



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

With an online certificate course from
Northwestern | Kellogg

Batch 5



CHIEF OPERATIONS OFFICER (COO) PROGRAMME

Empowering future-ready COOs with a global edge

Duration - 11 Months

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

With an online certificate course from **Kellogg Executive Education**

IIM Kozhikode Executive Alumni Status

#4

In India, #76 Global Rank, Financial Times, Open Enrolment Rankings 2025

#3

NIRF India Ranking 2025, Management

Programme Summary

Chief Operations Officer Programme



Institute Name

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



Programme Duration

11 Months



Cost

INR 5,80,000 + GST



Learning Mode

Live Online (IIM Kozhikode) + In-Campus (IIM Kozhikode) + Online (Kellogg Executive Education)



Weekly effort

5-6 hours



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.



Alumni Status

Eligible for IIM Kozhikode Executive Alumni Status



Certificate

One Certificate by IIM Kozhikode and One Certificate 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 on strategic supply chain and global supply chain management

Flexible online modules by Kellogg Executive Education - At your own pace, learn from the best minds globally

IIMK 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 Indian and global peers

Frequently Asked Questions

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

Yes, the modules delivered by IIM Kozhikode are 100% live, taught directly by IIMK faculty. This includes weekly live online sessions as well as in-person classes during the 3-day on-campus immersion at the IIMK campus. The online certificate course from Kellogg Executive Education features flexible, self-paced modules that include pre-recorded bite-sized faculty video lectures, weekly live online office hours with the programme leader (an industry expert), peer learning with a global cohort, select live faculty sessions, and a programme-leader-guided capstone project.

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

There would be weekly live online lectures conducted by IIMK faculty spread across 18 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 IIMK faculty guided capstone project work.

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

The learning experience in the Kellogg Executive Education online certificate is designed to be flexible and immersive. It includes self-paced modules with pre-recorded, bite-sized faculty video lectures, weekly live online office hours with the programme leader (an industry expert), peer learning with a global cohort, select live faculty sessions, and a programme-leader-guided capstone project. Learners are also exposed to practical frameworks, real-world applications, and global business use cases.

What is the role of the Programme Leader in the online certificate course by Kellogg Executive Education?

Programme Leaders are an integral part of the Kellogg Executive Education online certificate learning journey. They are global subject matter experts who provide structured support, guidance, and facilitation to help participants deepen their understanding of the course material. While they are not part of the Kellogg faculty, they play a key role in enhancing the learning experience by offering practical insights, clarifying concepts, and supporting participants throughout the programme. Their involvement is exclusive to the online certificate component of 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. There is an optional 2-day immersion in Dubai for an enhanced global learning and networking experience.

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 module by Kellogg Executive Education, the evaluation is done by the Programme leaders or Emeritus grading team.

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 module 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 module by Kellogg Executive Education.

Frequently Asked Questions

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

Yes, there are business simulations on strategic supply chain management and global supply chain management in this programme, 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 the course and must receive a passing score of 80% to obtain the certificate of completion by Kellogg Executive Education for the course.

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

Yes, on successfully completing both the IIM Kozhikode modules and the Kellogg Executive Education online certificate course, 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 the 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 six 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 at the discretion of the IIM Kozhikode faculty.

For the online certificate course 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 11 months, including some occasional breaks that may be provided. This is indicative. The duration for IIMK and Kellogg modules 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 have seen a complete transition than they used to run a decade ago. 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 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 29-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 necessary to give meaning to our present and give this Institution a sense of purpose, direction, and imagination. 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 legitimate aspiration.

Now, redefine your possibilities and drive transformation through IIM Kozhikode's Chief Operations Officer programme that unlocks many distinct advantages. Firstly, become eligible for the Executive Alumni Status, a badge of honour from one of India's premier business schools. Secondly, delve into a comprehensive curriculum designed to dominate the present and secure the future, with cutting-edge topics like operational transformation, AI applications for business growth, cross-functional leadership, and technology integration. Thirdly, access a global network of seasoned leaders in an environment of learning and collaboration with the Kellogg Executive Education, a top-ranked university in the US.

This new-age, end-to-end perspective equips you to confidently deliver the multi-pronged mandate of the modern COO in today's high-velocity landscape.

Invest in your potential and start your journey of future-proofing your leadership career in operations and supply chains with the first step by enrolling in IIM Kozhikode's Chief Operations Officer Programme.

Wishing you all the very best!

