



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

*Globalizing Indian Thought*

# ADVANCED STRATEGIC MANAGEMENT PROGRAMME

1 YEAR | LIVE ONLINE | EXECUTIVE ALUMNI STATUS | STARTS DECEMBER 30, 2021



# 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, 2021

## Duration

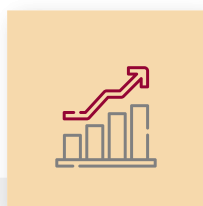
1 Year

## Format

Live Online

## Programme Fee

INR 2,35,000 + 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*

## 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



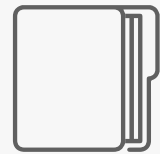
Case Studies and Simulation



Industry Speakers



Peer Feedback

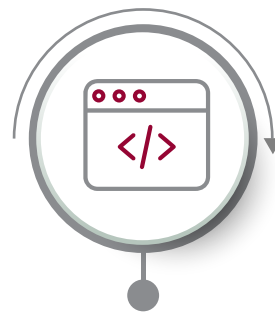


Capstone Project

# Steps to develop a strategic mindset



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



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

**Identify**  
high-potential  
growth opportunities



**Develop**  
an integrated  
strategic approach





# Programme Director



## **Prof. M. K. Nandakumar, PhD**

Associate Professor,  
Strategic Management

Dr. M.K. Nandakumar is a faculty member at the Indian Institute of Management Kozhikode (IIMK). He is a member of the Peer Review College of the British Academy of Management. He has worked in three leading universities in the United Kingdom: the University of Salford, Middlesex University, and the University of East London, London. 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 coordinated 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

Sahasranamam, S. and Nandakumar, M.K. (2020): 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)

Pati, R.K., Nandakumar, M.K., Ghobadian, A., Ireland, R.D. and O'Regan, N. (2018): 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)

Cordeiro, J.J., Galeazzo, A., Shaw, T.S., Veliyath, R. and Nandakumar, M.K. (2018): 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)

*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.

## Prof. M. K. Nandakumar, PhD

Associate Professor,  
Strategic Management

## Significant Publications

Pati, R., Ghobadian, A., Nandakumar, M.K., Hitt, M.A., and O'Regan, N. (2021): 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)

Sahasranamam, S., Nandakumar, M.K., Pereira, V., and Temouri, Y. (2021): 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)

## 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

# Eruditus Global Faculty



## **Helen Ritchie**

Digital Marketing Specialist,  
BottleRocket

Helen is a digital marketing and innovation professional working as a consultant and lecturer in both the higher education and the commercial sector.

She has been involved as a tutor/facilitator and lecturer for leading business schools through Eruditus and Emeritus including The Indian Business School; India Institute of Management; the London Business School. And with private learning providers such as Squared Online (Google), and the Cambridge Education Group.

She has worked in senior marketing roles for iconic brands including United Biscuits, Royal Philips and Clarks International, where she pioneered some of the first digital marketing innovations such as brand-based virtual and augmented reality apps.

She has a master's degree from Bristol Business School and has been a member of the Chartered Institute of Marketing.

She's a customer-first advocate, believing that all great marketing is sharply focused on delivering remarkable value to the consumer through digital and innovation excellence.



## **Andrea Stone**

Founder,  
Leadership Quote

With over 25 years of experience in marketing and product roles in global technology industries and in leadership development, Andrea has led teams across Asia and Europe.

She has collaborated with teams in emerging and developed markets globally to develop, manage and market data network services and mobile applications.

She now support leaders to effect positive change and create personal and business success.

