



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

With 2 online certificate courses from
Northwestern | Kellogg

Batch 3



CHIEF TECHNOLOGY AND AI OFFICER (CTAIO) PROGRAMME

Become a tech leader with a global edge

Duration - **12 Months**

Live Online + 3-Day Campus Immersion at **IIM Kozhikode**

With two online certificate courses from **Kellogg Executive Education**

IIM Kozhikode Executive Alumni Status

#4

76 Global | Rank #4 in
India Financial Times,
Open Enrolment
Rankings 2025

#3

NIRF India Ranking 2025,
Management

Programme Summary

Chief Technology and AI Officer (CTAIO) Programme

**Institute Name**

Indian Institute of Management Kozhikode (IIMK) and Kellogg Executive Education

**Programme Duration**

12 Months

**Cost**

INR 6,78,000 + GST

**Global Exposure**

Two online certificate courses taught by Kellogg Executive Education

**Learning Mode**

Live Online Lectures by IIMK and Pre-recorded Video Lectures by Kellogg Executive Education

**Rich pedagogy**

Interactive technology that blends lectures, real-life case studies, quizzes, projects, assignments and simulations

**Weekly effort**

5-6 hours (including 3 hours of live online sessions on Saturdays)

**Faculty**

Faculty from IIMK and Faculty from Kellogg Executive Education

**Guest Faculty/ Industry Experts**

Senior Industry Practitioners

**Eligibility**

Graduate / Diploma holder with minimum 10 years of work experience as on programme start date

**Alumni Status**

IIM Kozhikode Executive Alumni Status

**Certificate**

One Certificate by IIM Kozhikode and Two Certificates by Kellogg Executive Education

Learning Experience

- **Live Online Lectures by IIMK Faculty -** Industry-aligned cutting-edge curriculum and in-depth case-based learning

- **Business Simulations -** Hands-on learning with simulations

- **Pre-recorded video lectures with Kellogg Executive Education Faculty -** At your own pace, learn from the best minds globally

- **Faculty Guided Capstone Project -** Apply your learnings, receive feedback, and present your findings

On-Campus Immersion - Three days to learn and network with a diverse peer-group at IIMK campus

Cohort-based learning - Networking, collaboration, and discussions with seasoned peers

Frequently Asked Questions

Are there any LIVE sessions with the institute faculty in this course?

Yes, all modules by IIMK are having weekly 100% live-online delivery by IIMK faculty. Additionally, there are 2 online certificate courses of pre-recorded lectures by the faculty of Kellogg Executive Education.

How would the learning experience be for the modules by IIM Kozhikode (IIMK)?

There would be weekly live-online lectures conducted by IIMK faculty spread across all modules for a duration of around 8.5 months*. The learning experience would include rich discussions with eminent faculty and seasoned peers, case-based learning, structured insights from industry practitioners, hands-on business simulations, and guided capstone project work.

How would the learning experience be for the 2 online certificate courses by Kellogg Executive Education?

There would be two online certificate courses with pre-recorded lectures by the faculty of Kellogg Executive Education spread across 3.5 months*. Gain global exposure and interact with global peers. The learning experience would include self-paced pre-recorded lectures by faculty of Kellogg School of Management, live sessions by Programme Leaders, exposure to practical frameworks and real-world application, project work, and exposure to a multitude of business use-cases.

What is the role of the Programme Leader? Are they institute faculty?

Programme Leaders are subject matter experts who help with doubt-clearing, cover specific topics deeper and share real-world examples wherever needed. They are not faculty of the institute. The Programme Leaders would only be a part of the two online certificate courses by Kellogg Executive Education.

Is there any campus immersion in the programme?

For an immersive and experiential learning journey, the programme offers a campus chapter at IIM Kozhikode campus for 3 days, providing a rich networking and face-to-face learning opportunity.

Frequently Asked Questions

Who evaluates the assignments, projects and simulations for this programme?

For the modules by IIMK, the actual evaluation and grading is at the discretion of the IIM Kozhikode faculty.
For the modules by Kellogg Executive Education, the evaluation is done by the Programme leaders.

