



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

SENIOR MANAGEMENT PROGRAMME

1 YEAR | LIVE ONLINE & IN-CAMPUS IMMERSION

BATCH-12



IIM Kozhikode Executive Alumni Status

2

Double Accreditation
(AMBA & EQUIS)

#2

Most Innovative
Educational Institute*
[Atal Innovation
Rankings (ARIIA),2021]

#5

Top B-School in
India (NIRF 2022)

*Central University & CFIs (Non-Technical) category

*Management category

The IIM Kozhikode Advantage

From The Director's Desk

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 cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges confidently and with a data-driven, informed decision-making ability. Our growing global footprints, acknowledged and accredited by leading institutions of the world are a testimony to the growth we have achieved in our 25-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.

IIM Kozhikode's Senior Management Programme has enrolled close to 700 participants in eight batches. It offers immersive learning through engaging live online sessions and a five-day in-campus immersion at the IIM Kozhikode campus. This programme is designed to help mid-and senior-level professionals and aspiring and new business leaders with minimum 10 years of work experience transition from a managerial to a cross-functional leadership role by developing an advanced understanding of the underlying functional areas and contemporary theories of management. The meticulously curated industry-leading modules will enable participants to advance their leadership potential and strategic decision-making capabilities for driving growth strategies and business excellence.

Invest in your potential, and start your journey of future-proofing your leadership career with the first step by enrolling in the ninth batch of IIM Kozhikode's Senior Management Programme.

Wishing you all the very best!



Prof. Debashis Chatterjee
Director,
Indian Institute of Management Kozhikode



A man in a dark suit and white shirt is looking down at a tablet computer he is holding. The background is a blurred cityscape with tall buildings under a cloudy sky. The overall tone is professional and focused.

Evolve as a C-Suite Leader to Navigate Disruption.

Volatility. Uncertainty. Complexity. Ambiguity. Digital Disruption. Today's interconnected business landscape is marked by various shifting forces, making it difficult to predict outcomes and make real-time intelligent business decisions. To keep businesses viable, profitable, and ultimately successful, one thing is clear: complacency is no longer an option.

Build your ability to identify future disruptive changes, create business resilience to them, and develop a competitive advantage that will ensure your business takes the lead towards becoming industry-leading.

***Be the Leader
You Aspire to Be.***

Lead with Confidence.

Act more decisively and think more strategically has been the mantra for high-impact, high-performance leadership. Being a senior leader has never been more demanding than in recent times, shaped by tighter deadlines, industry-wide disruptions, shifting consumer preferences, remote-working teams, and rapid technological advancements.

Managing people, products, and processes effectively and efficiently requires senior leaders to think, act, and deliver across multiple dimensions enveloping financial, operational, strategic, and human implications of business decisions.

To cater to this demand for new-age leaders, the Indian Institute of Management Kozhikode has designed the one-year Senior Management Programme, which has successfully enabled scores of alumni to lead confidently through its previous nine batches. Joining this programme will help you develop a global perspective coupled with future-ready strategic thinking and data-driven decision-making skills. Here's your chance to learn from the best and evolve into a senior leader who matters and inspires high-performing teams to foster organisational agility, resilience, and success.

93%

CEOs seek to invest more in digital transformation as they see it as integral to build 'fit-for-future' organisations. *(Business Standard, 2021)*

85%

CEOs are seeking operational efficiencies to drive growth. The pandemic has deepened the need for improved operational efficiencies and alternative business models. *(PwC Report, 2021)*

STARTS ON:

APRIL 12, 2023*

DURATION:

1 Year**

PROGRAMME FEE:

INR 5,50,000 + GST

**Begins with an introduction to platform.*

***The programme is designed to be delivered approximately over one calendar year, including some occasional breaks that may be provided. This is only indicative. The actual calendar time may be more or less by a few weeks depending on the number of topics covered during in-campus immersion and other variables like breaks provided/no provided."*

“

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

- Jack Welch

Former Chairman & CEO, General Electric

Who is this Programme for?

This programme is designed for professionals looking to improve their leadership quotient and understand the latest growth strategies by enhancing knowledge in finance, strategy, and digital transformation, among others.