Her focus now is 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



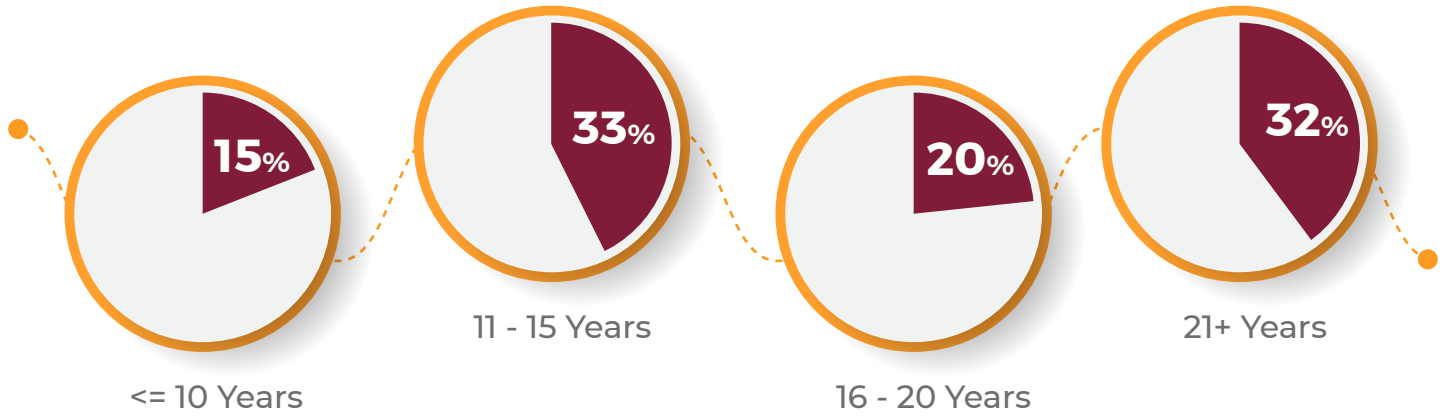
**Advance** leadership skills by employing data-driven problem-solving and innovative solutions

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

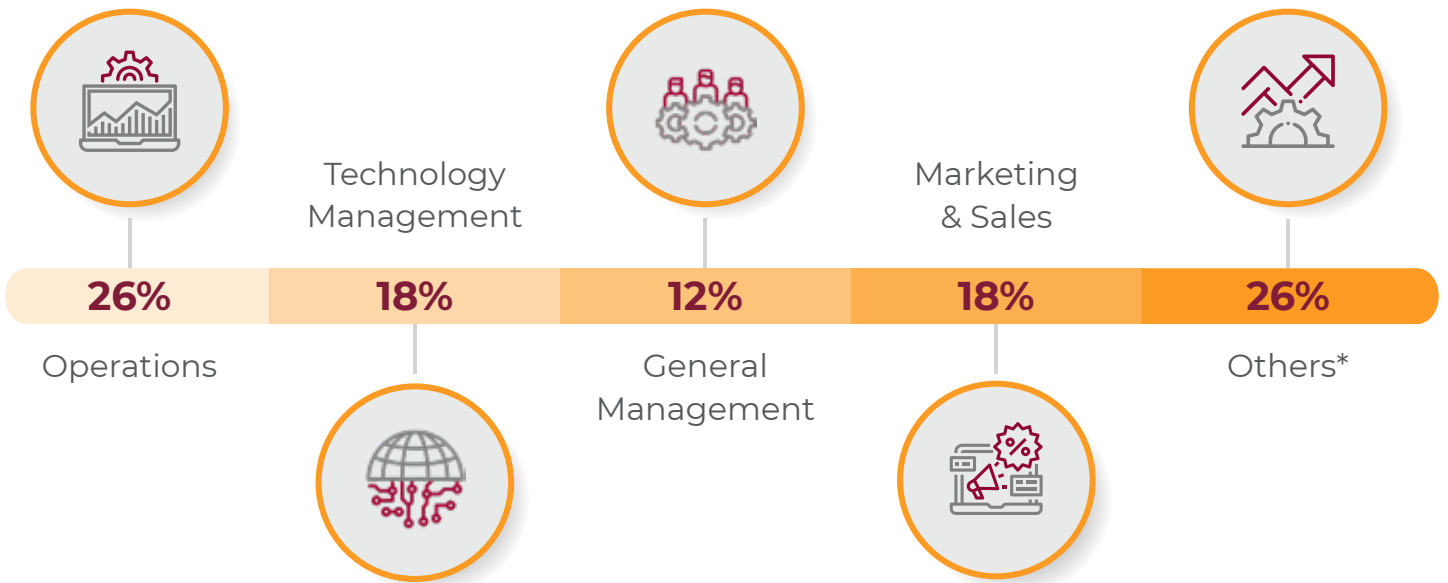


# Past Participant Profiles

## Work Experience



## Participant 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, 2021. 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

