



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

**BATCH 9**

# SENIOR MANAGEMENT PROGRAMME

1 Year, Live Online & In-campus Immersion



**IIM Kozhikode Executive Alumni Status**

**2** Double Accreditation (AMBA & EQUIS)

**#2** Institute of National Importance\* [Atal Innovation Rankings (ARIIA), 2021]

**#4** Top B-School in India\* (NIRF, 2021)

\*Central University & CFIs (Non-Technical) category

\*Management category

# The IIM Kozhikode Advantage.

With its roots dating back to 1997, the Indian Institute of Management Kozhikode (IIM Kozhikode), as the 5th IIM of India, has evolved into the fastest-growing management school. IIM Kozhikode, known as the alma-mater to future-ready business leaders, is also one of the few Centres for Development of Digital Libraries globally and is a country leader. IIM Kozhikode has carved its growth story that boasts an impressive numerical footprint on the Indian economy and is also recognized for its ethos that fosters collaboration and challenges leaders-in-making to think innovatively and strategically better.

IIM Kozhikode's programmes are designed by world-class faculty. Their cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges with confidence and data-driven, informed decision-making ability. Invest in your potential, and start your journey of future-proofing your leadership career with the first step by enrolling in the ninth batch of *IIM Kozhikode's Senior Management Programme*.



# Evolve your Leadership to Navigate Disruption.

Volatility. Uncertainty. Complexity. Ambiguity. Digital Disruption. Today's interconnected business landscape is marked by various shifting forces, making it difficult to predict outcomes and make real-time intelligent business decisions. To keep businesses viable, profitable, and ultimately successful, one thing is clear: *complacency is no longer an option.*

Build your ability to identify future disruptive changes, create business resilience to them, and develop a competitive advantage that will ensure your business takes the lead towards becoming industry-leading.

A man in a dark suit, white shirt, and dark tie is looking down at a tablet computer he is holding with both hands. The background is a blurred cityscape with tall buildings and a street with pedestrians. The overall tone is professional and forward-looking.

**10X Your Leadership Impact.  
Lead Business Growth.**

# Lead with Confidence.

Act more decisively and think more strategically has been the *mantra* for high-impact, high-performance leadership. Being a senior leader has never been more demanding than in recent times, shaped by tighter deadlines, industry-wide disruptions, shifting consumer preferences, remote-working teams, and rapid technological advancements.

Managing people, products, and processes effectively and efficiently requires senior leaders to think, act, and deliver across multiple dimensions enveloping financial, operational, strategic, and human implications of business decisions.

To cater to this demand for new-age leaders, the Indian Institute of Management Kozhikode has designed the one-year **Senior Management Programme**, which has successfully enabled scores of alumni to lead confidently through its previous eight batches. Joining this programme will help you develop a global perspective coupled with future-ready strategic thinking and data-driven decision-making skills. Here's your chance to learn from the best and evolve into a *senior leader who matters* and inspires high-performing teams to foster organisational agility, resilience, and success.

“ Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. ”

- Jack Welch  
Former Chairman & CEO,  
General Electric

## 93%

CEOs seek to invest more in digital transformation as they see it as integral to build 'fit-for-future' organisations.  
(*Business Standard, 2021*)

## 85%

CEOs are seeking operational efficiencies to drive growth. The pandemic has deepened the need for improved operational efficiencies and alternative business models.  
(*PwC Report, 2021*)

