



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



Professional Certificate
Programme in
**Business
Management**
(Batch 18)

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

Live Online + Campus Immersion
₹2,75,000 + GST
12 Months

IIM KOZHIKODE ADVANTAGE FROM THE DIRECTOR'S DESK



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 is 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, and 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 by enrolling in IIM Kozhikode's Professional Certificate Programme in Business Management. Wishing you the best of learning experiences here.

Prof. Debashis Chatterjee,
Director, IIM Kozhikode

Business Management & Enterprises

To paraphrase Peter Drucker, management can be described as the dynamic life-giving and life-sustaining element of every business enterprise. It is the thinking organ that provides vision to the business. It is also the integrating force for the accomplishment of business objectives. Business Management involves strategic thinking, decision-making, and ethical leadership that keeps an organisation on track and moving toward its goals at the right time and in the right manner.

Essential Functions of Management

1

PLANNING

- Goal-setting
- Resource Allocation
- Standards & Timelines

2

ORGANISING

- Process Flow
- Delegation
- Review & Respond

3

MANAGING

- Communicate
- Motivate
- Guide & Groom

4

CONTROLLING

- Monitor
- Evaluate
- Improve & Enhance

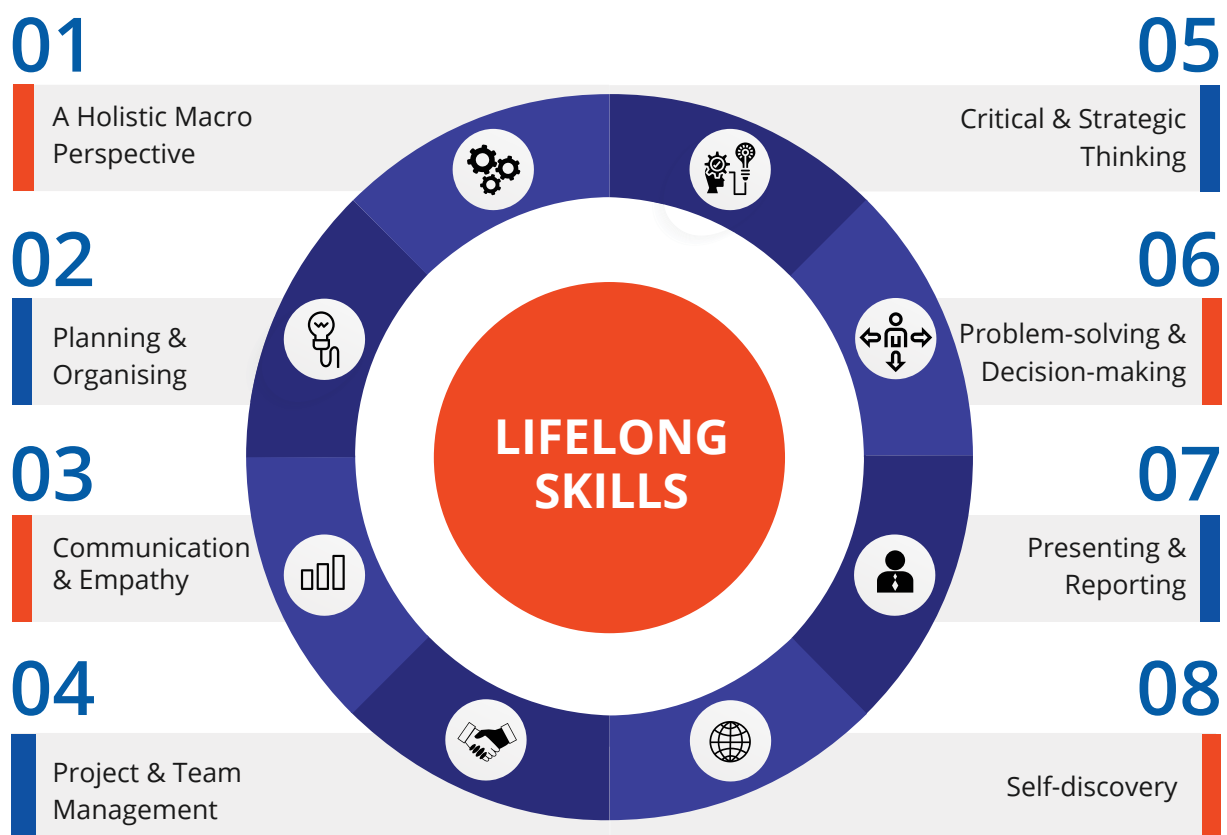
In recent history, enterprises that have failed due to poor or myopic or unethical management practices include Kodak, Compaq, Toys “R” Us, Enron, WorldCom, Satyam, etc. Thus, the importance of sound business management practices to a successful and sustainable enterprise cannot be emphasised enough. The goal of management is to get people together to achieve the same desired objectives and goals by using the resources that are available effectively and efficiently.

