programme materials will be available for 12 months following the programme start date. Access to the learning platform is restricted to registered participants as per the terms of agreement.



\*The programme is designed to be delivered approximately over a period of 11 months, including some occasional breaks that may be provided. This is indicative. The duration of modules by IIMK and Kellogg Executive Education is tentative. The actual calendar time may be more or less by a few weeks depending on the number of topics covered during on-campus immersion and other variables like breaks provided/not provided.

This Course Summary is provided only for your convenience. You are advised to refer to the Course Brochure for more information.

# The IIM Kozhikode Advantage

## From The Director's Desk

Businesses today have seen a complete transition than they used to run a decade ago. 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 informed decision-making ability. Our growing global footprints acknowledged and accredited by leading institutions of the world are a testimony to growth we have achieved in our 28-year journey of academic excellence.

At this juncture, it is also pertinent to share that both future and 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 necessary to give meaning to our present and give this Institution a sense of purpose, direction, and imagination. That is why we have chosen to think about 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 businesses makes us believe that this is a legitimate aspiration.

For the ambitious, future-thinking CFO, IIMK's programme expands many horizons. Firstly, heighten your credibility with a certificate from one of India's premier business schools. Secondly, you get both a bird's eye view of the financial drivers in a dynamic global economy and a trenchview of data-driven ground realities to drive long-term value. This dual view is made possible by immersion in every CFO strong suit, from gauging opportunity and strategically managing risks to optimizing costs and mastering new tech. Thirdly, you can access a global network of seasoned leaders in an avid learning environment, capped by two online certificate courses from Kellogg Executive Education, a top-ranked US university. This multi-dimensional experience will forge the well-rounded, decisive CFO of today, capable of navigating a high-stakes competitive global arena.

Wishing you all the very best!

*Debashis Chatterjee*

**Prof. Debashis Chatterjee**

Director,  
Indian Institute of Management Kozhikode



# Top 4 Priorities for CFOs

## Priority 1:

**Leading transformation efforts:** 70% of finance transformations are either less impactful or moving slower than expected.

**CFO's Action:** Embrace digital leadership

- Improve digital leadership proficiency within finance
- Rethink your finance talent strategy
- Partner more effectively with your CIO

## Priority 2:

**Evaluating or improving the finance function's strategy and design:** Through 2025, more than 40% of finance roles will be either new or significantly reshaped due to finance technology.

**CFO's Action:** Adapt the finance operating model for an autonomous future

- Finance teams will work more like technology teams
- Machines will play a bigger role in decision making
- The comparative advantages of the center will grow

## Priority 3:

**Risk Mitigation amid Geopolitical Disruptions:** Amid changing global order, ongoing geopolitical disruptions, rising trade protectionism and currency wars, the role of CFO in mitigating financial risks has become critical.

**CFO's Action:** CFOs will be required to assess the impact of these developments on their businesses and take risk-mitigation measures:

- Diversifying supply chains
- Reducing transaction, translation, and competitive risks from exchange rate
- Convert threats from tariff and non-tariff barriers to new business opportunities

## Priority 4:

**Leading change management efforts** Organisations have seen a 50% decline in employees' ability to absorb changes before becoming fatigued.

**CFO's Action:** Address overlooked drivers of change fatigue

- Maintain an up-to-date awareness of change impact
- Co-create employee-driven change conversations
- Plan proactively

# Programme Overview

**43%**

of finance leaders say establishing finance as a partner to the business is one of the top three priorities for the finance function in the next 12 months

**84%**

of CFOs agree that there is a need to improve forecasting accuracy in their organisations, which will allow them to prioritise and allocate capital and resources to strategic initiatives.

Source: FTI Consulting: CFO STRATEGIES: 2024 GLOBAL CFO REPORT

For the future CFO, the current role is one of dynamic leadership – leading the new wave of finance transformation, optimising finance technology investments, leading drivers of change, and spearheading profitability with a sound understanding of environmental impact on business.

To enable modern-day CFOs' transformative journey, Indian Institute of Management Kozhikode has launched its **Chief Financial Officer (CFO) Programme**. This 11-month programme is designed to transform the career path of new and aspiring CFOs. The programme is delivered via live online sessions by top IIMK faculty and concludes with a three-day campus immersion at IIM Kozhikode. From strategic performance management to C-suite leadership, the programme equips you with the tools and insights needed to navigate corporate restructuring, lead transformation, change management, and spearhead digital and finance technology investments, while also fostering ethical financial leadership, innovative thinking, and business profitability.

