



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

*Globalizing Indian Thought*



BATCH 17



# ADVANCED STRATEGIC MANAGEMENT PROGRAMME

Starts June 28, 2025 | 1 Year | Live Online | Executive Alumni Status

**Average session rating: 4.5/5**

\*Based on feedback received by 500+ participants

Campus immersion at Indian Institute of Management Kozhikode (IIMK)

#4

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

#3

NIRF India Ranking 2024,  
Management

# Programme Summary

## Advanced Strategic Management Programme



**Institute Name**  
IIM Kozhikode



**Programme Duration**  
12 Months



**Programme Fee**  
INR 2,98,000 + GST



**Learning Mode**  
Live-online sessions by IIMK faculty



**Weekly effort**  
5-6 hours per week



**Faculty**  
IIM Kozhikode



**Payment Options**  
Flexible Payment Options



**Special Pricing**  
Special pricing up to 10% discount is available for corporate plans



**Guest Faculty/ Industry Experts**  
Mid-Senior Industry Practitioners



**Eligibility**  
A minimum of 7 years of work experience required (after graduation) or 5+ years of work experience after completing a postgraduate programme



**Certificate**  
Upon successful completion of the programme, participants will be awarded a verified certificate from IIM Kozhikode

## Learning Experience

- Live sessions with IIM Kozhikode faculty
- Learn from real-world cases and a capstone project
- Two-day campus immersion at IIM Kozhikode
- Get the prestigious IIM Kozhikode Certificate of Completion
- Programme support-24\*7 Emeritus support team

## Frequently Asked Questions

### What will be the mode of learning?

There would be 3-hr weekly live-online lectures on Saturday conducted by IIMK faculty. The programme is spread across 10 modules for a duration of 1 year. The learning experience would include rich discussions with eminent faculty and seasoned peers, case-based learning, assignments and quizzes and guided capstone project for which the learners would have to put in additional efforts of 2 to 3 hours conducted by IIMK faculty.

### Who evaluates the assignments, projects and simulations for this programme?

The examination and evaluation of graded submissions, project work and simulations, if any, is at the discretion of the IIMK's faculty.

### Is there a campus immersion included in the programme?

For an immersive and experiential learning journey, this programme offers a campus chapter at IIM Kozhikode campus of 2 days as a part of the programme's learning journey providing a rich networking and face-to-face learning opportunity.

### Who grades/gives inputs on the assignments and projects?

Examination/Evaluation shall be conducted by the IIMK.

### Is there a qualifying mark/grade to get the final certification in this programme?

Yes, the qualifying mark is 50%.

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

On successful completion of the programme, participants will be eligible for the prestigious IIM Kozhikode Executive Alumni Status. The Executive Alumni benefits are subject to the discretion of IIM Kozhikode.

### What type of certificate will I receive?

Upon successful completion of the programme, with a minimum 75% attendance and satisfactory academic performance, participants will be awarded a certificate of completion and will be eligible to receive IIM Kozhikode's Executive Alumni Status (optional). If your attendance is below 75%, then you will get a Certificate of Participation, not a Certificate of Completion.

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

The primary mode of learning for this programme is via live online sessions with faculty members. The recorded videos and learning material will be available throughout the duration of the programme.

### What if I don't find the programme appropriate for me after starting the sessions? Can I seek a refund?

Your chosen programme has a 90% satisfaction rating by 500+ past participants. We encourage our participants to complete the programme to fully understand the concepts and derive valuable learning outcomes. Should you still feel the need to stop your learning journey, a refund request can be initiated before the programme commencement. However, after the programme commences, the fee becomes non-refundable.

*Note: This Programme Summary is provided only for your convenience. You are advised to refer to the 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 that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination. That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration.

Strategy has evolved from its roots in military traditions to becoming a fundamental corporate function. It is attracting top talent, nurturing and cross-pollinating leaders, and solidifying business positions in a world of accelerated change. Global Corporate Powerhouses are dismissing conventional strategic planning in favour of disrupters and independent-minded leaders. That's why IIM Kozhikode has designed the launched the Advanced Strategic Management programme for experienced professionals who have been persistently carving and shaping their organisations for long-term success. From formation, implementation, leadership, and innovation, Prof M. K. Nandakumar and his team of faculty will crack open the nuts and bolts of strategy to help you lead your organisation into the dawn of strategic disruption.

It is time to evolve into leaders who want to redefine their organisation's strategy through proven frameworks and best practices in business strategy, decision-making, future business models, and rise to senior leadership positions by enrolling in IIM Kozhikode's Advanced Strategic Management programme.

Wishing you all the very best!



**Prof. Debashis Chatterjee**

Director,  
Indian Institute of Management Kozhikode



# Programme Overview



The CEO Survey shows that India has risen to the **fifth position as an investment destination for global CEOs**, up from the ninth position it held in 2023.

