



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

With an online certificate course from
Northwestern | Kellogg

Batch 7



CHIEF PRODUCT & AI-DRIVEN STRATEGY OFFICER (CPAIO) PROGRAMME

AI-Enabled Product Leadership & Strategy

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 Product & AI-Driven Strategy Officer Programme



Institute Name

Indian Institute of Management Kozhikode (IIMK) and Kellogg Executive Education



Programme Duration

11 Months



Cost

INR 5,45,000 + GST/AED 24,268



Learning Mode

Live Online Lectures by IIMK and Pre-recorded Video Lectures by Kellogg Executive Education



Weekly effort

5-6 hours (including 3 hours of live online sessions on Sundays)



Faculty

Faculty from IIMK and Faculty from Kellogg Executive Education



Guest Faculty/ Industry Experts

Senior Industry Practitioners



Eligibility

Graduate / Diploma holder with minimum 8 years of work experience.



Alumni Status

IIM Kozhikode Executive Alumni Status



Certificate

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 Executive Education 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 via product strategy and leadership at change management business simulations

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, all modules by IIMK are having weekly 100% live online delivery by IIMK faculty. Additionally, there is an online certificate course delivered via pre-recorded video lectures by the faculty of Kellogg Executive Education. For the online certificate course, there are no live lectures by the faculty of Kellogg Executive Education. However, doubt-clearing sessions are carried out by the Programme Leaders, as they monitor individual student progress.

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 8.5 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 the online certificate course by Kellogg Executive Education?

There would be one online certificate course of pre-recorded lectures by the faculty of Kellogg Executive Education spread across 8 weeks*. Gain global exposure and interact with global peers. The learning experience would include self-paced pre-recorded lectures by faculty of Kellogg Executive Education, live sessions by Programme Leader, exposure to practical frameworks and real-world application, project work, and exposure to a multitude of business use-cases.

What is the role of the Programme Leader in Kellogg Executive Education certificate course? Are they institute faculty?

The Programme Leader is a subject matter expert who help with doubt-clearing, cover specific topics deeper and share real-world examples wherever needed. They are not faculty of the institute. The Programme Leaders would only be a part of the online certificate course by 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 leader/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

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

Yes, there are two business simulations in the programme on leadership at change management and product strategy, 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.

Kellogg Executive Education Certification Criteria: Participants must successfully complete all requirements of respective modules and must receive a passing score of 80% to obtain the certificate of completion by Kellogg Executive Education for the online course.

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

Yes, on successful completion of all IIMK modules and Kellogg certificate course, 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 IIM Kozhikode Advantage From the Director's Desk

Businesses today are undergoing rapid changes and transitions compared to a decade ago.

IIM Kozhikode programmes are designed by world-class faculty. 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 30-year journey of academic excellence. Having ample foresight as an educational institution is vital, in a world that is rapidly changing.

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 crucial aspiration.

For the ambitious, future-thinking CPO in the age of AI, 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 product drivers in a dynamic global economy and a trench-view of data-driven ground realities to drive long-term value. This dual view is made possible by immersion in every CPO 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 CPO in the age of AI, capable of navigating a high-stakes competitive global arena.

Wishing you all the very best!



Prof. Debashis Chatterjee

Director,
Indian Institute of Management Kozhikode



Programme Overview

IIM Kozhikode presents the first-of-its-kind, **Chief Product & AI-Driven Strategy Officer Programme** in India, designed to equip product leaders with the strategic foresight, innovation mindset, and AI-driven capabilities to join the league of the top 1% of product growth leaders.

The programme blends product leadership, product finance, advanced analytics, and product-led growth strategies with a strong focus on AI-first product thinking and AI-driven decision making. Participants will learn how to:

- Drive vision-led **strategies** and innovation
- Unlock growth with design and **10X thinking**
- Scale **digital** platforms and ecosystems
- Harness **AI tools** and product analytics
- Lead teams and embed **product-led culture**
- Learn to **independently lead** product businesses