Benefits of Management for Enterprises



Acquiring and building holistic managerial competencies not only benefits one professionally but also personally. It is a transformative experience that imbues qualities and inculcates a mindset that broadens perspectives, boosts confidence, promotes discipline, fosters team spirit, enables decision-making, and kindles leadership.

Studying Business Management: Lifelong Skills



Understanding management principles, learning management tools and techniques, and developing management acumen, are personality-developing and career-defining imperatives for working professionals seeking role elevation and recognition as thinkers, influencers, decision-makers, leaders, etc.



PROGRAMME OVERVIEW

The Professional Certificate Programme in Business Management (Batch 18) by IIM Kozhikode is meticulously crafted to address the complexities of today's ever-evolving business landscape. As industries transform and new opportunities emerge, businesses must adopt strategic foresight to capitalise on them. The rapid advancement of technology demands continuous innovation and a steadfast commitment to maintaining a competitive edge.

Designed to meet these challenges, this programme empowers executives with cutting-edge knowledge and strategic acumen to navigate dynamic business environments with confidence. By refining their leadership capabilities, participants will be equipped to drive excellence and lead with impact in their professional spheres.

Programme Duration
12 months

Class Schedule
Sunday, 03:30 pm – 06:30 pm

ELIGIBILITY

- Bachelor's Degree (10+2+3 or 10+2+4) / Diploma (10+2+3) from any recognised university
- Minimum 1 plus years of full-time work experience post completion of qualifying education
- Diploma (10+3) will be considered on a case-to-case basis, provided they have a minimum of 5 years of supervisory experience

WHO SHOULD ATTEND

The business management programme of IIM Kozhikode is targeted towards middle and senior level managers/executives who would like to hone their knowledge and skills that prepare them for the new milieu seasoned with uncertainty and opportunities.



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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE

Globalizing Indian Thought

Management Development Programme



Professional Certificate Programme in Business Management (Batch 10)
(In-campus Module)
November 16 - 17, 2024

PROGRAMME HIGHLIGHTS



A contemporary
12-month programme of
business management



Live classes by highly
experienced faculty and TWO
days of campus immersion



Real-life case studies and
simulation-based pedagogy



IIM Kozhikode Executive
Alumni status



LEARNING OUTCOMES

After completing this programme, the participants should be able to:



Get comprehensive business management exposure with a focus on general management, marketing, and digital transformation

Experience hands-on learning of international business, brand management, corporate finance, and organisational behaviour under the expert guidance of seasoned industry practitioners



Gain a holistic and integrated perspective of the business and its environment

Hone analytical, strategic, and business thinking competence



PROGRAMME CONTENT*

The programme curriculum comprises the following modules:

Module 1: Verbal and Nonverbal Communication

- Psychological Tenets of Communication
- Components of Nonverbal Communication
- 7Cs of Communication
- Barriers to Communication

Module 2: Effective and Mindful Listening

- Difference Between Hearing and Listening
- Types of Listening
- Non-listening Behaviours