What if I miss the assignments for a particular week? Can I attempt them later?

For modules by IIM Kozhikode, it is at the IIMK faculty's discretion to provide/ not-provide any relaxation in the submission of a graded assignments.
For online certificate courses by Kellogg Executive Education, an assignment that is not submitted by the due date is late. All late assignments will be accepted until one week after the end date of modules by Kellogg Executive Education.

Who is the faculty for the LIVE Lectures/ Online sessions/ Doubt-Clearing sessions?

For modules by IIMK, LIVE-online lectures are conducted by the faculty of IIM Kozhikode, who have real-world experience in the domain.
For the modules by Kellogg, there are no live lectures by the faculty of Kellogg School of Management. However, doubt-clearing sessions are carried out by the Programme Leaders, as they monitor individual student progress.

Are the business simulations, if covered in this course taught by institute faculty?

Yes, there are multiple business simulations in the programme on strategic finance, which are taught by the faculty of IIM Kozhikode.

Is there a qualifying mark/ grade to get the final certification in this course?

IIM Kozhikode Certification Criteria: Participants must successfully complete all evaluation components by IIM Kozhikode with minimum pass marks and meet the requisite 75% minimum attendance criteria to obtain Certificate of Completion from IIM Kozhikode. Participants who are unable to clear the evaluation criteria but have the requisite 75% attendance will be awarded a Participation Certificate by IIM Kozhikode.
Kellogg Executive Education Certification Criteria: Participants must successfully complete all requirements of respective modules and must receive a passing score of 80% to obtain the certificate of completion by Kellogg Executive Education for the respective modules.

Do I get Alumni status of the Institute on completion of this course?

Yes, on successfully completing this programme, you will be eligible to receive IIM Kozhikode Executive Alumni Status.

Will Emeritus/ Institute help with placement services?

This programme is designed with some of the best faculty and to cover relevant topics in a manner that creates positive career outcomes. However, we do not offer any additional career/placement services with this programme.

What type of certificate will I receive?

Upon successful completion of modules by IIM Kozhikode, you will receive physical completion certificate by IIM Kozhikode during the campus immersion.
Upon successful completion of each course of Kellogg Executive Education, you will receive a smart digital certificate. The smart digital certificate can be shared with friends, family, schools, or potential employers. You can use it on your cover letter, resume, and/or display it on your LinkedIn profile. The digital certificate will be sent approximately two weeks after the programme, once grading is complete.

How long will I have access to the learning materials?

For the modules by IIM Kozhikode, access to the recording of the live sessions will be made available to you until the completion of the programme.
For the online certificate courses by Kellogg Executive Education, access to the online learning platform, all the videos and programme materials will be available for 12 months following the programme start date. Access to the learning platform is restricted to registered participants as per the terms of agreement.

*The programme is designed to be delivered approximately over a period of 12 months, including some occasional breaks that may be provided. This is indicative. The duration of modules by IIMK and Kellogg Executive Education is tentative. The actual calendar time may be more or less by a few weeks depending on the number of topics covered during on-campus immersion and other variables like breaks provided/not provided.

This Course Summary is provided only for your convenience. You are advised to refer to the Course Brochure for more information.

The IIM Kozhikode Advantage From The Director's Desk

Businesses today are undergoing rapid changes and transitions compared to a decade ago.

IIM Kozhikode 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 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 30-year journey of academic excellence. Having ample foresight as an educational institution is vital, in a world that is rapidly changing.

That is why we have chosen to think about 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 businesses makes us believe that this is a crucial aspiration.

Technology is the strategic advantage of every growth-oriented business. Now, embark on a journey of innovative tech leadership with IIMK's CTAIO programme that offers many distinct advantages. Firstly, get executive alumni status from one of India's premier business schools, paving the way for roles in technology strategy and disruptive innovation. Secondly, delve into advanced CTO education that's designed to establish digital dominance with vital topics like AI applications for growth, technology strategy, and digital transformation. Thirdly, access a global network of seasoned leaders in an environment of learning and collaboration with the Kellogg School of Management, a top-ranked university in the US.

