



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



Professional Certificate Programme in **Chief Human Resource Officer**

BATCH 03

Beyond the Function.
Into the Boardroom.



12
Months



140
Hours



2 Campus
Immersion Modules



₹4,00,000
+ Taxes

From the Director's Desk



Over the years, product development has evolved from 'want creation' to 'need fulfilment'. Contemporary customer-centric perspectives and user-focused philosophies like design thinking has refined product development into a scientific, data-driven process. Thanks to this focus on the customer, product management is all about gaining an intimate understanding of customers and the ability to create tailored solutions for them. That's where product management comes in.

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 are a testimony to the growth we have achieved in our nearly 30-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, 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 make 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 Chief Human Resource Officer (Batch 03). Wishing you the best of learning experiences here.

Prof. Debashis Chatterjee

Director, IIM Kozhikode

The Boardroom Imperative

“The CHRO no longer merely supports the C-suite.
The CHRO completes it, serving as the definitive architect of enterprise capability.”

86%

of CHROs say their role is changing
“significantly” or “dramatically” —
yet average tenure has fallen from
6 to 4.8 years

**The Josh Bersin Company, Dec 2025*

21%

Only 1 in 5 CHROs are closely
involved in AI strategy decisions
— despite AI reshaping the
future of every workforce

**TMI Global / AIHR, 2025–26*

₹80L

Upper end of the CHRO compensation
band in large Indian enterprises — a role
that demands commensurately
advanced preparation

**LinkedIn Workforce Report India, 2025*

The **Professional Certificate Programme in Chief Human Resource Officer** from **IIM Kozhikode** is engineered specifically to close this executive gap. This curriculum delivers the strategic depth, financial vocabulary, and macroeconomic perspective required to transform high-performing HR leaders into enterprise-level commercial strategists.



Architecting the Future of HR Leadership

The **Professional Certificate Programme in Chief Human Resource Officer** is a 12-month executive education programme from **Indian Institute of Management Kozhikode**, one of India's most respected management institutions, designed specifically for senior HR professionals operating at or aspiring toward the apex of the people function.

This is not a broad-spectrum HR course. It is a rigorous, deliberately sequenced programme that addresses the specific intellectual and strategic demands of the CHRO role right from enterprise leadership and boardroom influence to managing human capital through mergers, crises, and technological transformation. Crafted by distinguished IIM Kozhikode faculty in the Organisational Behaviour and Human Resources domain, the curriculum is delivered live every **Sunday through a high-quality two-way video platform, making it accessible without requiring a break from your professional responsibilities.**

Eligibility Criteria

This programme is designed for experienced HR professionals who are ready to take on strategic leadership roles.

Educational Qualification

- Graduate (10+2+3) or Diploma Holder (10+2+3) from a recognized institution.
- International applicants should hold an equivalent recognized degree.

Work Experience

- **Minimum 8 years** of experience in the **Human Resources function or HR leadership roles.**
- Diploma holders (10+3) require **10 years of supervisory experience** (evaluated on a case-by-case basis).

The CHRO Structural Overview



12 Months

Programme duration



140 Hours

Structured learning



6 Modules

Full CHRO mandate covered



5 Days

On-campus immersion at IIMK



Sundays, 9–12 PM

Live sessions, zero career disruption



IIM K Certificate

Awarded on successful completion



Alumni Status

IIM K Executive Alumni Network, for life



Live D2D Delivery

Interactive two-way video platform



Case Methodology

IIM lectures, case studies and participant experience-sharing for applied learning



Industry Faculty

IIM K OB & HR faculty plus guest inputs from senior industry leaders



Career Advancement

Positions participants for CHRO, HR Head and senior HR roles in mid-large enterprises



Peer Cohort

Learn alongside senior HR professionals from diverse sectors and industries

Who This Programme Is Designed For

This programme is designed for professionals who have already built substantial careers in HR and are ready to think and operate at the enterprise level.

Primary Segment Present-Day HR Leaders

Senior HR professionals who play a key, differentiated role in the development and achievement of their organisation's long-term strategic goals. You are already at the table — this programme sharpens what you bring to it.

You may be:

VP Human Resources

Head of People

HR Director

HR Business Partner (Senior)

Strategic Leaders Steering Enterprise Transformation

Experienced HR professionals navigating new-age organisational realities — digital transformation, the rise of the gig economy, multigenerational workforces, and the demands of workforce management through disruption and crisis.

Key challenges you face:

Digital transformation

Gig economy

Multigenerational workforce

Crisis workforce management

Growth segment Aspiring CHROs & HR Heads

Senior HR practitioners actively working toward leadership positions — CHRO, HR Head, or equivalent — who recognise that the leap from functional excellence to enterprise leadership requires deliberate, structured preparation.

