



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

With 2 online certificate courses from  
**Northwestern | Kellogg**



# CHIEF OPERATIONS OFFICER (COO) PROGRAMME

Empowering future-ready COOs with a global edge

Duration - 12 Months

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

## IIM Kozhikode Executive Alumni Status

#4

In India, #70 Global Rank, Financial Times, Open Enrolment Rankings 2024

#3

NIRF India Ranking 2024, Management

## Programme Summary

### Chief Operations Officer Programme

**Institute Name**

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

**Programme Duration**

12 Months

**Cost**

INR 6,76,000 + GST

**Learning Mode**

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

**Weekly effort**

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

**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**

IIM Kozhikode Executive Alumni Status

**Certificate**

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

### Learning Experience

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

**Business Simulations -**  
Hands-on learning with simulations on strategic supply chain and global supply chain management

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

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

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

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

### Frequently Asked Questions

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

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

**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 five modules for a duration of around 8.5 months\*. The learning experience would include rich discussions with eminent faculty and seasoned peers, case-based learning, structured insights from industry practitioners, hands-on business simulations, and guided capstone project work.

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

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

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

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

**Is there any campus immersion in the programme?**

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

**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 courses by Kellogg, there are no live lectures by the faculty of Kellogg Executive Education. However, doubt-clearing sessions are carried out by the Programme Leaders, as they monitor individual student progress.

## Frequently Asked Questions

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### **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 respective courses and must receive a passing score of 80% to obtain the certificate of completion by Kellogg Executive Education for the respective courses.

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

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

### **Will Emeritus/ Institute help with placement services?**

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

### **What type of certificate will I receive?**

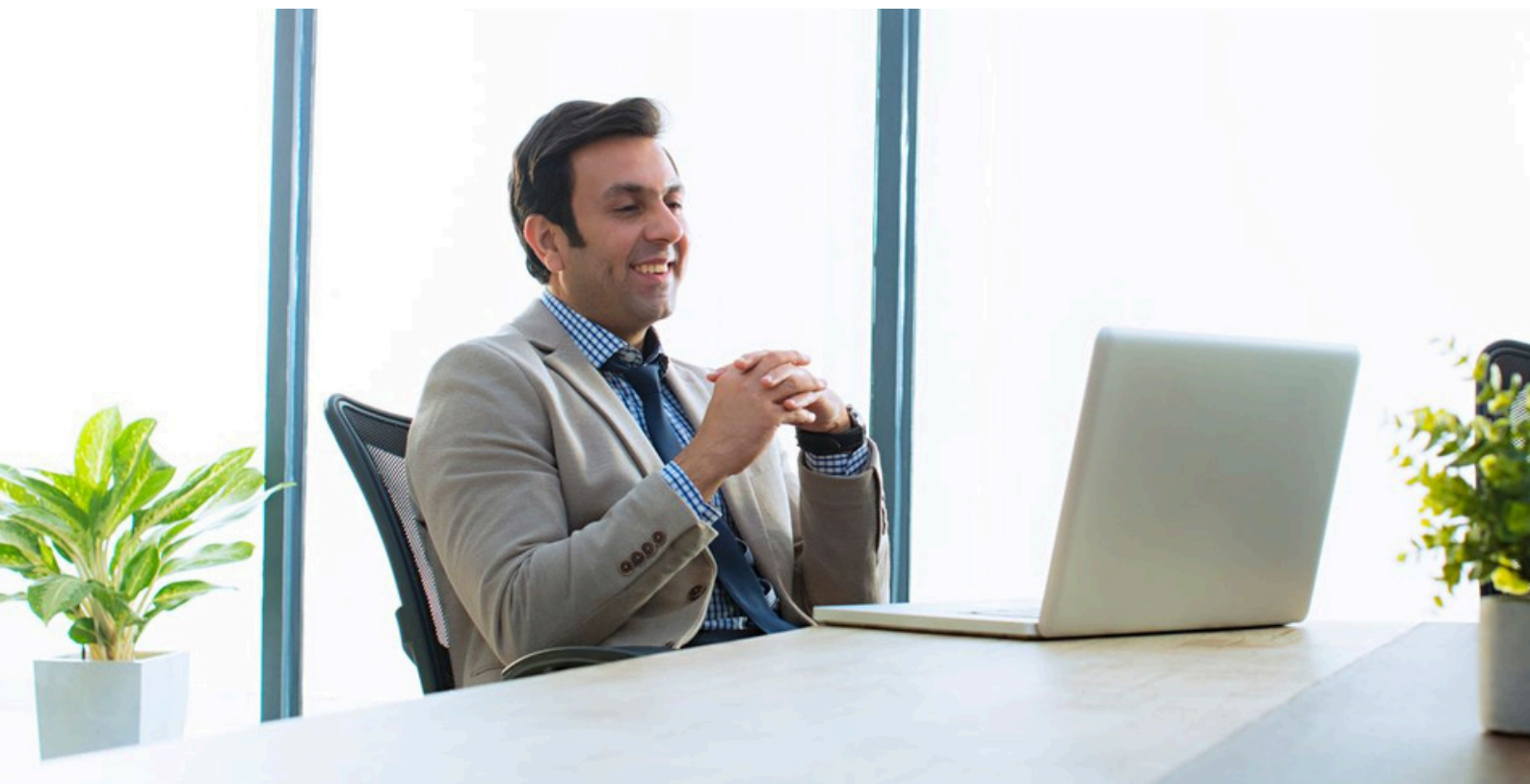
Upon successful completion of modules by IIM Kozhikode, you will receive physical completion certificate by IIM Kozhikode during the campus immersion.