Module 3: Persuasion Skills and Team Communication

- Persuasion Triad: Pathos, Logos, and Ethos
- CRE Framework of Persuasive Communication
- Importance of Communication in the Tuckman Model of Team

Module 4: Communicating and Negotiating Across Cultures

- Communicating Across Cultures: Hofstede and Hall Framework
- Negotiating Across Cultures: Hofstede and Hall Framework

Module 5: Impactful Presentations

- Types of Presentation
- Audience Analysis
- Components of Impactful Communication

Module 6: Strategic Analysis: External and Internal

- Crafting Strategy
- Implementation

Module 7: Building a Strategy and Strategy Implementation

- Learning
- Balanced Scorecard

Module 8: Inventory Management

- Continuous Review
- Periodic Review
- Inventory Classification
- Reorder Points
- Safety Stock
- Ordering Quantity

Module 9: Introduction to Operations and Operations Strategy

- Customisation vs. Standardisation
- Push and Pull
- Process Types

Module 10: Forecasting

- Short Term Forecasting
- Long Term Forecasting
- Trend Analysis
- Data Smoothing based Forecasting

Module 11: Business Law: Ensuring Legal Compliance

- Corporate Governance and Company Law Compliance
Adhering to the Companies Act, 2013.
Role of independent directors and compliance with CSR obligations.
- Intellectual Property (IP) Compliance
Protecting patents, trademarks, copyrights, and designs under Indian IP laws.
Ensuring brand identity, avoiding infringement, and managing licensing agreements.
- Insolvency and Bankruptcy Code (IBC) Compliance
Key provisions of IBC, 2016, focusing on corporate insolvency resolution.
Ensuring timely debt resolution and adherence to liquidation processes to maintain business continuity.

Module 12: Contracts and Dispute Resolutions

- Essentials of Valid Contracts and Formation Issues: Discussing Offer, Acceptance, Consideration, and the Legal Capacity Required to Form Enforceable Contracts
- Managing Contractual Risks: Force Majeure and Termination Clauses: Analysing Clauses that Address Unforeseen Events, Termination Rights, and Liabilities for Breach
- Alternative Dispute Resolution (ADR) Mechanisms: Explaining Mediation, Arbitration, and Conciliation as Methods to Resolve Contractual Disputes Efficiently without Litigation

Module 13: Working Capital Management

- Short-term Investment and Financing Decisions
- Floats and Moats
- Cash Conversion Cycle
- Relevance of Negative Working Capital

Module 14: Investment Criteria and Capital Budgeting

- Time Value of Money
- Cost of Capital
- Net Present Value
- Internal Rate of Return
- Valuation

Module 15: Digital Strategies in Business

- Explore on the Various Strategies of Digital Marketing
- Case Discussion on Companies that Strive to Choose the Different Strategies
- Demo on How to Access Google Ads and Create/Run a Campaign
- Appropriate Strategies to Implement as Per the Marketing Funnel

Module 16: Digital Marketing in Business

- Exposure to Digital Marketing and its Importance in Today's Business
- Types of Digital Media
- Key Concepts in Digital Marketing
- Assignments on Building Customer Journey Mapping Using a Case Discussion
- Key Concepts in Digital Advertising

Module 17: Consumer Behaviour and Marketing Research

- Importance of CB and MR in Today's Dynamic Business Environment
- Patterns of Buying Decision Process
- Internal and External Influences of Consumer Decision-making Process
- Three Core Decision-making Perspective
- Assignment on Linking Both the Concepts Using Qualitative Method (interview-based assignment)

Module 18: Interpersonal Effectiveness and Individual and Group Behaviour in Organisations

- Person Perception
- Biases and Errors in Judgement/Decision-making
- Fostering Team Effectiveness

Module 19: Handling Difficult People

- Understanding Difficult People and Scenarios
- Influence Tactics
- Defensive Behaviours /IM Techniques