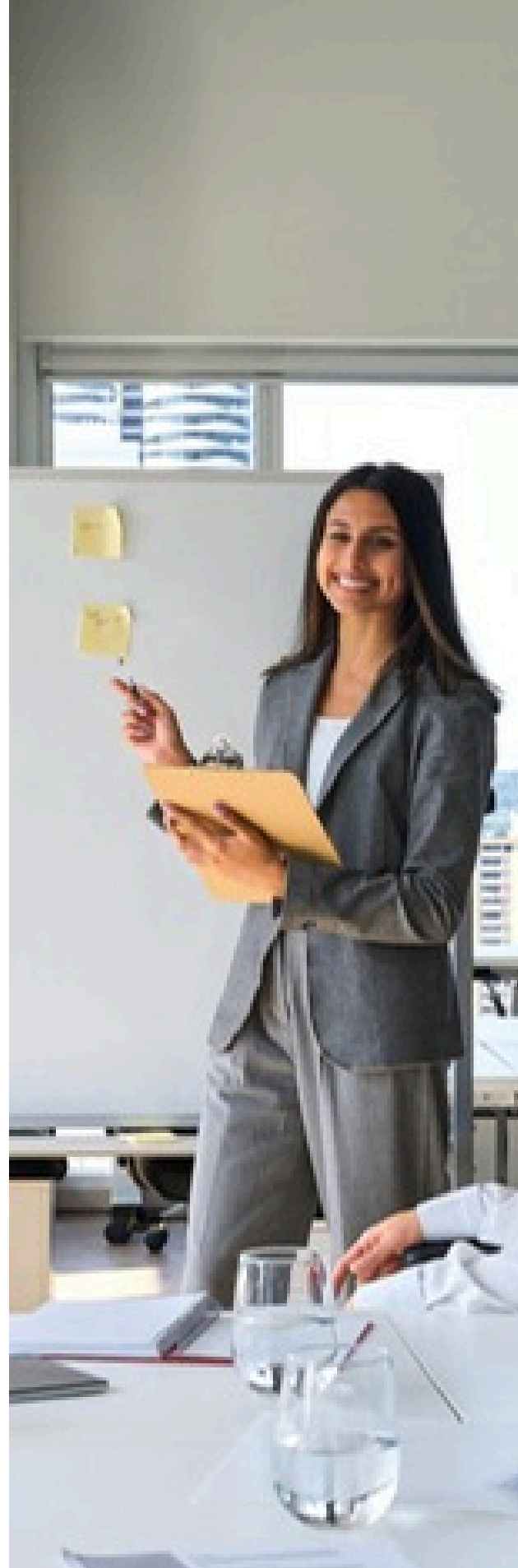
Global exposure is enhanced through an online certificate course from Kellogg Executive Education: **AI Strategies for Business Transformation.**

70% of Fortune 1000 companies will have a CPO by 2027.

Source: Products That Count

Generative AI can reduce software product time-to-market by 5% and improves product leader's productivity by 40%

Source: McKinsey



Starts on
23 December 2026

Duration
11 Months

Programme fee
**INR 5,45,000 + GST/
AED 24,268**

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

8.5 months



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Live online lectures with IIM Kozhikode faculty

Business simulations on product strategy & leadership at change management

3

Pillars on CPO in the age of AI

8 weeks

Northwestern
Kellogg

Self-paced, recorded video lectures from Kellogg faculty

Office hours for networking with global peers

1

Certificate Course on AI and Business Transformation



A Transformative Learning Journey for AI-driven CPOs with a Global Edge



3 Days



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Campus immersion at IIM Kozhikode Campus

Network and collaborate with CXO peers and faculty.

Top 3 reasons to enrol in the programme:

- 01 Immersive learning:** Experience a comprehensive pedagogy with live online learning from IIMK, pre-recorded lectures from Kellogg Executive Education, guided capstone project, and campus immersion at IIMK.
- 02 Global edge:** Network with CPO-calibre leaders throughout the immersive learning journey.
- 03 Channel your inner CPO:** Develop a CPO's toolkit, product leadership, influential leadership, product strategy and leveraging AI for unprecedented growth.

Gain Global Excellence from Kellogg Executive Education

Northwestern
Kellogg
School of Management

With 'AI Strategies for Business Transformation' course, explore use cases of AI along the two dimensions of an enterprise value chain and industries, to gain a comprehensive perspective on using AI in today's dynamic business landscape . Learn frameworks to build robust AI implementation plans across various industries



Who Is This Programme For?

Product Leaders who want to infuse cutting-edge practices and AI insights into product strategy, propelling them to drive significant business impact.

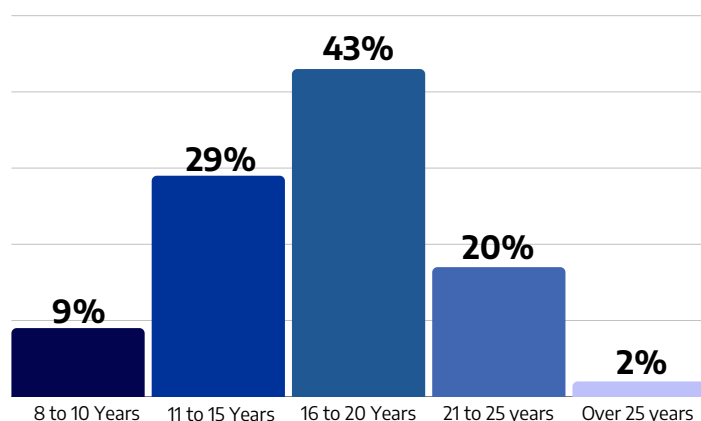
New and Emerging CPOs in the age of AI interested in attaining a strategic and functional outlook on launching customer-centric products and shaping the future of product innovation.

Product-led Growth Founders and Consultants looking to master product-led business growth, build differentiated products, and boost profitability through AI/Gen AI.



