



भारतीय प्रबंध संस्थान कोषिककोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought

Strategic Management Programme for CXOs

Live Online + Campus Immersion | 10 Months | ₹4,80,000 + GST

IIM Kozhikode

Advantage

From the Director's Desk

IIM Kozhikode has designed the Strategic Management Programme for CXOs with the main idea of defining and implementing a company's long-term goals and objectives. It involves analysing the organisation's internal and external environment, developing a strategic plan, and allocating resources to achieve the desired outcomes. 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 are a testimony to growth we have achieved in our 28-year journey of academic excellence.

At this juncture, it is also pertinent to share that both future and past are integral to the path taken by an institution on this journey of excellence. Having a wide, far-seeing vision is not an indulgence but an activity that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination. That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The Institute has set for itself a pre-eminent role with the above motto. The sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration.



Prof. Debashis Chatterjee,
Director, IIM Kozhikode

Debashis Chatterjee



C-Suite and Upskilling

In today's fast-changing business landscape, the C-suite's role is more vital than ever. A McKinsey study reveals 87% of executives feel unprepared for future challenges, while only 41% of companies meet strategic goals, according to PwC. To navigate these uncertainties, 93% of leaders agree that upskilling is crucial. IIM Kozhikode's Strategic Management Programme for CxOs equips you with the skills, insights, and tools to enhance strategic thinking, understand market dynamics, and excel in execution, empowering them to lead their organizations to success.

This programme is for

Business Leaders & Aspiring CXOs who aim to elevate their strategic thinking and enhance their leadership skills to meet the demands of a rapidly changing business environment.

Entrepreneurs that need to learn the overall strategy required for positioning their organisation for success. This would include knowing the major support and driving functions of the business namely, Sales, Marketing, Operations, HR and Tech

Eligibility Criteria

10 years of professional work experience* with a diploma (10+2+3 or 10+3) or bachelor's degree from a recognized university.

***Internships and training do not count as full-time experience**

Admission Criteria

The selection will be based on the candidate's corporate nominations and retail applications with credentials. Final selection of participants will be solely done by IIM Kozhikode.

Transform into a celebrated leader



Bring in a Fresh Perspective

Distinguish yourself by combining traditional competence with modern methods to enhance effectiveness, creativity, and growth. This approach allows you to lead with innovation and impact.



Make Informed Decisions Across Functions

Develop the ability to make informed decisions by integrating digital and engineering operations management. Strengthen your strategic competencies to optimize business performance across various functions and stages.



Think Like a C-Suite Leader

Adopt a C-Suite mindset by developing C-suite level business acumen. Learn to prioritize future readiness while building resilient and well-ordered business practices that are essential for sustainable growth.



Enhance Your Knowledge & Skillset

Gain insights into contemporary technologies and methods to tackle business complexities. Learn to navigate technological disruptions, implement speed-to-market strategies, and drive high-performing teams.



Learn Among Future & Present CXOs

Engage in peer learning and network with current and aspiring C-Suite professionals. This interaction provides an excellent opportunity to broaden your horizons and expand your professional network.

How does the programme stand out?

Features	Strategic Management Programme for CXOs	Generic Strategic Management Programmes
Target Audience	C-Suite Officers (CXOs) and mid to senior-level executives	General managers and professionals with strategic responsibilities
Curriculum Focus	Tailored to the specific needs and challenges of CXOs and Senior leadership, with a focus on strategic thinking, organizational transformation, and leadership development	Provides a broader overview of strategic management concepts, with a focus on strategic planning and decision-making
Content Depth	In-depth coverage of strategic topics, including cybersecurity, technology, leadership, and corporate accountability, with a focus on practical applications	May provide a broader overview of strategic concepts but may lack the same level of specialization and depth tailored to CXOs
Case Studies	Case studies designed from the live experience of the faculty, tailored for C-Suite, C-Suite aspirants and senior leaders	May include general case studies that may not be as directly applicable to CXOs
Faculty Expertise	Features faculty members with specific expertise in strategic leadership, organizational transformation, and other areas relevant to CXOs	May feature faculty members with a general background in strategic management
Peer Networking	Provides opportunities for CXOs and senior leaders to network with peers and learn from their experiences	May offer networking opportunities, but the focus may be less on peer-to-peer learning among CXOs
Practical Applications	Emphasizes practical applications of strategic concepts to real-world challenges faced by CXOs	May focus on theoretical concepts with limited emphasis on practical applications.

