



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



Professional Certificate Programme in **Business Management** (Batch 15)

Live + Campus Immersion

₹2,65,000 + GST

12 Months

Holds the
3rd
position in the
NIRF
rankings for the
Management
category



IIM KOZHIKODE ADVANTAGE FROM THE DIRECTOR'S DESK



Businesses today have seen a complete transition than they used to 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 footprints acknowledged and accredited by leading institutions of the world is a testimony to the growth we have achieved in our nearly 28-year journey of academic excellence.

At this juncture, it is also pertinent to share that both the 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 that is necessary to give meaning to our present, and 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 IIM Kozhikode's Professional Certificate Programme in Business Management. Wishing you the best of learning experiences here.

A handwritten signature in orange ink that reads "Debashis Chatterjee". The signature is written in a cursive, flowing style.

Prof. Debashis Chatterjee,
Director, IIM Kozhikode

Business Management & Enterprises

To paraphrase Peter Drucker, management can be described as the dynamic life-giving and life-sustaining element of every business enterprise. It is the thinking organ that provides vision to the business. It is also the integrating force for the accomplishment of business objectives. Business Management involves strategic thinking, decision-making, and ethical leadership that keeps an organisation on track and moving toward its goals at the right time and in the right manner.

Essential Functions of Management

1

PLANNING

- Goal-setting
- Resource Allocation
- Standards & Timelines

2

ORGANISING

- Process Flow
- Delegation
- Review & Respond

3

MANAGING

- Communicate
- Motivate
- Guide & Groom

4

CONTROLLING

- Monitor
- Evaluate
- Improve & Enhance

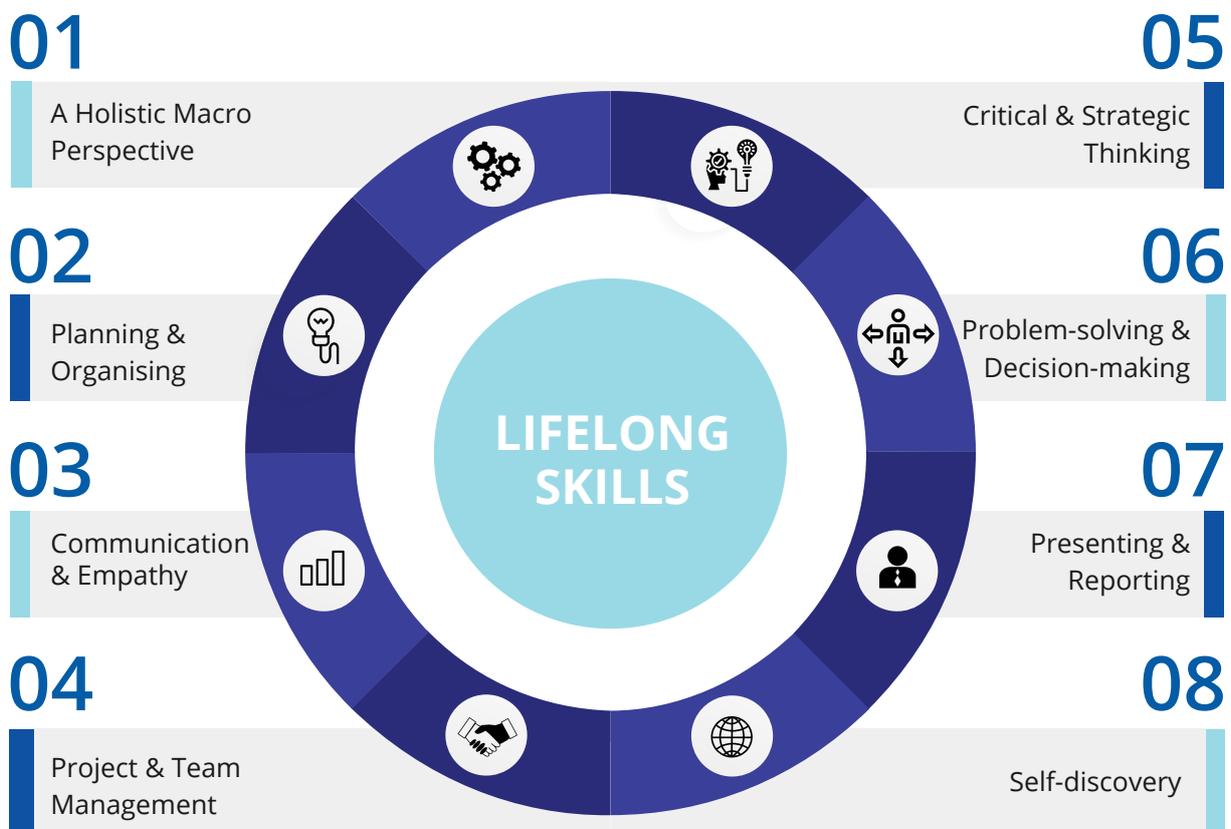
In recent history, enterprises that have failed due to poor or myopic or unethical management practices include Kodak, Compaq, Toys “R” Us, Enron, WorldCom, Satyam, etc. Thus, the importance of sound business management practices to a successful and sustainable enterprise cannot be emphasised enough. The goal of management is to get people together to achieve the same desired objectives and goals by using the resources that are available effectively and efficiently.