**STARTS ON:**  
June 30, 2022\*

**DURATION:**  
1 Year

**PROGRAMME FEE:**  
INR 5,35,000 + GST

*\*Begins with an introduction to platform.*

# Who is this Programme for?

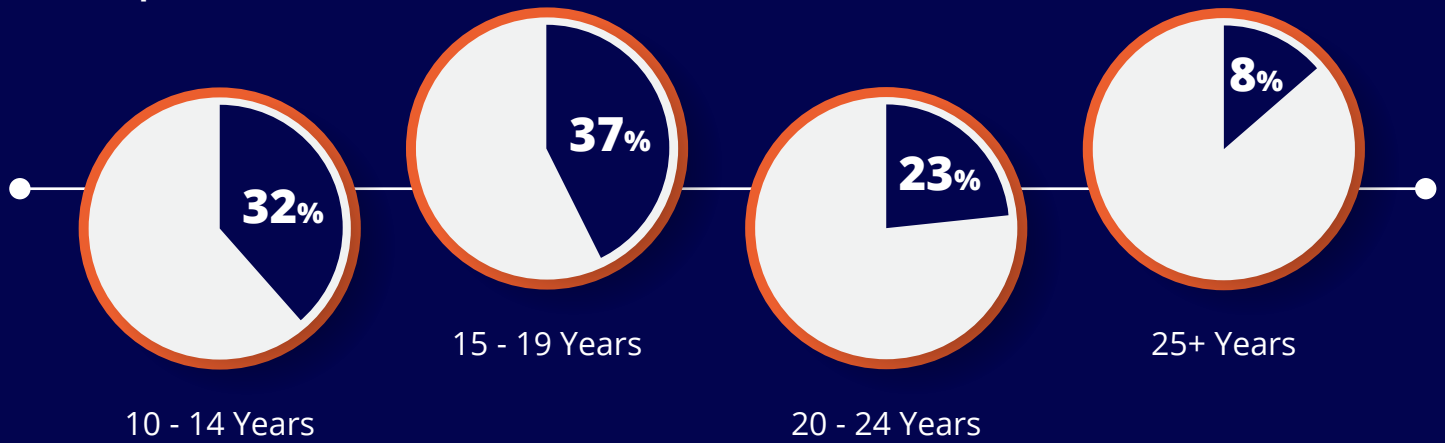
This programme is designed for professionals looking to improve their leadership quotient and understand the latest growth strategies by enhancing knowledge in finance, strategy, and digital transformation, among others.

Senior professionals pursuing advancement in their leadership capabilities will gain well-rounded business perspectives to create a more significant business impact. Mid-level executives and managers aspiring to move to senior management roles by expanding their leadership and strategy skill sets will also benefit from joining this programme.