Your next role:

Chief Human Resources Officer

HR Head

Group HR Director

VP People & Culture

Specialized HR Leaders

Experienced HR managers seeking to deepen their knowledge of issues specific to a sector or industry, and looking to develop a sharper, more strategic and consultative edge in their domain.

Typical sectors:

Financial services

Manufacturing

Technology

Healthcare

Professional services

Key Takeaways & Professional Advantages

○ Strategic HR Design

Design and implement HR strategies that align with organisational goals and drive measurable business success, moving beyond policy into enterprise-level people architecture.

○ Executive Leadership & Influence

Cultivate the leadership skills necessary to influence and guide senior management, shape organisational culture, and operate with authority at the C-suite level.

○ Succession Planning & Leadership Continuity

Create and manage effective succession planning processes that ensure leadership continuity at critical levels, building pipelines that outlast individual tenures.

○ HR ROI Communication

Measure, quantify, and communicate the return on investment of HR programmes, demonstrating with clarity how people initiatives contribute to overall organisational performance.

○ Stakeholder Management

Build and sustain strong, trust-based relationships with employees, senior management, vendors, partners, and external stakeholders managing complexity across every level of the organisation.

○ HR Analytics & Emerging Technology

Leverage HR analytics, predictive tools, and emerging technologies to make informed, data-backed decisions, and demonstrate the strategic value of HR through evidence rather than assertion.

○ Change & Crisis Leadership

Lead HR interventions in critical, high-stakes organisational initiatives — mergers and acquisitions, restructurings, hostile takeovers, large-scale crises, responding with agility to an ever-changing business context and environment.

The CHRO Curriculum

This programme is designed for professionals who have already built substantial careers in HR and are ready to think and operate at the enterprise level.

► **Module 1 - Evolving Leadership Roles, Executive Presence and Influence**

- Enterprise Leadership
- Vision Alignment
- Multi-role Synergy
- Ecosystem Thinking & Stakeholder Capitalism
- Building Executive Presence and Personal Brand
- Persuasion, Strategic Influence
- Business Acumen for HR Leaders
- Business Finance for CHROs

► **Module 2 - HR and Organization**

- HRM Alignment to Organizational Objectives
- Deriving HR Strategy from Business Goals
- Organization Design & Operating Model Alignment
- Workforce Strategy & Long-Term Talent Architecture
- HR as Business Partner
- Compliance to a Regulatory Framework
- HR Analytics for Decision Making
- Building a Data-Driven HR Function

Masterclass 1- By IIMK (Industry Expert Session)

► **Module 3 - Core HR Strategy**

- Talent Planning and Acquisition, Workforce Forecasting
- Employer Branding & Talent Acquisition Strategy
- Talent Management
- Managing and Developing Competency Training
- Compensation & Benefits – Philosophy, Design and Structure
- Retention Strategy & Employee Value Proposition (EVP)
- Strategic Performance Management
- Diversity, Equity & Inclusion (DEI) Strategy
- Learning & Development Strategy
- Talent Retention Strategy

► **Module 4 - HR and Leadership**

- CHRO as Enterprise Leader & Culture Architect
- Career Paths for Top Talent
- Leadership Development
- Succession Planning
- Driving Transformations and Managing Change
- Conflict Management and Negotiation
- Interpersonal Effectiveness
- Leading Self and Others
- Learning Styles & Personality; Executive Coaching

Masterclass 2- By IIMK (Industry Expert Session)

► Module 5 - HRM in Critical Initiatives – Role and Strategy

- Mergers and Acquisitions
- Business Diversification, Growth and Expansion Initiatives
- Multi Locational / Multi Cultural Assimilations
- Hostile and Regular Takeovers
- Layoffs and Retrenchment
- Leading Through Crisis
- Employee Relations
- Stakeholder Communication During Transitions
- Global Mobility & Multi-Cultural Workforce Integration
- Crisis Leadership & Reputation Management
- Employment Law & Regulatory Framework

► Module 6 – Digital HR, & Future of Work

- Digital Transformation of HR Function
- HR Tech Ecosystem & HRIS Strategy
- Predictive HR Analytics (Attrition, Engagement, Workforce Risk)
- Workforce Automation & Role Redesign
- Future of Work: Gig, Hybrid & Distributed Models

Master class 3 - By IIMK (Industry Expert Session)

*Curriculum may subject to change based on emerging industry trends and academic requirements.