Benefits of Management for Enterprises



Acquiring and building holistic managerial competencies not only benefits one professionally but also personally. It is a transformative experience that imbues qualities and inculcates a mindset that broadens perspectives, boosts confidence, promotes discipline, fosters team spirit, enables decision-making, and kindles leadership.

Studying Business Management: Lifelong Skills



Understanding management principles, learning management tools and techniques, and developing management acumen, are personality-developing and career-defining imperatives for working professionals seeking role elevation and recognition as thinkers, influencers, decision-makers, leaders, etc.



PROGRAMME OVERVIEW

IIM Kozhikode's Professional Certificate Programme in Business Management (Batch 15) is thoughtfully designed to meet the complexities of today's dynamic and rapidly evolving business landscape. As new opportunities continuously arise, businesses must be strategically positioned to seize them. The relentless pace of technological advancement presents challenges that necessitate innovation and the preservation of competitive advantage. In response to these demands, this programme equips executives with the advanced knowledge and mental acuity required to navigate these multifaceted environments. By honing intrinsic leadership abilities, participants will be empowered to excel and lead effectively in their respective professional domains.

Programme Duration

12 months (130 hours)

Class Schedule

Sunday, 03:30 pm – 06:30 pm



Professional Certificate Programme in Business Management (Batch 10)
(In-campus Module)
November 16 - 17, 2024

ELIGIBILITY

Bachelor's Degree (10+2+3 or 10+2+4)/Diploma (10+2+3) from any recognised university with a minimum of ONE year of full-time work experience* post completion of qualifying education.

**Internships and training experiences will not be considered as full-time experience.*

WHO SHOULD ATTEND

The business management programme of IIM Kozhikode is targeted towards middle- to senior-level managers/executives who would like to hone their knowledge and skills that prepare them for the new milieu seasoned with uncertainty and opportunities.

PROGRAMME HIGHLIGHTS



A contemporary
12-month programme of
business management



Live classes by highly
experienced faculty and TWO
days of campus immersion



Real-life case studies and
simulation-based pedagogy



IIM Kozhikode Executive
Alumni status



LEARNING OUTCOMES

After completing this programme, the participants should be able to:



Get comprehensive business management exposure with a focus on general management, marketing, and digital transformation

Experience hands-on learning of international business, brand management, corporate finance, and organisational behaviour under the expert guidance of seasoned industry practitioners



Gain a holistic and integrated perspective of the business and its environment

Hone analytical, strategic, and business thinking competence



PROGRAMME CONTENT

The programme curriculum comprises the following modules:

Module 1: Verbal and Nonverbal Communication

- Psychological Tenets of Communication
- Components of Nonverbal Communication
- 7Cs of Communication
- Barriers to Communication

Module 2: Effective and Mindful Listening

- Difference Between Hearing and Listening
- Types of Listening
- Non-listening Behaviours

Module 3: Persuasion Skills and Team Communication

- Persuasion Triad: Pathos, Logos, and Ethos
- CRE Framework of Persuasive Communication
- Importance of Communication in the Tuckman Model of Team

Module 4: Communicating and Negotiating Across Cultures

- Communicating Across Cultures: Hofstede and Hall Framework
- Negotiating Across Cultures: Hofstede and Hall Framework

Module 5: Impactful Presentations

- Types of Presentation
- Audience Analysis
- Components of Impactful Communication