Past Participant Data

Work Experience



Top Industries

- IT/Computers
- Technology/Telecom
- Healthcare/Healthcare Services
- Banking/Financial Services
- Consumer Products/Retail
- Consulting
- Others*

*Others include Manufacturing, Engineering, Real Estate, Education

Past Participant Testimonials



The most valuable aspect of the **Chief Product Officer (CPO) programme** was its focus on executive-level thinking and product leadership. It offered deep insights into building and scaling high-performing teams, aligning product strategy with the company's vision, and mastering the financial aspects of product investments. It also enhanced my ability to collaborate effectively with other executives. As a Product Manager, participating in a programme like this was incredibly impactful. It sharpened my strategic thinking, strengthened my ability to influence senior stakeholders, and increased my effectiveness in leading cross-functional teams. Additionally, it prepared me for future leadership roles by broadening my understanding of product-market fit and the overall impact my product had on the organisation. It was an excellent way to set clearer priorities, advocate for my product, and shape its long-term direction.

Venkatesh Penugonda

Principal Product Manager, Unisys



The cohort, the first phase lecturers, and the campus immersion experience were all incredibly engaging. Each element opened up a variety of thought processes and perspectives, making the learning journey both enriching and thought-provoking.

Arnab Chakraverty

Senior Director - Product Management, Cybil



The most valuable aspects of the programme were its flexibility in the live-online learning format, the exceptional quality of the content, and the opportunity to learn from professors and mentors with deep industry expertise. I particularly appreciated the engaging quizzes, thoughtfully designed assignments, and impactful capstone projects, all of which reinforced practical application of the concepts. The collaboration with Northwestern Kellogg was another standout highlight, adding significant credibility and global perspective to the experience. Overall, the program provided a comprehensive, well-rounded learning journey that strengthened both my knowledge and practical skills.

Bhargav Ranjit Sivalingam

Senior Engineer Manager - Backend Engineering, Anheuser-Busch InBev

Key Takeaways

Succeed with advanced product leadership skills



Lead with advanced product leadership skills and craft scalable, vision-driven strategies



Adopt a growth mindset using design thinking, 10X innovation, and customer-centric approaches



Gain mastery in product finance and performance control to drive accountable product operations



Leverage AI for product marketing, ideation, predictive intelligence, and customer segmentation



Learn to prioritise, prototype, and execute product roadmaps with agility ensuring successful GTM



Drive agility and collaboration by aligning cross-functional teams for faster execution



Apply responsible AI guardrails to ensure ethical, transparent, and sustainable product innovation



Gain global exposure with Kellogg Executive Education certificate in AI Strategies for Business Transformation

Programme Highlights



Eligible for IIM Kozhikode Executive Alumni Status



Live online lectures by IIMK faculty (8.5 months)



3-day immersion at IIM Kozhikode campus



Masterclasses from practicing CPOs



One certificate course from Kellogg Executive Education (8 weeks)



Capstone project guided by IIMK faculty



Insights into AI-driven product growth, AI-first product thinking and more



Hands-on learning with real-life case studies, quizzes, and assignments



Hands-on business simulations on product strategy and leadership at change management

*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 online certificate course by Kellogg Executive Education would primarily include flexible learning through pre-recorded video lectures by faculty of Kellogg.

Tools Covered

Market Research & Product Discovery



Perplexity.ai

AI-powered research engine for market, industry, and competitor analysis.



ChatGPT

For exploring customer journey maps, personas, and early hypothesis testing.



Kraftful.com

Analyzes product reviews and feedback to surface actionable insights.

Ideation & Concept Development



Ideanote.io

AI-based idea management and generation system.



FounderPal.ai

Builds AI-generated user personas, needs, and motivations.



IdeaMap.ai

Visualizes and prioritizes ideas collaboratively using AI.



Easy-Peasy.ai (User Story Template)

Generates user stories and scenario narratives.

Product Vision, Strategy & Road-mapping



Claude.ai

For articulating strategy, value propositions, and positioning.



Roadmap.sh

Builds AI-assisted feature roadmaps with milestone plan



Jeda.ai

Maps strategic initiatives, vision, and KPIs visually with AI support.



Mymap.ai

Creates AI-generated product roadmaps and strategy maps.

Design & Rapid Prototyping



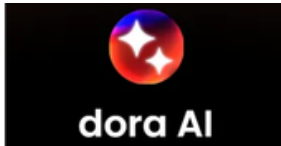
Uizard.io

Converts text prompts and sketches into interactive prototypes.



Visily.ai

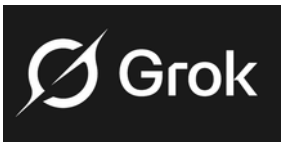
Generates UI wireframes and design layouts with AI.



Dora.run/AI

Rapid prototyping platform for testing design variations instantly.

Product Documentation & PRD Automation



Grok.com/Imagine

Generates initial PRD drafts.



ChatPRD.ai

Converts product ideas or chats into structured PRDs.



Product Monkey

ProductMonkey.ai

Auto-generates PRDs from feature descriptions or requirements.