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

### **How long will I have access to the learning materials?**

For the modules by IIM Kozhikode, access to the recording of the live sessions will be made available to you until the completion of the programme.

For the online certificate courses by Kellogg Executive Education, access to the online learning platform, all the videos and programme materials will be available for 12 months following the programme start date. Access to the learning platform is restricted to registered participants as per the terms of agreement.



\*The programme is designed to be delivered approximately over a period of 12 months, including some occasional breaks that may be provided. This is indicative. The duration 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 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 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, get 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 the first batch of IIM Kozhikode's Chief Operations Officer Programme.

Wishing you all the very best!



**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 businesses 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 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 two online certificate courses from Kellogg Executive Education.



**Starts on**  
**30 September 2025**

**Duration**  
**12 months**

**Programme fee**  
**INR 6,76,000 + GST**

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

## 8.5 months



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**Live online lectures by  
IIM Kozhikode faculty**

**Business Simulations on  
Strategic and Global Supply  
Chain Management**

# 4

Pillars on COO  
Excellence

## 3.5 months

Northwestern  
**Kellogg**

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

**Office hours for networking with  
global peers**

# 2

Online Certificate  
Courses on AI and  
Growth Strategy



**A transformative  
programme  
designed to make  
COOs future-ready  
with a global 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, pre-recorded lectures from Kellogg Executive Education, guided capstone project, and campus immersion at IIMK.
- 02 Global edge:** Network with COO-calibre leaders throughout the immersive learning journey.
- 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**

Immersion into the global cohorts of 'AI Strategies for Business Transformation' and 'Business Strategies for Growth: Fewer, Bigger, Bolder' by Kellogg Executive Education. Learn nuanced perspectives, gain exposure, and network with global cohorts.





# 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.



“

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



# 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



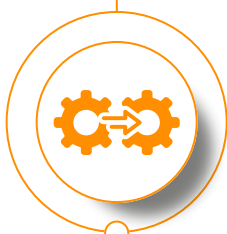
## Tech-Centric Innovation & Agility

- 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

- Learn the nuances of AI and growth strategy from 2 online certificate courses: 'AI Strategies for Business Transformation' and 'Business Strategies for Growth: Fewer, Bigger, Bolder'.
- Network with global cohorts and peers and develop a worldwide perspective.

# Programme Highlights



Gain IIM Kozhikode Executive Alumni Status



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



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

## \*Note:

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

# Programme Directors

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.

”



# Industry-Aligned Curriculum

## MODULES BY IIM KOZHIKODE

### MODULE 1: OPERATIONAL DIAGNOSTICS

- Competitive Advantage, Knowing Customers, Understanding Value
- Financial Statement Analysis, Corporate Finance
- Process & Capacity Analysis, Understanding Services, Managing Projects
- Data Analysis, Predictive Analysis
- Problem Solving Approaches, Linear Optimisation Problems, Managerial Insights

### MODULE 2: OPERATIONAL EFFECTIVENESS

- Trade-offs in Supply Chain Design
- Outsourcing, Relationship Management, Total Cost of Ownership
- Safety Inventory, Inventory Management of Seasonal Products, Risk Pooling, Quick Response
- Balanced Scorecard

### MODULE 3: OPERATIONAL EXCELLENCE

- Quality Philosophy & Culture, Business Excellence Models, Six Sigma
- Design Thinking Frameworks
- Triple Bottom Line, Circular Economy, Stakeholders' Management
- SC Agility, Mitigating Supply Chain Risks and Building Resilience to Manage for Disruptions, Cyber Risks

### MODULE 4: OPERATIONAL TRANSFORMATION

- Business Models and Technology Disruptions
- Preparing Your Operations for the Future
- Change Management, Conflict Management
- Generative AI for Business Leaders, AI applications in Supply Chain Management
- Digital Supply Chain Management, Automation, Blockchain and SC traceability

## ONLINE CERTIFICATE COURSES BY KELLOGG EXECUTIVE EDUCATION

### COURSE 1: AI STRATEGIES FOR BUSINESS TRANSFORMATION

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

### COURSE 2: BUSINESS STRATEGIES FOR GROWTH: FEWER, BIGGER, BOLDER

- 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
- Bringing It All Together

## 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.
- The recording of the live sessions will be made available to the participants until the completion of the programme
- 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