Module 6: Strategic Analysis: External and Internal

- Crafting Strategy
- Implementation

Module 7: Building a Strategy and Strategy Implementation

- Learning
- Balanced Scorecard

Module 8: Inventory Management

- Customisation vs Standardisation

Module 9: Introduction to Operations and Operations Strategy

- Push and Pull

- Process Types

Module 10: Forecasting

Module 11: Business Law: Ensuring Legal Compliance

- Corporate Governance and Company Law Compliance; Adhering to the Companies Act, 2013; Role of Independent Directors and Compliance with CSR Obligations
- Intellectual Property (IP) Compliance; Protecting Patents, Trademarks, Copyrights, and Designs Under Indian IP Laws; Ensuring Brand Identity, Avoiding Infringement, and Managing Licensing Agreements
- Insolvency and Bankruptcy Code (IBC) Compliance; Key Provisions of IBC, 2016, Focusing on Corporate Insolvency Resolution; Ensuring Timely Debt Resolution and Adherence to Liquidation Processes to Maintain Business Continuity

Module 12: Contracts and Dispute Resolutions

- Essentials of Valid Contracts and Formation Issues: Discussing Offer, Acceptance, Consideration, and the Legal Capacity Required to Form Enforceable Contracts
- Managing Contractual Risks: Force Majeure and Termination Clauses: Analysing Clauses that Address Unforeseen Events, Termination Rights, and Liabilities for Breach
- Alternative Dispute Resolution (ADR) Mechanisms: Explaining Mediation, Arbitration, and Conciliation as Methods to Resolve Contractual Disputes Efficiently without Litigation

Module 13: Working Capital Management

- Short-term Investment and Financing Decisions
- Cash Conversion Cycle
- Floats and Moats
- Relevance of Negative Working Capital

Module 14: Investment Criteria and Capital Budgeting

- Time Value of Money
- Cost of Capital
- Net Present value
- Internal Rate of return
- Valuation

Module 15: Digital Strategies in Business

- Explore on the Various Strategies of Digital Marketing
- Case Discussion on Companies that Strive to Choose the Different Strategies
- Demo on How to Access Google ads and Create/Run a Campaign
- Appropriate Strategies to Implement as Per the Marketing Funnel

Module 16: Digital Marketing in Business

- Exposure to Digital Marketing and its Importance in Today's Business
- Types of Digital Media
- Key Concepts in Digital Marketing
- Assignments on Building Customer Journey Mapping Using a Case Discussion
- Key Concepts in Digital Advertising

Module 17: Consumer Behaviour and Marketing Research

- Importance of CB and MR in Today's Dynamic Business Environment
- Patterns of Buying Decision Process
- Internal and External Influences of Consumer Decision-making Process
- Three Core Decision-making Perspective
- Assignment on Linking Both the Concepts Using Qualitative Method (interview-based assignment)

Module 18: Interpersonal Effectiveness and Individual and Group Behaviour in Organisations

- Person Perception
- Biases and Errors in Judgement/Decision-making
- Fostering Team Effectiveness

Module 19: Handling Difficult People

- Understanding Difficult People and Scenarios
- Defensive Behaviours /IM Techniques
- Influence Tactics

Module 20: Introduction to Valuation and Value Drivers

- Refresh Time Value of Money
- Introduce Various Techniques in Capital Budgeting
- Where is Value?
- Valuing Different Types of Cash Flows
- Introduce the First Principles
- Estimating Cash Flows for Capital Budgeting and Valuation
- Understand What is Time Value of Money
- Applications of Time Value of Money

Module 21: Mergers, Acquisitions, and Divestitures

Module 22: Organisation, Design, Culture, and Structure

Module 23: Learning and Development

- Introduction to L&D, Knowledge, and Experiential Learning
- Development
- Training

Module 24: Coaching and Mentoring

- Career Management
- Coaching in the Career Management Process
- What is Coaching?
- Coaching Versus Training?
- Managers as Coaches

Module 25: Structure and Processes of HR/Staffing and Recruitment

Module 26: Principles and P's of Marketing

- Common Myths About Marketing
- Evolution of Marketing Concepts
- Creating Value – Marketing Strategy (STP)
- Customer Orientation and Customer Centric Value
- Marketing Environment
- Delivering Value – Marketing Mix (4Ps)