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

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

# Programme Details

**Programme Fee** INR 2,35,000 + GST

## Instalment Schedule

	Remarks	Amount
<b>Booking Amount</b>	Within 7 days post selection	INR 36,000 + GST
<b>Instalment I</b>	Jan 10, 2022	INR 58,000 + GST
<b>Instalment II</b>	Apr 10, 2022	INR 58,000 + GST
<b>Instalment III</b>	July 10, 2022	INR 47,000 + GST
<b>Instalment IV</b>	Oct 10, 2022	INR 36,000 + GST

## Round-wise Application Dates

	Application Fee	Dates
<b>Round 1</b>	INR 2,000 + GST	Nov 15, 2021
<b>Round 2</b>	INR 2,500 + GST	Dec 22, 2021

*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 16, 2022

## Live Online Sessions

3 Hours/ week

Sunday, 12:15 PM to 3:15 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@eruditus.com](mailto:iimk@eruditus.com)

# Application Requirements

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

## 1. Your Photo ID Proof:

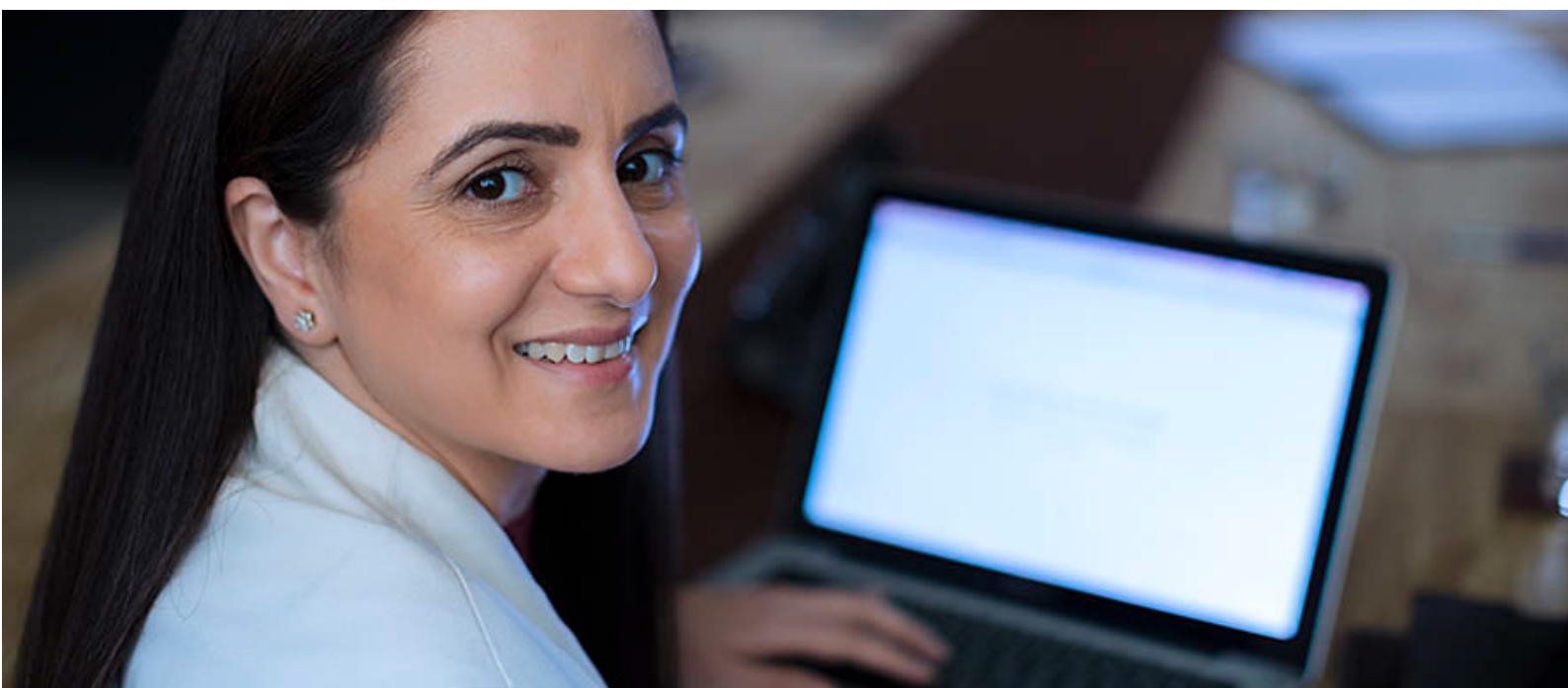
- You can submit a scanned copy of **ANY ONE** of: Aadhaar Card, e-Aadhaar, PAN Card or the first two pages of your Passport. In case you submit an e-Aadhaar card, please rename the file to its password so we can open the file.