Senior professionals pursuing advancement in their leadership capabilities will gain well-rounded business perspectives to create a more significant business impact. Mid-level executives and managers aspiring to move to senior management roles by expanding their leadership and strategy skill sets will also benefit from joining this programme.

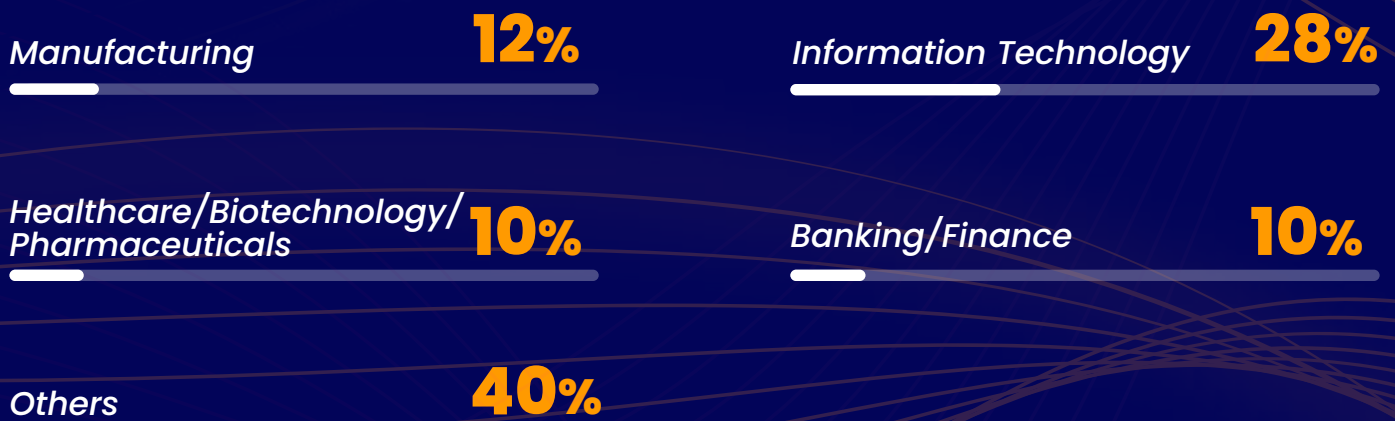


Past Participant Profiles

WORK EXPERIENCE



INDUSTRIES



*Others include Consulting, FMCG, Infrastructure, Publishing, and Retail, amongst others.

FUNCTIONS



*Others include Consulting, FMCG, Infrastructure, Publishing, and Retail, amongst others.

Testimonials of Past Participants



Prathap Das

Director Sales
Academia & Government
South Asia, Clarivate

“ The programme helped us focus on depth of understanding rather than breadth of content. It helped us develop abilities to make meaningful applications to new problems and contexts. It included structured learning activities that, in a real or simulated fashion, allowed learners to experience problem-solving and inquiry in situations drawn from their personal, work experiences and real-world application. Increased knowledge, personality development, enhancement of social competencies, crisis management, and enhancement of inventiveness are some takeaways, and I am applying all these in real-world business situations. The lectures and assignments helped us further validate our concepts and refresh subjects with new case studies and simulations, which was extremely beneficial. ”



Sreedhar Reddy

General Manager
IT Promotions & Operations
APEITA

“ By joining SMP, I have received exposure and learnt skills that I am using in my work environment. With relevant topics like general strategy, strategic analysis and strategic change, the programme curriculum is excellent. The programme structure helped me, to a great extent, understand the programme outcomes, which can be successfully applied to different scenarios in our work environment. The sessions more interactive and study-friendly. Peer-to-peer learning and the IIMK Kozhikode Executive Alumni Network have also helped me immensely. ”