User Research, Feedback & Continuous Improvement



Hotjar

For continuous user behavior tracking.



Dovetail.com

Synthesizes user feedback, interview transcripts, and research data.

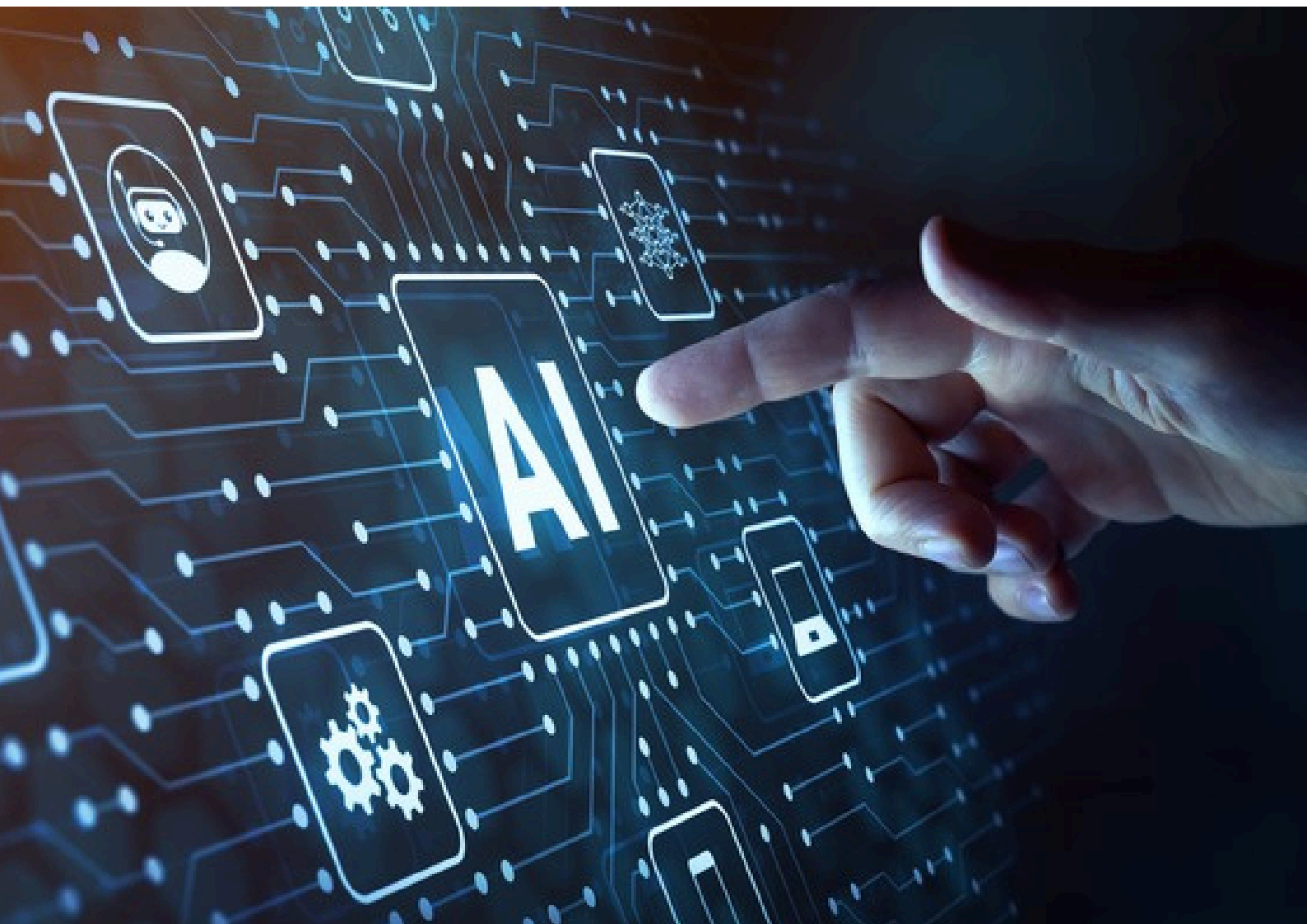


UXPressia.com

Maps customer journeys and experience touchpoints visually.

Note:

- All product and company names mentioned in this material are trademarks or registered trademarks of their respective holders. Their use does not imply any affiliation with or endorsement by them.
- The use case or application of tools showcased in this material are covered in pre-recorded videos.
- The Generative AI tools are optional and provided solely for self-study and do not come with any assistance.
- No live sessions/support will be provided for demo videos.



