



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

*Globalizing Indian Thought*

Batch 03

# Unlock your Keys to Career Advancement

Professional Certificate Programme in

# **STRATEGIC MANAGEMENT**

Programme by IIM Kozhikode



Marketing Partner

jaro education



In light of the growing need for versatile professionals who excel in strategy and leadership, capable of transforming complex challenges into valuable business insights in today's ever-changing landscape, the Indian Institute of Management Kozhikode has meticulously designed the Professional Certificate Programme in Strategic Management.

IIM Kozhikode's programmes, designed by world-class faculty with cutting-edge thought leadership and industry-leading insights, empower participants to confidently manage and lead through complex business challenges, driven by informed decision-making abilities. Our expanding global footprint, recognized and accredited by leading institutions worldwide, stands as a testament to the growth achieved in our 27-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. A wide, far-seeing vision is not an indulgence but a necessity to give meaning to our present, providing the institution with a sense of purpose, direction, and imagination. This is why we contemplate what IIM Kozhikode will contribute to India and the world a few decades from now with 'Vision 2047: Globalizing Indian Thought'. The Institute has set for itself a pre-eminent role with this 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.

Achieve the perfect synergy of skills to enhance your strategic acumen and leadership imperatives by enrolling in the Professional Certificate Programme in Strategic Management offered by IIM Kozhikode.

**Wishing you all the very best!**

*Debashis Chatterjee*

**Prof. Debashis Chatterjee**  
**Director, IIM Kozhikode**



Become a visionary strategist, leading transformative change in top-quartile organizations. The Professional Certificate Programme in Strategic Management, offered by the Indian Institute of Management Kozhikode (IIMK), paves the way for you to champion strategic imperatives. Tailored for ambitious professionals, this programme empowers you to elevate your career and evolve into an all-encompassing leader, driving organizational excellence. The comprehensive curriculum equips emerging leaders with essential skills and knowledge to thrive in today's dynamic business landscape. The programme helps the development of a strategic mindset, hone advanced business acumen, cultivate leadership skills, gain insights into diverse strategies, and master innovative approaches to navigate digital disruption.

# WHO SHOULD ATTEND?

This programme caters to managers aspiring to advance their careers and become well-rounded, future leaders. It's an ideal fit for:

- ▶ Individuals in middle management roles (e.g., Team Leaders, Assistant Managers, Junior Managers, Managers) aiming to bolster their strategic thinking, decision-making, and leadership skills for achieving strategic objectives.
- ▶ Professionals with more than 2 years of valuable work experience, eager to amplify their strategic acumen, refine decision-making capabilities, and navigate complex business challenges.
- ▶ Those displaying potential and ambition to take on greater responsibilities within their organizations, with a strong desire to cultivate the strategic mindset required for executive leadership roles.

Participants come from diverse backgrounds, including younger executives, emerging leaders, and specialists across various disciplines. It's also suitable for heads of business units and those overseeing products or markets without a formal business administration degree, seeking to enhance their general management and leadership knowledge. This programme prepares high-potential early career professionals for roles with added responsibility, helping them to shine from the moment they step into these positions. Additionally, it benefits service professionals seeking to jump-start their careers as they progress to the next management level.

## Highlights



Upskill with India's Premier Educational Institute, 3rd Rank in NIRF Rankings 2023 in the 'Management' Category

Executive Alumni status at IIM Kozhikode



Flexibility in Learning: Online Classes on Weekends or after Business Hours

Certificate of Completion from IIM Kozhikode



Holistic Pedagogy Blends Theoretical Concepts with Practical Applications

Live Classes by Accomplished Faculty from IIM Kozhikode and other Renowned Institutions



Peer-to-peer Learning and Mentoring from Industry Experts

5 Days Intensive Campus Immersion Modules



Curated for Working Professionals with a Practical Learning Approach



## Learning Outcomes

- Develop a strategic mindset and enhance critical thinking for effective decision-making.
- Cultivate advanced business acumen to drive competitive advantage and sustainable growth.
- Foster leadership skills to inspire and lead teams through strategic transformations.
- Gain comprehensive insights into diverse strategies for local and global markets.
- Equip participants with innovative approaches to navigate digital disruption and innovation.