Programme Highlights



Tailored Curriculum



IIM Kozhikode Executive Alumni Status



Campus Immersion



Capstone Simulations



AI and Data Science for Leadership



Real-World Business Cases



Business Analytics for Leaders



Expert Faculty from IIM Kozhikode



Peer Learning Opportunities

Attendance Criteria

A minimum of 75% attendance is a prerequisite for the successful completion of the programme.

Session Timings

Sunday, 09:00 AM – 12:00 PM

A unique approach

This programme aims to make you a **S.T.A.R** in your organisation by imbuing you with requisite knowledge, skills, and competencies designed to accelerate your career.

S Acquire **strategic thinking** skills to reframe organisational priorities and possibilities in challenging times

T Embrace, adopt, and deploy cutting-edge **technology** to build strategic solutions to market-related problems

A Get an **all-rounder perspective** for a results-focused approach to seize new business opportunities

R Develop **responsible managerial competencies** calibrated to lead large-scale organisational transformations





The S.T.A.R Curriculum

Strategic Thinking

Business Environment – Trends and Analysis

- Global Market Dynamics
- Industry and Competitive Analysis
- Economic Indicators and Forecasting
- Technological Innovations Impact

Business Planning & Risk Management

- Strategic Planning Processes
- Risk Identification and Mitigation
- Business Continuity and Resilience Planning
- Scenario Planning

Corporate Strategy and Growth Management

- Formulating Corporate Strategies
- Mergers and Acquisitions
- Strategic Alliances and Partnerships
- Business Diversification Strategies

Innovation & New Economy Business Models

- Fostering Innovation
- Disruptive Business Models
- Digital Transformation Strategies
- Sustainability and Social Innovation

Technology Embracement

Data Science and Analytics for business decisions

- Understanding big data and its business applications.
- Tools and techniques in data science for strategic decision-making.
- Leveraging predictive analytics for forecasting and trend analysis.
- Ethical considerations and data governance.

Artificial Intelligence and Virtual Organization

- Principles and applications of AI in business.
- AI's role in optimizing operational efficiency.
- Building virtual organizations and remote work strategies.
- Ethical and societal impacts of AI.

Digital Transformation

- Strategies for leading digital transformation initiatives.
- Integrating digital technologies into business processes.
- Building a digital culture and managing change.
- Evaluating the impact of digital transformation on business models.

Cybersecurity and Information Management

- Understanding cybersecurity risks and strategies.
- Best practices in information management and data protection.
- Legal and regulatory aspects of cybersecurity.
- Building a resilient cybersecurity infrastructure.

Technology Leadership and Innovation

- Leadership skills for driving technological innovation.
- Fostering a culture of innovation within organizations.
- Identifying and investing in emerging technologies.
- Navigating challenges in technology adoption and change management.

All-round Business Understanding

Customer Experience and Brand Engagement

- Understanding customer journey and touchpoints.
- Strategies for building and sustaining brand engagement.
- Leveraging digital channels for customer experience enhancement.
- Measuring and analyzing customer satisfaction and feedback.

Agile Projects & Operations

- Principles of Agile methodology and its business applications.
- Agile project management tools and techniques.
- Streamlining operations for agility and efficiency.
- Balancing agility with risk management in project execution.

Profit Planning & Corporate Finance

- Fundamentals of financial planning and analysis.
- Strategies for profit maximization and cost management.
- Corporate investment and financing decisions.
- Risk assessment and management in financial planning.