Industry-Aligned Curriculum

PILLAR - 1

PRODUCT STRATEGY AND VISION

MODULE - 1: Strategy, Design Thinking & Growth Mindset

- Product Strategy, Principles, and Vision
- Growth Mindset & Growth Strategies
- Ideation & Design Thinking around New Products

PILLAR - 2

UNLOCKING SYNERGIES VIA A PRODUCT-CENTRIC APPROACH

MODULE - 2: Product Finance & Performance Control

- Financial Analysis for Chief Product Managers
- Product Finance Planning & Performance Controls

MODULE - 3: Crafting Product Strategy

- Product Life Cycle Management
- Prioritisation and Collaboration
- Rapid Prototyping Strategies for Digital Products/Services
- Agile Project Management & Tools
- Accelerating Product Roadmap Execution

MODULE - 4: AI-First Product Thinking

- Foundations of AI in Product Context (NLP, CV, LLMs, RAG)
- AI-First vs AI-Enabled vs AI-Augmented Product Approaches
- AI-Integrated Product Lifecycle Management (Data, Models, Retraining models, Data dependencies, Feedback Loop)
- Leading Guardrails of AI-Driven Products
- Product Portfolio Management (Make/Buy/Partner Decisions)

MODULE - 5: Product Marketing and AI-driven Growth

- Advanced Product Analytics
- Product and Digital Marketing Using AI tools
- AI-Powered Marketing Communications and Channel Growth
- Go-To-Market Strategies in the Age of AI
- AI-Driven Segmentation, Targeting, and Positioning
- Customer, Market, and Competitor Intelligence with AI tools

PILLAR - 3

PRODUCT-LED GROWTH AND INNOVATION

MODULE - 6: Product Innovation & Growth

- Cloud and DevOps for Product Leaders
- AI-led Digital Platforms and Product Ecosystems
- Growth Strategy and Challenges for Transitioning Product Growth Leaders
- Working with Partners, Agencies and External Stakeholders

MODULE - 7: Product Leadership

- Ethics and Conflict Management, IPR & Legal Issues
- Developing Product Management Talent
- Communication, Influence, and Negotiation with C-Suite Cross-functionally
- Execution Excellence, Control & Challenges
- Mindful Leadership
- Business Simulation – Product
- Business Simulation – Leadership at Change Management

AI STRATEGIES FOR BUSINESS TRANSFORMATION

ONLINE CERTIFICATE COURSE FROM KELLOGG EXECUTIVE EDUCATION

- Foundations of AI - From Prediction to Creation to Autonomy
- AI and Customer Experience Management
- AI and Operations Management
- AI and Business Support Functions
- AI Applications in Selected Industries
- Generative AI and Creative Industries - Transforming Media, Art, and Design
- AI and Business Transformation - Strategy, Capabilities, and Governances
- AI and Society - Ethics, Regulation, and Jobs

Note:

- The modules and topics are indicative and subject to change at the discretion of programme coordinators.
- 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.

Programme Directors

In a distinguished career spanning over 34 years, Dr. Kamal Kishore Sharma has made significant contributions to both the corporate and academic realms. His journey has taken him through prestigious organisations such as Steel Authority of India Limited, the Indian Civil Services, Global Major ArcelorMittal NV, renowned institutions like IIM Ahmedabad, CEPT, EDII, Ansal (Sushant) University, and Adani University, as well as various startups and NGOs. In these roles, which have ranged from CEO of an MNC subsidiary to Vice Chancellor, Senior Civil Servant, Director, Dean, Divisional Manager, Consultant, and Advisor, Dr. Sharma has consistently demonstrated his leadership capabilities.

Dr. Sharma's expertise extends across organisations with strong product portfolios, encompassing both physical and digital products and services. Throughout his career, he has excelled in formulating and executing strategies for new product launches, expanding market reach, reviving ailing enterprises, digitalizing product & service operations and spearheading the establishment of greenfield projects across India, Europe and Eurasia. Over the past decade, Dr. Sharma has also ventured into the entrepreneurial landscape, actively engaging in co-founding, advising, investing, and running startups in the B2B & B2C product and services space.

In the academic arena, Dr. Sharma's passion lies in teaching and mentoring in fields including strategy, entrepreneurship, corporate governance, international business, supply chain and M&A. He has shared his knowledge with postgraduate programs and executive education across IIMs and national institutions. His academic journey culminated in a Fellowship (PhD) from IIM Ahmedabad, and he currently holds the esteemed position of Professor of Practice at IIM Kozhikode.



Dr. Kamal Kishore Sharma

Professor of Practice,
Strategic Management,
IIM Kozhikode

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This is a cutting-edge leadership development programme on your transformative journey towards becoming an exceptional CPO. Driven by our holistic curriculum and modern pedagogy, we will explore the intricate realms of product strategy, innovation, and leadership, empowering you with the skills and mindset needed to drive exceptional growth in the dynamic world of product management and C-suite leadership.

”

Programme Directors

Professor Sreejesh brings a wealth of expertise to the Product Leadership MDP, with a strong focus on key research areas including marketing analytics, brand management, services marketing, and online marketing and advertising. His research contributions have made a significant impact, with publications featured in esteemed journals such as the Journal of Brand Management, Industrial Marketing Management, European Journal of Marketing, Computers in Human Behaviour, Journal of Travel and Tourism Marketing, International Journal of Contemporary Hospitality Management, Internet Research, Journal of Product and Brand Management, Journal of Service Theory and Practice, and International Journal of Bank Marketing.