## Module 1: Foundations of Strategic Management

- Introduction to Strategic Management
- Strategy as Integrator
- Vision, Mission, and Values
- Organizational Aspirations

## Module 2: Managerial Economics and Business Environment

- Economics for Managers
- Prices and Individual Choice
- Firm Behavior
- Business Environment & Policy

## Module 3: Finance Essentials for Business Managers

- Analyzing and Interpreting Financial Statements
- Management Accounting and Financial Control
- Basics of Corporate Finance
- Risk Management

## Module 4: Case Pedagogy Workshop

- Introduction to Case Pedagogy
- Case Analysis Techniques
- Presenting Findings & Recommendations
- Interactive Discussions, Reflections & Feedback

## Module 5: Analyzing the External Environment

- Environment, Industry & Competitive Analysis
- PESTEL Framework
- Porter's Five Forces Analysis
- Competitor Analysis

## Module 6: Leveraging Resources and Competencies

- The Resource Based View
- VRIN / VRIO Framework
- Distinct and Core Competencies
- Dynamic Capabilities and Sustainable Competitive Advantage

## Module 7: Crafting Competitive Strategies

- Competitive Strategy & Value Creation
- Strategic Positioning
- Value Chain Analysis
- Logic of Value Creation and Distribution

## Module 8: Introduction to Corporate Strategy

- The Scope of the Firm
- Corporate Diversification
- Related Vs. Unrelated Diversification
- BCG Matrix, Ansoff Matrix, GE 9-Cell Matrix

## Module 9: Growth Strategies

- Organic & Inorganic Growth Strategies
- Mergers & Acquisitions
- Alliances & Joint Ventures
- Cooperative Strategies

## Module 10: Global Strategy

- Fundamentals of International Business
- Porter's Diamond of National Competitive Advantage
- Standardization Vs. Local Responsiveness
- Strategies for Emerging Markets

## Module 11: Emerging Business Themes

- Technology, Data Analytics, and Digital Transformation
- Emerging Business Models
- Diversity, Equity, and Inclusion (DEI)
- Risk Management & Resilience Building

## Module 12: Entrepreneurship and New Ventures

- Defining Entrepreneurship
- Traits of Entrepreneurs
- Types of Entrepreneurship
- Business Models and Strategies for New Ventures

## Module 13: Design Thinking & Innovation

- Introduction to Design Thinking
- The Design Thinking Process
- Managing Innovation and Creativity
- Incremental and Radical Innovation

## Module 14: Managing Family Businesses

- Introduction to Family Firms
- Managing Financial and Non-Financial Goals
- Family Succession
- Innovation and Growth Strategies for Family Businesses

## Module 15: Strategy Implementation

- Aligning Functional Areas with Strategic Objectives
- Effective Strategy Execution and Monitoring
- Balanced Scorecard
- Organizational Structure and Strategy Execution

## Module 16: Change Management

- Change Sources, Models and Frameworks
- Change Strategy Planning and Execution
- Change Metrics and Evaluation
- Organizational Culture and Change

## Module 17: Leadership in the Digital Age

- Role of Leadership in Industry 4.0
- Data-driven & Evidence-based Decision-Making
- Collaborative Leadership in a Networked World
- Customer-Centric Leadership



## Module 18: Corporate Governance

- Corporate Governance Structures and Responsibilities
- Risk Management and Internal Controls
- Executive Compensation and Transparency
- Corporate Governance Reforms and Trends

## Module 19: Sustainability and Corporate Social Responsibility

- Sustainability Fundamentals: Triple Bottom Line
- CSR, Social Sustainability and Ethics
- Sustainability Metrics and Performance Measurement
- Sustainable Leadership and Resilience Building

## Module 20: Consolidation & Capstone Project

- Consolidation of Strategy Concepts
- Capstone Project Proposal Development
- Innovation and Creativity in Capstone Projects
- Reflection and Learning from the Course

## Module 21: Integrative Business Simulation

- Integration of Course Concepts
- Market Analysis and Strategy Formulation
- Competitor Analysis and Response Strategies
- Team Collaboration and Leadership in Simulation



## Blend of Theoretical Concepts with Practical Applications:



Lectures & Discussions



Capstone Project



Group Assignments



Case Studies



Exercises & Presentations



Simulations



## Evaluation and Completion Criteria

- The evaluation methodology is at the discretion of the faculty. It may include online quizzes, case analysis, class contribution, assignments, presentations, capstone project, performance in simulation, and any other component as decided by the faculty. Participants will have to secure the minimum pass marks in the evaluation components specified by the faculty. Also, a minimum of 75% attendance is a prerequisite for the successful completion of the programme.