Managing & Leading Teams

- Leadership styles and their impact on team dynamics.
- Effective communication and conflict resolution in teams.
- Building high-performing teams and talent management.
- Promoting innovation and creativity within teams.

Responsible Leadership

Organization Development & Change Management

- Strategies for effective organization development and growth.
- Leading and managing change in dynamic business environments.
- Building a resilient and adaptive organizational culture.
- Implementing change while ensuring employee engagement and wellbeing.

Corporate Leadership and Accountability

- Ethical decision-making and leadership integrity.
- Accountability mechanisms in corporate governance.
- Role of leaders in shaping corporate culture and ethics.
- Legal and ethical responsibilities of corporate leaders.

Corporate Social Responsibility and Sustainable Practices

- Developing and implementing CSR strategies.
- Integrating sustainability into business operations and practices.
- Measuring and reporting on social and environmental impact.
- Ethical supply chain management and fair-trade practices.

Corporate Reputation & Crisis Management

- Building and maintaining a strong corporate reputation.
- Strategies for effective crisis management and communication.
- Risk assessment and reputation risk management.
- Post-crisis recovery and reputation rebuilding strategies.

Inclusive Leadership and Diversity

- Fostering inclusivity and diversity in leadership and teams.
- Addressing biases and promoting equity in the workplace.
- Developing global leadership competencies for diverse environments.
- Creating an inclusive organizational culture

Leadership, Strategy and Execution

- Capstone Leadership Module
- Capstone Simulation

Unlocking Strategic Insights: Case Studies for CXOs



- **Statements of Cash Flows: Three Examples**

Dive into the world of financial health with real-world examples that reveal the secrets behind successful cash flow management. **What hidden patterns will you uncover that could transform your organization's financial strategy?**

- **What is Strategy? by Michael E. Porter**

Explore the essence of strategy and discover why operational effectiveness alone isn't enough. Are you ready to challenge your assumptions and redefine your competitive edge?

- **The Five Competitive Forces that Shape Strategy**

Analyze the forces that dictate industry dynamics and profitability. What strategies will you devise to outmaneuver your competitors in an ever-evolving market?

- **Porter's Generic Competitive Strategies**

Learn about the three pillars of competitive advantage. Which path will you choose to elevate your organization above the rest?

- **Crown Cork & Seal in 1989**

Witness the strategic decisions that shaped a leading company in the metal container industry. What lessons from the past could guide your future in turbulent times?

- **To Diversify or Not to Diversify by Constantinos C. Markides**

Delve into the complexities of diversification and its potential pitfalls. Will your next move be a leap of faith or a strategic misstep?

- **Corporate Strategy: The Quest for Parenting Advantage**

Discover how corporate parents can create value for their subsidiaries. What untapped potential lies within your organization's portfolio?

- **Alphabet Eyes New Frontiers**

Examine how Alphabet navigates innovation and risk across diverse ventures. What bold strategies will you adopt to stay ahead in a rapidly changing landscape?

- **Note on Marketing Strategy**

Uncover the essential elements that drive successful marketing initiatives. How will you align your marketing efforts with your overarching business goals?

- **Southwest Airlines (A)**

Investigate the unique strategies that set Southwest apart in the airline industry. What can you learn from their approach to customer service and operational excellence?

- **Six Principles of Effective Global Talent Management**

Explore the strategies that empower organizations to manage talent across borders. How will you harness global talent to fuel your company's growth?

- **Google Project Oxygen**

Discover how Google uses data to enhance management practices. What insights will you gain to revolutionize your approach to team dynamics?

- **Artificial Intelligence in Human Resources Management**

Navigate the challenges and opportunities of AI in HR. Are you prepared to embrace the future of workforce management?



