



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

*Globalizing Indian Thought*

**BATCH 9**

# ADVANCED STRATEGIC MANAGEMENT PROGRAMME

1 YEAR | LIVE ONLINE | EXECUTIVE ALUMNI STATUS | STARTS DECEMBER 30, 2022

**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. 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 growth we have achieved in our 25-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 Institute has set for itself a pre-eminent role with the above motto. The sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration.

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 and 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

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. Leading boards are dismissing conventional strategic planning in favour of disrupters and independent-minded leaders.

That's why **IIM Kozhikode has launched the Advanced Strategic Management Programme**. Designed for experienced professionals who have been persistently carving and shaping their organisations for long-term success, this programme will help you lead and implement strategic change in your organisation. This programme will equip you with skills to redefine your organisation's strategy through proven frameworks and best practices in business strategy, decision-making, future business models, and rise to senior leadership positions.

## Starts On

December 30, 2022\*

## Duration

1 Year

## Format

Live Online

## Programme Fee

INR 2,50,000 + GST



Only 40% of Indian CEOs are 'very confident' about their revenue prospects and feel the need to re-evaluate their corporate strategy.

*Source: 23rd Global CEO Survey – The India Outlook, PwC, 2020*



74% of marketers said post-pandemic changes in consumer behavior will significantly impact 2021 marketing strategies.

*Source: WARC.Com*

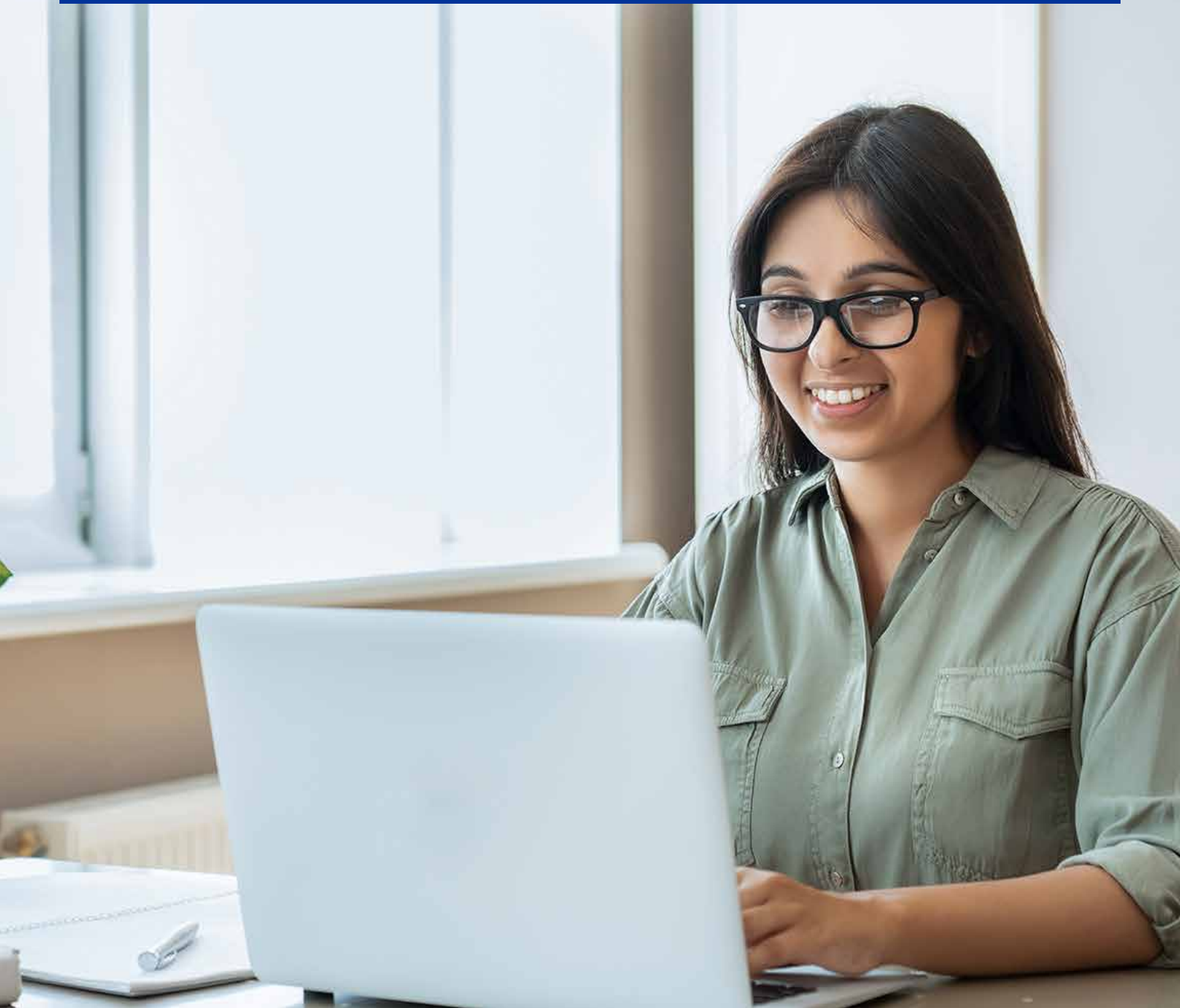
\*Begins with an introduction to the platform