This holistic perspective equips you to confidently deliver the complex, strategic mandate of today's disruptive technology leader.

Wishing you all the very best!



Prof. Debashis Chatterjee

Director,
Indian Institute of Management Kozhikode



Programme Overview

The need for CTAIO in today's dynamic business landscape

78%

of C-Suite leaders across the globe (including India) plan to increase their technology investments in 2024.

Source: Accenture Pulse of Change, 2024

79%

of CTOs/CTAIOs report a leadership role in their organisation's data strategy.

Source: IBM Institute for Business Value

The substantial increase in CTAIO mandates owes to a significant shift: The evolution of tech from 'support' to key driver of strategic value in virtually every business function from manufacturing and supply chain to customer experience and growth initiatives. In line with this evolution, today's CTO must think beyond technology as a **'silver bullet.'**

To support this exciting, evolving role, IIM Kozhikode has launched the next batch of its **Chief Technology and AI Officer (CTAIO) Programme**. A first-of-its-kind CTAIO Programme offered by IIM Kozhikode, this high-impact programme prepares tech leaders to lead across all technology domains, empowering them to drive enterprise transformation, including the strategic adoption of AI technologies. The programme offers a holistic approach to modern tech leadership. Participants will explore technology strategy live with IIM Kozhikode faculty, while gaining global exposure through Kellogg Executive Education's certificate courses: 'AI Strategies for Business Transformation' and 'Strategic Communication for Leaders: Presence, Influence, Impact'.

Starts on
30 June 2026

Duration
12 months

Programme fee
INR 6,78,000 + GST

Programme Structure: Cutting-edge learning from top B-Schools

8.5 months



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**Live online lectures with
IIM Kozhikode faculty**

**Masterclasses from CXOs and
tech leader**

5

Pillars on CTO
Excellence

3.5 months

Northwestern
Kellogg

**Self-paced, recorded
video lectures from Kellogg faculty**

**Office hours for networking with
global peers**

2

Online Certificate
Courses on Strategic
Leadership and Growth



**A Revolutionary
CTO Programme
with a Global Edge
for Visionary Tech
Leaders**



3 Days



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**Campus immersion at IIM
Kozhikode Campus**

**Network and collaborate
with CXO peers and faculty.**

Top 3 reasons to enrol in the programme:

- 01 Immersive learning:** Experience a comprehensive pedagogy with live-online learning from IIMK, pre-recorded lectures from Kellogg Executive Education, guided capstone project, and campus immersion at IIMK.
- 02 Global edge:** Network with CTO-calibre leaders throughout the immersive learning journey.
- 03 Channel your inner CTO:** Develop a CTO's toolkit, mastering strategic tech leadership, influential leadership, digital transformation and leveraging AI for unprecedented growth.

Get the global edge from Kellogg Executive Education

Northwestern
Kellogg

Immersion into the global cohorts of 'Strategic Communication for Leaders: Presence, Influence, Impact' and 'AI Strategies for Business Transformation' by Kellogg Executive Education. Learn nuanced perspectives, gain exposure, and network with global cohorts.



Who is this Programme for?

Whether you're a new CTO or an aspiring tech leader, this programme's focus on technology executive development will support the evolving role of the CTO in modern-day business. The programme is ideal for tech leaders who wish to transform into a new-age CTO with a global edge and gain a global perspective about leadership and growth.

Aspiring and new CTOs who wish to:

- Strengthen knowledge in core areas like strategic technology leadership, innovation mastery, and digital transformation.
- Develop skills in new and disruptive tech strategies like AI and blockchain.
- Deepen leadership quotient in areas like C-suite collaboration, innovation culture, tech governance, and change management.
- Lead new initiatives in cybersecurity and ethical tech leadership.
- Build valuable networks with industry peers that deepen insight and open opportunities.

