



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



# Chief Technology Officer (CTO) Programme

Become a visionary tech leader with the global edge

Duration - 12 Months

Live Online Lectures by IIM Kozhikode (IIMK) + 3-Day Immersion at IIMK Campus

2 Online Modules by Kellogg Executive Education

## IIM Kozhikode Executive Alumni Status

<b>2</b>	Double Accreditation (AMBA & EQUIS)	<b>#3</b>	Top B-School in India (NIRF 2023) <small>*Management Category</small>	<b>#4</b>	Rank #4 in India and #70 Globally Financial Times, Open Enrolment Rankings 2024
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Featuring exclusive modules from

Northwestern  
**Kellogg**  
School of Management

# Programme Summary

## Chief Technology Officer Programme



### Institute Name

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



### Programme Duration

12 Months



### Cost

INR 6,55,000 + GST



### Global Exposure

Two modules 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 School of Management



### Guest Faculty/ Industry Experts

Senior Industry Practitioners



### Eligibility

Graduate / Diploma holder with minimum 10 years of work experience.



### 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
- **Pre-recorded modules with Kellogg School of Management Faculty -** At your own pace, learn from the best minds globally
- **On-Campus Immersion -** Three days to learn and network with a diverse peer-group at IIMK campus
- **Masterclasses-** Learn from top CXOs and tech leaders
- **Faculty Guided Capstone Project -** Apply your learnings, receive feedback, and present your findings
- **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 modules 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 9 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 modules by Kellogg Executive Education?

There would be two modules of pre-recorded lectures by the faculty of Kellogg School of Management spread across 3 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 modules 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 towards the end of the programme, providing a rich networking and face-to-face learning opportunity.

## Frequently Asked Questions

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### **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 modules 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 module 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 modules 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 28-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 CTO 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!

*Debashis Chatterjee*

**Prof. Debashis Chatterjee**

Director,  
Indian Institute of Management Kozhikode



# Programme Overview

## High-impact learning for the modern CTO

**27%**

As India's digital journey accelerates, the CTO's role is becoming pivotal to organisational success. Demand for CTOs jumped 27% in the December quarter from a year earlier, as per recruiter Michael Page.

**33% to 50%**

Economic Times data reveals the demand for CTOs makes up a staggering 33% to 50% of the total demand for CXO roles.

Companies across sectors, from banking, finance services & insurance to tech conglomerates, manufacturing & healthcare are hunting for skilled talent. The mandate is to drive technology strategy, innovation, transformation, and operational efficiencies in a fast-evolving digital landscape. '**CTOs are getting a seat at the table,**' says Shiv Agarwal, MD of executive search and talent advisory firm ABC Consultants.

**The substantial increase in CTO 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.**' They must grasp long-term business issues and craft strategic tech initiatives that drive growth and competitive advantage. **This covers a multi-pronged mandate:** Balancing strategic alignment with operational efficiency. Fostering a culture of innovation and evolving into digital ecosystem architects. Utilising advanced digital capabilities to create dominance. And honing future leaders and preparing for board-level responsibilities.

In the post-COVID world where digital transformations become high strategic priorities for so many organisations, the CTO has emerged as a right-hand to the CEO. **According to the 2024 State of the CIO Survey from Foundry/CIO.com, 56% of CTOs report directly to the CEO.**

# Programme Overview

To support this exciting, evolving role, IIM Kozhikode has launched its **Chief Technology Officer Programme**. This programme offers a holistic approach to modern tech leadership by focusing on five key pillars – Technology Strategy and Architecture, Digital Transformation, Innovation Culture, Digital Operations Excellence, and C-Suite Leadership. Participants will balance disruptive tech strategies like AI and blockchain with governance levers like managing IT assets, cybersecurity, and ESG compliance. The programme also hones boardroom influence with a focus on strategic decision-making and change management. Furthermore, to gain a global edge, participants can access two online modules from Kellogg Executive Education. As they learn with peers from around the world, they evolve into agile and holistic technology leaders.

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Given the centrality of digital technologies and the critical roles they play in every part of the organisation, the board is getting more and more involved with the technology function and the CTO is at the centre of all these discussions. We are witnessing a combination of the technology, information, and the digital functions under one leader.

**Vikram Chhachhi**

Managing Partner, India, DHR Global

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**78%**

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

**60%**

of organisations are prioritising investments in strengthening their digital core.

**60%**

of organisations are implementing emerging technologies such as Generative AI to boost employee productivity and business growth.

Source: Accenture Pulse of Change, 2024

**Starts on**  
**30 September 2024**

**Duration**  
**12 months**

**Programme fee**  
**INR 6,55,000 + GST**

# Top 3 reasons to enrol in the programme:

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

## Get the global edge from Kellogg School of Management!

Northwestern  
**Kellogg**  
School of Management

Immersion into the global cohorts of 'AI Applications for Growth' and 'Leading Growth Strategy' 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.