## 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.



# Programme Highlights



Live Online Video Lectures



Assignments



Case Studies and Simulation



Industry experts



Peer Feedback



Capstone Project



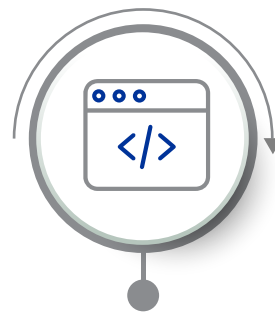
IIM Kozhikode  
Executive Alumni  
Status

# Steps to develop a strategic mindset



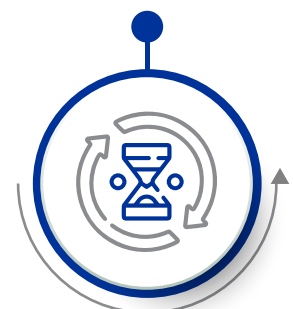
**Identify**  
high-potential  
growth opportunities

**Understand**  
compete across,  
and adapt to a  
broader range of  
strategic environments



**Develop**  
an integrated  
strategic approach

**Consistently**  
evolve your  
strategy to adapt to  
changing trends





# 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.

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

## 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)

# 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.

**Professor. M. K. Nandakumar, PhD**

Professor, Strategic Management

## 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)

## 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

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## **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
- Design Thinking and its Application in Organisational Strategy

## MODULE 7 : STRATEGIC LEADERSHIP

- Strategic Leadership and Change Management
- Leading High-performance Teams
- Leading organisations into a new paradigm/ growth strategies
- Leadership inspired by Indian culture (Bhagavad Geeta and Indian Mythology)

