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

EQUIS ACCREDITED | AACSB Member | ASSOCIATION OF MBAS ACCREDITED

Run the Enterprise. Not the Department.

Step out of functional silos into absolute P&L command.

Professional Certificate Programme in

Growth Strategy and Business Transformation

(Batch 03)





- 12 Months
- Live Online + Two Campus Immersion
- ₹2,98,000 + GST

Holds the 3rd position in the nirf rankings for the Management category



IIM Kozhikode Advantage
From the Director's Desk



Over the years, product development has evolved from 'want creation' to 'need fulfilment'. Contemporary customer-centric perspectives and user-focused philosophies like design thinking has refined product development into a scientific, data-driven process. Thanks to this focus on the customer, product management is all about gaining an intimate understanding of customers and the ability to create tailored solutions for them. That's where product management comes in.

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 e□ective 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 the growth we have achieved in our nearly 30-year journey of academic excellence.

At this juncture, it is also pertinent to share that both the 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 make us believe that this is a legitimate aspiration.

Invest in your potential and jumpstart your career by enrolling in IIM Kozhikode's Professional Certificate Programme in Growth Strategy and Business Transformation (Batch 03). Wishing you the best of learning experiences here.

Debashis Chatterjee

Prof. Debashis Chatterjee
Director, IIM Kozhikode

67% of brilliant growth strategies fail because organizations lack the agility to transform their operating models.

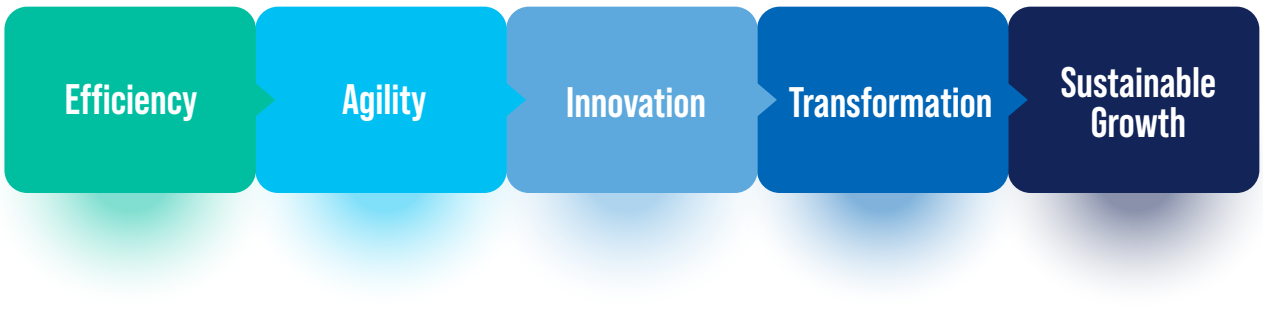
— Harvard Business Review

The era of digital experimentation is over; the era of execution discipline has arrived. In 2026, the gap between boardroom ambition and ground-level reality is the widest it has ever been. Organizations do not fail because they lack vision—they fail because their operational connective tissue cannot withstand the pace of continuous, tech-driven market shift.

To scale now requires more than standard management. It demands organizational architects who can actively transform friction into performance.

The 2026 Landscape: Leading with Intent

The Professional Certificate Programme in Growth Strategy and Business Transformation is designed exclusively for senior leaders, strategic practitioners, and growth drivers who refuse to let their strategy die inside institutional silos. It is time to move beyond theoretical frameworks and get your hands on the exact mechanics of modern, sustainable scaling.



Programme Overview

Great strategies fail when forced into rigid, isolated departments. In today's fast-moving market, scaling a business requires leaders to step out of their everyday functional silos and drive active, enterprise-wide transformation. To protect corporate margins and scale safely, you must be able to design new growth pathways and execute them with absolute precision.

Engineered by **IIM Kozhikode, the Professional Certificate Programme in Growth Strategy and Business Transformation (Batch 03)**, this 12-month programme bridges the gap between boardroom vision and ground reality. It equips high-potential professionals with the advanced strategic toolkits, analytical frameworks, and leadership agility needed to command complex corporate turnarounds and deliver long-term value.

