



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought

BATCH 12

ADVANCED STRATEGIC MANAGEMENT PROGRAMME

1 YEAR | LIVE ONLINE | EXECUTIVE ALUMNI STATUS | STARTS 30 DEC 2023

AVERAGE SESSION RATING: 4.5/5

*Based on feedback received by 500+ participants



IIM Kozhikode Advantage

From the Director's Desk...

Businesses today have seen a complete transition than they used to run a decade ago. IIM Kozhikode programmes designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges with confidence and informed decision-making ability. Our growing global footprints acknowledged and accredited by leading institutions of the world are a testimony to growth we have achieved in our 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. 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 sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration.

Strategy has evolved from its roots in military traditions to becoming a fundamental corporate function. It is attracting top talent, nurturing and cross-pollinating leaders, and solidifying business positions in a world of accelerated change. Global Corporate Powerhouses are dismissing conventional strategic planning in favour of disrupters and independent-minded leaders. That's why IIM Kozhikode has designed the launched the Advanced Strategic Management programme for experienced professionals who have been persistently carving and shaping their organisations for long-term success. From formation, implementation, leadership, and innovation, Prof M. K. Nandakumar and his team of faculty will crack open the nuts and bolts of strategy to help you lead your organisation into the dawn of strategic disruption.

It is time to evolve into leaders who want to redefine their organisation's strategy through proven frameworks and best practices in business strategy, decision-making, future business models, and rise to senior leadership positions by enrolling in IIM Kozhikode's Advanced Strategic Management programme.

Wishing you all the very best!

Debashis Chatterjee

Prof. Debashis Chatterjee,
Director IIM Kozhikode



Overview

Strategic management is a dynamic field that is constantly evolving. As the world changes, so too must the way we think about strategic management. The future of strategic management is likely to be even more complex and challenging than the past. However, by understanding the past, we can better prepare for the future.

The **Advanced Strategic Management Programme (ASMP)** by the **Indian Institute of Management, Kozhikode (IIMK)** is a one-year, full-time programme designed for experienced executives who want to develop their strategic management skills. The programme covers a wide range of topics, including strategic analysis, decision-making, leadership, and change management.

The ASMP is taught by a faculty of experienced academics and practitioners. The programme also includes a number of case studies and simulations, which give participants the opportunity to apply the concepts they learn in a real-world setting.

Starts On

30 DECEMBER 2023*

Duration

1 Year

Format

Live Online

Programme Fee

INR 2,85,000 + GST



57%

CEOs are optimistic about India's economic growth over the next 12 months

Source: 26th Global CEO Survey - The India Outlook, PwC, 2023



74%

marketers said post-pandemic changes in consumer behavior will significantly impact 2021 marketing strategies.

Source: WARC.Com

**Begins with an introduction to the platform*

Who is this Programme for?

This pure-play strategy programme is for professionals who want to sharpen their strategic skills to identify, unlock, and capture disruptive growth for their organisations. This programme is ideal for senior and mid-level professionals keen to develop a strategic mindset and transition into high-level strategic leadership roles that drive corporate strategy, and looking for best practices from market-leading companies to scale their business.

Additionally, senior executives involved in driving their organisation's business strategy via structured strategic insights will benefit from the programme.

The candidate should have minimum of 7+ years of work experience (after graduation) or 5+ years of work experience post completing Postgraduate.