## MODULE 8 : CORPORATE GOVERNANCE AND CORPORATE ENTREPRENEURSHIP

- Corporate Governance
- Corporate Entrepreneurship

## MODULE 9 : DESIGN THINKING

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

## MODULE 10: SIMULATION AND CAPSTONE PROJECT

- Strategy Simulation
- Capstone Project Presentations

*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*

# 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



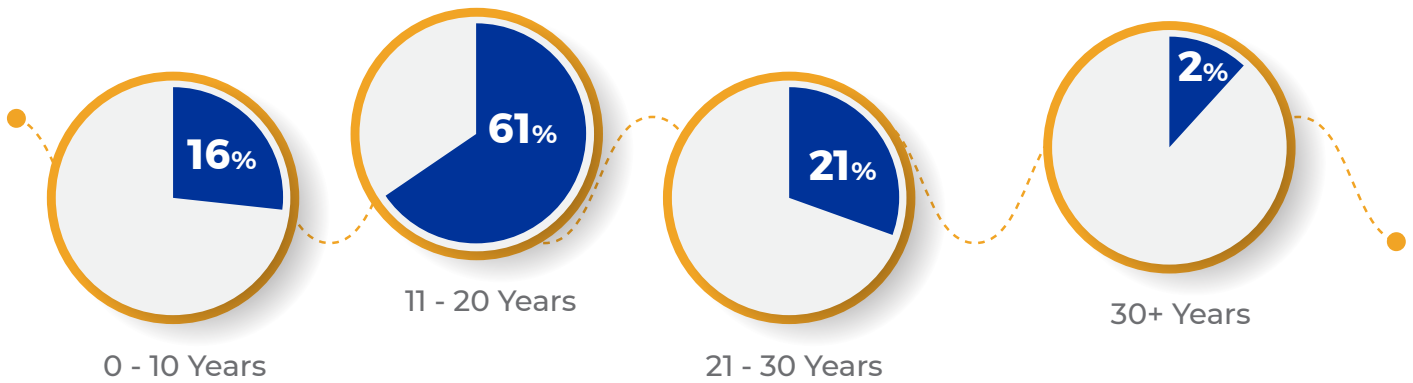
**Advance** leadership skills by employing data-driven problem-solving and innovative solutions