Module 20: Introduction to Valuation and Value Drivers

- Refresh Time Value of Money
- Introduce the First Principles
- Introduce Various Techniques in Capital Budgeting
- Estimating Cash Flows for Capital Budgeting and Valuation
- Where is Value?
- Understand What is Time Value of Money
- Valuing Different Types of Cash Flows
- Applications of Time Value of Money

Module 21: Mergers, Acquisitions, and Divestitures

- The Concepts of Corporate Restructuring
- The Differences Between Mergers, Acquisitions and Divestitures
- The Concept of Synergy
- Impact of M&A on Firm Valuation

Module 22: Organisation, Design, Culture, and Structure

- Importance of Organisational Culture
- Different Fits in an Organisation
- Alignment of Processes to the Organisation's Structure

Module 23: Learning and Development

- Introduction to L&D, Knowledge, and Experiential Learning
- Development
- Training

Module 24: Coaching and Mentoring

- Career Management
- What is Coaching?
- Coaching Versus Training?
- Coaching in the Career Management Process
- Managers as Coaches

Module 25: Structure and Processes of HR/Staffing and Recruitment

- Competency Mapping
- Job Analysis
- Understanding Recruitment and Selection Metrics
- Building Robust Hiring Practices

Module 26: Principles and P's of Marketing

- Common Myths About Marketing
- Customer Orientation and Customer Centric Value
- Evolution of Marketing Concepts
- Marketing Environment
- Creating Value – Marketing Strategy (STP)
- Delivering Value – Marketing Mix (4Ps)

Module 27: Product and Brand Management

- Understanding Product Concept
- Classification of Products
- Levels of Products and Product Life Cycle
- Branding - Evolution
- Customer-based Brand Equity

Module 28: Knowledge Management

- The Definition and Types of Knowledge
- Issues in Knowledge Management
- Knowledge Management and its Necessity for Businesses
- Practices in Knowledge Management
- AI in Knowledge Management

Module 29: Designing Digital Experiences

- UX and What Constitutes a Good UX
- User Experience
- Usability and its Goals
- Human Computer Interaction to Human-centric Interaction
- Contemporary Issues in UX Design

Module 30: Marketing Strategy

- Core Concepts of Marketing
- Marketing Orientation
- Purchase Behaviour

Module 31: Marketing Across Cultures

- Role and Importance of Culture in Marketing
- Sub Culture
- Cross Culture

Module 32: Creativity and Innovation

- Role of Design in Consumption Decision
- Designing a New Product
- Stimulate Idea Generation and Development

Module 33: Economic Environment

- How to Measure Growth, Inflation, and Unemployment (Three Pillars)
- Why do We have Recessions and Booms?
- How is Remaining in Recession or Boom not Optimal for a Manager?
- How to Equip a Manager to Use the Economic Framework to Identify the Economic Environment and Dissect the Reasons for the State of the Economy?

Module 34: Macro Economic Policies

- Fiscal Policy, Deficits, and Debt
- Trade, Capital Flows and Exchange Rate
- Monetary Policy, Interest Rate, and Inflation Targeting

Module 35: Micro Economics

- Demand and Supply ● Equilibrium in a Demand and Supply Framework
- Government Policies/Interventions in the Demand and Supply Framework
- Applying the Framework in Real World Context - Applications
- Different Market Structures: Perfect Competition, Monopoly, and Oligopoly

Module 36: Scheduling Models, TQM, Lean, and Six Sigma

- What is Operations Excellence? ● Need for Operations Excellence
- How to Achieve Operations Excellence ● Introduction and History of Lean
- 7 Wastes in Lean ● Tools and Techniques of Lean ● Introduction to Scheduling
- Types of Scheduling ● Need for Proper Scheduling
- Tools and Techniques for Scheduling ● Demonstration of Scheduling Problems
- Introduction to Total Quality Management ● A Framework for TQM
- Tools and Techniques ● Benefits

Module 37: Financial Statement Analysis

- Introduction to Financial Statements ● Methods of Financial Statement Analysis
- How to Read a Balance Sheet - Game of Numbers ● Introduction to Ratio Analysis