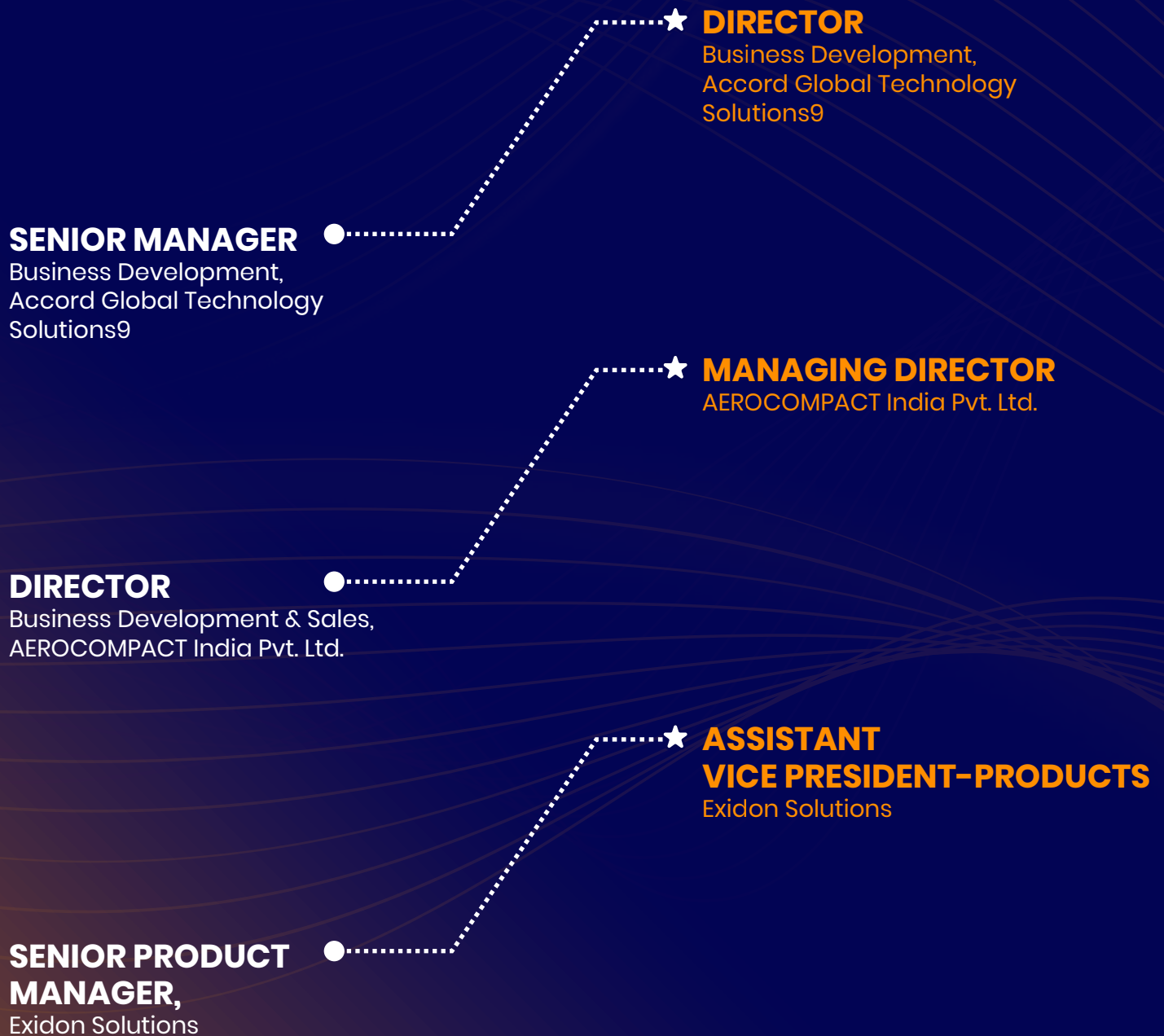


Rajesh Ramachandran

Partner
Solar Pharma Group

“ Much like the game of chess, the learnings from the programme puts into perspective the opening, middle and end game from a strategic perspective. It provides many insights into the leadership and senior management practices, taking into account the competitive landscape. ”

Career Transitions of Past Participants



....and many more.

Be the Leader You Aspire to Be.

Redefine business excellence with immersive learning through engaging live online sessions and a five-day in-campus immersion at the IIM Kozhikode campus.



150

Hours of Learning



10+

Leading Faculty & Industry experts



10+

Cutting-edge Modules



800+

Alumni & Past Participants



5*

Days of In-campus Immersion

**On-campus accommodation during the campus immersion is available on single occupancy. There will be 2 days of campus immersion during the first half of the programme and 3 days at the end of the programme.*

Note: The numerical programme highlights presented above are approximate, and they will be confirmed closer to the programme start.