Programme Highlights



Live Online Video Lectures



Assignments



Case Studies and Simulation



Industry experts



Peer Feedback



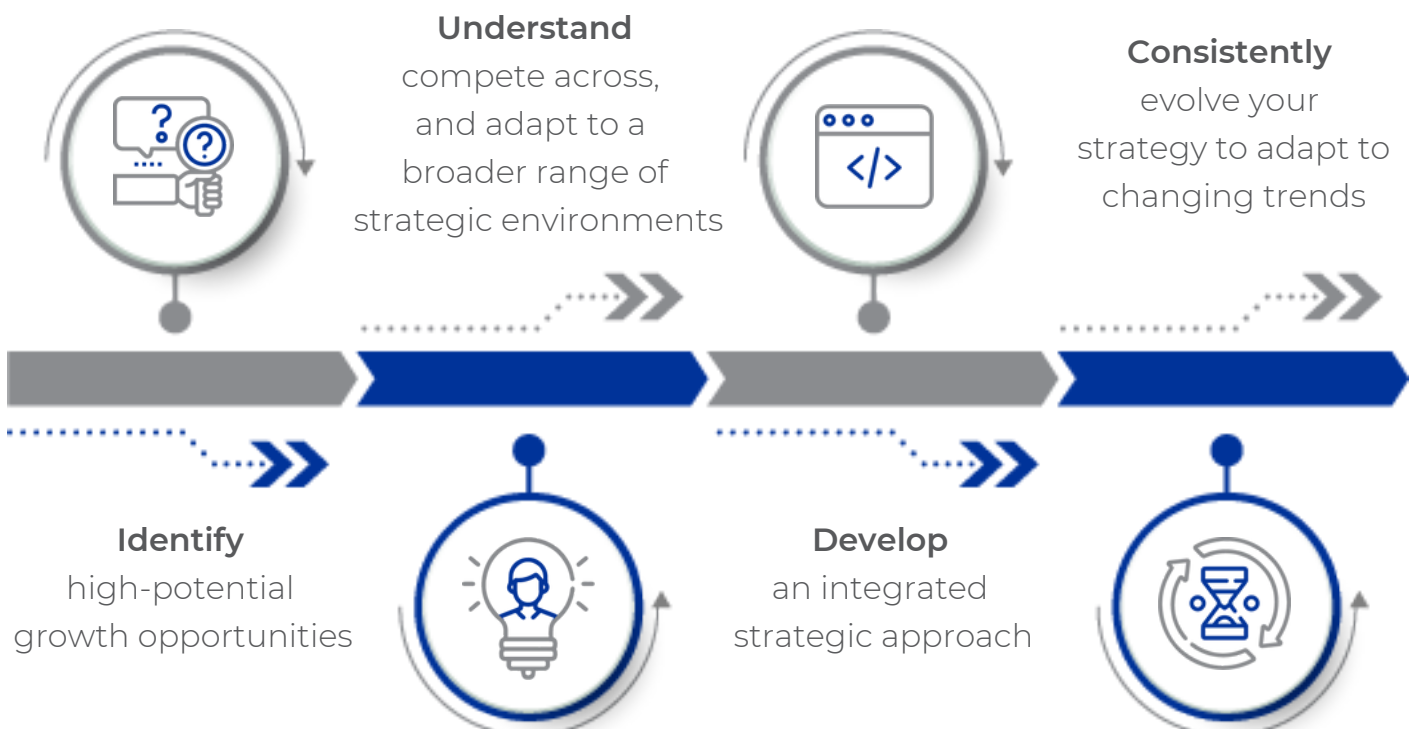
Capstone Project



IIM Kozhikode
Executive Alumni
Status

Note: - The primary mode of learning for this programme is via live online sessions with faculty members. Post session video recordings may or may not be made available, at the discretion of faculty members. Emeritus or the institute does not guarantee availability of any session recordings.