Module 38: Cash Flow Statements and Analysis, Cost Sheets and Budgeting

- Financial and Management Accounting ● Costs and Decision-making
- Introduction to Budgets

Module 39: Business Analytics, AI, and ML

- Business Analytics ● Artificial Intelligence ● Machine Learning
- Deep Learning ● Generative AI

Module 40: International Management

- Fundamentals of International Business
- Globalisation
- Porter's Diamond of National Competitive Advantage
- Standardisation vs Local Responsiveness
- Strategic Options for Entering and Competing in Global Markets

Module 41: Sales and Distribution Management

- Understanding Consumers Today
- Selling Frameworks
- Sales Role Play Exercise

Module 42: Nurturing Wellness and Managing Stress






- Science of Stress Response and Stress Management
- Yoga Concepts for Developing Wellness
- Yoga-based Practices for Stress Management and Developing Wellness

Module 43: Working with Teams

- Archetype Roles
- Teaming Structure and Its Elements
- Development Process
- Motivating Team Members
- Sociogram Analysis
- Cross Cultural Teams (based on the time frame)
- Team Member Compositions - Personalities and Misconceptions

Capstone Project Work / Business Simulation

PEDAGOGY & PROGRAMME DELIVERY

 Case Studies	 Direct-to-Device (D2D)	 Lectures
 Interactive Learning (IL) Platform	ABc Medium of Instruction English	 Participants' Experience Sharing

ADMISSION CRITERIA

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

ATTENDANCE CRITERIA

A minimum of 75% attendance would be required for the successful completion of the programme.

CAMPUS IMMERSION

There will be a two-day in-campus module at IIM Kozhikode towards the end of the programme.



LIVE THE CAMPUS LIFE



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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
Globalizing Indian Thought

Management Development Programme



Professional Certificate Programme
in
Business Management (Batch-09)
September 21-22, 2024

SNAPSHOT OF PAST COHORTS

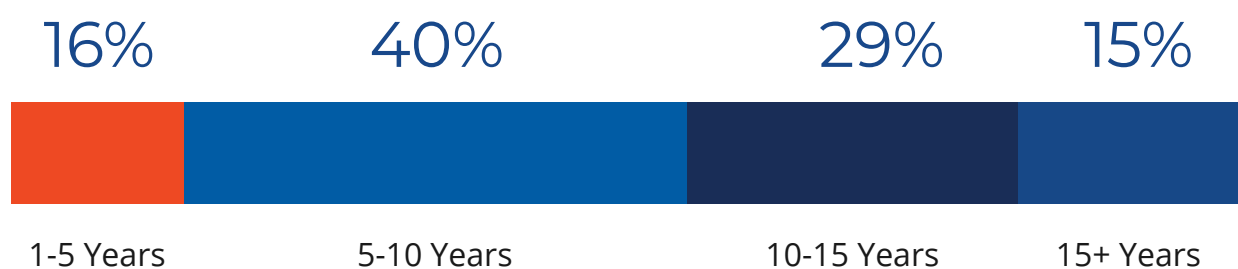
Top Industries

- IT
- Banking
- Automation
- Telecommunication
- Pharmaceutical
- Health Care
- Education
- Insurance
- Broadcast Media
- Electronic Manufacturing

Top Job Profiles

- Manager/Sr. Manager
- Project Manager
- Vice President
- CEOs
- Business Analyst
- CXOs
- Engineer
- Data Analyst