This programme has been designed to help participants **strengthen their leadership capabilities to drive their organisation's growth and success confidently.** Gain advanced managerial skills, cross-functional acumen, creative problem-solving ability, data-savviness, and an innovation mindset in this high-impact one-year learning journey.

- Prof. Anandakuttan B. Unnithan & Prof. Venkataraman S.

Programme Directors

Succeed with Renewed Leadership Skills.



CREATE GROWTH (STRATEGY)

- Formulate and drive business strategies
- Create and implement growth strategies
- Find and retain new markets



OPERATE SEAMLESSLY (OPERATIONS)

- Create new and productive business models that enhance the workflow



STAY VIABLE (FINANCE)

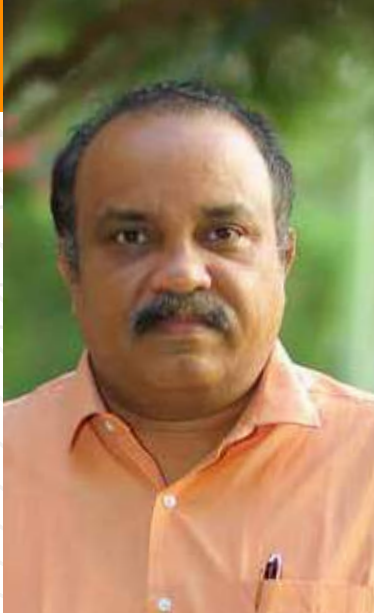
- Manage profitable P&L accounts
- Develop strategies that can strengthen revenue and working capital



MASTER SELF, LEAD OTHERS (LEADERSHIP)

- Lead business functions
- Efficiently manage cross-functional teams
- Develop skills to usher in waves of transformation in your organisation

Programme Directors.



Prof. Anandakuttan B. Unnithan, PhD
Professor, Marketing Management
Mentor Professor (Academic & Development)

Prof. Anandakuttan B. Unnithan obtained his PhD in Marketing from Cochin University of Science and Technology. As an educator, his work has spanned consumer behaviour, services marketing, and advertising in his two decades. His publications have appeared in leading marketing journals. He has consulted with major corporations and government agencies and is actively engaged in executive education programmes.



Prof. Venkataraman S, PhD
Associate Professor, Strategic Management
Chairperson, IIM Kozhikode Kochi Campus

Prof. Venkataraman has an MBA and PhD from IIM Calcutta and is a Visiting Doctoral Scholar at S. C. Johnson School of Business, Cornell University. Previously, he was a Senior Director at CRISIL. He has acquired experience in corporate sustainability, business strategy, credit risk ratings, credit analysis, and franchise development in the past two decades. As the founding CEO and Chief Rating Officer, he worked closely on CariCRIS, the world's first regional credit rating agency based in the Caribbean.

Note:

- Programme Directors might change due to unavoidable circumstances, and revised details will be shared closer to the programme start date.
- Industry Expert sessions could be scheduled in a different time zone, depending on speaker availability.

Industry-aligned Curriculum.

MODULE 1 LEADING WITH STRATEGIC THINKING

- Challenges of General Management
- Applying the Lens of Strategic Thinking
- Leading Organisation with Strategic Vision
- Strategic Thinking Process in Practice
- Journey of Transition to Senior Management

MODULE 2 COMPETITIVE AND STRATEGIC ANALYSIS

- Towards Effective Strategic Analysis: External and Internal
- Competitive Dynamics and Strategic Manoeuvres
- Crafting Effective Strategy
- Successful Execution of Strategy

MODULE 3 ECONOMICS FOR BUSINESS LEADERSHIP

- Managerial and Decision Economics
- Understanding Modern Industrial Organisations
- Competitive Business Environment Forces
- Macroeconomic Policies & Business Implications

MODULE 4 STRATEGIC SUPPLY CHAIN MANAGEMENT

- Planning and Control of Operations
- Lean Inventory Strategy
- Network Design and Performance Optimisation
- Global Supply Chain Management Simulation

MODULE 5 FINANCIAL ANALYSIS

- Understanding Modern Financial Statements
- Financial Analysis for Informed Decision-making
- Optimising Cash Flow Statement
- Strategic Budgeting, Pricing, & Cost-Volume-Profit Analysis