Your Learning Journey

12 months

Class Timings

Sundays
09.00 am – 12.00 pm (IST)



Learner Eligibility

- Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognized university (UGC/AICTE/DEC/AIU/State Government) in any discipline.
- Diploma Holders (10+3) will be considered on a case-to-case basis subject to having a minimum of 10 Years of work experience in a supervisory role at the time of applying for this programme.
- For International Participants - Graduation or equivalent degree from any recognized University or Institution in their respective country.
- Minimum of 5 years' overall work experience, preferably in a managerial position.

Who Should Attend

This programme is designed for professionals looking to strengthen their strategic capabilities and drive business growth in a rapidly evolving landscape.

Aspiring Leaders and Strategic Decision-Makers

Professionals seeking to enhance their leadership effectiveness with a structured approach to strategy formulation, business growth, and organisational success.

Growth and Transformation Champions

Individuals responsible for driving profitability, business expansion, P&L performance, market growth, or digital transformation initiatives within their organisations.

Cross-Functional Business Leaders

Functional leaders across marketing, operations, finance, HR, analytics, product management, and general management looking to develop a holistic understanding of business strategy and execution.

High-Velocity Strategic Visionaries

Professionals aiming to stay relevant and competitive by building capabilities in strategic thinking, innovation, and business transformation in an era shaped by AI and evolving business models.

Programme Value Drivers

Consult-Tier Strategic Toolkits

Master advanced, courtroom-vetted frameworks including McKinsey Problem Trees, Corporate OKRs, and Balanced Scorecards.

Top-Tier Executive Credential

Validate your readiness for senior C-suite roles with a certificate from India's 3rd ranked management institute.

Executive Alumni Status

Gain lifetime executive alumni status and unlock a distinguished network of global corporate decision-makers.

GenAI Strategy Deployment

Learn to build and deploy actionable, AI-driven business models to drive operational efficiency and automation.

Dual Campus Immersions

Experience 6 days of face-to-face academic rigor, collaborative learning, and direct networking on the IIMK campus.

Actionable Capstone Blueprint

Apply program frameworks directly to your organization's live scaling bottlenecks to build a coached, 12-month transformation roadmap.

Live Strategy Simulations

Stress-test your leadership decision-making under changing market dynamics in comprehensive corporate execution exercises.

Enterprise P&L Ownership

Transition from localized functional department tracking to managing macro unit economics, margin structures, and corporate valuations

Transformational Outcomes

Enterprise-Wide Strategic Vision
Transition from localized department management to successfully steering multidimensional business architectures.

Data-Backed Boardroom Command
Synthesize complex operational, market, and financial metrics into clear, high-impact executive directives.

Resilience Against Compressed Disruption
Build corporate frameworks that actively withstand rapid macroeconomic shifts and sudden competitive pressures.

Disciplined Strategy Execution
Convert high-level boardroom ambitions into structured, measurable performance tracking across all organizational tiers.

Future-Proof Corporate Governance
Integrate modern efficiency metrics, technological readiness, and long-term commercial sustainability into core operations.



The Academic Blueprint

M01
Navigating the Business Landscape

- Strategic Context
  - VUCA vs BANI environments and business implications
- Business Models
  - Traditional, platform and ecosystem models
- Digital Transformation
  - Digitization vs digital and operating model transformation
- Sustainability Strategy
  - ESG and Triple Bottom Line integration

M02
Marketing Sales Strategy for Competitive Advantage

- Market Understanding
  - STP framework and evolving customer journeys
- Value Creation
  - Differentiation and value-based selling
- Demand C Analytics
  - Demand forecasting and funnel/retention metrics
- Go-to-Market
  - Pricing, channels and distribution strategy
- Digital Marketing
  - Performance metrics (CAC, LTV, ROAS)
- Sales Excellence
  - Key account management and pipeline forecasting

M03
Strategic Human Capital Talent Management

- Human Capital Strategy
  - Aligning people's strategy with business outcomes
- Workforce Talent
  - Workforce planning, hiring and future skills
- Engagement Performance
  - Engagement, productivity and high-performance teams
- AI in HR
  - AI-enabled recruitment and workforce analytics
- HR Metrics
  - HR dashboards and KPIs

M04
Operational Supply Chain Excellence

- Operations Strategy
  - Cost, quality, delivery and flexibility
- Process Excellence
  - Lean principles and continuous improvement
- Supply Chain Strategy
  - Resilience, SCOP and risk management
- Execution Discipline
  - Agile delivery and OKRs