Pedagogy & Programme Delivery

The teaching approach will be highly interactive taking advantage of the technological benefits. Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, Tablet, or Smartphone. The learning methodology is at the discretion of IIM Kozhikode which will include but is not limited to:



Live Lectures



Simulations



Case Studies



In-Class Exercises

Assessment & Evaluation

Evaluation methodology is the discretion of the faculty. The methodology includes online and is not limited to:



Exams



Case analysis



Class contribution



Projects

The programme may require participants to work on Individual and group assignments. 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.

Achieve Excellence

Credentials that set you apart

- **Achieve Excellence:** Participants who excel in the evaluation and meet the attendance requirements will be honored with a prestigious 'Certificate of Completion'.
- **Earn Recognition:** Those who meet attendance but fall short in evaluations will receive a valued 'Certificate of Participation'.
- **Join an Elite Network of Leaders:** Successful graduates will be distinguished with IIM Kozhikode Executive Alumni status, marking their entry into an esteemed professional network.



**All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Kozhikode*

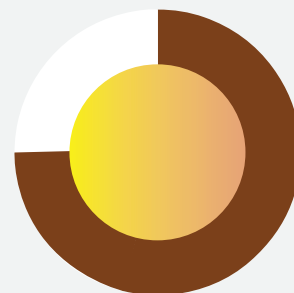
Previous Cohort's Demographics

Top Grades

Vice President
Assistant Vice President
Director
General Manager
Head

Work Experience

- 15+ years – 75%
- 10-15 years – 25%



Past learners hailed from



Learn at the IIM Kozhikode Campus

As we approach the culmination of our transformative journey, we invite you to participate in an exclusive three-day campus immersion at IIM Kozhikode. This immersive experience is designed to further enrich your learning, foster meaningful connections, and inspire new perspectives.

Please note that the on-campus modules are subject to prevailing circumstances, including pandemic-related protocols or unforeseen circumstances. In the unlikely event that the on-campus module is not feasible, we will seamlessly integrate the sessions into our online curriculum, ensuring a seamless and uninterrupted learning experience.

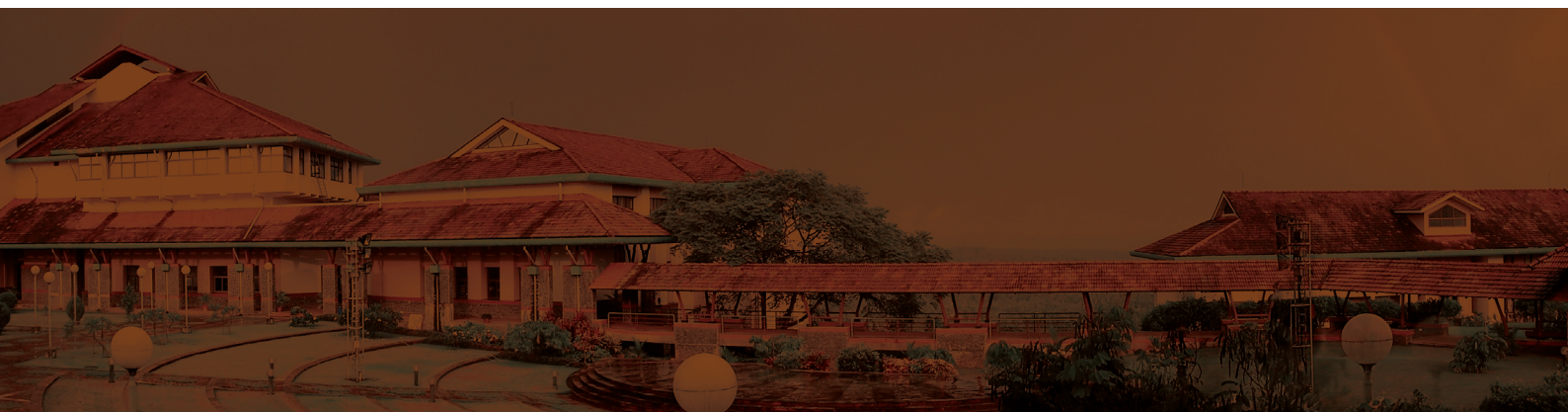
Programme Coordinator



Prof. Rajesh Srinivas Upadhyayula
Dean (Programmes) & Professor
Strategic Management