Participants will also gain global advantage through an online certificate course from Kellogg Executive Education, on 'Business Strategies for Growth: Fewer, Bigger, Bolder'. In addition, the programme offers valuable peer learning through a diverse cohort of finance professionals, enabling participants to exchange real-world insights and expand their professional network. It also provides exposure to contemporary case studies and practical frameworks that can be directly applied to complex financial and strategic business challenges.

**Starts on**  
**30 June 2026**

**Duration**  
**11 months**

**Programme fee**  
**INR 5,92,000 + GST**

# Top 3 reasons to enrol in the programme:

- 01 Channel your inner CFO:** Develop a CFO's toolkit, mastering strategic finance and influential leadership, and leveraging disruption for unprecedented growth.
- 02 Forge Strong Connections:** Network with CFO-calibre leaders throughout the immersive learning journey.
- 03 Immersive learning:** Experience a comprehensive pedagogy with live-online learning, pre-recorded lectures, a guided capstone project, and campus immersion.

## Gain global excellence from Kellogg Executive Education

Northwestern  
Kellogg

Immersion into the global cohort of 'Business Strategies for Growth: Fewer, Bigger, Bolder' by Kellogg Executive Education. Learn nuanced perspectives, gain exposure, and network with global cohorts.



# Programme Structure: Cutting-Edge Learning from Top B-Schools

## 9 months



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Live online lectures with IIM Kozhikode faculty

**13** Modules on CFO Excellence



## 6 Weeks

Northwestern  
**Kellogg**

Online modules by Kellogg School of Management faculty

Live-online office hours with global Program Leader

**1** Online Certificate Course on Business Growth Strategy



One-of-a-kind CFO Programme with a Global Edge for Visionary Finance Leaders



## 3 Days



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Campus immersion at IIM Kozhikode Campus

Network and collaborate with CXO peers and faculty.



## Who Is This Programme for?

### **New and Emerging CFOs**

Executives new to the CFO role will benefit from the rigorous curriculum, eminent faculty, and indispensable network for navigating the complexities of financial leadership.

### **Seasoned Financial Leaders and Business Heads**

Seasoned financial leaders and business heads will find the programme empowering to orchestrate financial decision-making, catalysing business growth and maintaining competitive advantage.

# Key Takeaways

Master the new-age, strategic capabilities of today's CFO with our holistic programme.

Master strategic financial decision-making in a dynamic global economy.



Navigate mergers, acquisitions, and IPOs with confidence and insight.



Harness data analytics for precise, data-driven financial strategies.



Lead with integrity, driving ethical governance and corporate responsibility.



Innovate through design thinking, fostering creative financial solutions.



Strategically manage risks, safeguarding assets and maximising opportunities.



Drive growth through cutting-edge financial techniques and market insights.



Elevate leadership acumen, influencing across the C-suite with finesse.



# Programme Highlights



Gain IIM Kozhikode  
Executive Alumni Status



Live online lectures by  
IIMK faculty (9 months)\*



One-of-a-kind CFO  
programme with a global  
edge



One certificate course from  
Kellogg Executive Education  
(6 weeks)



Hands-on learning  
through business  
simulations



3-day immersion at IIM  
Kozhikode campus



Advanced modules on  
corporate finance, M&A, IPO,  
and risk management strategies



Capstone Project  
guided by IIMK faculty



Collaborate with seasoned  
peers across industries and  
regions



Real-world insights from  
industry practitioners

## \*Note:

- The programme is designed to be delivered approximately over a period of 11 months, including some occasional breaks that may be provided. This is indicative. The duration for modules by IIMK and Kellogg Executive Education is tentative. The actual calendar time may be more or less by a few weeks depending on the number of topics covered during on-campus immersion and other variables like breaks provided/not provided.
- The courses by Kellogg Executive Education would primarily include pre-recorded video lectures by faculty of Kellogg Executive Education

# Programme Directors

Prof. Sony Thomas is working as Associate Professor in Finance, Accounting and Control Area at IIM Kozhikode. He teaches courses on Investment Analysis and Portfolio Management, Equity Research and Financial Markets in PGP and executive programmes.