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

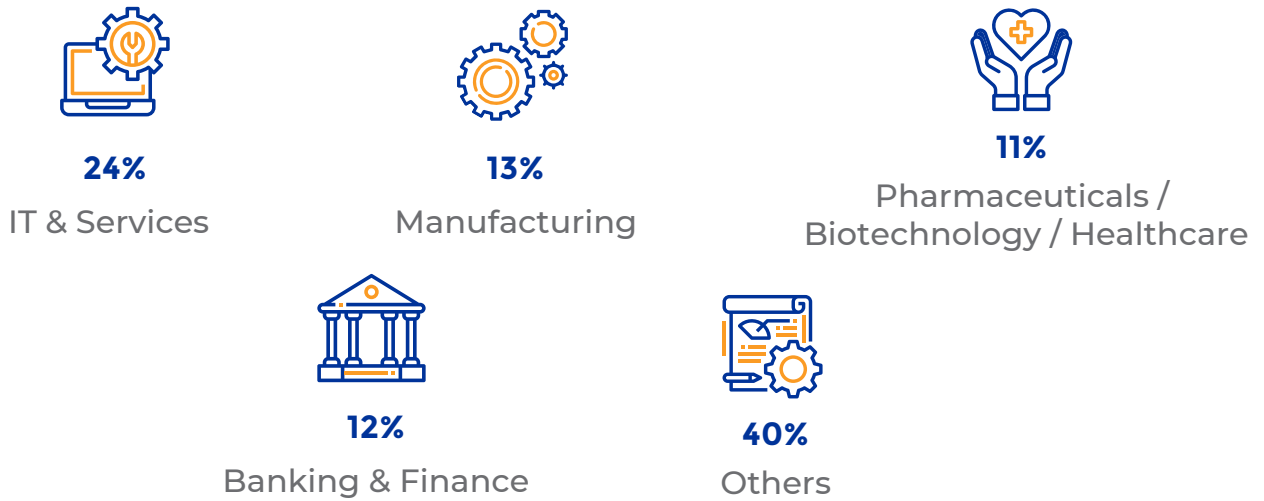


# Past Participant Profiles

## Work Experience

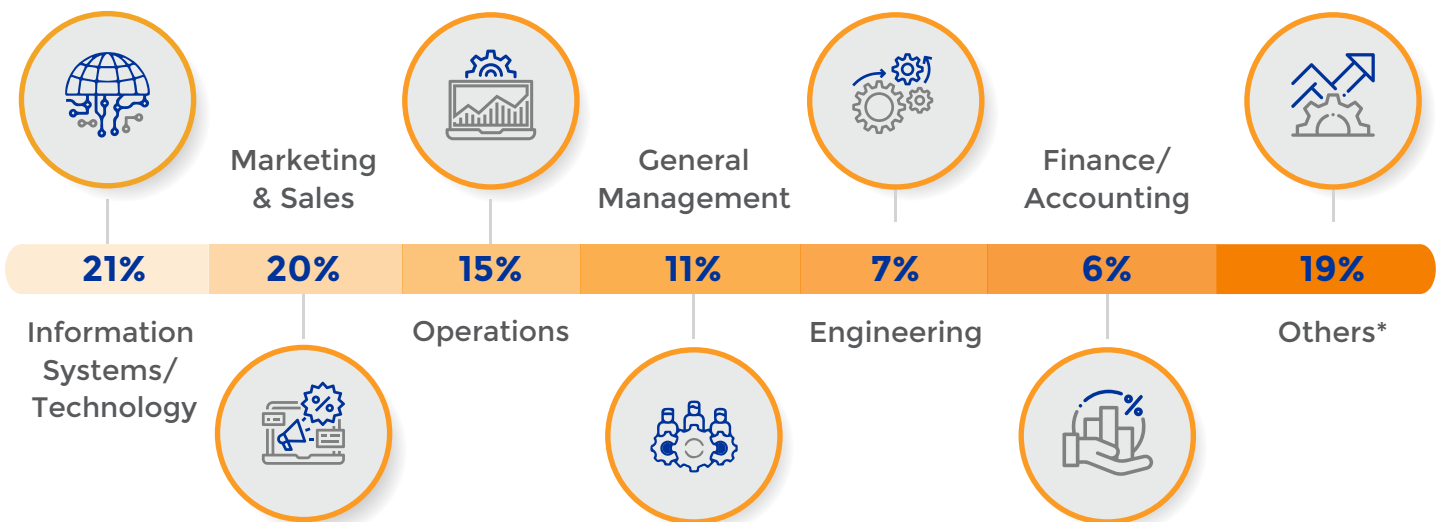


## Industries



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

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**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.



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

## Eligibility

Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognised university in any discipline with a minimum of 7 years of work experience (after graduation) as on December 30, 2022 Post Graduates with a minimum of 5 years of work experience are also eligible to apply.

## 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.

# 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 2,50,000 + GST

## Instalment Schedule

	Remarks	Amount
<b>Booking Amount</b>	Within 7 days post selection	INR 25,000 + GST
<b>Instalment I</b>	January 05, 2023	INR 38,000 + GST
<b>Instalment II</b>	April 05, 2023	INR 1,00,000 + GST
<b>Instalment III</b>	July 05, 2023	INR 62,000 + GST
<b>Instalment IV</b>	October 05, 2023	INR 25,000 + GST

## Round-wise Application Dates

	Application Fee	Dates
<b>Round 1</b>	INR 2,000 + GST	Nov 03, 2022
<b>Round 2</b>	INR 2,500 + GST	Nov 30, 2022

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

# Programme Schedule

## Academic Orientation

January 29, 2023  
(4:30 pm to 6:00 pm)