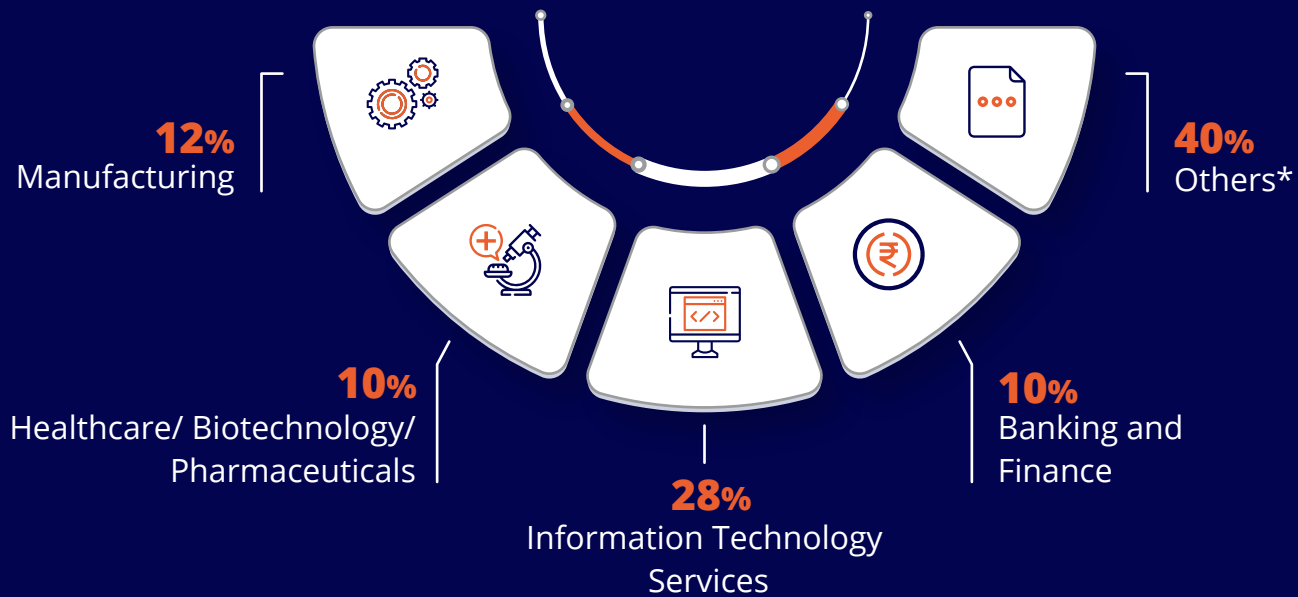


# Past Participant Profiles.

## Work Experience



## Industries



\*Others include Consulting, FMCG, Infrastructure, Publishing, and Retail, amongst others.

## Functions



\*Others include Consulting, Manufacturing, Operations, and R&D, amongst others.

# Testimonials from Past Participants.

“ I work as a Zonal Sales Manager handling Telangana state for Samsung at Hyderabad. I chose this programme to upgrade myself personally and professionally as well as to excel within the organisation. This programme helped me make the right decisions at work, develop negotiation and cross-functional team management skills and helped in conflict management. The IIM Kozhikode faculty helped me learn quickly. The examples used were helpful and made a difference professionally. Emeritus organised the classes effectively, the virtual teams were handled well, and peer learning helped exchange knowledge. I will recommend this programme to my friends and colleagues because it is beneficial to upgrade oneself.”



**Kiran Kumar G**

Zonal Sales Manager, Samsung

---

“ I got to learn from the experienced faculty of IIM Kozhikode. The programme helped me change my perspective regarding approaching a problem. The programme helps to look at a holistic picture when dealing with a situation at work. The interaction with participants from different areas of expertise provided a boost to the learning experience.”