## **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.





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

**Northwestern  
Kellogg**

# **Course 1: AI Strategies for Business Transformation**

**Harness AI's Transformative Potential to Unlock Business Value**

## **Learning Experience**



Live Faculty  
Session



Peer Learning



Cutting-Edge  
Curriculum



Case Studies



Real-World  
Industry Examples



Frameworks  
and Principles



Capstone Project



Weekly Office  
Hours



Inclusive  
Learning



# Topics

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

## Faculty



### **Mohanbir Sawhney**

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

# Course 2: Business Strategies for Growth: Fewer, Bigger, Bolder

Learn the Essentials of Focused Growth Planning

## Learning Experience



Self-paced  
video lectures



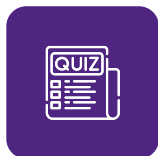
2 Live sessions  
with Kellogg  
faculty\*



Real-world case  
studies and  
industry example



Interactive  
try-it activities



Polls and  
quizzes



Office hours



Recorded guest  
speaker sessions



Capstone  
project

\*(Availability subject to change)



## Topics

- 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

## Faculty



**Sanjay Khosla**

Senior Fellow and Adjunct  
Professor of Marketing

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## Guest Speakers



**Naomi Whittel**

Founder of Naomi Whittel  
Brands, New York Times  
best-selling author

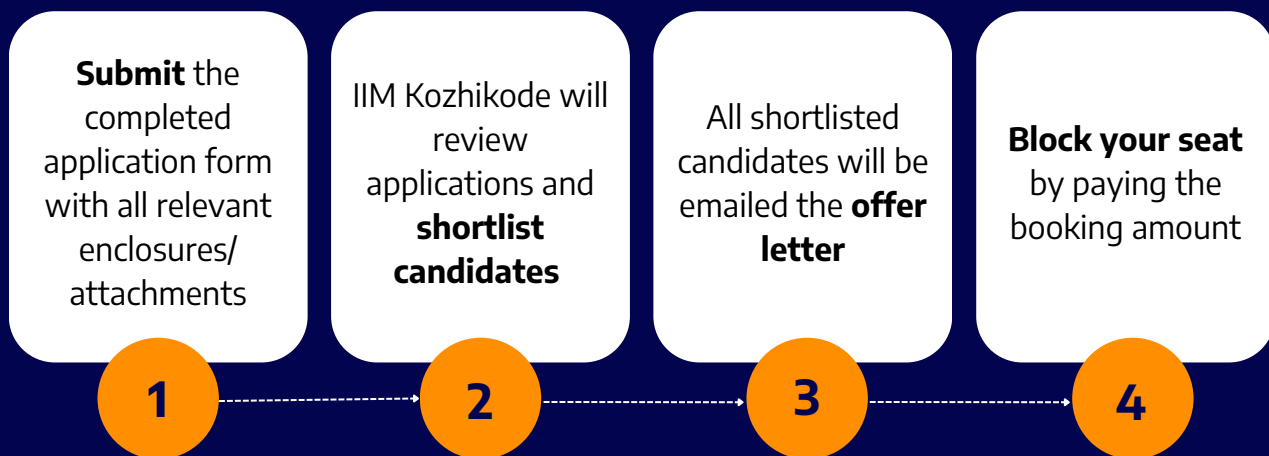


**Mariela Rovito**

Co-Founder and  
CEO of Eberjey



# Application Process



Academic Orientation

**26 Oct 2025**

First Academic Session

**2 Nov 2025**

## Schedule

The live online platform classes by IIMK faculty are every Sunday 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 Kellogg courses, doubt-clearing sessions with the Programme Leaders would be basis global cohort timings and the details would be shared closer to the start date of courses by Kellogg Executive Education. Due to time zone differences, some sessions with industry experts can take place at different hours.



# 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 September 2025.

## ATTENDANCE

- **For Modules by IIM Kozhikode:** Minimum 75% attendance is a prerequisite for the successful completion of this programme.
- **For online certificate courses by Kellogg Executive Education:** Participants must 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 each course, Kellogg Executive Education grants a verified digital certificate of completion to participants. These courses are graded as pass or fail; participants must receive 80 percent to pass and obtain the certificate of completion for each course.



## Note:

- All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Kozhikode and Kellogg Executive Education.
- IIM Kozhikode and Kellogg Executive Education reserve the right to change the certificate and specifications without notice.
- This online certificate programme does not grant academic credit or a degree from Kellogg Executive Education.



# Programme Details

Programme Fee: **INR 6,76,000 + GST** (exclusive of application fee)

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

Programme Start Date: **30 September 2025**

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 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 2024: 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 programme providers globally for the year 2024. The feat has further consolidated the 29- 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. It further improved its position by 9 spots to reach Global Rank #68 in 2024. 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.



#4

In India, #70 Global Rank,  
Financial Times, Open  
Enrolment Rankings 2024

#3

NIRF India Ranking  
2024, 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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**WhatsApp an advisor on +91 86570 38243\***

\*This number does not accept any calls. Please message your queries.

For registration and any other information, please  
get in touch with us at **[iimk.execed@emeritus.org](mailto:iimk.execed@emeritus.org)**

**IIMK MDP Office Contact Details:**

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**Email ID: [mdp1@iimk.ac.in](mailto:mdp1@iimk.ac.in)**



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