



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



# Bridge the social divide. See benefits multiply.

Certificate Programme in  
**Management of Social Initiatives**  
(Batch 01)

11 Months | Online | ₹2,50,000 + GST



# IIM Kozhikode Advantage

## *From the Director's Desk*



According to the Economic Survey 2022, the combined public expenditure on the social services sector increased to Rs 71.61 lakh crore during FY 2021-22. The social welfare economy also comprises expenditure by individual philanthropists, CSR activities, NGOs, charitable institutions and trusts, foreign aid, etc. Given the scale and scope of this sector, the demand for committed and competent professionals with the knowledge and skills to effectively and efficiently manage social initiatives, is tremendous.

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 managerial challenges with confidence and data-driven decision-making ability. Our growing global footprint, acknowledged and accredited by leading institutions of the world, is a testimony to the growth we have achieved in our 25-year journey of academic excellence.

At this juncture, it is also pertinent to share that both, the future and the 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.

Invest in your potential and jumpstart your career in a satisfying and rewarding role by enrolling in the inaugural batch of IIM Kozhikode's Certificate Programme in Management of Social Initiatives. Wishing you the best of learning experiences here.

*Debashis Chatterjee*

Prof. Debashis Chatterjee,  
Director, IIM Kozhikode

# The Social Economy

In India, the business environment operates on a largely capitalist economic system, where goods and services are produced to fulfil a need, and generate a profit in the process. While private enterprise focuses on profit-making, India's public sector also operates on socialist principles whereby goods and services are produced to fulfil a need or meet a requirement, regardless of profitability.

India's geographical spread, cultural diversity, huge population, humongous economic disparity, and cleaving social inequity, has led to a slew of social endeavours with the objective of bridging the social divide.

Driven by individual altruism; associative, collaborative, and collective activism; organisational conscientiousness, governmental drive, support, and policy; and global funding and support; a burgeoning social sector has resulted in a thriving and growing social economy.

## Three Pillars of the Social Economy





## CSR

Corporate Social Responsibility describes all activities and endeavours by organisations that integrate social, environmental, and economic (philanthropic/charitable) concerns in their business operations. While it is also a matter of compliance as per the Companies Act, most large companies voluntarily have dedicated resources to carry out their CSR goals.



## Not-For-Profit

A non-profit or not-for-profit organisation (there is a difference) exists to further a social cause and provides a public benefit. They include hospitals, universities, charities, foundations, etc.



## Social Entrepreneurship

Social entrepreneurship is the development and funding of innovative solutions that directly address and fulfil social needs. Though a 'for-profit' initiative, the emphasis is on effecting social, economic, or environmental change.

## Management in the Social Economy

The social service sector requires management professionals with a thorough grounding in the social ecosystem to ensure efficiency, quality, and sustainability of service delivery to the public. Required management competencies with a social perspective include human resources, finance, fundraising, marketing, organisational management, strategic management, social policy and administration, research and evaluation, the use of information technology in service delivery, etc.

*Acquisition of management skills specific to the social ecosystem opens up a world of opportunities across organisations, governments, NGOs, global social organisations, foundations, etc. It offers an unbeatable combination of career growth and job satisfaction with the pride of knowing that one is applying learning and skills to truly make a difference.*



## Programme Overview

The **Certificate Programme in Management of Social Initiatives** is envisioned as a vehicle to nurture change-makers by giving them conceptual grounding on the three pillars of social initiatives, namely, Corporate Social Responsibility (CSR), Not-For-Profit Ventures, and Social Entrepreneurship.

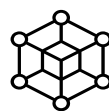
Participants will be introduced to the process of creating and managing social initiatives. This includes areas like understanding the ecosystem and its stakeholders; analysing the problem and developing a solution; impact measurement methods and processes; project planning, monitoring, and control; and stakeholder management and documentation.

The programme will culminate in a capstone integration by way of a multifaceted assignment wherein participants are expected to select a social enterprise, or social problem that interests them; research the subject; note findings or results; create a final social enterprise business plan or a concept document for an NGO or write a case study (a paper, short film, or multimedia presentation, for example) to demonstrate their learning acquisition or conclusions and give an oral presentation on the project to a panel of faculty and colleagues who will evaluate its quality.

## Programme Highlights



Contemporary 11-month programme in management of social initiatives and social entrepreneurship



Capstone project to demonstrate learning pathway experience and outcomes



Conceptual grounding in social initiatives and self-discovery as agents of social change



IIM Kozhikode Executive Alumni status

## Learning Outcomes



Thorough understanding of the social economy encompassing Charity/Philanthropy, NGOs, CSR, and Social Innovations/Social Enterprises.



In-depth knowledge of the social ecosystem including stakeholder definition, problem analysis, solution development, project management, impact measurement, etc.



Understand the practical aspects of developing a business model, identifying funding sources and approaches, and social venture creation processes and practices.



Ability to create a social enterprise business plan or a concept document or a case study.