Rajesh S. Upadhyayula is a Professor in Strategic Management and Dean (Programmes) at IIM Kozhikode. He has an eclectic experience spanning academia, industry, and non-governmental sectors. He is a post-graduate from IIFM Bhopal and a PhD from the Indian Institute of Management, Ahmedabad. His topic of research was examining how networks help IT firms (within and outside clusters) build capabilities. He was a recipient of the prestigious Infosys Fellowship for his doctoral dissertation. During his doctoral programme, he spent 3 months at the Institute of New Technologies, United Nations University, Maastricht, Netherlands. He was a Visiting Scholar to University of Sydney, Australia.

His works (along with co-authors) were recognised at many national and international conferences. He was also a speaker at various events and has also extensively taught at MDP Programmes including facilitating sessions for senior leadership for companies such as Bosch India Limited, Star TV, etc. Before joining IIM Kozhikode, Rajesh worked as Manager, Think Tank, a strategic planning wing at Tata Consultancy Services. His current research interests are in the areas of firm choice in multiple clusters, internationalisation strategies of offshore service providers, emerging market multinationals and corporate governance.



Programme fee



Particulars	Amount (₹)*
Application Fee**	4,80,000

Note:

*Taxes will be added as applicable.

*All fees will be collected by BCCL.

This is with reference to the refund of the processing fee. Please note that the processing fee shall not be refunded in the following circumstances:

- In case candidate rejects the offer issued by the Institute; and
- In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.

Instalment Schedule

Instalment	Instalment Date	Amount (₹)*
I	To be paid at the time of Registration	2,500
	To be paid within one week of offer roll-out date	1,47,500
II	10 th May 2025	1,15,000
III	10 th July 2025	1,42,000
IV	10 th September 2025	73,000

Application closure date	Refer to website
Programme Start Date	23 rd February, 2025
Programme End Date	November, 2025

APPLY NOW





Creating leaders of tomorrow

Started in 1997 with its Post Graduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high growth trajectory today, offering widest range of academic programmes in the field of management education. These include Fellow Programmes in Management, Executive PG Programmes, Management Development Programmes, and Faculty Development Programmes. IIMK set up a Satellite campus at Infopark, Kochi, in 2013, dedicated to Executive Education. IIMK also has a unique distinction of launching a Ph.D. (Practice Track) programme for working professionals besides bringing in new dynamic courses in Women Leadership, one-year Post Graduate Programme in Business Leadership (2019), MBA in Finance, and MBA in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE, a first-of-its-kind startup incubation programme, and the Indian Business Museum.

IIM Kozhikode also made its debut in the prestigious Financial Times Rankings in 2024 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 #68 for FT Masters in Management (MIM) 2024 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.



3rd

NIRF Ranking 2024
(Management)

4th

(India)

70th

(Global)

Financial Times Ranking 2024



Established in 2013, TimesPro is a leading Higher EdTech platform dedicated to advancing the career prospects of driven learners by equipping them with essential skills for success in a competitive environment. TimesPro's programmes are thoughtfully designed to align with rapidly evolving industry demands and integrate cutting-edge technology, making them both accessible and affordable.

In partnership with top-tier institutions like the IIMs and IITs, TimesPro delivers executive education initiatives. TimesPro offers a wide range of educational programmes across various industries and age groups, including certificate, diploma, and degree programmes primarily in management and technology. These programs are a blend of esteemed academic content and real-world industry expertise, which significantly enhance the career trajectories of participants.

Additionally, TimesPro collaborates with leading organizations across multiple sectors in India to provide upskilling and reskilling solutions, thus boosting employability and building a robust workforce.

As an initiative of The Times Group, TimesPro is committed to redefining higher education through innovative use of technology, setting new standards in the educational landscape.

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