Debashis Chatterjee
Prof. Debashis Chatterjee

Director,
Indian Institute of Management Kozhikode



Programme Overview

According to **PwC's COO Insights**, **49% of COOs strongly agree that they can reinvent their business operations through new technology.** However, without strategic planning, effective execution, and a clear understanding of how to restructure their teams, achieving meaningful transformation becomes a challenge. This insight highlights the growing complexity today's companies face: adapting to shifting customer expectations, embracing hybrid work models, reimagining supply chains, and accelerating technology integration. No matter how organisations evolve, one word defines their journey-and the mandate of the modern-day COO: Transformation.

Today's COO has to think beyond just optimising resources and increasing efficiencies. They have to keep an eye on current and future challenges. To do this, they must develop multi-pronged strategies that span operating models, cost structures, market footprints, and tech-driven innovations. This creates a strong CEO-COO partnership, which is crucial for businesses to unlock their transformative potential.

To complement this evolving role, IIM Kozhikode has launched the next batch of its **Chief Operations Officer (COO) Programme.** Designed for seasoned operations and supply chain leaders, the programme will equip you with technology and a data-driven strategic mindset to enable customer-centric value creation and achieve strategic operational excellence. You will hone your financial acumen, C-suite leadership quotient, executive presence, ability to spearhead transformation and change management skills. Participants will gain the global edge through an online certificate course from Kellogg Executive Education: **AI Strategies for Business Transformation: Generative and Agentic Intelligence.**

57% of operations and supply chain leaders have integrated AI into selected functions or throughout their organisations.

Source: PwC's 2025 Digital Trends in Operations Survey

Starts on
30 March 2026

Duration
11 months

Programme fee
INR 5,80,000 + GST

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

9 months



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Live online lectures by IIM Kozhikode faculty

Business Simulations on Strategic and Global Supply Chain Management

18 Modules on COO Excellence



2 months

Northwestern
Kellogg

Flexible online modules by Kellogg Executive Education

Office hours with success coach and networking with global peers

1 Certificate Course on AI Strategies for Business Transformation



A transformative programme designed to make COOs future-ready with AI edge



3 Days



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Campus immersion at the IIMK 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, flexible online modules from Kellogg Executive Education, guided capstone project, and campus immersion at IIMK.
- 02 Global edge:** Network with COO-calibre leaders through the immersive journey of AI Strategies for Business Transformation certificate.
- 03 Channel your inner COO:** Develop a COO's toolkit, mastering operations, supply chain leadership, operations management and leveraging AI for unprecedented growth.

Get the global edge from Kellogg Executive Education

Northwestern
Kellogg

With the 'AI Strategies for Business Transformation' course, you will explore AI use cases across two key dimensions: an organisation's value chain and multiple industries, giving you a comprehensive perspective on how AI creates impact in today's dynamic business landscape. Learn frameworks to build robust AI implementation plans across various industries



Who is this Programme for?

Operational leaders & aspiring COOs who wish to:

Strengthen knowledge with cutting-edge topics in technology, design thinking, AI, digital supply chain, agile, and risk resilience.

Build valuable networks with industry peers that deepen insight and open opportunities.

Develop C-Suite leadership quotient in operations & supply chain management, with a focus on efficiency and resilience.

New and emerging COOs who wish to:

Make a mark with cutting-edge practices to drive efficiency, innovation, and growth.

Complement the CEO by leading strategic decision-making, cross-functional teamwork, and change & crisis management.

Make decisions with confidence by embracing digital & engineering operations management, and other strategic skills to optimise operations.

Strengthen relationships amongst the organisation's most influential leaders, to amplify collaboration and innovation.



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Every successful business requires vision and a robust operational plan to execute that vision. In a well-run business, these two parts are intertwined but are carried out by at least two people with very different skill sets: the chief executive officer and the chief operations officer.