# Programme Curriculum

## FOUNDATION MODULES

### **Being an Impact Champion**

- Understanding Self & Identity
- Being an Impact Champion: Articulating a Personal Mission Statement

### **Understanding Social Issues**

- Society & Development: Human Development Challenges
- Sustainability & Environment: Incorporating Triple Bottom Line
- Social Change through Collective Action: Community-Based Organisations

### **Pathways to Social Initiatives**

- Organisation Form & Operating Approaches: Charity/Philanthropy, NGOs-Setting Up & Management
- Corporate Social Responsibility-CSR; Section 135 (Companies Act 2013) and its Implications
- Corporate Social Innovation-CSI
- Social Entrepreneurship

### **Managing Social Initiatives**

- Understanding the Ecosystem, Stakeholders
- Analysing the Problem and Developing Solutions
- Impact Measurement Methods & Processes
- Project Planning & Management
- Monitoring & Control and Stakeholder Management & Documentation

### **Integrative Project**

- Participant Presentations of their Video Case Studies
- Integration of Concepts & Feedback

# Programme Curriculum

## ADVANCED MODULES

### Context of Social Initiatives

- Identifying and Understanding Wicked Problems
- Managing and Leading Social Change

### Creating Social Enterprises

- The Entrepreneurial Mindset and Taking Risks
- Developing a Social Enterprise Business Model
- Developing a Socio-Tech Business Model
- Developing a Business Plan
- Funding Sources and Approaches
- Venture Creation: Processes & Practices

### Public Private Partnership

- Design and Implementation of PPPs - 1
- Design and Implementation of PPSs - 2

### Impact Assessment

- Evaluation and Impact Assessment Models - 1
- Evaluation and Impact Assessment Models - 2

### Public Policy Management

- Public Policy Issues in A Globalized World & Policy Evaluation
- Leadership and Ethics for Public Policy Makers

### Capstone

- Participant Presentations of their Video Case Studies
- Integration of Concepts & Feedback



## Pedagogy

The teaching approach will be highly interactive leveraging technology, and deploy diverse pedagogical tools and techniques including lectures, case studies, assignments, quizzes, project work, and participants' experience-sharing.

## Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, Tablet or Smartphone.



### Schedule

Sunday  
03:30 pm to 06:30 pm.

### Duration

11 Months

## Eligibility Criteria

- Diploma (10+2+3), or Bachelor's Degree or equivalent (10+2+3 or 10+2+4), or Integrated Master's Degree (10+2+5) or equivalent, from a recognised university (UGC/AICTE/DEC/AIU) in any discipline
- Minimum THREE years of work experience\* after completion of qualifying education

\*Internships and training experiences will not be considered as part of full-time work experience.

## Who Should Attend

The programme is ideal for employees of social development organisations, NGOs, and philanthropic institutions and trusts. It is also targeted towards individuals working in large corporations and who would like to be involved in their organisation's CSR activities. Last but not the least, the programme would be suitable for socially-conscious individuals who would like to become agents of social change and are interested in social entrepreneurship.

## Admission Criteria

Participants from corporate nominations and retail applications will be selected based on their overall profile and credentials at the sole discretion of IIM Kozhikode.

## Attendance Criteria

A minimum of 80% attendance is mandatory for the successful completion of the programme and award of certificate.



## Evaluation

Evaluation of performance in the programme will be based on case analysis, projects and other written submission and presentation as required throughout the course. 80 % attendance is mandatory for award of certificate.



## Certification

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'.
- Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a 'Certificate of Participation'.
- Successful participants 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 Director



### **Prof. (Dr.) Priya Nair Rajeev**

Associate Professor, OB & HR Area Head,  
Centre of Excellence for Social Innovation  
Indian Institute of Management Kozhikode

Trained in Participant Centred Learning from Harvard Business School, Dr. Priya Nair Rajeev is a Ph.D. in Management Studies from IIT Madras. A gold medallist and university rank holder at the undergraduate, graduate, and postgraduate levels, she is a recipient of the Highly Commended Award 2011 in the Emerald/EFMD Outstanding Doctoral Research Awards-Management and Governance category. She heads IIM Kozhikode's Centre of Excellence for Social Innovation and is the Chairperson of OB & HR Area. The first woman to head programmes at IIMK, she was earlier the Chairperson of the Executive Education programmes of the institute and has chaired the placements of the institute. In addition, she has been part of several academic committees that have charted the course of the institute.

Her recent book, 'Being an Impact Champion: Enacting Corporate Social Consciousness', intends to help young managers develop their standpoints and critical thinking skills to create a better world. She was also the Guest Editor of a Special Issue on Start-ups, Innovation, and Venturing for the Journal of Indian Business Research, Emerald, and an Editorial Board Member of the Human Resource Development Review, a Sage Publication.

Her areas of interest include personal growth for high performance, emotional intelligence, social innovation, and women micro-entrepreneurs. A prolific trainer with 19+ years of research and teaching experience, she has conducted several management development programmes for corporates like Reliance Industries, RPG Group, John Deere, BEL, DRDO, Ministry of Ayush, Indian Army, and NWWA. She has served as an expert member of the Developmental Initiatives subgroup of the Kerala State Planning Board and continues her engagement with the Kerala Government by advising the WiSE Fellowship at the Gender Park. She is an Impact Consultant for Villgro and Prosoc and works with the National Commission for Women. A poet and a keen photographer, she has been the brand ambassador of Mahindra Thar.



## Programme Fee

Particulars	Amount (₹)*
Programme Fee	2,50,000
<b>Total Course Fee</b>	<b>2,50,000</b>

Note:

- \*Taxes will be additional as applicable
- All fees will be collected by BCCL
- This is with reference to the refund of the Processing Fee. Please note that the Processing Fee shall not be refunded in the following circumstances:
  - In case the 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	At the time of Registration	20,000
	Within one week of offer roll-out	55,000
II	10 <sup>th</sup> March, 2023	55,000
III	10 <sup>th</sup> June, 2023	60,000
IV	10 <sup>th</sup> September, 2023	60,000

\*Taxes will be added as applicable

## Programme Timelines

Application Closure Date	8 <sup>th</sup> January, 2023
Programme Start Date	22 <sup>nd</sup> January, 2023
Programme End Date	November 2023

**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 also has a unique distinction of launching a Ph.D. (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 environment-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.



**5<sup>th</sup>**

NIRF India Rankings  
2022: Management



**2<sup>nd</sup>**

Atal Innovation  
Rankings (ARIIA) 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, 18<sup>th</sup> 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