Prior to joining IIMK in 2009, he worked with Deloitte Research and GE Money-MSE Financial Decision Sciences Lab.

He did Ph.D. in Finance from Department of Management Studies, IIT Madras.



**Sony Thomas**  
Associate Professor,  
Finance, Accounting & Control,  
IIM Kozhikode

“ Today CFOs face the challenge of balancing strategy with implementation, revenue growth with profitability, innovation with sustainability, and employee engagement with organisational goals. Negotiating this delicate balance in a dynamic market requires a unique skill set, which the IIMK programme provides. Moreover, it fosters an enriching and encouraging atmosphere conducive to personal growth, professional development, and effective leadership. ”

Prof. Sudershan Kuntluru is a faculty in the Finance and Accounting area. He specialises in teaching financial accounting, financial reporting & analysis and strategic financial management to executive participants.

His research interests include impact of accounting reporting on capitalmarkets, auditor independence and corporate governance.

He currently researches on forensic accounting related topics. He has published his research work in finance and accounting journals.



**Prof. Sudershan Kuntluru**  
Professor Finance, Accounting  
and Control, IIM Kozhikode

“ As the macro-financial landscape evolves rapidly, the role of CFO demands continuous upskilling to navigate complexities and drive strategic financial decisions in the backdrop of changing business and financial cycles. The IIMK programme equips CFOs with cutting-edge tools and insights, empowering them to stay ahead in today's dynamic business environment, seize opportunities, and deliver sustainable growth for their organisations ”

# Industry-Aligned Curriculum

Immerse yourself in a cutting-edge CFO toolkit: growth strategies, innovation, finance transformation, data-driven decision-making, and more.

Our modules ensure a holistic CFO education through case studies, dynamic discussions, simulations, and a collaborative group capstone project, providing a comprehensive and impactful learning experience.

## **MODULE 1: Economic Dynamics and Global Considerations**

- Evolving Role of CFO
- Current Global Economic Environment
- Measuring Economy: GDP Concept & National Accounting
- Fiscal Policies, Monetary Policies & Business Planning
- Open Economy Macroeconomics for Exchange Rate Call by CFOs

## **MODULE 2: Financial Planning and Analysis**

- Understanding of Financial Statements
- Financial Statement Analysis for CFOs
- Accounting Red Flags in Financial Leadership

## **MODULE 3: Financial Markets**

- Financial Markets and Ecosystem
- Corporate Debt Market
- Corporate Debt Market
- Bond Market
- FX Markets & Hedging
- Commodity Markets & Hedging

## **MODULE 4: Advanced Corporate Finance Strategies and Business Valuation**

- Estimating Benefits of Investment as Cash Flows
- Assessing the Risk of an Investment
- Capital Structure and Budgeting
- CFO as a Strategic Partner to the CEO
- Managing Stakeholders, Investors, and Partnerships
- Negotiation, Influence, and Boardroom Management
- Equity Markets
- Valuing Managerial Flexibilities
- Use of Simulation in Preparing Appraisal Reports
- Valuing Mergers & Acquisitions

## **MODULE 5: Strategic Performance Management**

- Measuring and monitoring performance
- Strategic Cost Management-I
- Strategic Cost Management-II

## **MODULE 6: Design Thinking for CFO**

- Strategy and Controls in Design Thinking
- Product and Service Innovation

## **MODULE 7: Mergers, Acquisitions, and IPO**

- Financial Stress and Bankruptcy Provision
- Legal Aspects of Acquisitions
- Managing Post-Integration Challenges
- Taking your company Public

## **MODULE 8: Data-Driven Decision Making**

- Developing Quantitative Intuition
- Financial Analytics for CFOs

## **MODULE 9: Risk Management Strategies**

- Risk Management for CFOs\*
- Treasury Management\*
- Information Security\*

## **MODULE 10: Leading with AI and Digital**

- Digital Transformation, FinTech & BigTech
- Digital and Platform Strategies
- Financial Technology and Blockchain
- Building and Leveraging AI Capabilities

## **MODULE 11: Corporate Governance and Ethical Leadership**

- Corporate Governance and Regulatory Compliance
- ESG and Ethical Decision-Making

## **MODULE 12: Strategic Thinking for CFOs**

- Competitive Sustainable Financial Planning
- Value Creating through strategic thinking

## **MODULE 13: C-Suite Leadership**

- Negotiation, Influence, and Boardroom Management
- Managing Stakeholders, Investors, and Partnerships
- Change Management

## **3-DAY IMMERSION AT IIMK CAMPUS**

Towards the end of the programme, participants will get to visit the IIMK campus, where they will network and collaborate with like-minded peers, and learn with top IIM Kozhikode faculty through practical hands-on sessions, class discussions, and graded project presentations.