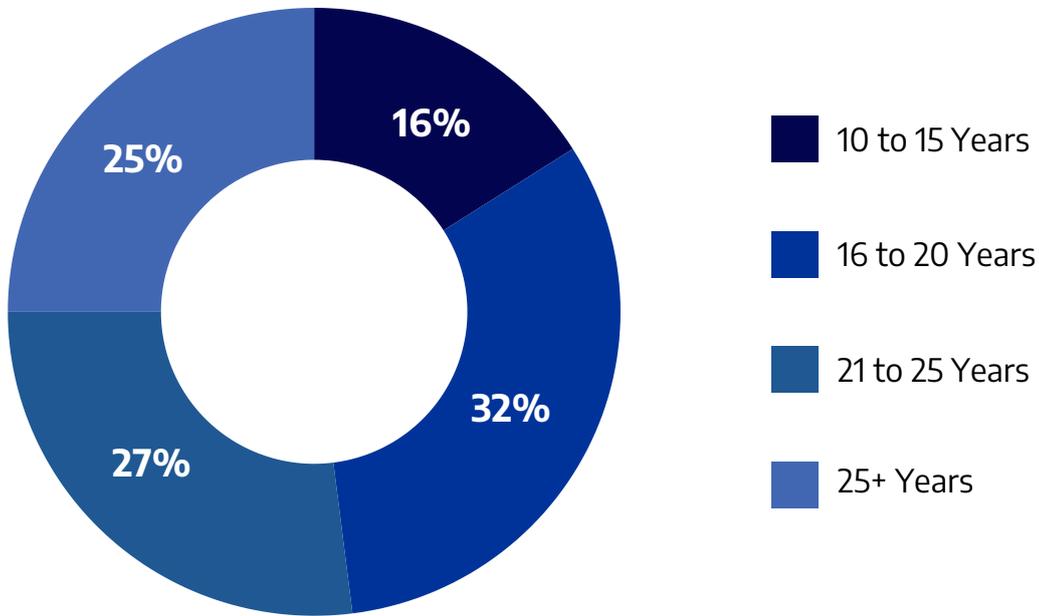
”

- **Adi Vaxman**

Forbes Council Member & CEO of Sheba Consulting

Past Participant Data

Work Experience



Top Industries

- Manufacturing
- IT/Computers
- Transportation/Logistics
- Financial Services
- Biotechnology/Pharmaceuticals
- Consumer Products/Retail
- Banking
- Others*

*Other industries include Construction, Education, Engineering, Real Estate/Development, Energy/Utilities etc.

Key Takeaways



Everyday Operational Efficiency

- Master operations & supply chain leadership – including digital & engineering operations management
- Gain industry-specific insights to create value and satisfy customers
- Use analytics & finance to make informed decisions
- Shift operations from a cost center to a business driver



Big Picture Alignment

- Drive strategic initiatives aligned to larger company goals – be a vital C-Suite partner
- Build strong stakeholder relationships
- Hone managerial & leadership capabilities to inhabit the COO role



Tech-Centric Innovation & Agility

- Drive increased process optimisation with analytics and digital technology
- Facilitate nimble competitive advantage & pivoting with new technology
- Achieve value-chain innovation & bottom-line results with strategic tech investments



Shock Resilience

- Create secure operations with rigorous risk management & regulatory compliance
- Lead during crisis and change management



Firm-Wide Collaboration

- Go beyond functional optimisation and strengthen cross functional integration
- Establish communication protocols and information exchange across the organisation



Gain a global perspective from Kellogg Executive Education

- Gain global exposure with Kellogg Executive Education certificate in 'AI Strategies for Business Transformation: Generative and Agentic Intelligence.'
- Network with global cohorts and peers and develop a worldwide perspective.

Programme Highlights



Eligible for IIM Kozhikode Executive Alumni Status



Live online lectures by IIMK faculty



2-day global immersion in Dubai (optional to attend)



One certificate course from Kellogg Executive Education



3-day immersion at the IIMK campus with a leadership building workshop



Capstone project guided by IIMK Faculty



Unique modules in operational transformation, excellence & global supply chain



Hands-on learning with business simulations in Strategic & Global Supply Chain Management



Insights from industry practitioners for a real-world perspective



Opportunity to learn with seasoned peers across industries and regions

2-Day Immersion in Dubai

Join a two-day immersion in Dubai, one of the world's leading centres for trade, innovation, and operational excellence. Gain practical exposure to how global organisations execute and scale.

What you'll experience:



Access to Global Industry Experts:

Insightful discussions on real challenges, scaling decisions, and transformation.



Case-Led Learning:

Apply C-suite thinking to real operational scenarios.



Workshops & Simulations:

Hands-on exercises mirroring complex leadership and decision-making.



Global Exposure:

Gain understanding of Dubai's innovation-driven business ecosystem.