MODULE 6 CORPORATE FINANCE AND VALUATION

- Investment Criteria and Capital Budgeting
- Value-Based Working Capital Management
- Business Valuation & Growth Valuation Drivers
- Mergers, Acquisitions, and Divestitures with Financial Implications
- Strategic Business & Risk Analysis

MODULE 7 APPLIED STRATEGIC MARKETING

- New-age Marketing that Fuels Growth
- Winning and Influencing Customers
- Creating Brand Loyalty and its Management
- Managing Channels and Value Chain Partners

MODULE 8 STRATEGIC HUMAN RESOURCE MANAGEMENT

- Maximising Value through Strategic HR
- Mastering Behaviour: Managing Self and Others
- Effective Performance Management
- Shaping the Organisation Through Coaching and Mentoring
- Nurturing Learning Agility and High Potentials (HIPOs)

MODULE 9 LEADERSHIP MODULE

- Leadership in a Non-linear and Disruptive World

MODULE 11 EXPERT PRACTITIONER PERSPECTIVES

- These are cameo sessions by experts with deep experience in the industry, aimed at complementing the sessions by academic experts, and providing nuanced insights from a practice perspective. These sessions are typically interspersed across the programme.

MODULE 10 CONTEMPORARY THEMES IN MANAGEMENT

- Managing Across Borders – Critical Perspectives
- Corporate Sustainability
- Corporate Accountability and Ethics
- Digital Transformation

Business Simulations

During the programme, as a part of specific modules and/ or separately, participants will be engaging in business simulation exercises that allow them to apply some of their learnings in a simulated business setting. In such exercises, participants in groups will be required to make strategic and tactical choices, resource allocation, and other decisions as part of a series of managerial actions. The simulation exercises typically happen in a competitive setting with other groups in the fray, providing an exciting, near-real and interactive learning experience for participants.

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 to replace the in-campus modules will be made available via live online sessions.*
- *Modules/ topics are indicative only, and the suggested time and sequence may be dropped/ modified/ adapted to fit the participant profile & programme hours.*
- *The programme curriculum includes individual assignments, simulations, group projects & presentations to apply and demonstrate classroom learnings.*

High-impact Learning Journey.



Deepen Your Intellectual Capital

- World-class curriculum & teaching by leading faculty
- Peer-to-peer learning



Manage Your Brand Capital

- Industry recognized, top-ranked IIM education on your resume
- IIM Kozhikode Executive Alumni Status



Enhance Your Career Capital

- Accelerate your leadership career with cutting-edge insights
- Learn while you earn and make new, life-long connections with experienced peers

Program Details

ELIGIBILITY

Graduates/ Diploma Holders in any discipline from a recognised University with minimum 10 years of work experience (after graduation) as of April 12, 2023.

ATTENDANCE

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

EVALUATION

The evaluation methodology is at the discretion of the faculty and includes online exams, case analysis, class contribution, assignments and any other components. Participants will have to secure the minimum pass marks in the respective evaluation components.

Get Empowered with Key Takeaways.



Efficiently manage cross-functional teams

Enhance skills to lead digital transformation in your organisation

Strengthen interpersonal effectiveness and the ability to manage large teams

Understand the market, anticipate the future, and devise winning business strategies

Develop financial strategies and manage profitable P&L accounts

Evolve from a managerial to a leadership mindset

Application Process.

Submit the completed application form with all relevant enclosures/ attachments

IIM Kozhikode will review applications and **shortlist candidates**

All shortlisted candidates will be emailed the **offer letter**

Block your seat by paying the booking amount

Academic Orientation
April 12, 2023
First Academic Session
April 22, 2023

Live Online Sessions*
**Saturday, 2:00 PM – 3:30 PM &
4:00 PM – 5:30 PM**

**The schedule will be 3 hours/ week with a 30-minute break and will be confirmed closer to the programme start date.
If a programme session corresponds with a public holiday, the session would be held on the following day.*

Programme Certificate

Participants will be awarded a completion certificate from IIM Kozhikode on successfully completing all evaluation components and maintaining a minimum attendance of 75%. Participants who are unable to clear all evaluation components, but have a minimum attendance of 75% shall be awarded a participation certificate.



Note: The certificate shown above is for illustrative purposes only and may not be an exact prototype of the actual certificate. IIM Kozhikode reserves the right to change the certificate and specifications without notice.