Steps to develop a strategic mindset



Programme Director



Professor. M. K. Nandakumar, PhD

Professor, Strategic Management

Dr. M.K. Nandakumar is a Professor at the Indian Institute of Management Kozhikode (IIMK). He is an Associate Editor of three top management journals: Business Ethics, the Environment and Responsibility (B.E.E.R), Management Decision, and Journal of Small Business and Enterprise Development. He is an editorial board member of the Journal of International Management, a member of the Peer Review College of the British Academy of Management (BAM), and the Co-Track Chair of the Strategy as Practice Track of the BAM. He has worked in three leading British universities. His papers have been published in leading journals such as R&D Management, Journal of International Management, Journal of Business Research, Long Range Planning, Asia Pacific Journal of Management, International Studies of Management and Organization, Management Decision, and more. Dr. Nandakumar has trained thousands of managers and executives from leading organizations during his executive development programs. His flagship management program entitled Professional Certificate Programme in Advanced Strategic Management, attracts many managers every year. He has secured a research grant under British Academy/Leverhulme Small Research Grants SRG 2019. He has supervised many Ph.D. students to successful completion. At IIMK, he has worked in significant administrative positions such as the Chairman of International Relations, Chairman of International Accreditation, and the Strategic Management Department chairman. He teaches many courses at the MBA and Doctoral levels and also on the Executive Education Programmes. He has successfully led the Association of MBAs (AMBA) accreditation project at IIMK. His paper published in Management Decision has been chosen as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2011. His book entitled Organisational Flexibility and Competitiveness was published by Springer in 2014.

Significant Publications

An exploratory study into emerging market SMEs' involvement in the circular Economy: Evidence from India's indigenous Ayurveda industry. Journal of Business Research, 142, 188-199.
<https://doi.org/10.1016/j.jbusres.2021.12.053> (ABS Rating: 3, ABDC Rating: A)

Knowledge capital in social and commercial entrepreneurship: Investigating the role of informal institutions. Journal of International Management, 27(1), 100833.
<https://doi.org/10.1016/j.intman.2021.100833> (ABS Rating: 3, ABDC Rating: A)

Entrepreneurial behavior and firm performance: The mediating role of business model novelty. R&D Management.
<https://doi.org/10.1111/radm.12466> (ABS Rating: 3, ABDC Rating: A)

Individual Capital and Social Entrepreneurship: Role of Formal Institutions. Journal of Business Research 107 (February).
<https://doi.org/10.1016/j.jbusres.2018.09.005> (ABS Rating: 3, ABDC Rating: A)

Note: Programme Directors might change due to unavoidable circumstances, and revised details will be provided closer to programme start date.

Programme Director's Message

The strategy development process in organisations necessitates the involvement of managers from all functional areas. The success of this holistic process largely depends upon the contributions made by the managers for developing effective strategies. Research in the field of strategic management has evolved significantly over the years, and the research findings have been translated into practical prescriptions that are useful for managers. Based on these prescriptions, many tools and frameworks used for conducting various strategic analysis have been developed. This programme introduces the necessary tools and frameworks to the participants and provides them with an opportunity to conduct strategic analyses in different contexts. The whole programme is entirely hands-on with the primary objective of providing the required knowledge and skills to the participants for developing their ability to think strategically and to make vital strategic decisions. Many cases based on different industries and decision-making scenarios will be discussed in this programme. These case discussions are very helpful in enhancing strategic thinking skills. A capstone project included in the programme provides an opportunity to apply the critical strategic concepts to tackle major management issues faced by organisations. A strategy simulation included in this programme provides an opportunity for the participants to make critical strategic decisions in a virtual environment. The simulation helps the participants to sharpen their strategic decision-making skills.

Significant Publications

Business model design-performance relationship under external and internal contingencies: Evidence from SMEs in an emerging economy. Long Range Planning 51(5). <https://doi.org/10.1016/j.lrp.2018.01.001> (ABS Rating: 3, ABDC Rating: A)

Ownership Influences on Corporate Social Responsibility in the Indian Context. Asia Pacific Journal of Management 35(4) <https://doi.org/10.1007/s10490-017-9546-8>; <https://doi.org/10.1007/s10490-018-9575-y> (ABS Rating: 3, ABDC Rating: A)

Professor. M. K. Nandakumar, PhD

Professor, Strategic Management

Awards

- Highly Commended Award - Emerald Literati Awards for Excellence 2011
- British Academy / Leverhulme Small Research Grants SRG 2019
- Best Paper Award British Academy of Management Conference 2014
- Best Paper Award Indian Academy of Management Conference 2020

Industry Experts



Andrea Stone

Founder,
Leadership Quote

Over 25 years of experience in coaching leader in diverse technology-based organization, marketing and product roles in global technology industries and in leadership development. Led teams across Asia and Europe and collaborated with teams in emerging and developed markets globally to develop, manage and market data network services and mobile applications. I now support leaders to effect positive change and create personal and business success. I focus on developing effective leadership behaviors and skills, including personal leadership, vision and values, influence, and team building.