Discussion Themes During the Immersion



Leadership in
Global Growth
Hubs & High-
Velocity Markets



Business Model
Innovation &
Emerging Ecosystems



AI-Enabled
Enterprise
Transformation



Strategic
Resilience in an Era
of Geopolitics &
Globalisation 2.0

*Note:

-For learners, the 2-day Dubai immersion is optional to attend.

-An additional fee applies for the Dubai Immersion, and participants will be responsible for arranging their own accommodation and travel, which will not be included in the Dubai immersion fee.

-Discussion themes are subject to change as per programme requirements without any prior notice.

Programme Directors

Ashutosh Sarkar received Doctor of Philosophy from Indian Institute of Technology (IIT) Kharagpur and was a Fulbright Visiting Scholar at University of Texas at Dallas. He has extensive experience in executive education and served as consultants to many private and public sector enterprises including Government of Kerala, Suzuki Motor Corporation, NALCO, and ULCCS Ltd. His areas of expertise include inventory and supply chain management, purchasing and supply risk management, applied optimization, and socially responsible operations management. Prof. Sarkar has published in many academic journals including in Financial Times list of 50 top management journals. His research has received international awards and been cited extensively. He was also elected as the national council member of the Indian Institute of Industrial Engineering and nominated as independent member of the Society of Operations Management. He is also serving as the Secretary of Asset Management Society of India.



Ashutosh Sarkar
Professor,
Quantitative Methods and
Operations Management Area,
IIM Kozhikode

“

In today's complex organisations, the COO is the orchestrator who connects the dots and ensures all functions – product, finance, distribution – are in sync. IIMK's programme covers a range of cutting-edge topics to create the 21st century COO who sits across the organisation.

”

Programme Directors

Prof. Arqum Mateen is with the Quantitative Methods & Operations Management area of IIM Kozhikode. He is a Fellow (Ph.D.) of Indian Institute of Management Calcutta, where he was the recipient of Satish K. Sehgal Doctoral Student Award for Scholarship and Organizational Citizenship. He has worked in energy, information technology, and pharmaceutical industries. He has trained managers and senior executives from some of the most reputed Indian and international organizations, including several Fortune 500 companies. His research, teaching, and training interests include understanding business models, the role of technology in business and supply chains, strategic role of operations and marketing in establishing sustainable competitive advantage, as well as capability development in organizations and value chains. He has published several cases, and his multiple award-winning research has been published in many reputed international journals like Decision Support Systems, Decision Sciences, Transportation Research Part-E, Annals of Operations Research, Marketing Intelligence and Planning, International Journal of Production Research etc.



Arqum Mateen
Associate Professor,
Quantitative Methods and
Operations Management Area,
IIM Kozhikode

“

The COO's role has evolved from driving operational efficiency to creating strategic advantage. This takes the unification of vision, technology, process excellence, and smart stakeholder management. IIMK's programme is designed to meet these opportunities and hone the new-age COO.

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Industry-Aligned Curriculum

MODULES BY IIM KOZHIKODE

MODULE 1: CONNECTING OPERATIONS TO THE BIG PICTURE

- Competitive Advantage
- Knowing Customers
- Understanding Value

MODULE 2: MEASURING HEALTH OF YOUR OPERATIONS

- Understanding Modern Financial Statements
- Working Capital Management
- Interpreting & Analyzing Financial Statements and Corporate Finance
- Investment Criteria & Capital Budgeting

MODULE 3: THE OPERATIONS LANDSCAPE

- Process & Capacity Analysis
- Managing Service Operations
- Managing Projects

MODULE 4: BUSINESS ANALYTICS

- Data Analysis: An Introduction
- Data Analysis: Leveraging Data
- Predictive Analytics

MODULE 5: PRESCRIPTIVE ANALYTICS

- Problem solving approaches
- Prescriptive Analytics
- Managerial insights

MODULE 6: GLOBAL SUPPLY CHAIN DESIGN

- Trade-offs in Supply Chain Design

MODULE 7: UNLOCKING VALUE OF YOUR SUPPLIERS

- Procurement & Outsourcing (& Beer Game)
- Relationship Management
- Total Cost of Ownership

MODULE 8: MANAGING INVENTORY ACROSS THE SC

- Safety Inventory
- Inventory Management of Seasonal Products
- Risk Pooling
- Quick Response

MODULE 9: PERFORMANCE MANAGEMENT

- Linking Strategy to Execution - The Balanced Scorecard

MODULE 10: QUALITY & BUSINESS EXCELLENCE

- Quality Philosophy & Culture
- Business Excellence Models
- Operational Excellence Through Lean Six Sigma