IIM Kozhikode Executive Alumni Benefits

On successful completion of the programme, participants will be eligible for the prestigious IIM Kozhikode Executive Alumni Status. These participants will subsequently receive the alumni registration details from IIM Kozhikode.

Note: The Executive Alumni benefits are subject to the discretion of IIM Kozhikode.



Payment Schedule

Programme Fee : **INR 5,50,000 + GST** (exclusive of application fee)

Instalment Schedule

Particulars	Remarks	Standard Fee
Booking Amount	Within 7 days post selection	INR 55,000 + GST
Instalment I	Mar 31, 2023	INR 1,10,000 + GST
Instalment II	Aug 5, 2023	INR 2,20,000 + GST
Instalment III	Nov 5, 2023	INR 1,10,000 + GST
Instalment IV	Feb 5, 2024	INR 55,000 + GST

Note:

- GST (currently @ 18%) will be charged extra on these components.
- Postage charges for books and study materials sent to locations outside of India will be paid for by the participant.
- Occasional change in session day/ timing may happen for exceptional reasons or some public holidays, at Programme Directors' discretion.
- 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.

ROUND-WISE APPLICATION DATES

1

Feb 8, 2023

INR 2,500 + GST

2

Feb 28, 2023

INR 3,000 + GST

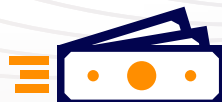
Note: Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.

Payment Process



Option 1

Flexible payment option in easy instalments



Option 2

Low-cost EMI loan options available

About IIM Kozhikode



IIM Kozhikode ranks 15th in Asia Pacific and #101+ globally in the QS World University Global Executive MBA Rankings 2020. Since its inception, IIM Kozhikode has successfully carved its niche in the area of management education, through a judicious blend of academics and real-world practice. The Institute continually adapts to the rapid influx of changes in the Indian business landscape by providing cutting-edge Management Development Programmes with innovative pedagogy and content to impart industry-relevant knowledge and skills to its executive education participants. Last year, IIM Kozhikode trained more than 3,400 executives through a wide gamut of programmes uniquely crafted for agile minds interested in thought-provoking questions and learning centred on business transformation and growth.

About Emeritus

IIM Kozhikode is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programmes. Working with Emeritus gives IIM Kozhikode the advantage of broadening its access beyond their on-campus offerings in a collaborative and engaging format that stays true to the quality of IIM Kozhikode. Emeritus' approach to learning is built on a cohort-based design to maximise peer-to-peer sharing and includes video lectures with world-class faculty and hands-on project-based learning. More than 250,000 students from over 160 countries have benefitted professionally from Emeritus' courses.



Emeritus Career Services



Career management modules are on:

- Building an Impressive Resume & Cover Letter
- Building an Impressive LinkedIn Profile
- Navigating Job Search-Interview Preparation

Note:

-This service consisting of the four career management modules is available only for Indian residents enrolled into select Emeritus programmes.

-This service is provided by Emeritus. IIM Kozhikode is NOT involved in providing this service.

-IIM Kozhikode will not provide any kind of placement assistance to the programme participants.

Past Participants of Emeritus Work at:



Note:

-All product and company names are trademarks or registered trademarks of their respective holders. Use of them does not imply any affiliation with or endorsement by them.

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

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

Apply for the programme here

[APPLY NOW](#)

Finance Options Available

[KNOW MORE](#)



WhatsApp an Advisor on **+91 74120 81081***

**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

Erulearning Solutions Private Limited (a company incorporated in India) is a subsidiary of Eruditus Learning Solutions Pte Ltd (a company incorporated in Singapore), and operates under the brand name of 'Eruditus' and 'Emeritus'.

In collaboration with



Get access to Emeritus Insights – a microlearning platform for you to learn and upskill from best-selling books, subject matter experts, top faculty and Harvard Business Review. You will have unlimited access to 5000+ bite-sized video lessons across 50+ in-demand skills for 1 year as part of this programme.

The Wall Street Journal

Complimentary Annual Digital WSJ Membership

As a participant in the programme, you can enjoy a complimentary annual digital membership to The Wall Street Journal, giving you unlimited access to award-winning journalism across any device. From business and world news, to technology and life and arts, WSJ provides ambitious and fact-based reporting that readers can trust.