## Assessment Matrix

Component	Sub-Component	Level of Assessment	Weightage	
Quizzes	Case quizzes	Individual	15%	<b>30%</b>
	Module quizzes	Individual	15%	
Assignments	Competitive Strategy Frameworks	Group	5%	<b>10%</b>
	Corporate and International Strategy Frameworks	Group	5%	
Capstone Project	Preliminary Report	Group	5%	<b>20%</b>
	Final Report	Group	10%	
	Presentation	Group	5%	
Integrated Simulation	Simulation Performance	Group	20%	<b>40%</b>
	Simulation Peer Evaluation	Individual	5%	
	Simulation Exam	Individual	15%	
		<b>TOTAL</b>	<b>100%</b>	

## Details

Mode of Delivery: Direct to Device [D2D]

Duration: 9 Months

Learning Hours: 129 Hours of Learning

Campus Immersion: 5 Days Campus Immersion at IIM Kozhikode\*

Note:  
- The In-Campus modules are mandatory.

## Schedule

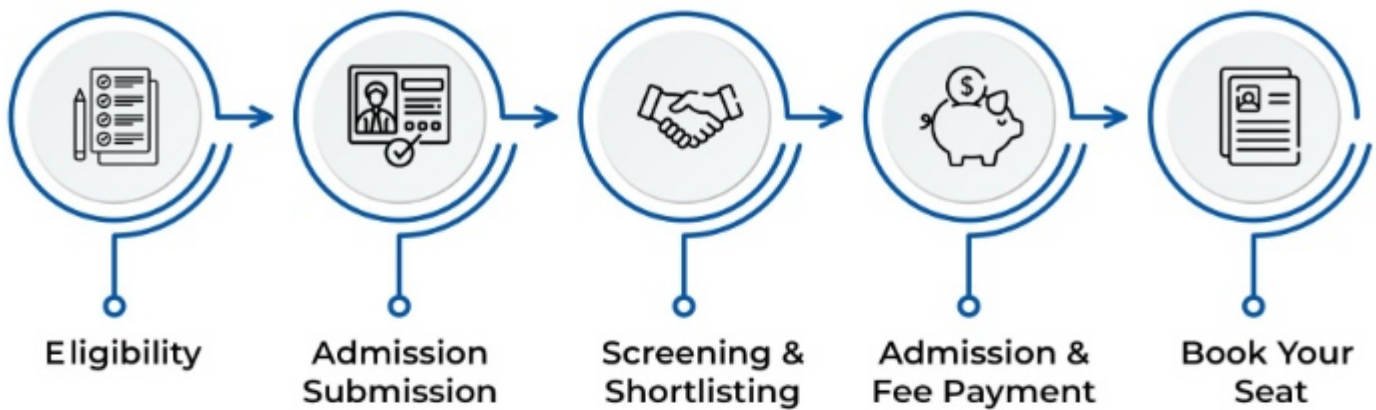
Session Timings: Sundays, 10:00 am to 1:00 pm

Application Closure Date: Closing Soon

Commencement Date: 7<sup>th</sup> July 2024



## Admission Process



## Admission Criteria

- Selections will be based on candidates' profile and Statement of Purpose.

## Eligibility Criteria

- ▶ Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognized university (UGC/AICTE/DEC/AIU/State Government/recognized international universities) in any discipline.
- ▶ By the programme commencement date, candidates should have more than 2 years of work experience.



Particulars	Total Fee Amount (INR)
Application Fee	INR 2000/- + GST
Total Programme Fee (excluding of Application fee)	INR 1,80,000/- + GST

### Instalment Pattern

Particulars	Total Fee Amount (INR)	Payment Schedule
Booking Amount	INR 80,000/- + GST	3 days from the release of the offer letter
Instalment 1	INR 60,000/- + GST	15 <sup>th</sup> September 2024
Instalment 2	INR 40,000/- + GST	15 <sup>th</sup> December 2024

**Easy EMI Options Available\***



## Certificate

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria will be awarded a 'Certification of Completion'.
- Participants who are unable to clear the evaluation criteria but have requisite attendance will be awarded a 'Participation Certificate'.



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



### **Prof. Salman Ali**

PhD, IIM Ahmedabad  
B.Tech, University of Calicut (First Rank)

Prof. Salman Ali is an Assistant Professor in the Strategic Management Area at the Indian Institute of Management (IIM) Kozhikode. He obtained his doctorate from IIM Ahmedabad, specializing in the domain of Strategic Management and International Business. His areas of research encompass fields such as internationalization and re-internationalization of firms, global tourism and sustainable development, as well as digital transformation strategies. He has travelled extensively around the world, having visited over 20 countries spanning 5 continents, and has over 15 years of industry and academic expertise, including roles such as Assistant Professor at IIM Raipur and IIM Shillong, and Branch Director at Universal Business Links India (a franchisee of UBL United Kingdom). Prof. Ali has also made significant contributions to organizations such as CERA Sanitaryware Ltd, India and OCE Group, The Netherlands, through consultancy projects.