Module 27: Product and Brand Management

- Understanding Product Concept
- Classification of Products
- Levels of Products and Product Life Cycle
- Branding - Evolution
- Customer-based Brand Equity

Module 28: Knowledge Management

- The Definition and Types of Knowledge
- Issues in Knowledge Management
- Knowledge Management and its Necessity for Businesses
- Practices in Knowledge Management
- AI in Knowledge Management

Module 29: Designing Digital Experiences

- UX and What Constitutes a Good UX
- User Experience
- Usability and its Goals
- Human Computer Interaction to Human-centric Interaction
- Contemporary Issues in UX Design

Module 30: Marketing Strategy

- Core Concepts of Marketing
- Marketing Orientation
- Purchase Behaviour

Module 31: Marketing Across Cultures

- Role and Importance of Culture in Marketing
- Sub Culture
- Cross Culture

Module 32: Creativity and Innovation

- Role of Design in Consumption Decision
- Designing a New Product
- Stimulate Idea Generation and Development

Module 33: Economic Environment

- How to Measure Growth, Inflation, and Unemployment (Three Pillars)
- Why Do We Have Recessions and Booms?
- How is Remaining in Recession or Boom not Optimal for a Manager?
- How To Equip a Manager To Use the Economic Framework To Identify the Economic Environment and Dissect the Reasons for the State of the Economy?

Module 34: Macro Economic Policies

- Fiscal Policy, Deficits, and Debt
- Trade, Capital Flows, and Exchange Rate
- Monetary Policy, Interest Rate, and Inflation Targeting

Module 35: Micro Economics

- Demand and Supply
- Equilibrium in a Demand and Supply Framework
- Government Policies/Interventions in the Demand and Supply Framework
- Applying the Framework in Real World Context - Applications
- Different Market Structures: Perfect Competition, Monopoly, and Oligopoly

Module 36: Scheduling Models, TQM, Lean, and Six Sigma

- What is Operations Excellence?
- Need for Operations Excellence
- How to Achieve Operations Excellence?
- Introduction and History of Lean
- 7 Wastes in Lean
- Tools and Techniques of Lean
- Introduction to Scheduling
- Types of Scheduling
- Need for Proper Scheduling
- Tools and Techniques for Scheduling
- Demonstration of Scheduling Problems
- Introduction to Total Quality Management
- A Framework for TQM
- Tools and Techniques
- Benefits

Module 37: Financial Statement Analysis

- Introduction to Financial Statements
- Methods of Financial Statement Analysis
- How to Read a Balance Sheet - Game of Numbers
- Introduction to Ratio Analysis

Module 38: Cash Flow Statements and Analysis, Cost Sheets and Budgeting

- Financial and Management Accounting
- Costs and Decision-making
- Introduction to Budgets

Module 39: Business Analytics, AI, and ML

- Business Analytics
- Artificial Intelligence
- Machine Learning
- Deep Learning
- Generative AI

Module 40: International Management

- Fundamentals of International Business
- Globalisation
- Porter's Diamond of National Competitive Advantage
- Standardisation vs Local Responsiveness
- Strategic Options for Entering and Competing in Global Markets

Module 41: Sales and Distribution Management

- Understanding Consumers Today
- Selling Frameworks
- Sales Role-play Exercise

Module 42: Nurturing Wellness and Managing Stress

- Science of Stress Response and Stress Management
- Yoga Concepts for Developing Wellness
- Yoga-based Practices for Stress Management and Developing Wellness

Module 43: Working with Teams

- Archetype Roles
- Teaming Structure and Its Elements
- Development Process
- Motivating Team Members
- Sociogram Analysis
- Cross Cultural Teams (based on the time frame)
- Team Member Compositions - Personalities and Misconceptions

PEDAGOGY & PROGRAMME DELIVERY



ADMISSION CRITERIA

Participants will be selected based on their overall profile, from the corporate nominations and retail applications with credentials. The final selection of participants will be solely done by IIM Kozhikode.

ATTENDANCE CRITERIA

A minimum of 75% attendance would be required for the successful completion of the programme.

CAMPUS IMMERSION

There will be a two-day in-campus module at IIM Kozhikode towards the end of the programme.

The in-campus modules are subject to the conditions that prevail at that point in time. These conditions pertain to any pandemic or other unforeseen circumstances. In case the in-campus module is not confirmed due to an unavoidable situation, the same will be included in the total number of online sessions.