His dedication to advancing knowledge extends to serving on the editorial board of the International Journal of Consumer Studies. Furthermore, Professor Sreejesh has demonstrated his commitment to knowledge dissemination through the authorship of internationally recognised books, published by Pearson India and Springer International.

Currently holding the position of Assistant Professor of Marketing Management at IIM Kozhikode, Professor Sreejesh's comprehensive research background and academic achievements make him a valuable addition to the Product Leadership MDP, ensuring participants gain a well-rounded perspective on contemporary marketing strategies and practices.



Prof. Sreejesh S, PhD

Associate Professor,
Marketing Management,
IIM Kozhikode



In today's rapidly evolving business landscape, the role of a Chief Product Officer is more critical than ever. It's about being the driving force behind innovation, the architect of customer-centric solutions, and the visionary who sees opportunities where others see challenges. This programme is your gateway to becoming that visionary leader, guiding organisations toward a future where products aren't just developed; they're crafted with purpose, precision, and an unwavering commitment to excellence. Join us in this transformative journey, where we'll equip you with the skills, insights, and mindset needed to shape the products of tomorrow and leave an indelible mark on the world of business.



CAPSTONE PROJECT - GUIDED BY IIMK FACULTY

A capstone project lets you work on a real-world product problem as a team or solo member. Capstone project strengthens your ability to work on various product development stages. You can learn how to assess customer needs, generate product ideas, create and map a product life cycle, develop product prototypes, monitor product development, ensure quality production and ensure consumer acceptance through sales and after-sales customer service.

Your responsibility is to pick up a real-world product or a problem and then reflect on the entire process and challenges from ideation to after-sales service around that product/solution.

HANDS-ON SIMULATIONS

Product Strategy Simulation



Implement insights on product strategy nuances of development, R&D, positioning, pricing, etc.



Learn about financial statement analysis in a competitive context.



Collaborate cross-functionally and lead product success via customer centricity and innovation.

Leadership at Change Management Simulation



Learn to be a resilient leader, responding effectively to unforeseen challenges.



Test change strategies and build confidence without fear of real-world failure.



Develop crucial skills in mobilizing change support and overcoming resistance.

Note:

- The modules and topics are indicative and subject to change at the discretion of programme coordinators.
- The programme curriculum includes individual class readings, assignments, quizzes, two business simulations, case study discussions to apply and demonstrate classroom learning.

Real-World Case Studies



Building Uber's Product: The Human Challenge of Product Management by Noah Askin; Lisa Duke

INSEAD Case



Sustainable Product Management at Solvay by George Serafeim; Vincent Dessain; Mette Fuglsang Hjortshoej

Harvard Case



Ecowash, A Business Opportunity Worth Pursuing by Atul Tekchandani

IVY Case



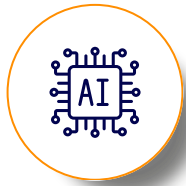
Digital Transformation at Tata Steel by Krishna G. Palepu; Das Narayandas; Radhika Kak

Harvard Case

Note: Listed above are a few indicative case studies and the programme would include additional case studies specially curated by the faculty.



Live Sessions with Industry Experts



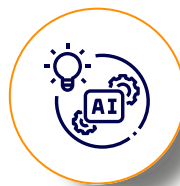
Foundations of AI in Product Context
(NLP, LLMs, RAG)



AI-First vs AI-Enabled vs AI-Augmented Product Approaches



AI-Integrated Product Lifecycle Management



Leading Guardrails of AI-Driven Products

Note: Listed above are the indicative session topics by industry experts. They are subject to change as per batch requirement.



AI Strategies for Business Transformation

The AI Strategies for Business Transformation certificate programme from Kellogg Executive Education empowers forward-thinking business leaders like you to leverage AI and generative AI (gen AI) for strategic impact in areas, including customer experience, new product development, and personalised marketing, unlocking real business value with tangible impact.

Learning Experience



Two to three live sessions with Kellogg faculty



Peer learning with global peers



Cutting edge curriculum with Gen AI and Agentic AI Insights



Case studies



Real-world industry examples



Frameworks and Principles to drive Gen AI strategy



Capstone project



Weekly office hour with Global Program Leader



Inclusive learning

Topics

- Foundations of AI - From Prediction to Creation to Autonomy
- AI and Customer Experience Management
- AI and Operations Management
- AI and Business Support Functions
- AI Applications in Selected Industries
- Generative AI and Creative Industries - Transforming Media, Art, and Design
- AI and Business Transformation - Strategy, Capabilities, and Governances
- AI and Society - Ethics, Regulation, and Jobs

Faculty - AI Strategies for Business Transformation



Mohanbir Sawhney

Associate Dean for Digital Innovation;
McCormick Foundation Chair of Technology;
Clinical Professor of Marketing;
Director of the Centre for Research in Technology
and Innovation

Sustainable Frameworks and Future-Proof Principles

Rapid advancements in AI require organizations to utilize frameworks and principles that stand the test of time while adapting to innovation. This program offers sustainable methodologies designed to align with the dynamic nature of AI technologies. These frameworks provide a solid foundation for integrating AI into key business processes while empowering leaders to future-proof their organizations against disruptive changes.