**Dhanya M**

Former DGM, Design Head, Crocodile SP Apparels Ltd

---

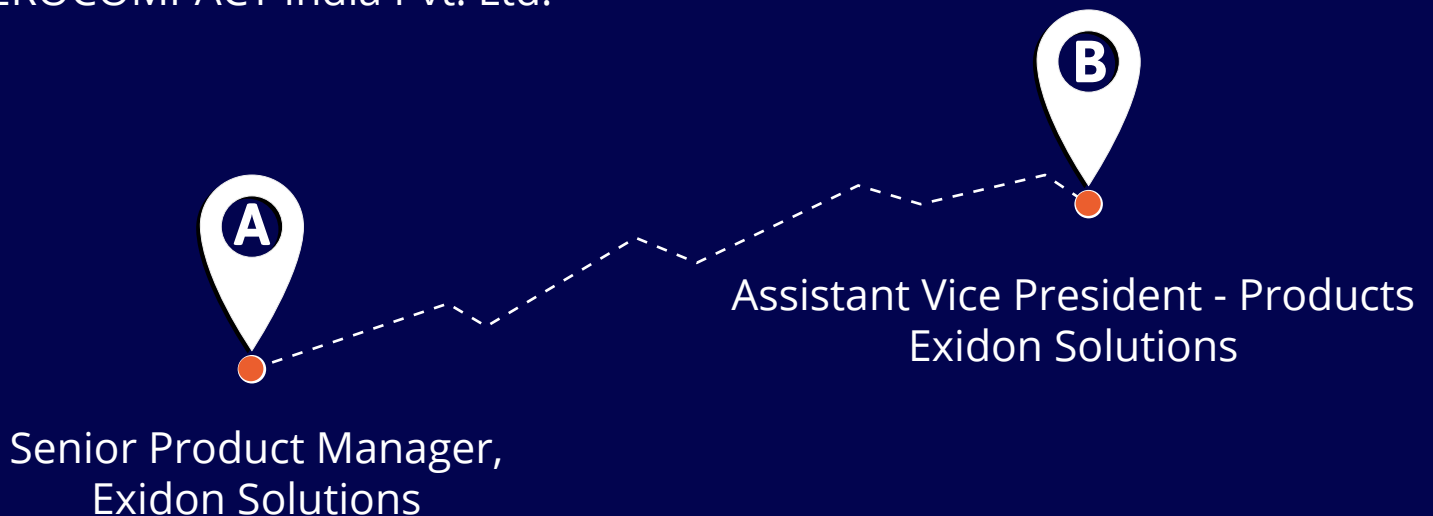
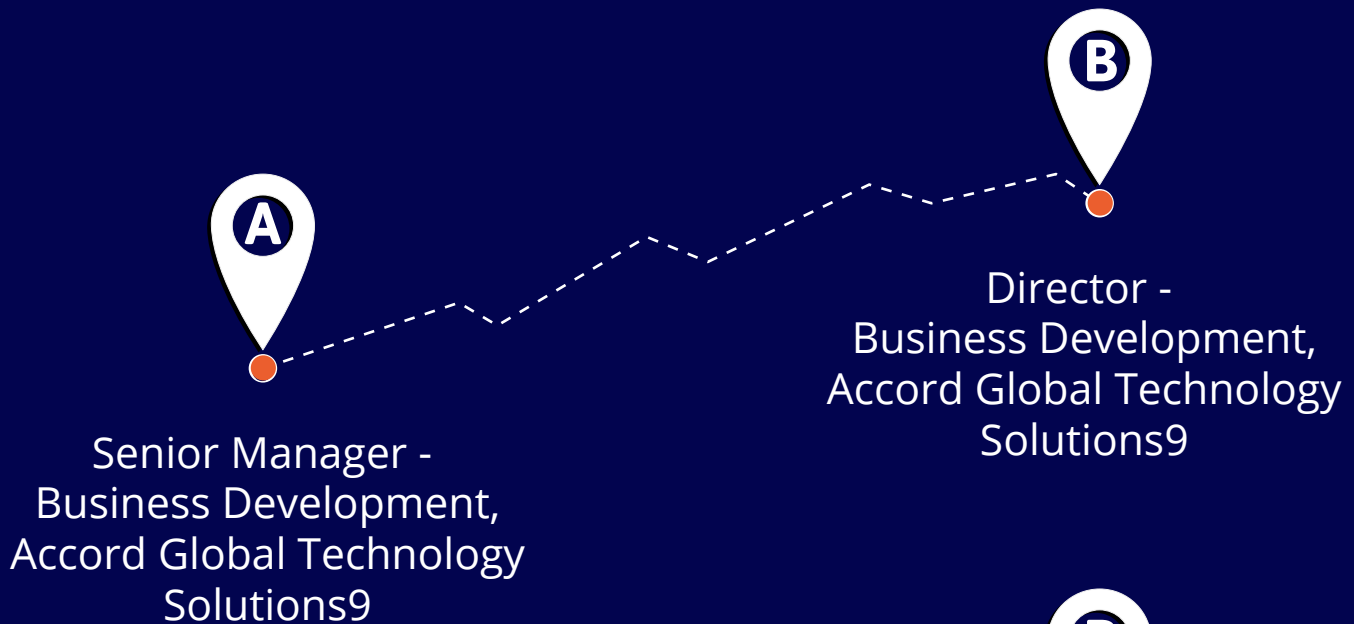
“ The programme added value by helping me to unlearn and learn new approaches. It has changed my perception of a problem and understanding of the science between the few systematic approaches we follow already. The course modules were great, and I have learned a lot from the faculty and peers. It was a unique combination of research mindset, faculty and peers from different industries. This course has helped me understand how various departments approach a problem differently. It has also helped me understand, communicate, and negotiate with other departments more effectively.”



**Arvind Palaniappan**

Senior Manager, Accord Global Technology Solutions

# Career Transitions of Past Participants.



...and many more.



# 10X Your Leadership Impact.

Redefine business excellence with immersive learning through engaging live online sessions and a five-day in-campus immersion at the IIM Kozhikode campus.