Emerging C-Suite aspirants who wish to:

- Make a mark with cutting-edge concepts that drive efficiency, innovation, and growth.
- Support leaders with strategic technology initiatives, business expansion, developing competitive edge, and innovation technology portfolio management.
- Drive digital transformation with artificial intelligence and industry 4.0 infrastructure.
- Hone their leadership skills by understanding the strategic role of technology, and networking with influential peers to amplify collaboration and innovation.

Entrepreneurs and forward-thinking executives who wish to:

- Master the art of disruption by identifying emerging technologies and creating strategies that capture new markets.
- Fuel sustained growth through tech innovation that unlocks new revenue streams and fosters continuous improvement.
- Unlock the full potential of your digital infrastructure, maximise efficiency and streamline processes.



The role of the CTO continues to evolve. Years ago, the CTO used to lead infrastructure. Today, the title of CTO also means a highly strategic role which incorporates engineering, technology, and product development

Craig Stephenson

MD, North America Technology Officers Practice, Korn-Ferry

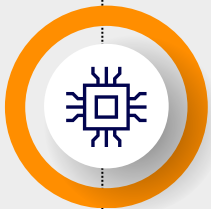
Key Takeaways

The CTO programme helps participants develop a strategic outlook on technology. By the end of this programme, high-potential technology leaders will be ready to transform their organisations for innovation, growth, and resilience.



Revolutionise operational efficiency

- Enhance operational efficiency via IT asset management, cybersecurity, and alignment with ESG goals, ensuring financial optimisation.



Align technology to the big picture

- Develop and implement innovative technology strategies for business growth and competitive advantage, integrating AI, quantum computing, and Industry 4.0.



Engineer tech-centric innovation and agility

- Lead digital transformation initiatives, fostering a culture of innovation through design thinking and intrapreneurship.
- Critically exploit transformative opportunities and drive technological innovation in operational processes, optimising for financial and economic implications.



Plan for stronger governance and resilience

- Oversee technology projects and product development, preparing for board-level responsibilities and mentoring future leaders.
- Advanced capabilities in Digital Strategy/Technology Disruptions, establishing governance and security frameworks.



Gain a global perspective from Kellogg Executive Education

- Learn the nuances of strategic communication and growth strategy from 2 online certificate courses: 'AI Strategies for Business Transformation' and 'Strategic Communication for Leaders: Presence, Influence, Impact'.
- Network with global cohorts and peers and develop a worldwide perspective.

Programme Highlights



Gain IIM Kozhikode
Executive Alumni Status



Live online lectures by
IIMK Faculty (8 to 8.5
months)



Hands-on learning through
business simulations and
case-studies



3-day immersion at IIM
Kozhikode campus



Capstone project
guided by IIMK
Faculty



Advanced modules on
technology strategy, digital
transformation.



5+ masterclasses from
CXOs and tech leaders



Real-world insights from
industry practitioners



Opportunity to learn with
seasoned peers across
industries and regions

***Note:**

- The programme is designed to be delivered approximately over a period of 12 months, including some occasional breaks that may be provided. This is indicative. The duration for modules by IIMK and Kellogg Executive Education is tentative. The actual calendar time may be more or less by a few weeks depending on the number of topics covered during on-campus immersion and other variables like breaks provided/not provided.

- The courses by Kellogg Executive Education would primarily include pre-recorded video lectures by faculty of Kellogg School of Management.

Programme Directors

Prof. Abdulla has a Ph.D. from the Indian Institute of Science, as well as a master's degree in engineering from the Indian Institute of Science and a Bachelor's degree in Engineering from Mangalore University. He is an active researcher with publications in areas like Multi-Criteria Decision Making, the mutual exclusion problem, and Machine Learning. He has presented his research at conferences like the Advances in Cloud Computing and the IEEE Conference on Automation Science and Engineering. Prof. Abdulla has significant experience in academia, having held positions as an Assistant Professor and Researcher at prestigious institutions. He also actively contributes to the IT industry through his role on the Technical Core Committee of the Kerala State IT Mission.