LIVE THE CAMPUS LIFE



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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
Globalizing Indian Thought

Management Development Programme



Professional Certificate Programme
in
Business Management (Batch-09)
September 21-22, 2024

SNAPSHOT OF PAST COHORTS

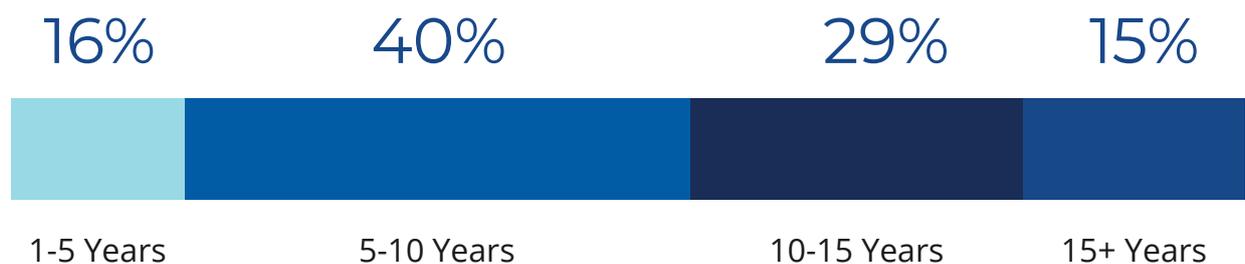
Top Industries

- IT
- Banking
- Automation
- Telecommunication
- Pharmaceutical
- Health Care
- Education
- Insurance
- Broadcast Media
- Electronic Manufacturing

Top Job Profiles

- Manager/Sr. Manager
- Project Manager
- Vice President
- CEOs
- Business Analyst
- CXOs
- Engineer
- Data Analyst

