



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

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TIMESPRO



Professional Certificate Programme in Strategy in the Digital Age (Batch 03)

11 Months | Blended | ₹2,25,000

IIM Kozhikode Advantage

From the Director's Desk



IIM Kozhikode has designed the Professional Certificate Programme in Strategy in the Digital Age, which is focused on the disruptions taking place in businesses because of digitalisation. The course helps senior professionals develop a new perspective of looking at strategy to understand and develop new business models and equips them with the tools and frameworks required to analyse and navigate through the challenges/opportunities of the digital age.

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."

Wishing you all the very best!

A handwritten signature in orange ink that reads "Debashis Chatterjee". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Prof. Debashis Chatterjee,
Director, IIM Kozhikode

A Digital World

Technology is disrupting businesses globally. There's no overstating the case for how the Covid-19 pandemic has scrambled businesses and inflated the role of technology. There are technology trends on the immediate horizon that are going to disrupt businesses at an unforeseen pace.

Artificial Intelligence (AI) and Machine Learning are now table stakes for companies and quantum computers are no longer a far-fetched dream. Technology's centrality and omnipresence across businesses is more assured than ever before. In this digital age, if you are not the disruptor, then you are at the risk of being a disruptee.

Data Spells Disruptions

According to a McKinsey report, 80% of business executives believe that their current business models are at risk.

AI adoption could raise global GDP by as much as \$13 trillion by 2030.

About 30% of the activities in 60% of all occupations could be automated by adapting currently demonstrated technologies.

80% of innovations are created by someone outside the field where the innovation occurred.

67% of organisations have accelerated digital projects as a result of COVID-19.

91% of executives agree capturing tomorrow's market will require their organisation to define it.



Programme Overview

In a world of infinite unknowns, reimagine what it means to innovate. **IIM Kozhikode's Professional Certificate Programme in Strategy in the Digital Age (PCPSDA)** is a eleven-month programme designed for professionals and entrepreneurs who want to reimagine and transform their organisation by leveraging the power of disruptive technologies. The programme trains learners to analyse, strategise and conceptualise technology-driven changes in today's business landscapes, so that they can stay ahead of the technology curve and drive digital innovation in their organisation. Through a robust curriculum and immersive pedagogy, aspirants gain an in-depth understanding of the different frameworks required for building digital-ready businesses.

Programme Highlights

Curriculum covers concepts like the Blue Ocean Strategy, Digital Matrix and Design Thinking



Taught by acclaimed IIM Kozhikode faculty and industry experts



Immersive pedagogy powered by state-of-the-art technologies



Classes over Interactive Learning Platform via Direct-to-Device (D2D) mode



IIM Kozhikode Executive Alumni Status and Certification



A flexible programme specifically designed for working professionals



Key Learning Outcomes



Develop a clear understanding of how technology and rapid digitalisation will shape the global business landscape over the next decade.

Understand strategic drivers of digital transformation by exploring the transformative potential of disruptive technologies.



Master the various approaches to adopting human-centred digitalisation to create, design and manage new and innovative products.

Understand transformational business models to better adapt to disruptions in the industry.



Learn how to use the digital matrix framework to better understand the strategic dynamics of digitalisation and disruption in businesses.

Learn about advanced concepts like Design Thinking, Business Model Canvas, Blue Ocean Strategy, Game Theory, and Platform Thinking.



Understand how to create value for customers by reimagining engagement using Design Thinking and value innovation approaches.

Programme Curriculum

Module I: Digital Disruption & Foundations of Management

Module II: Disruption Landscape & The Digital Matrix

- Introduction to Big Data, AI, IoT, Cloud, Blockchain
- Fintech Applications
- The Digital Matrix

Module III: Crafting Value in the Digital Era

- Value Innovation Using Blue Ocean Strategy
- Design Thinking
- Managing the Product Life Cycle

Module IV: Business Models

- Deconstructing Business Models
- Business Model Canvas
- Lean Business Models

Module V: Leading Change & Digital Transformation

- Leading Formal Change under Digital Disruption
- Cultural & Integration Challenge
- Leadership & Organisation Design
- Performance Management for Digital HR

Module VI: Building & Scaling Platform Ecosystems

- Introduction to Platform Business Models
- Customer Acquisition Strategies in Platforms
- Platform-based Competition
- Orchestrating Platform Ecosystems

Pedagogy

The teaching approach will be highly interactive and shall deploy diverse pedagogical tools and techniques including lectures, case studies, live corporate examples, general discussions, simulation, and participants' experience sharing.

Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered on the BCCL technology platform to participants from Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, Tablet, or Smartphone. Participants will be provided reading materials, etc., for each course. They may also interact with the concerned faculty through e-mail/chat mode. Archives for students will be provided till the end of the programme.



Duration

11 months (120 hours)

Schedule

Saturday
3:30 p.m. to 6:30 p.m.

Campus Immersion

There will be 2 days of campus immersion at IIM Kozhikode.

The in-campus modules are subject to the conditions that prevail at that point of time. These conditions pertain to the pandemic or other unavoidable reasons. In case the on-campus module is not confirmed due to COVID-19 situation, the same will be included in the total number of online sessions.

Eligibility Criteria

- Bachelor's Degree (10+2+3 or 10+2+4)/Diploma (10+2+3) from any recognised university
- Minimum 5 years of full-time work experience* post completion of qualifying education
- Participants must provide their LinkedIn profiles as a PDF document
- Profile-based shortlisting to be done by the programme coordinators

**Internships and trainee experiences will not be considered as full-time work experience.*

Who Should Attend?