150+

Hours of Learning

10+

Leading Faculty &  
Industry Experts

12

Cutting-edge Modules

600+

Alumni & Past Participants

5

Days of In-campus  
Immersion

*Note: The numerical programme highlights presented above are approximate, and they will be confirmed closer to the programme start.*

“

**This programme has been designed to help participants strengthen their leadership capabilities to drive their organisation's growth and success confidently. Gain advanced managerial skills, cross-functional acumen, creative problem-solving ability, data-savviness, and an innovation mindset in this high-impact one-year learning journey.**

*- Prof. Anandakuttan B. Unnithan & Prof. Venkataraman S.  
Programme Directors*

”

# Succeed with Renewed Leadership Skills.



## **Create Growth (Strategy)**

- Formulate and drive business strategies
- Create and implement growth strategies
- Find and retain new markets



## **Operate Seamlessly (Operations)**

- Create new and productive business models that enhance the workflow



## **Stay Viable (Finance)**

- Manage profitable P&L accounts
- Develop strategies that can strengthen revenue and working capital



## **Master Self, Lead Others (Leadership)**

- Lead business functions
- Efficiently manage cross-functional teams
- Develop skills to usher in waves of transformation in your organisation

# Programme Directors.



## **Prof. Anandakuttan B. Unnithan, PhD**

Professor, Marketing Management  
Dean (Faculty administration and Development)

Prof. Anandakuttan B. Unnithan obtained his PhD in Marketing from Cochin University of Science and Technology. As an educator, his work has spanned consumer behaviour, services marketing, and advertising in his two decades. His publications have appeared in leading marketing journals. He has consulted with major corporations and government agencies and is actively engaged in executive education programmes.

## **Prof. Venkataraman S., PhD**

Assistant Professor, Strategic Management  
Chairperson, IIM Kozhikode Kochi Campus



Prof. Venkataraman has an MBA and PhD from IIM Calcutta and is a Visiting Doctoral Scholar at S. C. Johnson School of Business, Cornell University. Previously, he was a Senior Director at CRISIL. He has acquired experience in corporate sustainability, business strategy, credit risk ratings, credit analysis, and franchise development in the past two decades. As the founding CEO and Chief Rating Officer, he worked closely on CariCRIS, the world's first regional credit rating agency based in the Caribbean.

### *Note:*

- *Programme Directors might change due to unavoidable circumstances, and revised details will be shared closer to the programme start date.*
- *Industry Expert sessions could be scheduled in a different time zone, depending on speaker availability.*

# Industry-aligned Curriculum.

## **MODULE 1: Leading with Strategic Thinking**

- Challenges of General Management
- Applying the Lens of Strategic Thinking
- Strategic Thinking Process in Practice
- Journey of transition to Senior Management

## **MODULE 2: Competitive and Strategic Analysis**

- Towards Effective Strategic Analysis: External and Internal
- Competitive Dynamics and Strategic Manoeuvres
- Leading Businesses with Strategic Vision
- Successful Execution of Strategy

## **MODULE 3: Economics for Business Leadership**

- Managerial and Decision Economics
- Understanding Modern Industrial Organisations
- Competitive Business Environment Forces
- Macroeconomic Policies & Business Implications

## **MODULE 4: Strategic Supply Chain Management**

- Planning and Control of Operations
- Lean Inventory Strategy
- Network Design and Performance Optimisation
- Smart Contracting and Integration

## **MODULE 5: Financial Analysis**

- Understanding Modern Financial Statements
- Financial Analysis for Informed Decision-making
- Optimising Cash Flow Statement
- Strategic Budgeting, Pricing, and CVP Analysis

## **MODULE 6: Corporate Finance and Valuation**

- Investment Criteria and Capital Budgeting
- Value-Based Working Capital Management
- Business Valuation & Growth Valuation Drivers
- Mergers, Acquisitions, and Divestitures with Financial Implications