M05
Data-Driven Decision Making Analytics

- Data Literacy
  - Data types, bias and interpretation
- Descriptive Diagnostic
  - Dashboards and root-cause analysis
- Predictive Analytics
  - Regression, classification and segmentation
- Decision Quality
  - Data-to-decision and prescriptive thinking

M06
Strategic Analysis Competitive Positioning

- Problem Structuring
  - MECE and hypothesis-driven problem solving
- Competitive Analysis
  - Porter's Five Forces and VRIO
- Strategic Choices
  - SWOT/TOWS, generic strategies and Blue Ocean
- Execution Performance
  - OKRs and Balanced Scorecard

M07
Growth Strategies Corporate Expansion

- Corporate Growth
  - Diversification and portfolio strategy (BCG)
- Market Expansion
  - Market entry and global strategy
- Partnerships MCA
  - Alliances, MCA rationale and due diligence
- Integration Governance
  - PMI, change management and growth governance

M08
Leadership for Transformation Sustainability

- Transformation Leadership
  - Leading change, adoption and resistance
- Execution Culture
  - Accountability and execution rhythms
- Negotiation Conflict
  - Negotiation and conflict resolution
- Crisis C Governance
  - Crisis leadership, governance and ESG

M09
AI GenAI Strategies for Business

- AI Strategy
  - AI value creation and business use cases
- Productivity Process
  - Copilots, automation and process redesign
- Enterprise readiness
  - Data, culture and AI operating model
- Technology Risk
  - GenAI stack, risk and responsible AI

M10
Financial Strategies for Growth Profitability

- Financial Foundations
  - PCL interpretation and unit economics
- Value C Investment
  - Profit drivers, ROI, IRR and NPV
- Cash Capital
  - Working capital and capital structure
- Growth Funding
  - VC/PE, venture debt and financial control

M11
Capstone Project Integrative Simulation

- Capstone Project
  - Integrated capstone: insight → strategy → ROI
- Simulation
  - End-to-end strategy execution Simulation

*Curriculum may subject to change based on emerging industry trends and academic requirements.

Learning Methodology

The course participants will engage in a vibrant mix of lectures, workshops, and real-world case studies. The participants connect with a professional network, fostering relationships beyond the classroom. IIM Kozhikode faculty, celebrated for their academic and industry expertise, will guide, challenge, and inspire throughout the journey.

Upon completion, the participants will emerge with a certificate from one of India's premier business schools and a profound understanding and practical skills in developing and implementing strategies for growth and profitability. This certification is more than an academic achievement; it's a testament to your readiness to lead and innovate in the ever-evolving business landscape.

All enrolled students will also be provided with access to TimesPro's Cloud LMS through which students may access other learning aids, reference materials, assessments, case studies, projects and assignments as appropriate. Throughout the duration of the course, students will have the flexibility to reach out to the professors, real time during the class or offline via the Cloud LMS to raise questions and clear doubts.



Academic Engagement

12 Months

150 Total Hours (2+4 Campus Immersion Days)

Programme Delivery

Sessions will be delivered from IIMK studio on BCCL technology platform to participants who would be attending from their respective places via their device (Laptop/Tablet) a two-way video/audio interactive mode (D2D).

Admission Criteria

Corporate nominations & retail applications with credentials. Final selection of participants will be solely done by IIMK.





Attendance Criteria

A minimum of 75% attendance to the sessions (live as well as on-campus modules) is a prerequisite for the successful completion of this program.

Campus Immersion

The dates for the 2 In Campus immersion of 2+4 days to be held at IIM Kozhikode will be communicated in due course. Attendance to the in-campus module is MANDATORY for all participants. The in-campus modules are subjected to the conditions that prevail at the point of time. These conditions pertain to the Pandemic or other unavoidable reasons. In case the in-campus immersion cannot be held due to some unavoidable compulsions, adequate alternate options will be made available via online sessions.

Assessment and Evaluation

Multi-Component Evaluation

Periodic assessments via quizzes, class assignments, case analyses, and corporate projects.

Applied Corporate Focus

Practical assignments designed to test and apply frameworks directly to actual organizational decision scenarios.