## Recalibrate Strategy on a Broad Front in the Disruptive Landscape

# 74%

of organizations have a formal strategy function with a dedicated lead and personnel. This is a 12% increase from previous years.

# 35%

of the organizations now have more than 10 dedicated personnel in the Strategy function — a 6% increase from 2021.

\*2023 Chief Strategy Officer (CSO) Survey, Deloitte

Prepare for a strategic recalibration in a rapidly shifting market. Gain insights from the strategy room to make well-rounded, strategic moves. In the dynamic landscape, global Chief Strategy Officers (CSOs) have faced constant change. As organizations grapple with lasting COVID-19 impacts, geopolitical complexities, and shifting economic conditions, the CSO's role remains pivotal. Organizations recognize the value of CSOs' cross-functional expertise and growth-focused mindset. However, to adapt to the increasingly complex environment, the Strategy function and CSO role must evolve.

As per the Deloitte CSO survey, encompassing 117 respondents from 20 countries and interviews with CSOs, they delve into the evolving Strategy function and proactive measures adopted by organizations to stay ahead in the ever-changing market. Professionals need to cultivate business acumen, nurture strategic mindset for surging sustainable growth and edge.

### Senior Strategy Manager/ Senior Consultant



**Role:** Experienced professionals entering a company at a senior level often have in-depth industry knowledge and strategic expertise.

**Skills:** Should be able to analyze complex business landscapes, formulate innovative strategic plans, and execute them effectively.

**Salary:** INR 17-34 LPA.

### Strategy Director



**Role:** Leading strategy teams, shaping strategic direction, and overseeing multiple projects.

**Skills:** Team leadership, strategic direction, project management.

**Salary:** INR 20-49 LPA.

### Vice President of Strategy/Chief Strategy Officer (CSO)



**Role:** As a VP or CSO, you are responsible for the overall strategic direction of the organization, advising the CEO and board, and driving corporate growth.

**Skills:** Strategic leadership, board-level communication, corporate growth strategy.

**Salary:** INR 27-42 LPA for VP and 62 LPA for CSO.

### Partner



**Role:** Partner positions are reserved for the most seasoned strategists, and they may sit on executive boards and shape the organization's future.

**Skills:** Excel in areas such as strategic planning, acumen, leadership, business development, and stakeholder engagement.

**Salary:** INR 10-50+ LPA.

## About IIM Kozhikode



Public B-Schools,  
The Week-Hansa Research  
Survey 2023



NIRF India Rankings  
(Management) 2023



Financial Times Executive  
Education Global Rankings 2023



QS World University  
Rankings 2024

Started in 1997 with its Post Graduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high growth trajectory today, offering the widest range of academic programs in the field of management education. These include Fellow Programme in Management, Executive Post Graduate Programmes, Management Development Programmes and Faculty Development Programs. IIMK set up a Satellite campus at Infopark, Kochi, in 2013 dedicated to Executive Education. IIMK also has the unique distinction of launching a PhD in Management (Practice Track) programme for working professionals besides bringing in new dynamic courses like the one-year Post Graduate Programme in Business Leadership (2019), two-year Post Graduate Program in Finance (2020), and two-year Post Graduate Program in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE (Laboratory for Innovation, Venturing, and Entrepreneurship), a first-of-its-kind startup 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 Master of Business Administration (PGP) and Executive Master of Business Administration Programme (EPGP) in QS World University Rankings. The Institute has leapfrogged 100 spots to be placed in the Top 151+ Institutes in Business & Management Studies globally, and 33rd in Asia-Pacific region in QS World University Rankings 2024. IIM Kozhikode is globally accredited by EQUIS (EFMD), AMBA (UK) and is a member of AACSB.

IIM Kozhikode also made its debut in the prestigious Financial Times Rankings (FT Rankings 2023) at 72nd position among the top-75 Open-enrolment executive program providers globally, catapulting the 27-year young IIM to an exclusive list of foremost providers of executive education in the world. IIM Kozhikode has successfully delivered close to 1300 MDP programmes for the past two decades, training more than 41000 participants from 150+ organisations - which also includes several Fortune 500 companies - in the process.