## **MODULE 7: Applied Strategic Marketing**

- New-age Marketing that Fuels Growth
- Winning and Influencing Customers
- Creating Brand Loyalty and its Management
- Managing Channels and Value Chain Partners

## **MODULE 8: Strategic Human Resource Management**

- Maximising Value by Aligning HR Strategies
- Driving Performance and Maximising Value
- Mastering Behaviour: Managing Self & Others
- Shaping the Organisation Through Coaching and Mentoring

## **MODULE 9: Digital Transformation & Analytics**

- Accelerated Adoption of Digital Transformation and Analytics
- Digital Marketing and Social Media Analytics
- Business Analytics, AI & ML

## **MODULE 10: Contemporary Themes In Management**

- Driving Global Businesses - Strategic Value Creation
- Embracing Sustainability
- Corporate Accountability and Ethics

## **Business Simulations**

During the programme, as a part of specific modules and/ or separately, participants will be engaging in business simulation exercises that allow them to apply some of their learnings in a simulated business setting. In such exercises, participants in groups will be required to make strategic and tactical choices, resource allocation, and other decisions as part of a series of managerial actions. The simulation exercises typically happen in a competitive setting with other groups in the fray, providing an exciting, near-real and interactive learning experience for participants.

### *Note:*

*- The in-campus modules are subject to the conditions/ unavoidable circumstances that prevail at the given point in time. In case the current situation maintains the status quo, suitable alternatives to replace the in-campus modules will be made available via live online sessions.*

*- Modules/ topics are indicative only, and the suggested time and sequence may be dropped/ modified/ adapted to fit the participant profile & programme hours.*

*- The programme curriculum includes individual assignments, simulations, group projects & presentations to apply and demonstrate classroom learnings.*

## **MODULE 11: Leadership Module**

- Leadership in a Non-linear and Disruptive World

## **MODULE 12: Expert Practitioner Perspectives**

- These are cameo sessions by experts with deep experience in the industry, aimed at complementing the sessions by academic experts, and providing nuanced insights from a practice perspective. These sessions are typically interspersed across the programme.

# High-impact Learning Journey.



## Deepen Your Intellectual Capital

- World-class curriculum & teaching by leading faculty
- Peer-to-peer learning



## Manage Your Brand Capital

- Industry recognized, top-ranked IIM education on your resume
- IIM Kozhikode Executive Alumni Status



## Enhance Your Career Capital

- Accelerate your leadership career with cutting-edge insights
- Learn while you earn and make new, life-long connections with experienced peers

## Programme Details.

### ELIGIBILITY

Graduates/ Diploma Holders in any discipline from a recognised University with minimum 10 years of work experience (after graduation) as of June 30, 2022.