◎ AI Radar 2.0

Map enterprise-wide opportunities for gen AI and surface initiatives with the greatest potential for business impact.

◎ AI Canvas 2.0

Apply the seven-step approach to frame and communicate critical aspects of a gen AI initiative.

◎ AI CMM

Learn and apply the AI CMM to develop enterprise AI capabilities in a phased and systematic manner.

◎ Customer Experience DNA Framework

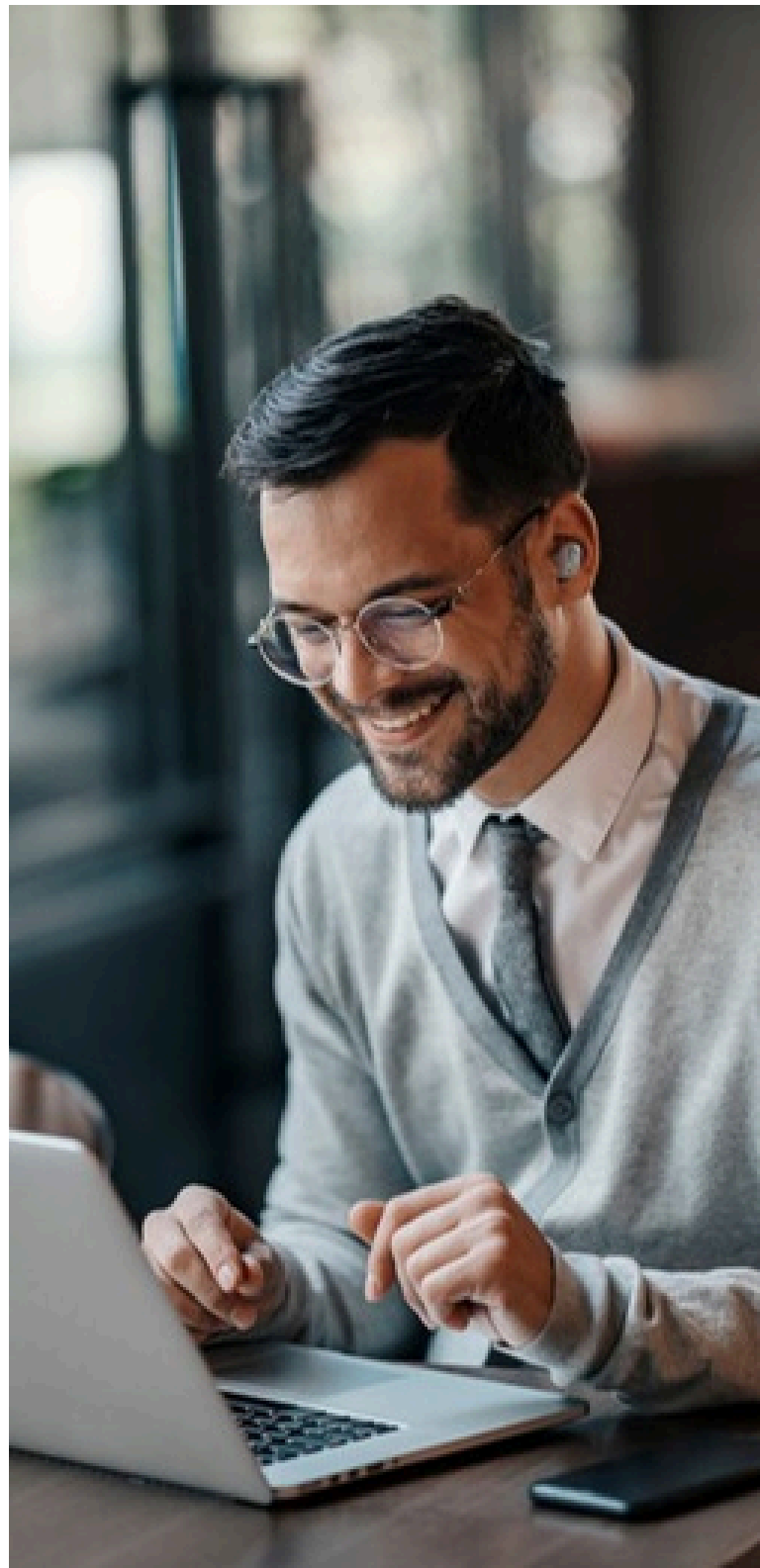
Learn the stages of the customer experience DNA framework:

Customer Action: Discover, Learn, Evaluate, Buy, Engage, Advocate

Organization Action: Reach, Acquire, Convert, Develop, Retain, Bond

◎ Six Principles of Responsible AI

Understand the principles of responsible AI and how to govern AI projects to drive ethical outcomes.