Note: - Industry Experts' sessions could be scheduled on a different time zone, depending on speaker availability

Programme Modules

MODULE 1 : AN INTRODUCTION TO STRATEGY FORMULATION

- Introduction to Strategy - Past-Present-Future
- Strategic Consulting and Strategic Planning
- Foundations of Strategy Formulation
- Planned vs Emergent Strategy
- Environmental Uncertainty and Strategic Planning
- Scenario Planning
- Industry Analysis

MODULE 2 : FINANCE AND ECONOMICS FOR MANAGERS

- Measuring and Reporting Financial Position and Financial Performance
- Cash Flow Analysis
- Analysing and Interpreting Financial Statements
- An overview of Management Accounting
- Making Capital Investment Decisions
- Managing Working Capital
- The Critical Concepts of Economics
- Fundamentals of Supply and Demand
- Economics of Uncertainty
- Capital, Interest, and Profits
- International Trade
- An Overview of Macroeconomics
- Economic Growth

MODULE 3 : FUNCTIONAL STRATEGIES

- Operations Strategy
- Marketing Strategy
- Human Resources Strategy

MODULE 4 : COMPETITIVE ADVANTAGE AND COMPETITIVE STRATEGY

- Firm Resources and capabilities
- Value Creation and Value Chain
- Competitive Advantage
- Competitive Strategy
- Business Strategy in a Globalised Digital & Highly Regulated World

MODULE 5 : GROWTH STRATEGIES

- Corporate Diversification Strategy
- Achieving Growth through Acquisitions
- Making Strategic Alliances Work
- Internationalisation Strategies

MODULE 6 : STRATEGY IMPLEMENTATION AND INNOVATION

- Balanced Scorecard
- Strategy Implementation using Analytics
- Strategy and Organisational Structure
- Strategy and Organisational Culture
- Strategy and Organisational Communication
- Implementation Risks & Mitigation
- Business Models of the Future
- Digital Transformation Strategies
- Platform Strategy

MODULE 7 : STRATEGIC LEADERSHIP

- Strategic Leadership and Change Management
- Leading High-performance Teams
- Leading organisations into a new paradigm/ growth strategies

MODULE 8 : STRATEGIC NEGOTIATION

- Develop the skills in diagnosing, planning and preparing for negotiations
- Enable participants to use negotiation tactics and counter them effectively
- Develop an understanding of the ethical dilemma inherent in negotiating
- Inculcate awareness of nuances of the process and situational variables such as trust in a relationship, the composition of parties and teams, stakeholders and roles in negotiation, cultural differences etc.

MODULE 9 : CORPORATE GOVERNANCE AND CORPORATE ENTREPRENEURSHIP

- Corporate Governance
- Corporate Entrepreneurship

MODULE 10: DESIGN THINKING

- Why Design? Introduction to Design Thinking Philosophy
- Deep Dive to Understand the Use Contexts
- Exploring Possible Solutions: Design Thinking Processes & Tool Kits

Note: Modules/ topics are indicative only, and the suggested time and sequence may be dropped/ modified/ adapted to fit the total programme hours.

- Schedule will be announced closer to programme start

- The primary mode of learning for this programme is via live online sessions with faculty members. Post session video recordings may or may not be made available, at the discretion of faculty members. Emeritus or the institute does not guarantee availability of any session recordings.

Capstone Project

Participants will gain a hands-on learning experience by working on a capstone project that either involves doing a comprehensive strategic analysis of an organisation and providing recommendations, or a consulting project which addresses a relevant issue faced by the organisation during the project. In either case, the analysis done by the participants will lead to suggesting practical recommendations to solve the organisational challenge.