**Prof. Mohammed Shahid
Abdulla**

Associate Professor, Information
Systems, IIM Kozhikode



In today's disruptive marketplace where consumers are more demanding and companies are under pressure to do more with less, the CTO is the ultimate creator of never-before value, crafting new tech ideas to strengthen customer experience and brand dominance, integrating new tools and processes to create a culture of innovation and collaboration, and instilling deep governance and security frameworks to increase resilience and future-readiness.



Programme Directors

Dr. Saji Gopinath is a renowned academic and innovation leader, currently serving as a Professor - Quantitative Methods and Operations Management at IIM Kozhikode. With a Ph.D. in Management from IISc Bangalore and a gold medal in Mechanical Engineering from Kerala University, he has held key roles at IIM Kozhikode, TAPMI Manipal, and Bennett University. As a former CEO of Kerala Startup Mission, he transformed Kerala's startup ecosystem, earning global recognition. A respected researcher and award-winning educator, Dr. Gopinath is known for his work in digital transformation, entrepreneurship, and higher education leadership in India.



Prof. Saji Gopinath

Professor, Quantitative Methods
and Operations Management, IIM
Kozhikode



In an era where rapid disruption meets rising customer expectations, the CTO stands at the helm of transformative value creation—engineering breakthrough technologies to elevate user experiences, driving agile innovation across teams, and embedding robust governance and security to ensure operational resilience and long-term competitiveness.



Industry-Aligned Curriculum

Our comprehensive curriculum has been designed to meet the evolving, multi-pronged journey of a modern CTO who must balance deep technological prowess and functional transformation with big picture thinking and operational efficiency.

Pillar I

TECHNOLOGY STRATEGY AND ARCHITECTURE

- Technology Strategy for Enterprise Value Creation
- CTO vs CIO and the evolving Role of CTO to CTAIO (Tech, Data, AI convergence)
- Enterprise & Platform Architecture (Cloud, Data, Distributed Systems)
- Technology Decision Frameworks (Build vs Buy vs Partner, TCO, Time-to-Value)
- AI Systems Overview: ML, GenAI, and Agentic Architectures
- Deploying AI Systems: Lifecycle, RAG Architectures, and Production Constraints
- Distributed Systems, Data Trust & Blockchain (Contextual Examples)
- Automation Strategy: RPA, APIs, and Agentic Workflows

Pillar II

PLATFORMS, INFRASTRUCTURE AND DIGITAL SYSTEMS

- Compute Strategy: Cloud, GPUs, Edge & Infrastructure Scaling
- Infrastructure Economics: Cloud, Compute & Cost Optimization
- Cyber-Physical Systems & Industrial Digitalization
- Platform Strategy & Ecosystem Design (APIs, Marketplaces)
- Modern Data & AI Infrastructure: Data Pipelines, Vector Databases, and Retrieval Systems
- Ecosystem Partnerships & Strategic Alliances
- Failing Fast for Success (Testing, Scaling, Governance)

Pillar III

INNOVATION, DATA AND PRODUCT DEVELOPMENT

- Technology & AI Use Case Identification and Prioritisation
- Gardener vs Gatekeeper
- Explore and Exploit
- Building Internal Ventures & New Tech Products
- Data Strategy & Data Platforms for Competitive Advantage



Pillar IV

TECHNOLOGY OPERATIONS, RISK AND GOVERNANCE

- Technology Cost Management & FinOps
- Value Measurement: ROI, Unit Economics, and Business Impact
- Global Capability Centres
- Cybersecurity & AI Risk
- Technology Lifecycle & Technical Debt Management
- Technology, ESG, & Sustainability Compliance



Pillar V

C-SUITE LEADERSHIP IN THE AGE OF AI

- Change Management for CTAIOs
- CTAIO-led Program & Portfolio Governance
- CTAIO-led Product & Platform Development
- Strategic Communication & Stakeholder Alignment as CTAIO
- What should CTAIOs do to enter the Board?
- Executive Presence, Influence, & Leadership Communication