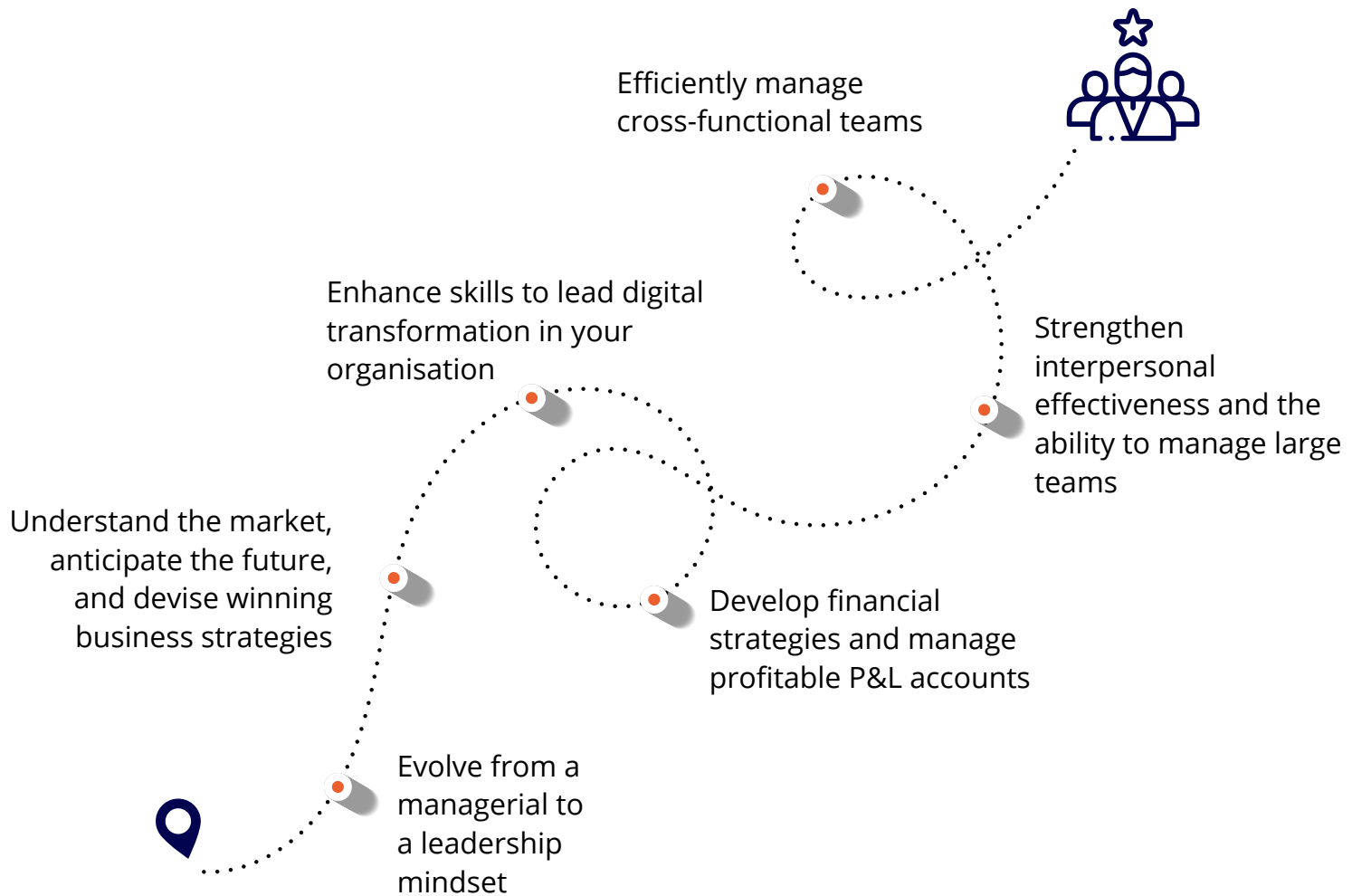
### ATTENDANCE

75% attendance is a prerequisite for the successful completion of this programme.

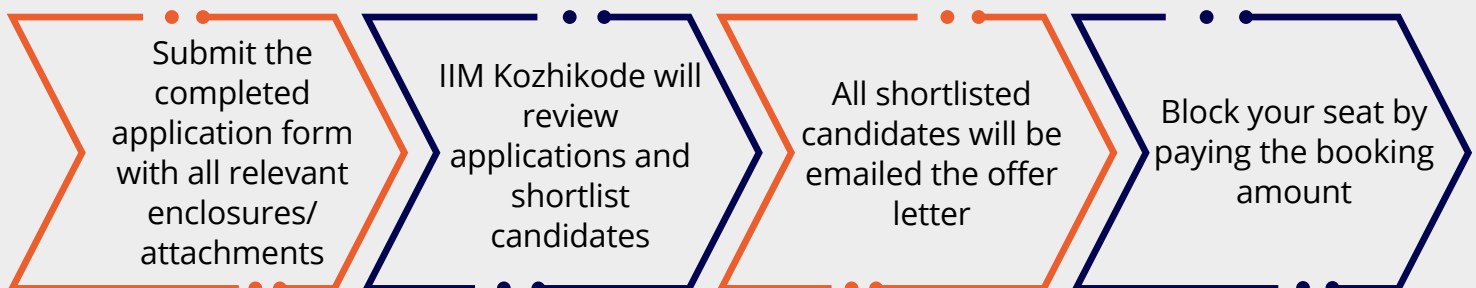
### EVALUATION

The evaluation methodology is at the discretion of the faculty and includes online exams, case analysis, class contribution, assignments and any other components. Participants will have to secure the minimum pass marks in the respective evaluation components.