Real-world Case Studies

- **The LEGO Group: Envisioning Risks in Asia (A)**

The case explains the scenario planning process conducted at Lego and is useful to gain insights about the scenario planning process. The participants need to analyse the case using the technique of scenario planning and answer the questions provided.

- **The Global Oil and Gas Industry**

This case discusses the competitive dynamics and explains the critical roles of Integrated Oil Companies, National Oil Companies, and the Independents. This case helps the readers understand the value chain of the global oil and gas industry by discussing the upstream, midstream, and downstream of the industry. It stimulates an exciting discussion regarding the future of the global oil and gas industry.

- **Sandlands Vineyards**

This case explains the intricacies of the global wine industry, including the challenges faced by vineyards and wineries and the strategic opportunities available to them. The participants will need to analyse the industry and devise a competitive strategy for Sandlands Vineyards.

- **The Allergan Board under Fire (A)**

This case explains a hostile acquisition bid of Allergan, Inc. by Valeant Pharmaceuticals International. Allergan and Valeant follow different strategies to achieve organizational growth; hence, the Allergan management does not find potential opportunities to create synergy through this acquisition. The involvement of Pershing Square Capital Management which has teamed up with Valeant in the acquisition bid helps participants understand the M&A dynamics and the investor reactions.

Note: The programme curriculum includes more such case studies for integrated learning.

Learning Outcomes



Develop an understanding of strategic management processes and functional strategies

Enhance skills needed to analyse financial and economic financial statements and economics principles to guide decision-making



Build the ability to make strategic decisions at various business and organisational levels by using various tools and frameworks

Gain insights into the identification and implementation of effective growth strategies



Advance leadership skills by employing data-driven problem-solving and innovative solutions

Establish a strategic mindset to diagnose problems in the organisation and make practical recommendations