Learning Design & Delivery

A programme designed for professionals who cannot step away — and should not have to

Teaching approach



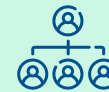
IIM K Faculty Lectures

Conceptually rigorous sessions led by IIM Kozhikode's Organisational Behaviour & HR faculty, grounded in research, applied to practice.



Case Study Method

Real-world organisational scenarios analysed through the lens of strategic HR leadership — building the habit of decision-making under complexity.



Peer Experience Sharing

Structured exchanges within the cohort that bring lived organisational experience into the classroom — learning from the room, not just the faculty.

Programme delivery

Direct-to-Device (D2D) — 12 Months of Live+Online Sunday Sessions

Admission Criteria

- **Dual Application Channels:** Corporate-sponsored nominations or credential-backed individual retail applications.
- **Vetting Criteria:** Shortlisting is strictly based on academic pedigree, professional tenure, and strategic role relevance.
- **Institutional Review:** All candidacies are subject to rigorous evaluation and final review by IIM Kozhikode.

Evaluation Methodology

- **Assessment Standard:** Faculty-driven metrics tracking conceptual depth and applied strategic thinking.
- **Core Components:** Continuous appraisal via online examinations, case submissions, corporate projects, and live classroom participation.
- **Completion Mandate:** Achieving minimum pass marks across all evaluation parameters is required to earn the Certificate of Completion.

The IIM Kozhikode Campus Experience

Two Moments. One Campus. A Perspective That Changes Everything.

Not every executive programme brings you to campus. Fewer still bring you twice.

The campus experience at **IIM Kozhikode** is not a supplementary feature of this programme. Set against one of India's most architecturally distinctive management campuses, the two immersion modules are structured to anchor your learning at the most meaningful points in the journey.

Over **5 days across two campus visits**, you will engage directly with IIM Kozhikode faculty, work through applied case scenarios with peers, and experience the kind of intellectual rigour that only a residential setting can produce. Most comparable programmes offer one campus visit. This programme offers two — one to orient, and one to consolidate.



Live the Campus Life

How the two modules are structured

CAMPUS MODULE 01 • START OF PROGRAMME

2
DAYS ON CAMPUS

Orientation & Cohort Formation

Meet your faculty, your cohort, and the institution. Establish the intellectual framework for the year ahead. Leave with context, clarity, and a network already in motion.



12 Months
of live Sunday
sessions in between

CAMPUS MODULE 02 • END OF PROGRAMME

3
DAYS ON CAMPUS

Consolidation & Capstone

Return to campus with a year of learning behind you. Synthesise your thinking, engage in advanced case work, and close the programme with the rigour and ceremony it deserves.

Please note:

Campus module dates are to be confirmed. In-campus sessions are subject to conditions prevailing at the time of delivery, including health, safety, or other unforeseen circumstances. In the event that on-campus delivery is not feasible, equivalent sessions will be made available through live online formats, ensuring no disruption to programme continuity or learning outcomes.



Meet Your Faculty



Prof. Roopak K. Gupta

Associate Professor

Organizational Behavior and
Human Resources Area

Prof. Roopak Kumar Gupta is an Associate Professor of Organizational Behaviour and Human Resource Management at the Indian Institute of Management Kozhikode (IIMK) and a Fellow of the Indian Institute of Management Indore. He is an accomplished academic, executive educator, leadership facilitator, and researcher with extensive experience in developing leaders and senior professionals.

At IIM Kozhikode, Prof. Gupta teaches Organizational Behaviour, Leadership and Change Management, Creativity and Innovation, and Managing People and Performance. He has also held significant institutional leadership responsibilities, including serving as Chairperson of Corporate Access, Readiness and Engagement (CARE) and Chairperson of the OBHR Area, where he has contributed to strengthening corporate engagement and institutional relationships. He has also coordinated executive education and long-duration management development programmes for mid- and senior-level professionals.

Prof. Gupta has extensive experience in executive education, leadership development, organizational transformation, interpersonal effectiveness, team effectiveness, coaching, creativity and innovation, and people management. Through executive education programmes, leadership interventions, workshops and management development programmes, he has trained 30,000+ senior executives, business leaders and professionals across leading organizations and public-sector institutions. His expertise includes working with senior leadership and HR communities, including CHRO and senior HR leadership cohorts, with a strong emphasis on translating behavioural and organizational insights into practical leadership capabilities.

His research focuses on innovative work behaviour, creativity, proactive personality, leadership, and organizational change. His research has appeared in leading journals including the Journal of Management (FT50), The Leadership Quarterly, Computers in Human Behavior, Personnel Review, Journal of Retailing and Consumer Services, and the International Journal of Hospitality Management. His research has been presented at the Academy of Management, EGOS, and other leading international conferences. He has also received the Best Research Paper Award from the Organization Development and Change (ODC) Division at the Academy of Management Annual Meeting 2025, for a co-authored research paper presented in Copenhagen.