Course 1

AI STRATEGIES FOR BUSINESS TRANSFORMATION

Certificate Course by Kellogg Executive Education

- Foundations of AI—from Prediction to Creation to Autonomy
- AI and Customer Experience Management
- AI and Operations Management AI and Business Support Functions
- AI Applications in Selected Industries
- Generative AI and Creative Industries—Transforming Media, Art and Design
- AI and Business Transformation—Strategy, Capabilities and Governances
- AI and Society—Ethics, Regulation and Jobs



Course 2

STRATEGIC COMMUNICATION FOR LEADERS: PRESENCE, INFLUENCE, IMPACT

Certificate Course by Kellogg Executive Education

- Foundations of Transformative Leadership Communication
- Building Executive Presence (Part One)
- Building Executive Presence (Part Two)
- Fostering Engaged, High-Performing Teams
- Mastering Difficult Feedback Conversations
- Launching and Leading Through Change

3-Day Immersion at IIMK Campus

Participants will get to visit IIMK campus where they will network and collaborate with like-minded peers, and learn with top IIM Kozhikode faculty through practical workshop sessions, class discussions and presentations.

Capstone Project

Embark on a transformative journey with the group Capstone project. Harness the collective power of classroom wisdom, insights from esteemed faculty and guest speakers, and collaborative peer perspectives to confront a real leadership challenge or seize an opportunity within your organisation. Apply these lessons to craft a tangible, actionable solution. Synthesise feedback into a strategic plan, while improving your technology leadership skills. Elevate your capabilities and present your Capstone Project learnings.

High Impact Learning Journey



Real-World Case Studies



UCB: Data is the New Drug

Digital Transformation Strategy, Leading with Data and Analytics

In 2012, UCB's CIO initiated an analytics-as-a-service strategy to enhance the company's data capabilities. By 2016, UCB was poised to elevate its analytics capacity amidst digital turbulence. This case explores balancing empowerment and enterprise control, and optimal placement of analytics roles. Students will learn to describe digital disruption in the pharmaceutical industry, illustrate the impact of data and analytics on customer value, discuss necessary business practices and culture, explain the CIO's role in competitive advantage, and outline executive responsibilities for fostering analytical competition.



Banco Sabadell Acquires Banco CAM

Leveraging a Cloud Computing Strategy

In December 2012, Banco Sabadell's President announced the acquisition and rapid integration of Banco CAM, with expected synergies of €331 million by 2014. The case centers on the new leadership team at Banco CAM and their challenge of integrating using an untested cloud computing architecture. Despite Banco Sabadell's strong M&A experience, there were inherent risks. Students will learn how to plan and manage cloud computing strategies in M&A scenarios.



Ka Shui: Digital Transformation

Technology Management Strategy, Business Transformation

In June 2021, Ka Shui Group's IT head was tasked with evaluating the continuation of the stalled Industry 4.0 digital transformation program. Launched in 2016, the program aimed to create a cyber-physical, connected workplace with smart manufacturing and self-monitoring capabilities but saw little progress over three years, causing stakeholder unrest and employee scepticism. This case challenges students to examine the digitalization dilemmas in original brand manufacturing and make strategic decisions for future direction. Students will learn to describe the challenges of digitalization, explain Industry 4.0's role and limitations, and assess opportunities for reinvigorating the business.

Real-World Case Studies



How Aggressively Should a Bank Pursue AI?

AI Strategy, AI Innovation Management

Siti Rahman, CEO of Malaysia's NVF Bank, must decide on a bold AI-first transformation plan proposed by her head of AI innovation. This plan requires significant investment and aims to drastically reduce headcount and branches, shifting towards 95% digital interactions. While considering the mixed history with AI and the importance of the human touch in banking, Siti faces advice from industry experts and must balance innovation with prudent risk management. Students will explore the challenges of implementing AI in banking, weigh the benefits and risks of aggressive versus incremental AI adoption, and understand the cultural shifts needed for digital transformation.