## 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 priorities like cybersecurity leadership and ethical tech leadership.
- Build valuable networks with industry peers that deepen insight and open opportunities.

## Evolving 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



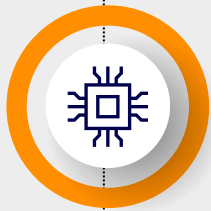
# Key Takeaways

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.



There are a lot of technology trends that don't live up to their promises. A CTO should see how engineering will fit into the company goals and market. Technology vision coupled with strategic thinking beyond technology is important.

**Ozgur Aksakal**

President, Global CTO Forum

# Programme Highlights



Gain IIM Kozhikode Executive Alumni Status



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



2 online modules via pre-recorded video lectures by Kellogg Executive Education (3.5 to 4 months)



3-day immersion at IIM Kozhikode campus



Capstone project guided by IIMK Faculty



Advanced modules on technology strategy, digital transformation, and AI applications for growth



5+ masterclasses with CXOs and tech leaders



Real-world insights from industry practitioners



Opportunity to learn with seasoned peers across industries and regions



Annual subscription to the Wall Street Journal

## \*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 modules by Kellogg Executive Education would primarily include pre-recorded video lectures by faculty of Kellogg School of Management.

# Programme Director

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 product 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.



# 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

- Leverage Tech Strategy as Disruptive Innovation
- CTO Vs CIO Vs CDO
- Enterprise Architecture - the technical view
- Enterprise Architecture - decisions that aid strategic planning
- AI Stack - General and Specific AI models
- AI Stack - Employable ML frameworks
- Blockchain and Smart Contracts
- Automation - RPA and advancements in automation technologies

## Pillar II

### DIGITAL TRANSFORMATION

- Quantum Computing
- AI GPU Clouds
- Infrastructure for Industry 4.0
- Transform to a Platform
- Skilling a firm for the AI age
- Joint Ventures in the API era
- Failing Fast for Success;

## Pillar III

### INNOVATION CULTURE CULTIVATION

- The Innovation Imperative
- Gardener vs Gatekeeper
- Explore and Exploit - Ambidexterity
- Intrapreneurship
- Knowledge Management in Industry 4.0
- Design Thinking for Innovation

## Pillar IV

### DIGITAL OPERATIONS EXCELLENCE

- IT Asset Management
- Digital KPIs; Global Capability Centres
- Cybersecurity - from Code to Compliance
- Obsolescence Risk
- Measuring IT for ESG

## Pillar V

### C-SUITE LEADERSHIP

- Change Management for CTOs
- CTO-led Project Management
- CTO-led Product Development
- Tech's bargaining pieces
- What should CTOs do to enter the Board? CTOs as Coach

## Pillar VI

### AI APPLICATIONS FOR GROWTH (8 WEEKS)

#### Module by Kellogg Executive Education

- The AI Revolution: Trends, Tools, and Applications
- AI and Customer Experience Management
- AI and Operations Management
- AI and Business Support Functions
- AI Applications in Select Industries
- Transforming Your Business with AI: Strategy and Capabilities
- Transforming Your Business with AI: Organisation and Society
- Generative AI To Empower Your Business Potential

## Pillar VII

### LEADING GROWTH STRATEGY (6 WEEKS)

#### Module by Kellogg Executive Education

- Growth Strategy Overview
- Discovery Workshop–Search for Growth
- Mapping a Strategy and Building Support
- People–Unleashing Potential
- Delegation, Execution, and Metrics for Growth and Success

# 3-Day Immersion at IIMK Campus

Towards the end of the programme, 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.