## Career Assistance by Jaro Education



### Profile Building

Rigorously building the candidate's profiles and resume by scrutinizing their LinkedIn profiles. Jaro Education enables personalised feedback to boost overall virtual presence.



### Resume Review

Moving forward with carefully curated resumes reviews that ensures you are interview-ready for the workplace of tomorrow.



### Career Enhancement Sessions

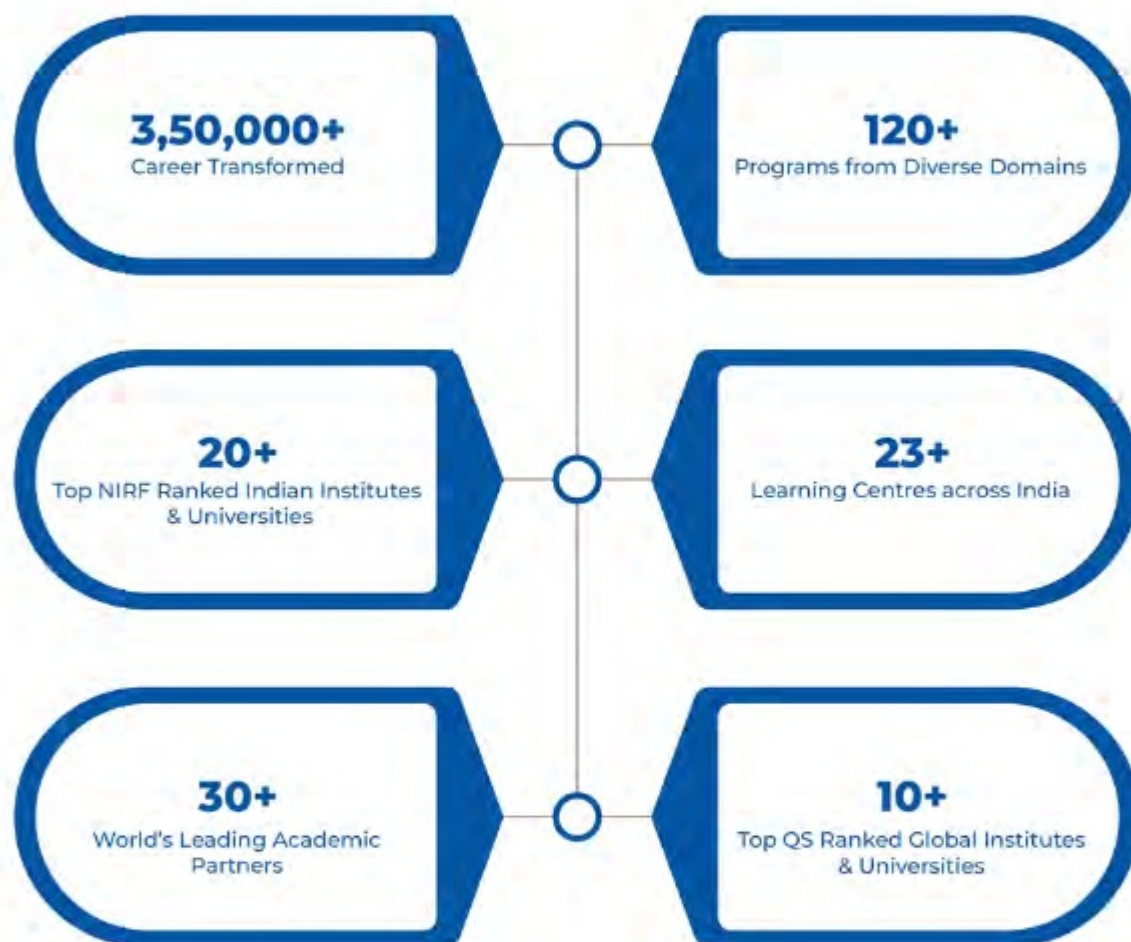
Bridging connectivity to link the best talent with organizations through eminent sessions from top-class industry speakers.