Industry Examples

The program features business use cases across industries, covering the creative use of AI by a range of platform companies, enterprise companies, and startups. Some featured use cases are:



Netflix, Spotify, Adidas, and IKEA

Learn how these brands use AI to personalize content and achieve demand generation.



Axonify

Understand how this learning platform leveraged AI to personalize employee onboarding and training.



Zebra

Explore how this technology company utilized AI for early detection in pathology reports.



Coca-Cola

Deep dive into understanding how this famous beverage company is using AI in creative design and advertising.



GE Healthcare and Mass General Brigham

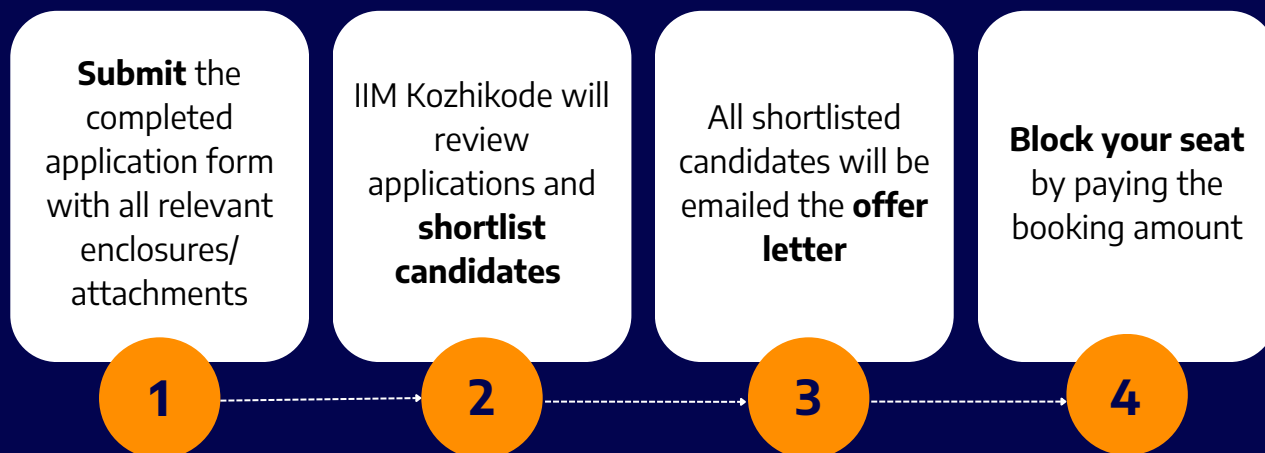
Examine how a healthcare company collaborated with a non-profit to optimize scheduling in radiology departments through the radiology operations module.



Amtrak

Learn how Julie, Amtrak's virtual assistant, uses natural language processing (NLP) to understand customer questions, provide answers, and help complete actions.

Application Process



Academic Orientation

3 January 2027

First Academic Session

10 January 2027

Schedule

The platform classes for IIMK modules are every Sunday in the time slot of 3:30 pm to 6:45 pm IST* (15-minute break)

*Note: -Some sessions with faculty and/or industry experts could be rescheduled at a different time, in case of exceptional circumstances.

-Due to time zone differences, some sessions with industry experts can take place at different hours.

-The weekly office hour session by Programme Leader during the Kellogg's online certificate course would take place as per global cohort's schedule and will be informed closer to the module start date.



Programme Details

Evaluation methodology is the discretion of the faculty. The methodology includes online quiz, case analysis, class contribution, assignments, capstone project, simulation exercise performance and any other component as decided by the faculty. A minimum of 75% attendance is a prerequisite for the successful completion of this programme. The participants will have to secure the minimum pass marks in the respective evaluation components.

Participants who successfully complete the same and satisfy the requisite attendance criteria, will be awarded a Certificate of Completion. Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a Participation Certificate.



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 the course.



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

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.

-Learners **must** complete both IIMK and Kellogg modules to be eligible for IIMK Executive Alumni Status.

Programme Details

ELIGIBILITY CRITERIA

- Graduate (10+2+3) or Diploma holders (Only 10+2+3) from a recognised university (UGC/AICTE/DEC/AIU/State Government/recognised international universities).
- Candidate should have a minimum of 8 years of experience as of the programme start date, i.e., 23 December 2026.

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 submit 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, online 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 Details

Programme Fee: **INR 5,45,000 + GST/AED 24,268.**

Duration: **11 Months**

Programme Start Date: **23 December 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.
- Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.



About IIM Kozhikode

About IIMK Established in 1996, with its first Post Graduate Programme (PGP 01) officially initiated in 1997, 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.



#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+



Zoom software client installed on your PC/ Laptop/ Mac

Apply for the programme here

APPLY NOW

Refer a colleague/friend
and get referral benefit

REFER NOW

Finance options available

KNOW MORE



WhatsApp an advisor on +91 86570 38243*

*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

IIMK MDP Office Contact Details:

Phone number: 0495 2809557

Email ID: mdp1@iimk.ac.in



In collaboration with

EMERITUS

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