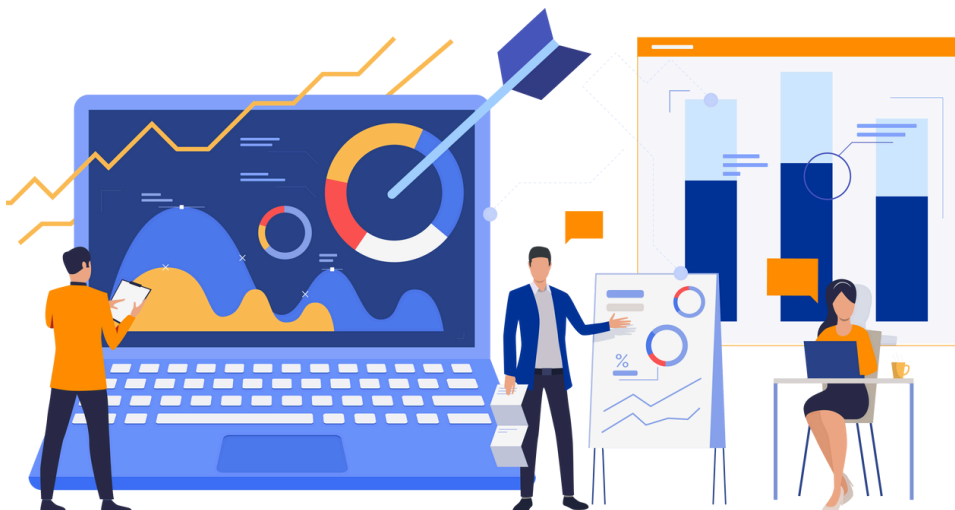


## FINRA (A): Moving Financial Regulation to the Cloud

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.





# Application Process



Academic Orientation

**19 October, 2024**

First Academic Session

**26 October, 2024**

## Schedule

The live online platform classes by IIMK faculty are every Saturday in the time slot of 06:45 pm to 09:45 pm IST\*

Note:

- Some sessions with IIM Kozhikode faculty could be rescheduled at a different time, in case of exceptional circumstances
- For modules 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 modules by Kellogg Executive Education.
- Due to time zone differences, some sessions with industry experts can take place at different hours



# 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., Sept 30th, 2024.

## ATTENDANCE

- **For modules by IIM Kozhikode:** Minimum 75% attendance is a prerequisite for the successful completion of this programme.
- **For modules 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 modules by Kellogg Executive Education:** A module is scored as a pass or no-pass; participants must complete the required activities to pass and obtain the certificate of completion. Module may include a graded final project, graded weekly assignments, graded case analysis submission to obtain passing status.



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



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 Fee: **INR 6,55,000 + GST** (exclusive of application fee)

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

Programme Start Date: **September 30, 2024**

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.
- The school will be providing study materials in an electronic format. If a participant needs a physical copy, they will have to bear the courier charges.
- 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.



# About IIM Kozhikode

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 Programs. IIMK set up a Satellite campus at Info park, Kochi, in 2013 dedicated to Executive Education. IIMK has also the unique distinction of launching a PhD (Practice Track) programme for working professionals besides bringing in new dynamic programmes such as the 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 start-up incubation programme and the Indian Business Museum.

IIMK is ranked 3rd as per NIRF India Rankings 2023: Management. The institute also features regularly among top global institutes for its flagship MBA (PGP) and EMBA programme (EPGP) in the QS World University Rankings. The institute has leapfrogged 100 spots to be placed in the Top 151-200 Institutes in Business & Management Studies globally, as per the QS World University Rankings by Subject 2024. IIM Kozhikode is also globally accredited by EQUIS (EFMD) and AMBA (UK) and is on the verge of a triple-accreditation crown.

IIM Kozhikode also made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked #70 among the top-80 open-enrolment executive program providers globally for the year 2024. The feat has further consolidated the 28-year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute had also entered in global top-100 at Rank #77 for FT Masters in Management (MIM) 2023 Rankings, for its full time MBA programme. IIM Kozhikode has successfully delivered close to 1300 MDP programmes over the past two decades, training more than 41,000 participants from 150+ organisations, which also includes several Fortune 500 companies in the process.



**#3**

NIRF India  
Rankings 2023,  
Management

**#4**

Rank #4 in India and #70  
Globally, Financial Times, Open  
Enrolments Ranking 2024

**#3**

India's Best B-School  
The Week- Hansa  
Research Survey 2023

# About Kellogg Executive Education

Kellogg Executive Education empowers business leaders to foster growth in themselves, their teams, and their organizations. 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 programs, Kellogg Executive Education serves a variety of businesses and executives from a myriad of industries and geographies.



# About Emeritus

IIM Kozhikode is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programmes. Working with Emeritus gives IIM Kozhikode the advantage of broadening its access beyond its on-campus offerings in a collaborative and engaging format that stays true to the quality of IIM Kozhikode. Emeritus' approach to learning is built on a cohort-based design to maximise peer-to-peer sharing and includes video lectures with world-class faculty and hands-on project-based learning. More than 300,000 students from over 200 countries have benefitted professionally from Emeritus' programmes.



# Application Requirements

## **Your Photo ID Proof**

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

# System Requirements

This programme includes live online classes. To attend a live online class, you will need to have a PC/Laptop/ Mac with:



## **Speakers and microphone:**

Built-in or a USB plug-in or wireless Bluetooth



## **Webcam:**

Built-in or USB plug-in



## **Processor:**

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



## **An internet connection:**

Minimum bandwidth of 3.0 Mbps (up/ down)



## **Browser:**

IE 11+, Edge 12+, Firefox 27+, Chrome 30+



**Zoom software client installed on your PC/ Laptop/ Mac**



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