## 2. Your Graduation/Degree:

- You can submit a scanned copy of **ANY ONE** of: 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 PC/ Laptop/ Mac.



## About IIM Kozhikode

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With its roots dating back to 1997, the Indian Institute of Management Kozhikode (IIMK), started with a batch size of 42 students but has grown tremendously over the years to a current batch strength of 485 students, making it the fastest-growing management school in the country. Ranked 4th in NIRF 2021, IIM Kozhikode has achieved its own unique identity, a mix of two cultures, academic and business and is fast emerging as an internationally reckoned fully-integrated management institute of higher learning. One of the most picturesque campuses in the country, the world-class infrastructure includes air conditioned class rooms, guest facilitation zones and Wi-Fi connectivity which enables every IIM Kozhikode resident to be exposed to a wholesome experience. Managed by dedicated personnel, it is one of the most efficient institutions in the country. IIM Kozhikode pioneered the Interactive Learning (IL) programme for working executives in India. This programme started with 300 class contact hours in 2001-02, the two-year-long Executive Management Education Programme is today the most rigorous programme in the country having around 738 class contact hours.

Every year IIM Kozhikode offers a rich portfolio of Management Development Programmes crafted for the agile minds on the lookout for thought-provoking questions and enriching learning experiences. Recently, IIM Kozhikode has launched a one year Post Graduate Programme in Business Leadership (PGP-BL) in the year 2019 and has also launched a two years Post Graduate Program in Liberal Studies & Management (PGP-LSM) as well as the Post Graduate Program in Finance (PGP-Finance). Over the years, there has been a significant increase in the number of training programmes and participants. The speed and momentum of changes in the Indian business environment are unabated, and IIM Kozhikode's endeavor is to adapt to these changes through constant innovation.

## About Eruditus

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Eruditus Executive Education offers customised and open programmes in India, Singapore, Dubai and other global locations in collaboration with MIT Sloan, Columbia Business School, INSEAD, Harvard Business School (HBS), Kellogg Executive Education, Berkeley Executive Education, Wharton Executive Education, IIM Lucknow Executive Education, IIM Calcutta Executive Education and Emeritus. Our world-class executive education programmes, supported by eminent programme experts, provide an immersive learning experience integrated with actionable insights and practical business applications. The meticulously curated programmes are delivered in a different range of formats; in-class, online, as well as blended programmes. Our extensive portfolio also includes short 2-4 day in-class workshops, online courses of 2-3 months duration as well as comprehensive learning journeys that run over 6-10 Months, customised to an organisation's requirement.



Apply for the programme here

**APPLY NOW**

For registration and any other information please get in touch with at [iimk@eruditus.com](mailto:iimk@eruditus.com)

 WhatsApp an advisor on +91 7208889990\*

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



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