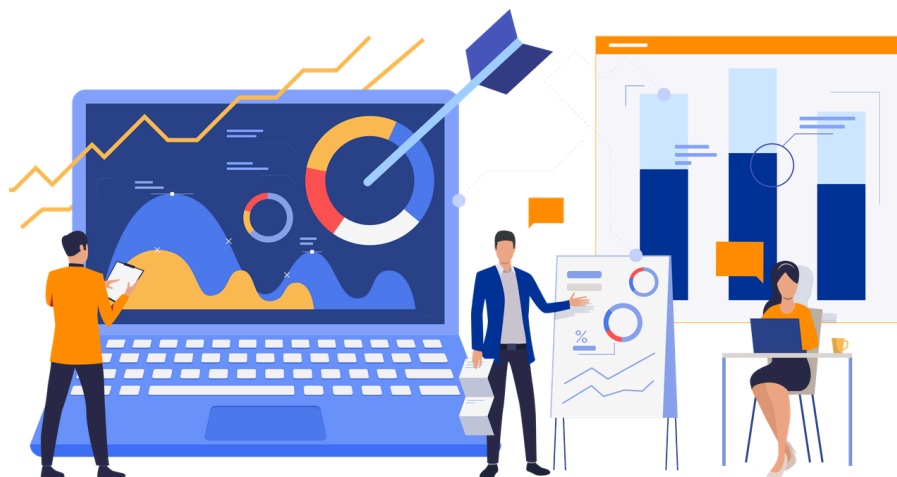


FINRA (A): Moving Financial Regulation to the Cloud

Cloud-based Technology Management, Leading Change Management

In July 2013, FINRA's CIO prepared to advocate for shifting from on-premises data centers to public cloud resources, reversing a prior decision. This fundamental change faced mixed reactions from the board due to concerns about data security and management. The decision would significantly impact FINRA's technical direction and job roles. Students will learn to analyse the merits of different cloud infrastructure models, evaluate how technology decisions align with organizational values, and develop change management plans for major strategic shifts.

Note: Listed above are a few indicative case studies and may change depending on periodic updates. The programme may include additional case studies specially curated by the faculty.



**Gain the global edge with
Two online certificate courses from**

**Northwestern
Kellogg**

Course 1: AI Strategies for Business Transformation

Harness AI's transformative potential to unlock business value

Learning experience



Live faculty session



Peer learning



Cutting-edge curriculum



Case studies



Real-world industry examples



Frameworks and principles



Capstone project



Weekly office hours



Inclusive learning



Topics

- Foundations of AI—from prediction to creation to autonomy
- AI and customer experience management
- AI and operations management
- AI and business support functions
- AI applications in selected Industries
- Generative AI and creative industries—transforming media, art and design
- AI and business transformation—strategy, capabilities and governances
- AI and society—ethics, regulation and jobs

Faculty: AI Strategies for Business Transformation



Mohanbir Sawhney

Associate Dean for Digital Innovation;
McCormick Foundation Chair of Technology;
Clinical Professor of Marketing;
Director of the Center for Research in Technology
and Innovation

Course 2: Strategic Communication for Leaders: Presence, Influence, Impact

Learn the essentials of focused business growth planning

Learning experience



Live sessions
with program
leaders



Dedicated program
support team



Peer learning
and feedback



Grading and
evaluation



Bite-sized
learning



Real-world
application

*(Availability subject to change)



Topics

- Foundations of transformative leadership communication
- Building executive presence (part one)
- Building executive presence (part two)
- Fostering engaged, high-performing teams
- Mastering difficult feedback conversations
- Launching and leading through change

Faculty - Strategic Communication for Leaders: Presence, Influence, Impact



Shana Carroll

Clinical Professor of Management and Organizations
Associate Chair, Management and Organizations
Department Co-Director, Leadership Development
and Communications Program (LDEV)



Brooke Vuckovic

Clinical Professor of Management and Organizations,
Kellogg School of Management

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% will be awarded a participation certificate.

We encourage you to attend all the live sessions and make the best out of these interactive learning experiences.



Upon successful completion of each course, Kellogg Executive Education grants a verified digital certificate of completion to participants. These courses are graded as pass or fail; participants must receive 80 percent to pass and obtain the certificate of completion for each course.