Prof. Gupta brings together academic rigor, extensive corporate exposure, and deep executive-training experience, making his sessions highly relevant for senior leaders seeking to navigate people challenges, organizational change, innovation, and leadership in a rapidly evolving business environment.



Prof. Vijay Kuriakose

Assistant Professor

Organizational Behavior and
Human Resources Area

Dr. Vijay Kuriakose is an academic and researcher in the areas of Organisational Behaviour and Human Resource Management, with a particular focus on workplace incivility, family incivility, employee well-being, emotions, work-home interface, positive psychological resources, and employee behaviour. His research examines how workplace and family-related stressors influence employees' attitudes, emotions, well-being, and behavioural outcomes, with a special emphasis on frontline employees in the hospitality sector. His work draws on established theoretical perspectives including Conservation of Resources Theory, Affective Events Theory, the Work-Home Resources Model, and Social Comparison Theory. His research has been published in reputed international journals, including the *Journal of Hospitality and Tourism Management*, *International Journal of Conflict Management*, *Evidence-based HRM: a Global Forum for Empirical Scholarship*, *Journal of Service Theory and Practice* ETC.. His current research interests also extend to emerging workplace issues such as fear of artificial intelligence, quiet quitting, employee proactiveness, workplace ostracism, service sabotage, and the role of psychological and organisational resources in enhancing employee resilience and performance. In teaching, he specialises in Organisational Behaviour, Human Resource Management, Negotiation and Management, Leadership, and Positive Organisational Behaviour, with a strong emphasis on experiential, practice-oriented, and case-based learning.

A Credential That Reflects Leadership Excellence

Certificate of Completion

Awarded to participants who successfully meet both the programme's evaluation standards and attendance requirements.

- Minimum 75% attendance across all sessions
- Minimum pass marks secured in all evaluation components
- Grants IIM Kozhikode Executive Alumni status

Certificate of Participation

Awarded to participants who fulfil the attendance requirement but are unable to meet the minimum evaluation criteria.

- Minimum 75% attendance across all sessions
- Evaluation criteria not met



Your Executive Alumni Advantage

IIM Kozhikode Executive Alumni Network

A lifelong professional community — not a one-year membership

Upon earning the Certificate of Completion, participants are inducted into the IIM Kozhikode Executive Alumni Group — joining a network of professionals who have gone through the same rigour and carry the same institutional credential. This is not a nominal affiliation. It is an active, enduring professional community.

Total
Programme Fees:

₹4,00,000

+ Taxes



Peer Network Access

Connect with IIM K Executive Alumni across industries, functions, and geographies.



Alumni Events & Programmes

Access to IIM Kozhikode alumni meets, speaker series, and exclusive executive updates.



Credential for Life

The IIM Kozhikode association is a permanent professional credential — valid on LinkedIn, CVs, and beyond.



Institutional Affiliation

Be part of an Institute of National Importance — one of India's most respected management institutions.

Instalment Schedule

Instalment	Date	Amount (₹)*
I	To be paid at the time of Registration	10,000
II	Within one week of offer rollout	70,000
III	6 th January, 2027	80,000
IV	6 th March, 2027	80,000
V	6 th May, 2027	80,000
VI	6 th July, 2027	80,000

Note:

- Taxes will be additional as applicable
- All fees will be collected by BCCL

Programme Timelines

Last Date to Apply:	Refer to Website
Programme Start Date:	13 th December, 2026
Programme End Date:	December 2027

APPLY NOW



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought



Established in 1996, with its first Post Graduate Programme (PGP 01) officially launched in 1997, the Indian Institute of Management Kozhikode (IIMK) is today recognised as one of India's leading management institutions, 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 established 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, alongside pioneering 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 its third successive year among India's top three management institutes. The institute also features regularly among the top global institutions for its flagship MBA (PGP) and EMBA (ECPG) programmes in the QS World University Rankings. Internationally, it is ranked 69th in the Financial Times Master's in Management Ranking 2025 and 76th in the Financial Times Executive Education Open Ranking 2025, along with 78th in the QS World University Rankings for Business & Management Studies 2026 and 53rd in the QS Online MBA Rankings 2026.



NIRF India Rankings,
(Management) 2025



76th in Global, Financial
Times Open Enrolment
Rankings 2025



78th in QS World
University Rankings Business &
Management Studies 2026



The TimesPro Edge

TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education Programs.

Ranging across industries and domains, these Programs are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.

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