# Get Empowered with Key Takeaways.



## Application Process.



### Academic Orientation

Jul 10, 2022

### Live Online Sessions\*

Sunday, 2:00 PM - 3:30 PM &  
4:00 PM - 5:30 PM

*\*The schedule will be 3 hours/ week with a 30-minute break and will be confirmed closer to the programme start date. If a programme session corresponds with a public holiday, the session would be held on the following day.*

# Programme Certificate.

Participants will be awarded a completion certificate from IIM Kozhikode on successfully completing all evaluation components and maintaining a minimum attendance of 75%. Participants who are unable to clear all evaluation components, but have a minimum attendance of 75% shall be awarded a participation certificate.



*Note: The certificate shown above is for illustrative purposes only and may not be an exact prototype of the actual certificate. IIM Kozhikode reserves the right to change the certificate and specifications without notice.*

## IIM Kozhikode Executive Alumni Benefits.

On successful completion of the programme, participants will be eligible for the prestigious IIM Kozhikode Executive Alumni Status. These participants will subsequently receive the alumni registration details from IIM Kozhikode.

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





# Payment Schedule.

**Programme Fee** INR 5,35,000 + GST (exclusive of application fee)

## Instalment Schedule

Particulars	Remarks	Standard Fee
<b>Booking Amount</b>	Within 7 days post selection	INR 54,000 + GST
<b>Instalment I</b>	Jun 30, 2022	INR 1,07,000 + GST
<b>Instalment II</b>	Oct 5, 2022	INR 2,14,000 + GST
<b>Instalment III</b>	Jan 5, 2023	INR 1,07,000 + GST
<b>Instalment IV</b>	Apr 5, 2023	INR 53,000 + GST

Note:

- GST (currently @ 18%) will be charged extra on these components.
- Postage charges for books and study materials sent to locations outside of India will be paid for by the participant.
- Occasional change in session day/ timing may happen for exceptional reasons or some public holidays, at Programme Directors' discretion.
- The in-class experience of face-to-face interaction with the faculty provides an opportunity for immersion in the Institute's academic environment. The campus visit is mandatory for all participants.

## Round-wise Application Dates

**1** May 9, 2022  
INR 2,500 + GST

**2** May 31, 2022  
INR 3,000 + GST

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

# Payment Process.



### Option 1:

Flexible payment options  
in easy instalments



### Option 2:

Low-cost EMI loan  
options available

# About IIM Kozhikode.

IIM Kozhikode is ranked 4th as per the latest NIRF India Rankings 2021: 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) rankings 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.



# Application Requirements.

## Your Photo ID Proof:

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

## Your Graduation/Degree:

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

## Your Work Experience Certificate

- You can submit scanned copy(ies) of document(s) which demonstrate that you have the minimum work experience required by the programme
- You can confirm the minimum work experience requirement of a programme under the heading 'Eligibility' in the brochure or the programme website
- Examples of documents you can submit are joining letter, relieving letter, Bonafide work experience letter from your HR, salary slips etc.
  - These documents must be issued by your 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**

Apply for the programme here

Finance Options Available

**APPLY NOW**

**KNOW MORE**



**WhatsApp an Advisor on +91 7208889990\***

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

For registration and any other information,  
please get in touch with us at [\*\*iimk.execed@emeritus.org\*\*](mailto:iimk.execed@emeritus.org)

Erulearning Solutions Private Limited (a company incorporated in India) is a subsidiary of Eruditus Learning Solutions Pte Ltd (a company incorporated in Singapore), and operates under the brand name of 'Eruditus' and 'Emeritus'.

In collaboration with



**EMERITUS**