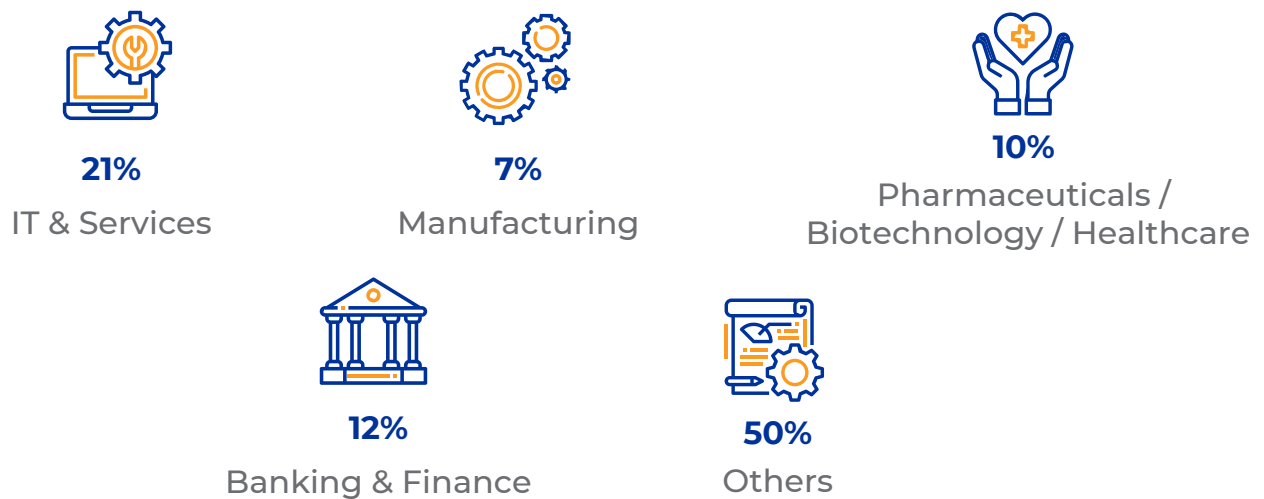


Past Participant Profiles

Work Experience

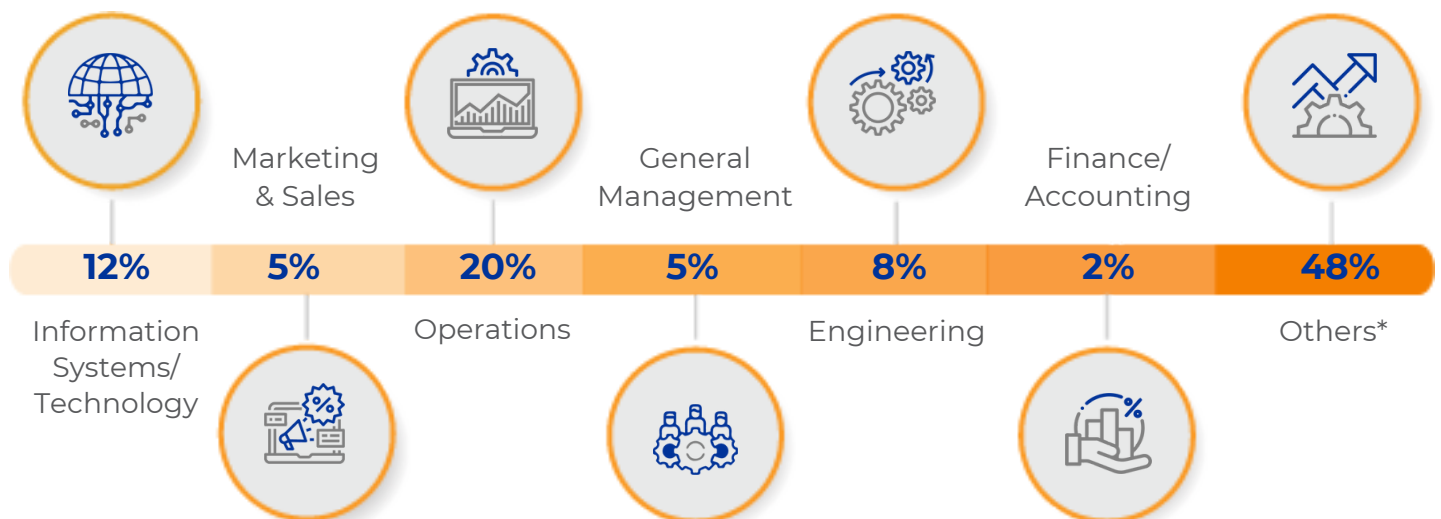


Industries



Others Include Armed Forces, Oil and Gas, FMCG, etc.

Job Functions



**Others include Administration & HR, Business Development, Consulting, Engineering, Finance/Accounting, Legal/Compliance and Purchasing, amongst others.*

Past Participant Testimonials



Dinesh Agaskar

CEO, Nemera International Co. Ltd.

“After completing the programme, I was able to actively apply the learnings gained, especially from the Analytics and Decision making tools. This helped me build clearer and stronger business growth models.”



Raghuraj Venkatapur

Senior Advisor Architect/Azure Capability Lead, DXC Technology

“The modules covering Strategy, Economics and Finance, were the standout features of this programme for me. I have been a part of various strategy teams for some time now, but have gained an enhanced analytical ability after completing this programme.”



Purushottam Mukkundi

Regional Sales Operations Manager · Siemens Energy

“I really liked and enjoyed Simulation module of the course. It helped me to think more on company strategies and how important is the decision making in any business.”

Certificate

Participants who successfully complete all evaluation components with minimum pass marks and meet the requisite 75% minimum attendance criteria will be awarded a Certificate of Completion from IIM Kozhikode. Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a Participation Certificate.

We encourage you to attend all the live sessions and make the best out of these interactive learning experiences. Post session video recordings may or may not be made available, as per discretion of respective faculty members.



Eligibility

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 start date i.e., Dec 30, 2023.