WORK EXPERIENCE



PAST PARTICIPANTS CAME FROM

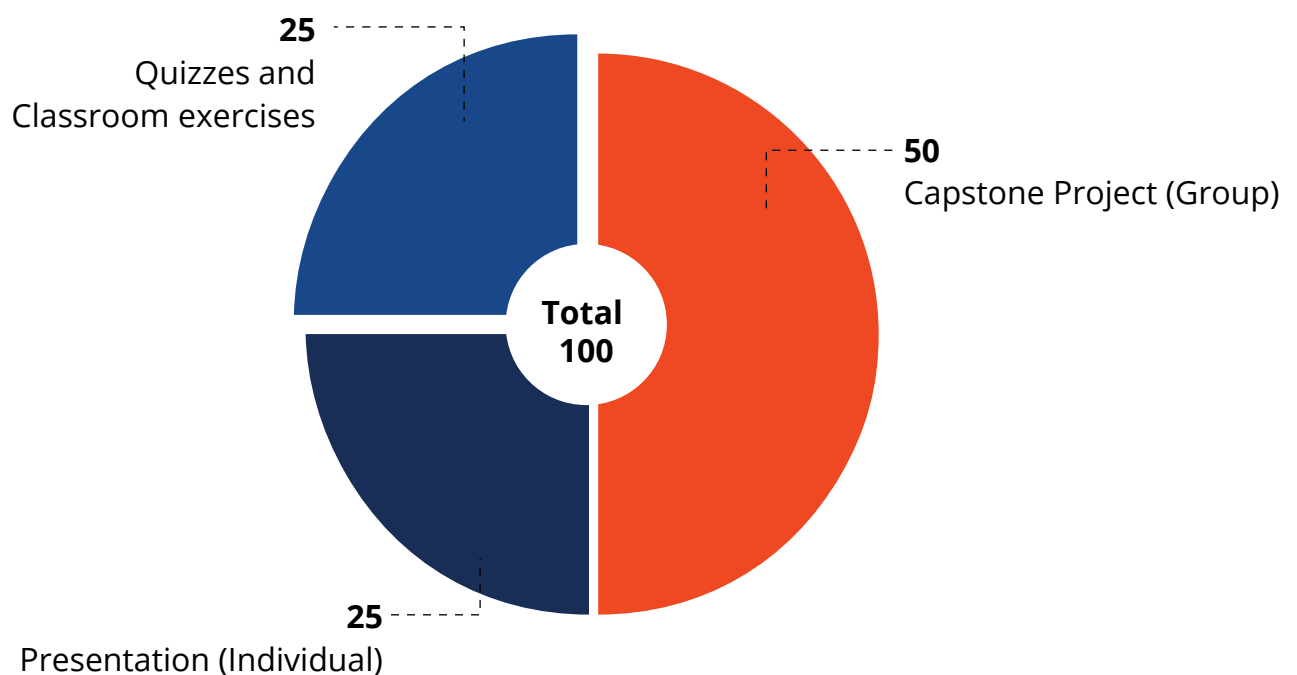


ASSESSMENT & EVALUATION

The evaluation methodology is at 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

- 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 COORDINATOR



Professor
Deepa Sethi

Executive Chair, GLOBE (Global Linkages, Outreach, Branding, and Evaluation), IIM Kozhikode

Prof. Deepa Sethi is a distinguished academic and trendsetter with a passion for shaping impactful communication practices. At IIM Kozhikode, she serves as Executive Chair of GLOBE, driving global linkages, outreach, branding, and evaluation. With rich experience in teaching, research, training, and consulting, Prof. Sethi specializes in Managerial Communication, Executive Presence, and the behavioral dimensions of organizations. Trained at Harvard Business School and Harvard University, she brings a global perspective to her work, blending academic rigour with practical insights.

Her areas of expertise include Verbal and Nonverbal Communication, Cross-Cultural Communication, Storytelling and Influence, Inclusive Communication, Soft Skills for Interpersonal Effectiveness, Health Communication, and impactful Presentation Skills. Recognized among the Prof. Indira Parikh “50 Women in Education Leaders” in 2019, Prof. Sethi has also published extensively in leading international journals of the highest repute (A* and A category).

Testimonials



Tanmayee Deoskar

General Manager- Scientific Information | Sci -Edge Abstracts

I am deeply grateful to IIM Kozhikode for providing a world-class learning experience through their Business Management Programme. The curriculum's depth and the faculty's expertise offered me valuable insights into business strategies and leadership. The programme not only enhanced my analytical and strategic thinking but also gave me the confidence to excel in a competitive environment. I highly recommend this course to professionals seeking to elevate their careers. It has truly been a transformative experience, and I am proud to be an IIMK alumnus."