Note:

- The in-campus modules are subject to the conditions/ unavoidable circumstances that prevail at the given point in time. In case the current situation maintains the status quo, suitable alternatives that can replace the in-campus modules will be made available via live online sessions.
- The modules and topics are indicative and subject to change at the discretion of programme coordinators.
- The primary mode of learning for this programme is via live online sessions with IIM Kozhikode faculty members.
- The recording of the live sessions will be made available to the participants until the completion of the programme
- The programme curriculum includes individual class readings, assignments, quizzes, business simulations, case study discussions, guided capstone project, graded project presentations and much more to apply and demonstrate classroom learning.



# Capstone Project

(Guided by IIM Kozhikode Faculty)

Embark on a transformative journey with a group capstone project guided and evaluated by IIMK faculty. The participants will have the opportunity to learn and discuss during the interim and final presentations. Indicative topics for the capstone project includes:

## A. Business Plan Development


Explore a business idea, a market that can be served, a business canvas and in the process prepare the detail plan for a successful entrepreneurial venture. Participants would work on resource metric, the projected business model, projected financial statements while aiming to start a successful venture through a proper judgement of operations, risk and a strategy which is dynamic, innovative and sustainable in nature.

## B. Case Problem Resolution


Participants would work on an inherently important business problem that involves complex decision-making dilemmas or trade-offs. For instance, promotion of a new innovative product that the company has expertise on, may increase the carbon emission, which is affecting ethical sustainability or of macroeconomic decision that affects economy and business. Alternatively, participants may work on a problem that can be either puzzling or counter-intuitive or even contradictory to existing theory of knowledge to build durable and sustainable solution.




# Hands-On Business Valuations




Comparing valuation methods, including WACC-based DCF (Discounted Cash Flow), APV (Adjusted Present Value), and Multiples



Understanding value creation in an Mergers & acquisitions transactions.



Understanding mergers and acquisitions strategy, negotiating and selecting target companies.



Differentiating between all-equity transactions and cash deals.



\*Note: Business Simulation topics and learning outcomes are indicative and are subject to change as per programme requirements.

# Real-World Case Studies



## **Mariott Corporation: The Cost of Capital**

Recommend hurdle rates for Marriott's divisions to select by discounting appropriate cash flows by the appropriate hurdle rate for each division.



## **Dakota Paper Products**

Build an activity-based cost model in a non-manufacturing setting, assess the model accuracy, and recommend actions for profitability.



## **Birch Paper Company**

Take the role of Decision making at Birch Paper Co. and deep dive into transfer pricing among three divisions of a company



## **Statement of Cash Flows: Three Examples**

This case introduces the statement of cash flow through three examples of multi-year statements of cash flows from three unidentified companies. It helps the participants to evaluate the financial strength of the companies and rank them.



## **The Home Depot, Inc**

Participants are tasked with analyzing the company's performance through the lens of ratio analysis and the sustainable growth framework. They are also expected to recommend a plan of action based on their findings. This approach aids in evaluating the company's growth strategy using its financial statements.



## **Coca-Cola: Residual Income Valuation**

The case illustrates the use of the residual income (also known as the abnormal earnings) valuation approach. Participants are asked to provide a valuation of Coca-Cola Company using the residual income valuation methodology and understand how it maps into the discounted cash flow method. Participants learn how forecasts of sales, performance, dividends, and other valuation inputs feeds into a valuation model.



## **Accounting Fraud at World Com**

The case offers ample detail to facilitate a comprehensive discussion on various critical aspects, including the pressures that drive executives and managers to manipulate financial statements, the distinction between earnings management and outright fraud, and the importance of internal control systems and audits in preventing or quickly identifying accounting fraud. It also touches upon the expectations regarding governance processes carried out by external auditors and the board of directors, as well as the pressures and repercussions faced by middle managers who comply with directives they believe to be unethical.