The candidate should have minimum of 7+ years of work experience (after graduation) or 5+ years of work experience post completing Postgraduate

Evaluation

There will be periodic evaluations built-in throughout the programme at regular intervals. These may be in the form of quizzes, case study analysis, capstone project presentation, performance in the simulation or other objective/ subjective assessments. 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.

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

-We encourage you to attend all the live sessions and make the best out of these interactive learning experiences. Post-session video recordings will be made available, at the discretion of faculty member.

IIM Kozhikode Executive Alumni Status

Upon completion of the programme, participants will need to register with a registration fee to receive the prestigious IIM Kozhikode Executive Alumni Status

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

Programme Details

Programme Fee INR 2,85,000 + GST

Academic Orientation January 10, 2024

Note:

- Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.
- 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.
- The school will be providing study materials in an electronic format. In case if participants needs a physical copy, they will have to bear the international courier charges.
- Two days Campus Immersion at the end of this programme. On campus accommodation will be provided in single occupancy.

Round-wise Application Dates

	Application Fee	Dates
Round 1	INR 2,000 + GST	Nov 01, 2023
Round 2	INR 2,500 + GST	Nov 30,2023

Programme Schedule

Academic Orientation

January 10, 2024

6:45 PM -9:45 PM

Live Online Sessions

3 Hours/ week

Wednesday 6:45 PM to 9:45 PM
(from 24th Jan to 21st Feb 2024)

Sunday 10:00 AM to 1:00 PM
(from 3rd March 2024 onwards)

Programme Application Link

[Click here](#) to apply to
the programme.

Finance options available.

[Click here](#) to learn more.

For more information,
please email at
iimk.execed@emeritus.org

Application Requirements

Applying to the programme? We suggest you keep the following 3 documents ready.

1. Your Photo ID Proof:

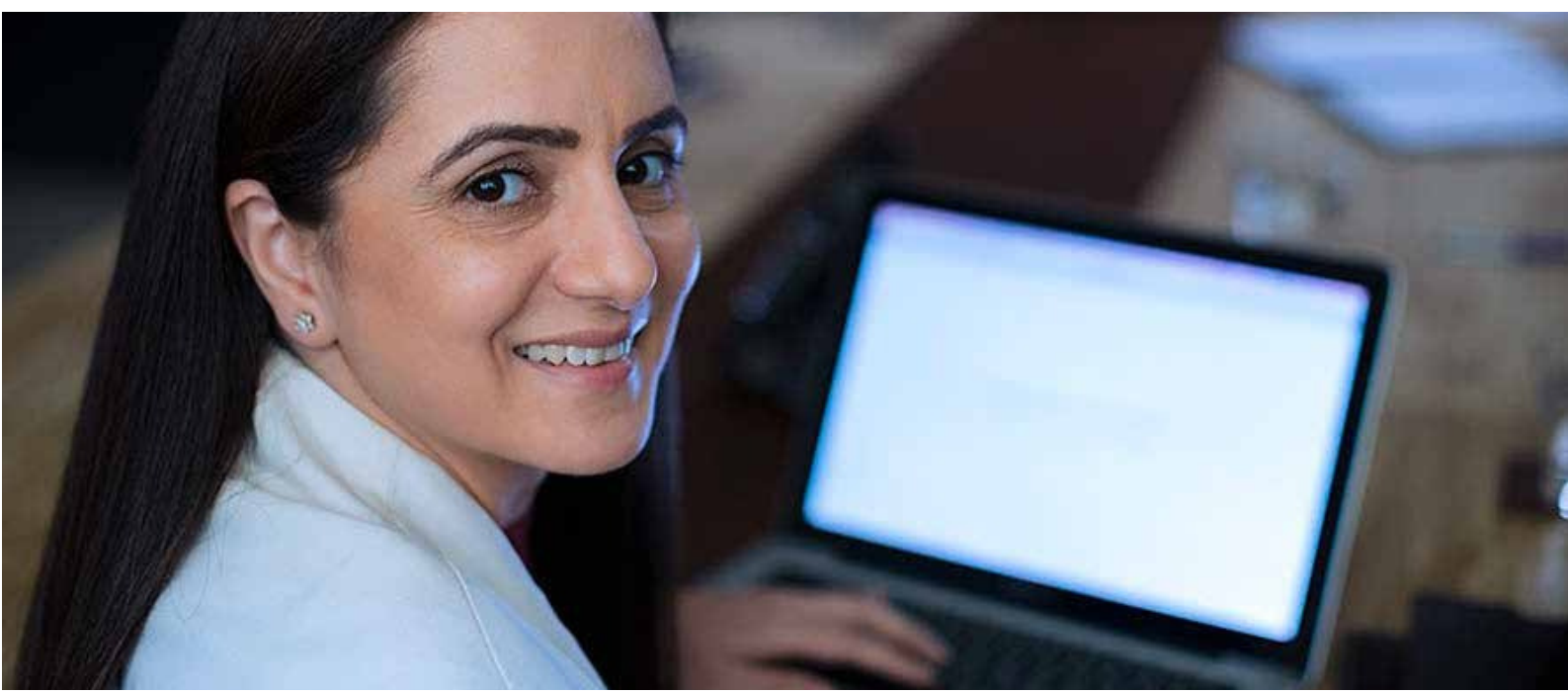
- You can submit a scanned copy of ANY ONE : PAN Card or the first two pages of your Passport.