MODULE 11: DESIGN THINKING & INNOVATION

- Design thinking frameworks

MODULE 12: NURTURING A SUSTAINABLE ORGANIZATION

- Triple bottom line
- Circular economy
- Stakeholders Management

MODULE 13: BUILDING A RESILIENT ENTERPRISE

- Supply Chain Agility
- Mitigating Supply Chain Risks
- Building Resilience to manage for disruptions
- Cyber Risks

MODULE 14: TECHNOLOGY INNOVATION & BUSINESS TRANSFORMATION

- Business Models & Digital Transformation

MODULE 16: LEADING CHANGE

- Change Management
- Conflict Management

MODULE 15: STRATEGIC ENVISIONING

- Operations Strategy
- Business Strategy

MODULE 17: LEVERAGING AUTOMATION AND EMERGING TECHNOLOGIES

- Generative AI for Business Leaders
- AI applications in Supply Chain Management

MODULE 18: DIGITAL TRANSFORMATION

- Digital SCM: Blockchain & Automation
- Leading Supply Chains in the VUCA World

ONLINE CERTIFICATE COURSE BY KELLOGG EXECUTIVE EDUCATION

COURSE: AI STRATEGIES FOR BUSINESS TRANSFORMATION: GENERATIVE AND AGENTIC INTELLIGENCE

- 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

The COO's Journey

The Mode	Goal
'TRANSFORM' mode	Redefine goals, rethink strategies, align the boardroom and the shopfloor, invest in new technology and processes
'THRIVE' mode	Execute operations with renewed focus and in a way to make it consistent, feasible, and reliable
'SUSTAIN' mode	Leverage operations to help the company maintain market position, sustain growth, and stay resilient

*Modules/ topics are indicative only, and the suggested time and sequence may be dropped/ modified/adapted to fit the participant profile & programme duration.

Capstone Project

(Guided by IIM Kozhikode Faculty)

Embark on a transformative journey with a 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 leadership skills. Elevate your capabilities and present your Capstone Project learnings.

Hands-On Business Simulations

Strategic Supply Chain Management Simulation



Optimise within Inventory carrying costs versus inventory shortage



Assimilate strategic considerations to reduce uncertainty and demand variability



Appreciate strategies to control bullwhip effect and centralize information



Gain different perspectives of factory, distributor, wholesaler, and retailer

Global Supply Chain Management Simulation



Integrate flexibility using supplier capabilities for diverse product scenarios



Evaluate methods, interpret dynamics, and enhance supply chain resilience



Optimise production between costly, fast, and economical, slow suppliers



Reflect, improve decisions, and measure performance for continuous enhancement

Note: - The in-campus modules are subject to the conditions/ unavoidable circumstances that prevail at the given point in time. In case the current situation maintains the status quo, suitable alternatives that can replace the in-campus modules will be made available via live online sessions.

- The modules and topics are indicative and subject to change at the discretion of programme coordinators.
- The primary mode of learning for this programme is via live online sessions with IIM Kozhikode faculty members.
- The courses by Kellogg Executive Education would primarily include pre-recorded video lectures by faculty of Kellogg Executive Education along with weekly live office hours with global program leader and select live-online faculty sessions
- The recording of the live sessions will be made available to the participants until the completion of the programme as per the faculty's discretion.
- The programme curriculum includes individual class readings, assignments, quizzes, two business simulations, case study discussions, guided capstone project, leadership workshops, and much more to apply and demonstrate classroom learning.

Real-World Case Studies - IIMK Modules



Amazon and Walmart on Collision Course

by Nirmalya Kumar; Sheetal Mittal
Harvard Case



ITC eChoupal Initiative

by David M. Upton; Virginia A. Fuller
Harvard Case



Barilla SpA (A)

by Janice H. Hammond
Harvard Case



ZARA: Fast Fashion

by Pankaj Ghemawat; Jose Luis Nueno Iniesta
Harvard Case



Asian Paints Limited: Painting History

by J Ramachandran; Jalaj Garg
Harvard Case



Aravind Eye Care System: Time to Shift Gears

by Rajesh Chandwani; Mithileshwar Jha; V. Nagadevara
Harvard Case

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.



AI Strategies for Business Transformation

The AI Strategies for Business Transformation certificate programme from Kellogg Executive Education empowers forward-thinking business leaders like you to leverage AI and generative AI (gen AI) for strategic impact in areas, including customer experience, new product development, and personalised marketing, unlocking real business value with tangible impact.