**Gain the global edge with  
an online certificate course from**

**Northwestern  
Kellogg**

# **Course: Business Strategies for Growth: Fewer, Bigger, Bolder**

**Learn the Essentials of Focused Growth Planning**

## **Learning Experience**



Self-paced  
video lectures



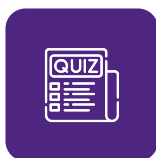
Live Faculty  
Webinar\*



Real-world case  
studies and  
industry example



Interactive  
try-it activities



Polls and  
quizzes



Office hours



Recorded guest  
speaker sessions



Capstone  
project

\*(Availability subject to change)



## Modules of Online Certificate Course by Kellogg Executive Education

- Growth Strategy Overview
- Discovery Workshop–Search for Growth
- Mapping a Strategy and Building Support
- People–Unleashing Potential
- Delegation, Execution, and Metrics for Growth and Success

## Faculty - Kellogg School of Management



### Sanjay Khosla

Senior Fellow and Adjunct  
Professor of Marketing

Sanjay Khosla is a senior fellow at the Kellogg School of Management, a senior advisor at Boston Consulting Group, and a trained executive coach. He currently advises many organisations across industries as the CEO of Bunnik LLC, a management consulting firm.

Sanjay is the co-author of *Fewer, Bigger, Bolder: From Mindless Expansion to Focused Growth*, which was named the best business book of 2014 by the Globe and Mail and one of the 10 mind-altering business books of 2014 by Huffington Post. His insights have populated articles in outlets such as Bloomberg Businessweek, Forbes, Fast Company, and Strategy+Business.

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## Guest Speakers



### Naomi Whittel

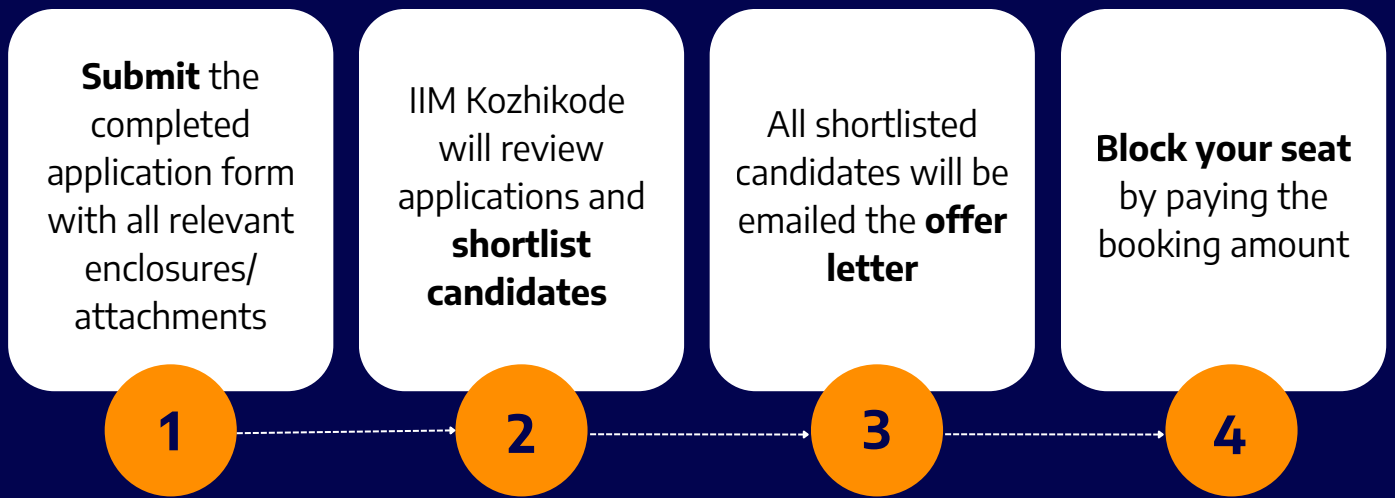
Founder of Naomi Whittel  
Brands, New York Times  
best-selling author