Faculty Discretion

Specific evaluation methods and grading criteria are defined at the sole discretion of the instructing faculty.

Certification Criteria

Mandatory on-time submission of all components and securing the minimum passing marks to earn the certificate.



- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded ‘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 Directors



Prof Anandakuttan B Unnithan

Ph.D, MBA, B.Tech

Prof. Anandakuttan B. Unnithan is a Professor in the Marketing Management Area at the Indian Institute of Management (IIM) Kozhikode. He obtained his PhD in Marketing from the Cochin University of Science and Technology, Kochi, Kerala. With over two decades of experience as an educator, researcher, and academic administrator, he continues to serve as Dean (Programmes) at IIM Kozhikode, where he has played a pivotal role in launching several academic programmes, including EPGP-Kochi, PGP-BL, PGP-LSM, PGP-Finance, PhD-PT, PhD-TT, and the BMS programme. His research interests include consumer behaviour, services marketing, and advertising. His work has been published in leading journals across marketing, advertising, and related business disciplines. He has undertaken consulting assignments for major corporations and government agencies and has been extensively involved in executive education and management development programmes.



Prof Salman Ali

Ph.D, B.Tech

Prof. Salman Ali is an Associate Professor in the Strategic Management Area at the Indian Institute of Management (IIM) Kozhikode. He obtained his doctorate from IIM Ahmedabad, specializing in Strategic Management and International Business. His research interests include internationalization and re-internationalization of firms, global tourism and sustainable development, and digital transformation strategies, and his work has been published in leading journals in these and related areas. Having travelled to over 30 countries across six continents, he brings over 15 years of combined industry and academic experience. Prior to joining IIM Kozhikode, he served as Assistant Professor at IIM Raipur and IIM Shillong, and as Branch Director at Universal Business Links India (a franchisee of UBL United Kingdom). He has also been involved in corporate consulting projects in India and abroad and has extensively delivered executive education programmes for industry professionals.

Programme Fees

Particular	Amount (₹)*
Total Programme Fees	₹2,98,000 + Tax

Instalment Schedule

Particulars	Date	Amount (₹)*
Application Fees	At the time of Registration	10,000
I	Within one week of offer roll out	48,000
II	6th January, 2027	60,000
III	6th March, 2027	60,000
IV	6thMay, 2027	60,000
V	6th July, 2027	60,000

* Taxes will be additional as applicable

Programme Timelines

Last Day to Apply:	**Refer to Website**
Programme Start Date:	6th December, 2026
Programme End Date:	December 2027

APPLY NOW

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Established in 1996, with its first Post Graduate Programme (PGP 01) offcially launched in 1997, the Indian Institute of Management Kozhikode (IIMK) is today recognised as one of India's leading management institutions, offering a wide range of academic programmes in the field of management education. These include the Fellow Programme in Management, Executive PG Programmes, Management Development Programmes, and Faculty Development Programmes.

In 2013, IIMK established a satellite campus at Infopark, Kochi, dedicated to Executive Education. The institute also has the unique distinction of launching a PhD (Practice Track) programme for working professionals, alongside pioneering programmes such as the one-year Post Graduate Programme in Business Leadership (2019), MBA in Finance, and MBA in Liberal Studies & Management (2020). IIMK is also home to IIMK LIVE – a first-of-its-kind start-up incubation programme, the Indian Business Museum, and seven Centres of Excellence.

IIM Kozhikode has retained its 3rd position in the NIRF India Rankings 2025 (Management), marking its third successive year among India's top three management institutes. The institute also features regularly among the top global institutions for its flagship MBA (PGP) and EMBA (EPGP) programmes in the QS World University Rankings. Internationally, it is ranked 69th in the Financial Times Master's in Management Ranking 2025 and 76th in the Financial Times Executive Education Open Ranking 2025, along with 78th in the QS World University Rankings for Business & Management Studies 2026 and 53rd in the QS Online MBA Rankings 2026.

AMBA ACCREDITED

EQUIS ACCREDITED

AACSB Member

3rd Rank

NIRF India Rankings, (Management) 2025

5th in India

76th in Global, Financial Times Open Enrolment Rankings 2025

6th in India

78th in QS World University Rankings Business & Management Studies 2026



The TimesPro Edge

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 Programs.

Ranging across industries and domains, these Programs 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.

Contact Information

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