I wholeheartedly recommend this programme to anyone looking to elevate their career and gain a deeper understanding of the business world. Thank you, IIM Kozhikode, for an unforgettable and enriching journey.



Sunil Sharma

P2P Finance Manager, Philips India Limited

I'm truly grateful to IIM Kozhikode and TimesPro for being such a strong pillar of support throughout this incredible journey. This course has been more than just an academic experience — it's been a deeply enriching and transformative chapter in my life. From thought-provoking sessions and inspiring faculty to the camaraderie of peer learning and real-world applications, every moment has contributed to my growth. I carry forward not just knowledge, but lasting memories and meaningful opportunities.

PROGRAMME FEE

Particulars	Amount (₹)*
Programme Fee	₹2,75,000
Total Fee	₹2,75,000

Note:

- *Taxes will be additional 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 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
- Books & Study material will be provided & disbursed by IIMK to the participants. For International participants books & certificates will be provided by IIMK and will be disbursed by BCCL. Cost of International courier will be borne by participants only

INSTALMENT SCHEDULE

Instalment	Date	Amount (₹)*
I	At the time of Registration	10,000
	Within one week of offer rollout	67,000
II	6 th March, 2026	66,000
III	6 th May, 2026	66,000
IV	6 th July, 2026	66,000

*Taxes will be added as applicable.

PROGRAMME TIMELINES

Last date to Apply	Refer To Website
Programme Start Date	28 th December, 2025
Programme End Date	December 2026

APPLY NOW 



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Indian Institute of Management Kozhikode

Globalizing Indian Thought



Started in 1997 with its Post Graduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high-growth trajectory today, 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 set up 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, besides introducing dynamic 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 the third successive year among India's Top 3. The institute also features regularly among top global institutions for its flagship MBA (PGP) and EMBA (EPGP) in the QS World University Rankings. IIMK has leapfrogged 100 spots to secure a place in the Top 151–200 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2024. In a remarkable boost to IIM Kozhikode's global credentials, newly launched programmes like PGP-BL (2019) and PGP-Fin (2020) have also entered the Top 151+ programmes worldwide in their respective QS Rankings. IIM Kozhikode is globally accredited by EQUIS (EFMD) and AMBA (UK).

IIM Kozhikode made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked #76 globally in the Financial Times Open-Enrolment Executive Education Rankings 2025. The feat has further consolidated the 30- year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute has also consistently featured among the Top 70 MBA programmes globally in the Financial Times Masters in Management (MiM) Rankings for its flagship PGP. Over the past two decades, IIM Kozhikode has successfully delivered close to 1,450 MDP programmes, training more than 55,000 participants from 200+ organisations, including several Fortune 500 companies.



#3

NIRF Rankings 2025
(Management)

4th
(India)

70th
(Global)

Financial Times Ranking 2024
(Executive education- Open enrolment)

For More Information

AAO, MDP Office

Indian Institute of Management Kozhikode

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ABOUT TIMESPRO

Established in 2013, we are the award-winning H.EdTech initiative of the Times Group, catering to the learning needs of Indians with aspirations of career growth. We offer a variety of created and curated learning programmes across a range of categories, industries, and age groups. They include employment-oriented Early Career courses across BFSI, e-Commerce, and technology sectors; Executive Education for working professionals in collaboration with premier national and global educational institutions; and Enterprise Solutions for learning and development interventions at the organisational level. TimesPro strives to embody the values of Education 4.0: Learner-centric, industry-relevant, role-specific, and technology-enabled, with a goal of making learning accessible for anyone who seeks to grow.



Industry relevant
curriculum by
best-in-class faculty



Interactive
sessions with
state-of-art LMS



IIMs and IITs
as course
partners



1,00,000+
alumni
community



TimesPro

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