### Mariela Rovito

Co-Founder and  
CEO of Eberjey

# Application Process



Academic Orientation

**19 July, 2026**

First Academic Session

**26 July, 2026**

## Schedule

The live online platform classes by IIMK faculty are every Sunday in the time slot of 03:30 pm to 06:30 pm IST\*

Note:

- Some sessions with IIM Kozhikode faculty could be rescheduled at a different time, in case of exceptional circumstances
- For course by Kellogg Executive Education, doubt-clearing sessions with the Programme Leader would be basis global cohort timings and the details would be shared closer to the start date of modules by Kellogg Executive Education.
- Due to time zone differences, some sessions with industry experts can take place at different hours



# Programme Details

## ELIGIBILITY CRITERIA

-Graduate (10+2+3) or Diploma holders (Only 10+2+3) from a recognised university/school. (UGC/AICTE/DEC/AIU/State Government/recognised international universities).

-Candidate should have a minimum of 10 Years of experience as of the Programme start date, i.e., 30 June 2026.

-Chartered Accountant (CA), Company Secretary (CS), Cost and Works Accountant (CWA), Cost Management Accountant (CMA) and Chartered Financial Analyst (CFA) are also eligible to apply for the programme.

## ATTENDANCE

- **For modules by IIM Kozhikode:** Minimum 75% attendance is a prerequisite for the successful completion of this programme.

- **For online certificate course by Kellogg Executive Education:** Participants must finish required pre-recorded video lectures, readings, and make required submissions.

## EVALUATION

- **For modules by IIM Kozhikode:** The methodology is at the discretion of the faculty and includes online exams, case analyses, class contribution, assignments, graded project presentations, simulations and capstone project. Participants will have to secure the minimum pass marks in the respective components.

- **For online certificate course by Kellogg Executive Education:** A course is scored as a pass or no-pass; participants must complete the required activities to pass and obtain the certificate of completion. Course may include a graded final project, graded weekly assignments, graded case analysis submission to obtain passing status.



# Programme Certificate

Participants will be awarded a completion certificate from IIM Kozhikode on successfully completing all evaluation components and maintaining a minimum attendance of 75%. Participants who are unable to clear all evaluation components but have a minimum attendance of 75% will be awarded a participation certificate.

We encourage you to attend all the live sessions and make the best out of these interactive learning experiences.



Upon successful completion of the course, Kellogg Executive Education grants a verified digital certificate of completion to participants. This course is graded as pass or fail; participants must receive 80 percent to pass and obtain the certificate of completion for this course.



Note: -All certificate images are for illustrative purposes only and may be subject to change at the discretion IIM Kozhikode and Kellogg Executive Education. IIM Kozhikode and Kellogg Executive Education reserve the right to change the certificate and specifications without notice.

-This online certificate programme does not grant any academic credit or a degree from Kellogg School of Management.

# IIM Kozhikode Executive Alumni Status Benefits

On successful completion of the programme, participants will be eligible for the prestigious IIM Kozhikode Executive Alumni Status. These participants will subsequently receive the alumni registration details from IIM Kozhikode. The benefits include:

Eligible to receive Publications and Newsletters of IIMK periodically



Access to the Online IIMK Executive Alumni Portal



Eligible to receive Executive Alumni E-Identity Card.



Availing MDC/Guest Rooms at prevailing rates subject to availability.



Note: The Executive Alumni benefits are subject to the discretion of IIM Kozhikode.

Programme Fee: **INR 5,92,000 + GST** (exclusive of application fee)

Duration: **11 months (3 hours per week)**

Programme Start Date: **30 June 2026**

Note:

- The actual programme schedule will be announced closer to the programme start.
- GST (currently @ 18%) will be charged extra on these components.
- Additional convenience charges will be applicable on instalment payments.
- Study materials will be provided in either electronic or hard copy format, per the respective course's requirements. For **learners residing in India**, any courier charges will be borne by the institution. For **international learners**, courier charges for physical study materials shall be borne by the learners themselves.
- If a programme session corresponds with a public holiday, the session will be held on the following weekend.
- The in-class experience of face-to-face interaction with the faculty provides an opportunity for immersion in the Institute's academic environment. The campus visit is mandatory for all participants.