- Mid to senior-level managers/Business Heads/Directors/AVPs/CXOs who are leading their business unit or firm in this age of digital disruption
- Participants could be business owners, functional leaders, heads of a business unit or region, or have general management responsibilities
- Participants from different industries experiencing disruption at their organisation

Admission Criteria

Participants will be selected based on their overall profile and credentials. Final selection will be solely done by IIM Kozhikode.

Attendance Criteria

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





Evaluation Criteria

- Determining the evaluation methodology will be the discretion of the faculty.
- The methodology includes online exams, case analysis, class contribution and any other component as decided by the faculty.
- The programme may require participants to work on individual/group assignments and/or projects.
- The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios.
- The participants will have to secure the minimum pass marks in the respective evaluation components.

Certification & Alumni Status

- Candidates meeting requisite attendance requirements and clearing the comprehensive evaluation will be awarded 'Certificate of Successful Completion' from IIM Kozhikode.
- Candidates not clearing the comprehensive evaluation but meeting requisite attendance criterion will be awarded 'Certificate of Participation'.
- Successful candidates will also be accorded IIM Kozhikode Executive Alumni status.

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

Programme Directors



Prof. Rajesh S. Upadhyayula
Professor -
Strategic
Management

Prof. Rajesh S. Upadhyayula possesses expansive experience spanning academia, industry and non-governmental sectors. He is a post-graduate from IIFM Bhopal and a Ph.D. from Indian Institute of Management, Ahmedabad. He was a recipient of the prestigious Infosys Fellowship for his doctoral dissertation. His works (along with co-authors) were recognised at many national and international conferences. He was nominated for “That’s Interesting! Award” and “Best Paper Award” at the Academy of International Business, in 2013 and 2014 respectively. He was a finalist at the Strategic Management Society Special Conference in Singapore. He was also a speaker at various events like Phillip Capital India Conclave – 2012, CaFIT – 2013. He has taught at MDPs for senior leadership at companies like Bosch India Limited, Star TV, etc. Before joining IIM Kozhikode, he was a Manager at Think Tank, a strategic planning wing at TCS. His current interests are in the areas of firm choice in multiple clusters, internationalisation strategies of offshore service providers, emerging market multinationals and corporate governance.



Prof. Aishwarya Ramasundaram
Assistant Professor –
Marketing
Management

Prof. Aishwarya Ramasundaram is currently an Assistant Professor in Marketing at the Indian Institute of Management Kozhikode. She completed her Ph.D. in Marketing from IIM Bangalore. She teaches Business Models for the Digital Economy, Consumer Behavior and Sales. Her primary research interests lie in studying Technology-mediated Consumer Behaviour.



Prof. Arqum Mateen
Associate Professor
– Quantitative
Methods &
Operations
Management

Prof. Arqum Mateen is a Fellow of Indian Institute of Management Calcutta, where he was the recipient of Satish K. Sehgal Doctoral Student Award for Scholarship and Organisational Citizenship. He has worked in the energy, information technology, and pharmaceutical industries. He has trained managers and senior executives from some of the most reputed Indian and international companies, including several Fortune 500 companies. He has published several cases and his papers have been presented in many international conferences, and his multiple award-winning researches have been published in many reputed international journals like Decision Support Systems, Decision Sciences, Marketing Intelligence and Planning, International Journal of Production Research, etc.



Prof. Anita Kerai
Assistant Professor
– Strategic
Management

Prof. Anita Kerai obtained her Ph.D. in Business Policy from the Indian Institute of Management Ahmedabad, and PGDM from the Indian Institute of Management Lucknow. She takes courses on Business Models in Digital Economy, Strategic Management, and International Business. Her primary research work involves Business Groups and Family Firms in Emerging Markets. She has presented her research work in globally acclaimed management conferences like Strategic Management Society, Academy of International Business, and European International Business Academy. Prior to joining IIM Kozhikode as an Assistant Professor in Strategic Management, she was associated with IRMA and has diverse experience in the Energy and Banking sector.

Programme Fees

Particulars	Amount (₹)*
Programme Fee	2,25,000
Total	2,25,000

Note:

*Taxes will be added as applicable.

*All fees will be collected by BCCL.

- This is with reference to the refund of the Processing Fees, please note that the Processing Fee shall not be refunded in the following circumstances:
 - In case candidate rejects the offer issued by the Institute; and
 - In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.

Instalment Schedule

Instalment	Date	Amount (₹)*
I	To be paid at the time of registration	20,000
	Within one week of offer roll-out	45,000
II	10 th September, 2023	55,000
III	10 th December, 2023	55,000
IV	10 th March, 2024	50,000

*GST will be additional as applicable.

Programme Timelines

Programme Start Date	1 st July, 2023
Programme End Date	April 2024

APPLY NOW 



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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 programmes in the field of management education. These include Doctoral Programmes in Management, Executive PG Programmes, Management Development Programmes, and Faculty Development Programmes. 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 in Women Leadership, 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 aims to create a unique and futuristic space of global reckoning so as to nurture the finest management thinkers in the pursuit of developing innovative, socially responsible, and environmentally friendly practitioners, leaders and educators. Strategically moving towards a better future, the Institute strives to provide holistic learning – giving equal weightage to academic solidarity and practical application. IIMK integrates concepts with applications and values, thus transforming individuals into dependable, capable, caring and fair-minded personalities who will contribute towards the development of communities.



5th

NIRF India Rankings
2022: Management

2nd

Atal Innovation
Rankings (ARIIA) 2021

16+

QS Executive MBA Rankings
(EPGP) in Asia Pacific for 2021



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

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

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



TimesPro, 18th Floor, G-02 Wing,
Lotus Corporate Park, Off Western Express Highway,
Jogeshwari (E), Mumbai – 400 063, India.

1800-120-2020
admissions@timespro.com
www.timespro.com