### Note:

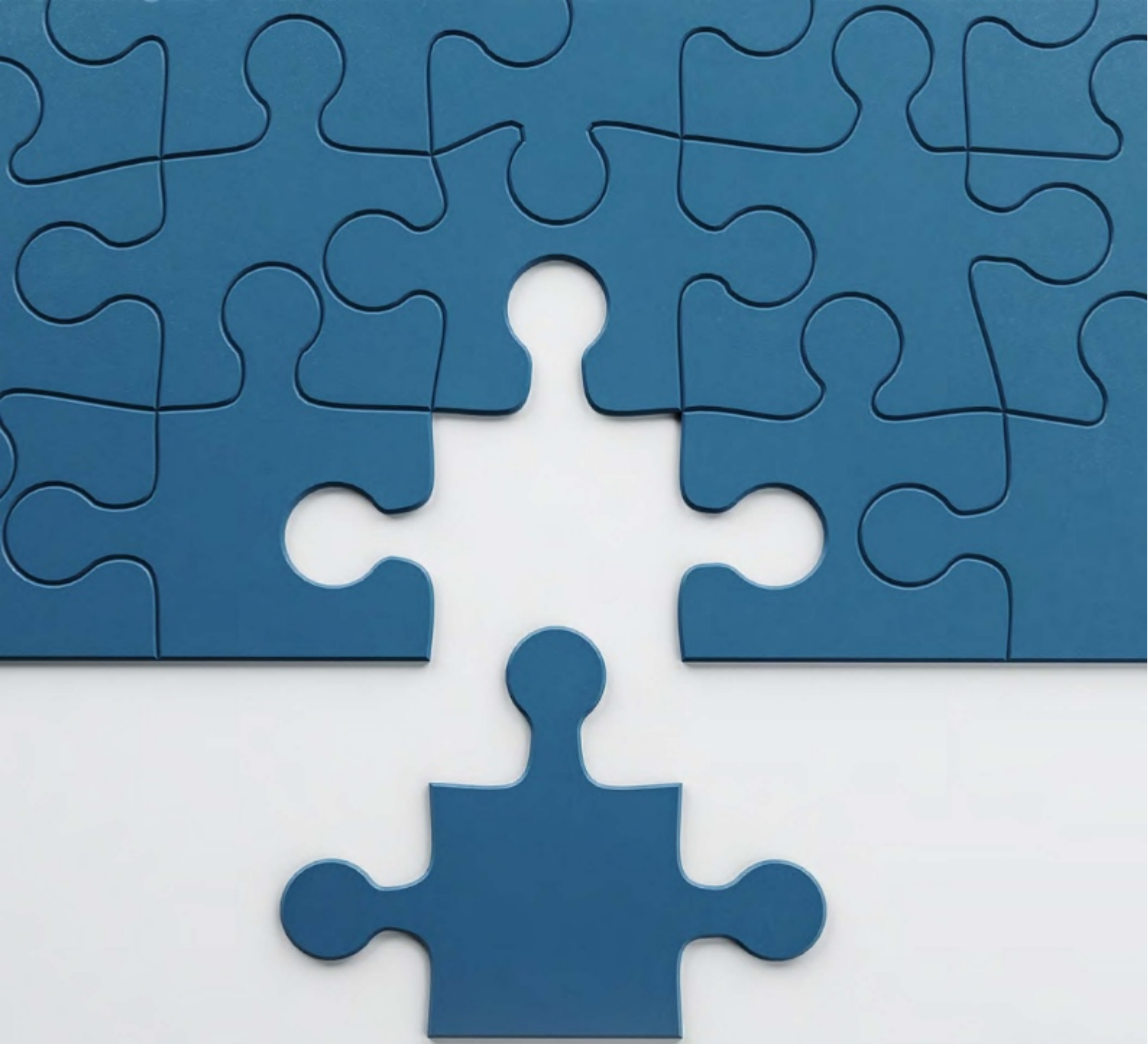
IIM Kozhikode or Jaro Education do not guarantee or promise you a job or advancement in your existing position. Career services are simply provided as a service to help you manage your career in a proactive manner. Jaro Education provides the career services described here. IIM Kozhikode is not involved in any way with the career services described above and offers no commitments.



## About Jaro Education





Jaro Education is an edtech pioneer and online higher education company that specialises in executive education, serving as a liaison between the world's leading universities and institutes to create online and technology-driven programmes. The company provides a quality bucket of online executive education programmes catering to domains such as Doctorate & Ph.D., Analytics & Data Science, Management, Finance, etc., from renowned national and international institutions to meet the needs of working professionals. Our goal is to foster the growth of entrepreneurs and professionals at all levels, from entry-level to C-Suite, through world-class executive education programmes.



**Connect us**

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**Jaro Education's Presence**

Ahmedabad | Bangalore | Chennai | Delhi/NCR | Lucknow  
Chandigarh | Hyderabad | Jaipur | Kolkata | Mumbai | Nagpur | Pune