WORK EXPERIENCE



PAST PARTICIPANTS CAME FROM

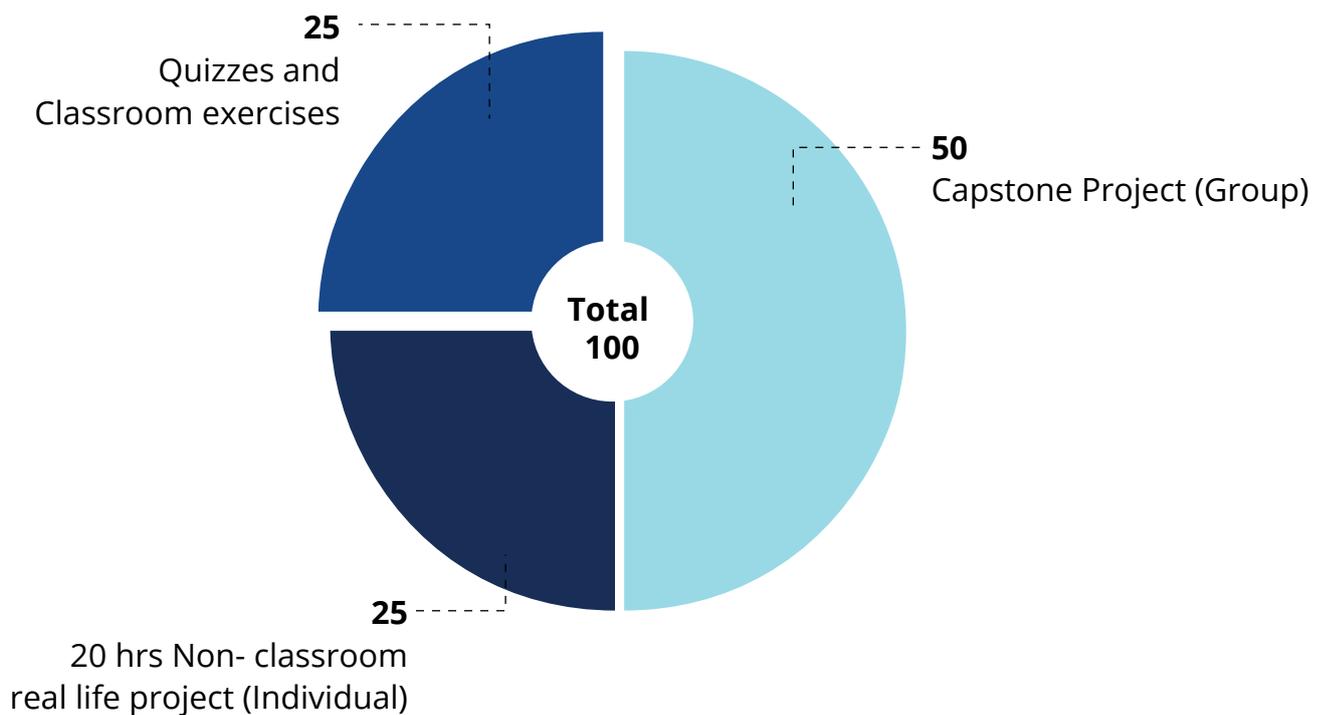


ASSESSMENT & EVALUATION

The evaluation methodology is at the discretion of the faculty. The methodology includes online exams, case analysis, class contribution, and any other component as decided by the faculty.

The programme may require participants to work on individual/group assignments and/or projects. The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios.

The participants will have to secure the minimum pass marks in the respective evaluation components.



CERTIFICATION

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded 'Certificate of Completion'.
- Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a 'Certificate of Participation'.
- Successful participants will also be accorded 'IIM Kozhikode Executive Alumni' status.



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

PROGRAMME COORDINATOR



Professor
Deepa Sethi

Prof. Deepa Sethi is a Professor and Dean, Outreach, Executive Education & Internationalization at the Indian Institute of Management Kozhikode. She has extensive experience in teaching, research, training, and consulting activities in the areas of Managerial Communication, Soft Skills, and Behavioural Aspects in Organisations. She is an expert in the field of Managerial Communication and has been trained at the Harvard Business School. Her teaching areas include Managerial Communication, Cross-cultural Communication, and Written Analysis and Communication (WAC). Her research interests are Verbal and Non-verbal Communication, Cross-cultural Communication, Soft Skills for Interpersonal Effectiveness, Health Communication, and Presentation Skills. She has also been awarded the title of Prof. Indira Parikh 50 Women in Education Leaders, in 2019. She has published in high-impact, refereed A* and A-listed international journals.



Rakhi Dasari

Senior Associate | Procter & Gamble | Batch 10

My experience with the program has been insightful and enriching, providing valuable learning opportunities and practical knowledge. Overall, I found it well-structured and engaging. A big applaud for the whole Times pro team for supporting throughout, Course Coordinator-Adiyodi& Dean Mrs. Deepa Mam. Thanks a lot for this opportunity.



Niraj Vishwakarma

Vice President | Property Experts | Batch 10

I learned a lot from the faculty and peers, who are experts from different industries. The program offers hands-on learning with interactive classes, assignments, and case studies. Whereas, weekend classes allow them to enhance their learning while continuing their professional role.

PROGRAMME FEE

Particulars	Amount ()*
Programme Fee	2,65,000
Total Fee	2,65,000

Note:

- *Taxes will be additional as applicable.
- This is with reference to the refund of the Processing Fees. Please note that the Processing Fee shall not be refunded in the following circumstances:
 - In case the candidate rejects the offer issued by the Institute; and
 - In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.
- All fees are payable directly to Times Edutech and Events Limited (TEEL).

INSTALMENT SCHEDULE

Instalment	Date	Amount (₹)*
I	At the time of Application	15,000
	Within one week of offer rollout	63,000
II	10 th July, 2025	62,000
III	10 th October, 2025	62,000
IV	10th January, 2026	63,000

*GST will be added as applicable.

PROGRAMME TIMELINES

Last date to Apply	Refer To Website
Programme Start Date	30 th March, 2025
Programme End Date	April 2026

APPLY NOW 



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought



Indian Institute of Management, Kozhikode (www.iimk.ac.in)

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 2023: 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 #70 among the top-80 open-enrolment executive program providers globally for the year 2024. The feat has further consolidated the 28-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 #68 for FT Masters in Management (MIM) 2024 Rankings, for its full time MBA programme. IIM Kozhikode has successfully delivered close to 1300 MDP programmes over the past two decades, training more than 41,000 participants from 150+ organisations, which also includes several Fortune 500 companies in the process.



#3

NIRF Rankings 2024
(Management)

4th

(India)

Financial Times Ranking 2024

70th

(Global)

For More Information

AAO, MDP Office

Indian Institute of Management Kozhikode

Phone: 0495-2809557

Email ID: mdp1@iimk.ac.in



ABOUT TIMESPRO

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



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