Learning Experience



Two to three live sessions with Kellogg faculty



Peer learning with global peers



Cutting edge curriculum with Gen AI and Agentic AI Insights



Case studies



Real-world industry examples



Frameworks and Principles to drive Gen AI strategy



Capstone Project guided by Program Leader



Weekly office hour with Global Program Leader



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 Centre for Research in Technology
and Innovation

“

Despite AI's widespread adoption across industries, many organizations struggle to harness its full strategic potential. The AI Strategies for Business Transformation: Generative and Agentic Intelligence program provides a comprehensive, integrative approach to AI technologies, equipping business leaders with the insights and frameworks needed to unlock real business value. This program delves into high-impact AI use cases, the practical application of generative AI, and the development of sustainable digital strategies to drive successful AI initiatives and long-term business transformation.

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Sustainable Frameworks and Future-Proof Principles

Rapid advancements in AI require organisations to utilize frameworks and principles that stand the test of time while adapting to innovation. The Kellogg Executive Education online certificate course offers sustainable methodologies designed to align with the dynamic nature of AI technologies. These frameworks provide a solid foundation for integrating AI into key business processes while empowering leaders to future-proof their organizations against disruptive changes.

⦿ AI Radar 2.0

Map enterprise-wide opportunities for gen AI and surface initiatives with the greatest potential for business impact.

⦿ AI Canvas 2.0

Apply the seven-step approach to frame and communicate critical aspects of a gen AI initiative.

⦿ AI CMM

Learn and apply the AI CMM to develop enterprise AI capabilities in a phased and systematic manner.

⦿ Customer Experience DNA Framework

Learn the stages of the customer experience DNA framework:

Customer Action: Discover, Learn, Evaluate, Buy, Engage, Advocate

Organization Action: Reach, Acquire, Convert, Develop, Retain, Bond

⦿ Six Principles of Responsible AI

Understand the principles of responsible AI and how to govern AI projects to drive ethical outcomes.



Industry Examples

Kellogg Executive Education online certificate course features business use cases across industries, covering the creative use of AI by a range of platform companies, enterprise companies, and startups. Some featured use cases are:



Netflix, Spotify, Adidas, and IKEA

Learn how these brands use AI to personalize content and achieve demand generation.



Axonify

Understand how this learning platform leveraged AI to personalize employee onboarding and training.



Zebra

Explore how this technology company utilized AI for early detection in pathology reports.



Coca-Cola

Deep dive into understanding how this famous beverage company is using AI in creative design and advertising.



GE Healthcare and Mass General Brigham

Examine how a healthcare company collaborated with a non-profit to optimize scheduling in radiology departments through the radiology operations module.



Amtrak

Learn how Julie, Amtrak's virtual assistant, uses natural language processing (NLP) to understand customer questions, provide answers, and help complete actions.

Application Process



Academic Orientation

18 April 2026

First Academic Session

25 April 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 the Kellogg course, 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 online course 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 (UGC/AICTE/DEC/AIU/State Government/recognised international universities).
- Candidate should have at least 50% (in aggregate) in graduation
- Candidates should have a minimum work experience of 10 years, as on 30 March 2026.

ATTENDANCE

- **For Modules by IIM Kozhikode:** Minimum 75% attendance is a prerequisite for the successful completion of this programme.
- **For online certificate course by Kellogg Executive Education:** Participants must view all recorded video lectures, required readings and complete required assignments as noted below.

EVALUATION

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



Programme Certificate

Participants will be awarded a completion certificate from IIM Kozhikode on successfully completing all evaluation components including a capstone project 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 the course, Kellogg Executive Education grants a verified digital certificate of completion to participants. This course is graded as pass or fail; participants must receive 80 percent to pass and obtain the certificate of completion for the 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 academic credit or a degree from Kellogg Executive Education.

Programme Details

Programme Fee: **INR 5,80,000 + GST** (exclusive of application fee)

Duration: **11 months (3 hours per week)**

Programme Start Date: **30 March 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.



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 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 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

Emeritus is committed to teaching the skills of the future by making high-quality education accessible and affordable to individuals, organisations, 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 organisations. 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.



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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For registration and any other information, please get in touch with us at iimk.execed@emeritus.org

IIMK MDP Office Contact Details:

Phone number: 0495 2809557

Email ID: mdp1@iimk.ac.in



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