## Live Online Sessions

3 Hours/ week  
Sunday, 10:00 AM to 01:00 PM

## 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](mailto:iimk.execed@emeritus.org)

# Application Requirements

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

## 1. Your Photo ID Proof:

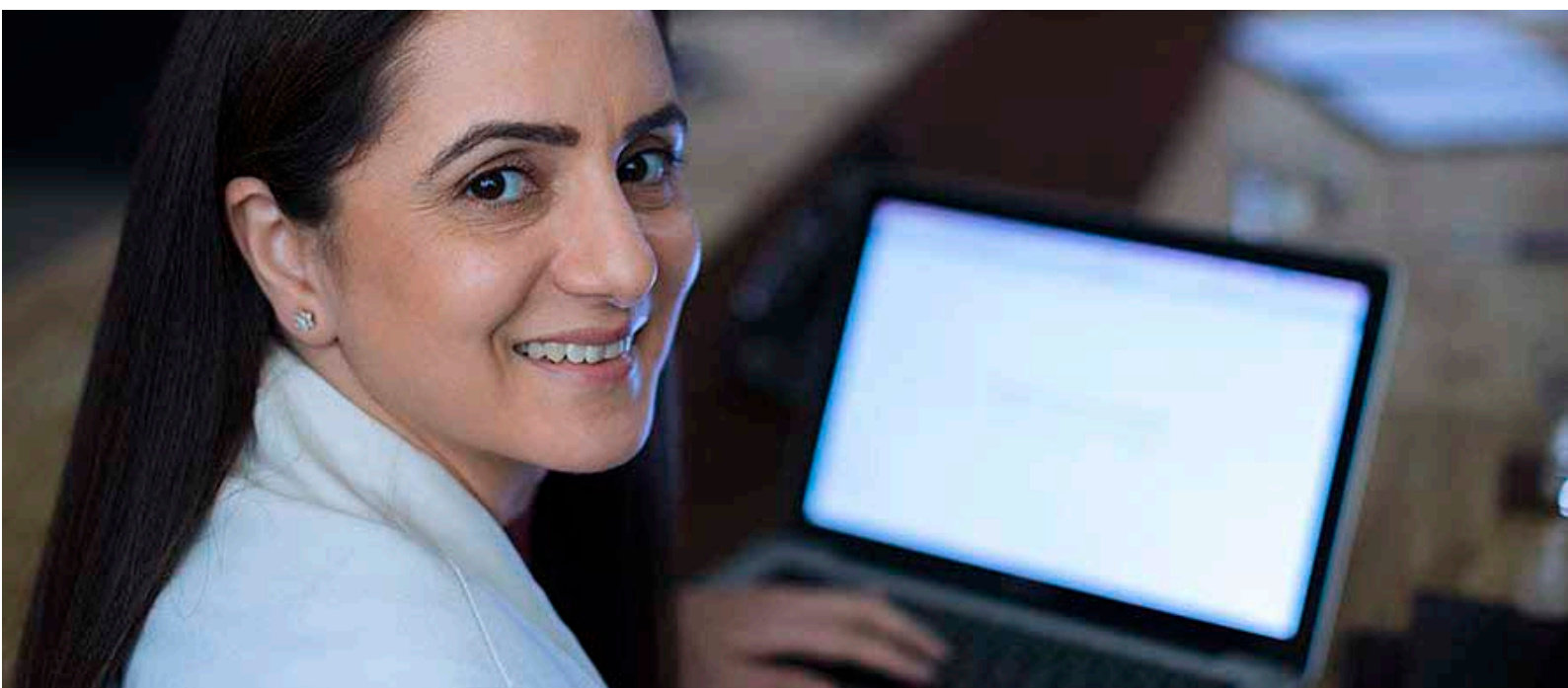
- You can submit a scanned copy of **ANY ONE** : PAN Card or the first two pages of your Passport.

## 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

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This programme includes live online classes. To attend a live online class you will need to have a PC/Laptop/Mac with



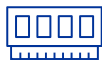
**Speakers and microphone: built-in or a USB plug-in or wireless Bluetooth**



**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



IIM Kozhikode is ranked 5th as per the latest NIRF India Rankings 2022: Management. The Institute also made its global debut for its flagship MBA (101+ globally, 7+ in Asia) and EMBA programme (101+ globally, 15+ in Asia) in the 2020/21 QS World University Rankings. It is also ranked No.2 in the CFIs (non-Technical) category in the Atal Innovation Rankings (ARIIA 2021) released recently by the Ministry of Education, Govt. of India. IIM Kozhikode is globally accredited by EQUIS (EFMD) and AMBA (UK). Since its inception, IIM Kozhikode has successfully carved its niche in management education through a judicious blend of academics and real-world practice. The Institute continually adapts to the rapid influx of changes in the Indian business landscape by providing cutting-edge Management Development Programmes with innovative pedagogy and content to impart industry-relevant knowledge and skills to its executive education participants. Last year, IIM Kozhikode trained more than 3,400 executives through a wide gamut of programmes uniquely crafted for agile minds interested in thought-provoking questions and learning centred on business transformation and growth.

## 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](mailto:iimk.execed@emeritus.org)

 WhatsApp an advisor on +91 74120 81081\*

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

In collaboration with



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