2. Your Graduation/Degree:

- You can submit a scanned copy of **ANY ONE** : Degree certificate, provisional Degree certificate, marks transcript or score transcript.

3. 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 company.
 - Please ensure that the document(s) you submit contain a **date of joining** and a **date of leaving** or a **statement** about the **number of years** you have worked at the company.



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

We use the Zoom software application to conduct live online classes. Zoom works on a variety of PCs/ Laptops/ Mac systems and also on phones and tablets.

You can join your live online class from a phone or tablet if it supports the Zoom client.

We recommend that you attend classes from a PCs/ Laptops/ Mac.

About IIM Kozhikode

Started in 1997 with its Post Graduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high growth trajectory today, offering widest range of academic programs in the field of management education. These include Fellow Programme in Management, Executive PG Programmes, Management Development Programmes and Faculty Development Programs. IIMK set up a Satellite campus at Infopark, Kochi, in 2013 dedicated to Executive Education. IIMK has also the unique distinction of launching a PhD (Practice Track) programme for working professionals besides bringing in new dynamic courses like the one-year Post Graduate programme in Business Leadership (2019) MBA in Finance and MBA in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE a first-of-its-kind 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 MBA (PGP) and EMBA programme (EPGP) in QS World University Rankings. The Institute has leapfrogged 100 spots to be placed in the Top 251-300 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2023. It is also Ranked No.2 in CFIs (non-Technical) category in the Atal Innovation Rankings (ARIIA 2021) rankings released recently by Ministry of Education, Govt. of India, and has the distinction of being the only IIM in the coveted innovation rankings. IIM Kozhikode is globally accredited by EQUIS (EFMD) and AMBA (UK).

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-years 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.



#4

72 Global | Rank #4 in India
Financial Times, Open
Enrolment Rankings 2023

#3

NIRF India Ranking
2023, Management

#3

India's Best B-School The Week
- Hansa Research Survey 2022

About Emeritus

IIM Kozhikode is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programmes. Working with Emeritus gives IIM Kozhikode the advantage of broadening its access beyond their on-campus offerings in a collaborative and engaging format that stays true to the quality of IIM Kozhikode. Emeritus' approach to learning is built on a cohort-based design to maximise peer-to-peer sharing and includes video lectures with world-class faculty and hands-on project-based learning. More than 250,000 students from over 160 countries have benefitted professionally from Emeritus' courses.



Apply for the programme here

APPLY NOW

For registration and any other information please get in touch with at
iimk.execed@emeritus.org

 **WhatsApp an advisor on + 918657038243***

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

In collaboration with



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