# About IIM Kozhikode

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 Programs. IIMK set up a Satellite campus at Info park, Kochi, in 2013 dedicated to Executive Education. IIMK has also the unique distinction of launching a PhD (Practice Track) programme for working professionals besides bringing in new dynamic programmes such as the one-year Post Graduate programme in Business Leadership (2019) MBA in Finance and MBA in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE a first-of-its-kind start-up incubation programme and the Indian Business Museum.

IIMK is ranked 3rd as per NIRF India Rankings 2025: Management. The institute also features regularly among top global institutes for its flagship MBA (PGP) and EMBA programme (EPGP) in the QS World University Rankings. The institute has leapfrogged 100 spots to be placed in the Top 151-200 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2024. IIM Kozhikode is also globally accredited by EQUIS (EFMD) and AMBA (UK) and is on the verge of a triple-accreditation crown.

IIM Kozhikode also made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked #76 among the top-80 open-enrolment executive programme providers globally for the year 2024. The feat has further consolidated the 29-year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute had also entered in global top-100 at Rank #77 for FT Masters in Management (MIM) 2023 Rankings, for its full time MBA programme. It further improved its position by 9 spots to reach Global Rank #68 in 2024. IIM Kozhikode has successfully delivered close to 1450 MDP programmes over the past two decades, training more than 55,000 participants from 200+ organisations, including several Fortune 500 companies in this process.



# 5

In India, #76 Global Rank,  
Financial Times, Open  
Enrolment Rankings 2025

# 3

NIRF India Ranking  
2025, Management



# About Kellogg Executive Education

Kellogg Executive Education empowers business leaders to foster growth in themselves, their teams, and their organizations. Their renowned faculty, consisting of the world's best researchers, educators, and practitioners, provide practical insight that participants can apply as soon as they return to work. Providing a collaborative, immersive environment for its executive development programs, Kellogg Executive Education serves a variety of businesses and executives from a myriad of industries and geographies.



# About Emeritus

Emeritus is committed to teaching the skills of the future by making high-quality education accessible and affordable to individuals, organisations, and governments worldwide. It does this by collaborating with more than 80 top-tier universities across the United States, Europe, Latin America, Southeast Asia, India, and China. Emeritus' short courses, degree programs, professional certificates, and senior executive programs help individuals learn new skills and transform their lives, companies, and organisations. Its unique model of state-of-the-art technology; curriculum innovation; and hands-on instruction from senior faculty, mentors and coaches has educated more than 350,000 individuals across 80+ countries.



# Application Requirements

- Your Photo ID Proof**  
You can submit a scanned copy of ANY ONE of: PAN Card or the first two pages of your passport.
- Your Graduation/Degree**  
You can submit a scanned copy of ANY ONE of: degree certificate, provisional Degree certificate, marks transcript or score transcript
- Your Work Experience Certificate**
  - You can submit scanned copy(ies) of document(s), which demonstrate that you have the minimum work experience required by the programme
  - You can confirm the minimum work experience requirement of a programme under the heading 'Eligibility' in the brochure or the programme website
  - Examples of documents you can submit are joining letter, relieving letter, Bonafide work experience letter from your HR, salary slips etc.
  - These documents must be issued by your organisation
  - Please ensure that the document(s) you submit contains a date of joining and a date of leaving or a statement about the number of years you have worked at the organisation

# System Requirements

This programme includes live online classes. To attend a live online class, you will need to have a PC/Laptop/ Mac with:



## Speakers and microphone:

Built-in or a USB plug-in or wireless Bluetooth



## Webcam:

Built-in or USB plug-in



## Processor:

With Dual Core 2Ghz or higher (i3/ i5/ i7 or AMD equivalent)



**RAM:** 4 GB or higher



**OS:** Either MacOS 10.7 or higher OR Windows 8 or higher



## An internet connection:

Minimum bandwidth of 3.0 Mbps (up/ down)



## Browser:

IE 11+, Edge 12+, Firefox 27+, Chrome 30+



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\*This number does not accept any calls. Please message your queries.

For registration and any other information, please  
get in touch with us at [iimk.execed@emeritus.org](mailto:iimk.execed@emeritus.org)

**IIMK MDP Office Contact Details:**

**Phone number: 0495 2809557**

**Email ID: [mdp1@iimk.ac.in](mailto:mdp1@iimk.ac.in)**



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