Note: -All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Kozhikode and Kellogg Executive Education. IIM Kozhikode and Kellogg Executive Education reserve the right to change the certificate and specifications without notice.

-This online certificate programme does not grant any academic credit or a degree from Kellogg School of Management.

Programme Details

Programme Fee: **INR 6,78,000 + GST**

Duration: **12 months (3 hours per week)**

Programme Start Date: **30 June 2026**

Note:

- The actual programme schedule will be announced closer to the programme start.
- GST (currently @ 18%) will be charged extra on these components.
- Additional convenience charges will be applicable on instalment payments.
- Study materials will be provided in either electronic or hard copy format, per the respective course's requirements. For **learners residing in India**, any courier charges will be borne by the institution. For **international learners**, courier charges for physical study materials shall be borne by the learners themselves.
- If a programme session corresponds with a public holiday, the session will be held on the following weekend.
- 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.
- Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.



Programme Details

ELIGIBILITY CRITERIA

-Graduate (10+2+3) or Diploma holders (Only 10+2+3) from a recognised university/school. (UGC/AICTE/DEC/AIU/State Government/recognised international universities).

-Candidate should have a minimum of 10 Years of experience as of the Programme start date, i.e., 30 June 2026.

ATTENDANCE

- **For modules by IIM Kozhikode:** Minimum 75% attendance is a prerequisite for the successful completion of this programme.

- **For online certificate courses by Kellogg Executive Education:** Participants must finish required pre-recorded video lectures, readings, and make required submissions.

EVALUATION

- **For modules by IIM Kozhikode:** The methodology is at the discretion of the faculty and includes online exams, case analyses, class contribution, assignments, graded project presentations, simulations and capstone project. Participants will have to secure the minimum pass marks in the respective components.

- **For online certificate courses by Kellogg Executive Education:** A course is scored as a pass or no-pass; participants must complete the required activities to pass and obtain the certificate of completion. Course may include a graded final project, graded weekly assignments, graded case analysis submission to obtain passing status.



Application Process



Academic Orientation

8 August 2026

First Academic Session

22 August 2026

Schedule

The live online platform classes by IIMK faculty are every Saturday in the time slot of 12:15 pm to 03:15 pm IST*

Note:

- Some sessions with IIM Kozhikode faculty could be rescheduled at a different time, in case of exceptional circumstances
- For courses by Kellogg Executive Education, doubt-clearing sessions with the Programme Leaders would be basis global cohort timings and the details would be shared closer to the start date of courses by Kellogg Executive Education.
- Due to time zone differences, some sessions with industry experts can take place at different hours



About IIM Kozhikode

About IIMK Established in 1996, with its first Post Graduate Programme (PGP 01) officially initiated in 1997, 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.



#4

76 Global | Rank #4 in India
Financial Times, Open
Enrolment Rankings 2025

#3

NIRF India Ranking
2025, Management



About Kellogg Executive Education

Kellogg Executive Education empowers business leaders to foster growth in themselves, their teams and their organisations. Their renowned faculty, consisting of the world's best researchers, educators and practitioners, provide practical insight that participants can apply as soon as they return to work. Providing a collaborative, immersive environment for its executive development programmes, Kellogg Executive Education serves a variety of businesses and executives from a myriad of industries and geographies.



About Emeritus

Emeritus is committed to teaching the skills of the future by making high-quality education accessible and affordable to individuals, organizations, and governments worldwide. It does this by collaborating with more than 80 top-tier universities across the United States, Europe, Latin America, Southeast Asia, India, and China. Emeritus' short courses, degree programs, professional certificates, and senior executive programs help individuals learn new skills and transform their lives, companies, and organizations. Its unique model of state-of-the-art technology; curriculum innovation; and hands-on instruction from senior faculty, mentors, and coaches has educated more than 350,000 individuals across 80+ countries.



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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 organisation
- Please ensure that the document(s) you submit contains a date of joining and a date of leaving or a statement about the number of years you have worked at the organisation

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Webcam:

Built-in or USB plug-in



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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



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