Source: 27th Global CEO Survey–The India Outlook, PwC, 2024



**Generative AI (GenAI), India CEOs anticipate**, will deliver significant top- and bottom-line . benefits and enhance their company's ability to build trust with stakeholders.

Source: 27th Global CEO Survey–The India Outlook, PwC, 2024

Strategic management is a dynamic field that is constantly evolving. As the world changes, so too must the way we think about strategic management. The future of strategic management is likely to be even more complex and challenging than in the past. However, by understanding the past, we can better prepare for the future.

The **Advanced Strategic Management Programme (ASMP) by the Indian Institute of Management, Kozhikode (IIMK)** is a one-year, full-time programme designed for experienced executives who want to develop their strategic management skills. The programme covers a wide range of topics, including strategic analysis, decision-making, leadership, and change management. The ASMP is taught by a faculty of experienced academics and practitioners. The programme also includes a number of case studies and simulations, which give participants the opportunity to apply the concepts they learn in a real-world setting.

**Starts on**  
**June 28, 2025\***

**Duration**  
**1 Year**

**Programme Fee**  
**INR 2,98,000 + GST**

**Format**  
**Live Online**

\* Begins with an introduction to the platform

# Programme Highlights



Live Online Video Lectures  
with IIMK Faculty



2-Day Immersion at the IIMK  
Campus



Hands-On Strategic Simulations



Industry Expert Sessions  
Across Modules



Collaborative Peer  
Learning



Capstone Project Guided by  
IIMK Faculty



IIM Kozhikode Executive Alumni Status

## Note:

- The primary mode of learning for this programme is via live online sessions with faculty members.
- The recorded videos and learning material will be available throughout the duration of the programme. Emeritus or the institute does not guarantee availability of any session recordings.
- 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.



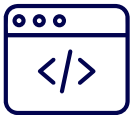
# Steps to Develop a Strategic Mindset



**Identify** high-potential growth opportunities



**Understand**, compete across and adapt to a broader range of strategic environments



**Develop** an integrated strategic approach



**Consistently** evolve your strategy to adapt to changing trends

# Who Is This Programme For?

This pure-play strategy programme is for professionals who want to sharpen their strategic skills to identify, unlock, and capture disruptive growth for their organisations. This programme is ideal for **senior- and mid-level professionals** keen to develop a strategic mindset and transition into high-level strategic leadership roles that drive corporate strategy and who are looking for best practices from market-leading organisations to scale their business. Additionally, senior executives involved in driving their organisation's business strategy via structured strategic insights will benefit from the programme.

Interested participants should have a minimum of 7 or more years of work experience (after graduation) or five or more years of work experience after completing a postgraduate programme.



# Programme Director

Dr M.K. Nandakumar is a distinguished Professor at the Indian Institute of Management, Kozhikode (IIMK), renowned for his extensive contributions to strategy and entrepreneurship. He holds the position of Associate Editor for prestigious journals, including the Journal of Small Business and Enterprise Development, Business Ethics, the Environment & Responsibility, and the Journal of Social Entrepreneurship. Additionally, Dr Nandakumar is a valued member of the editorial board for the Journal of International Management and serves on the Peer Review College of the British Academy of Management (BAM). He is currently the Co-Track Chair for the Strategy Track at BAM.

D. Nandakumar has also served in a few leading British universities. He has developed a robust research portfolio published in top-tier journals such as R&D Management, Journal of International Management, Journal of Business Research, Long Range Planning, Asia Pacific Journal of Management, International Journal of Entrepreneurial Behavior & Research, Australian Journal of Management, International Studies of Management and Organization, and Management Decision. His research has garnered significant attention and recognition in the academic community.

In addition to his research endeavors, Dr Nandakumar has delivered executive development programs to thousands of managers and executives from prominent organizations. His flagship initiative, the Professional Certificate Programme in Advanced Strategic Management, is highly regarded and attracts a diverse group of participants annually. He has been awarded prestigious research grants and has successfully supervised numerous Ph.D. candidates to completion. Dr. Nandakumar is an impanelled assessor for AMBA, having evaluated leading business schools during accreditation events. Through his research, teaching, and leadership, Dr Nandakumar exemplifies a dedication to academic excellence and the advancement of knowledge in management and entrepreneurship.

## Significant Publications:

- **Impact of Shame on Opportunity Evaluation and Exploitation Decisions:** Ojha, A.P. & Nandakumar, M.K. (2024), International Journal of Entrepreneurial Behavior & Research Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJEBR-06-2023-0564> (ABS Rating: 3)
- **The Impact of Board Composition and Internationalisation on Strategic Change: Longitudinal Empirical Evidence:** Samara, I., Nandakumar, M.K., Sahadev, S., & Pereira, V. (2024) Australian Journal of Management. Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1177/03128962241270745> (ABDC Rating: A)



**Professor M K Nandakumar, PhD**

Professor, Strategic Management

Note: Programme Directors might change due to unavoidable circumstances, and revised details will be provided closer to programme start date.



# Programme Director

## Significant Publications:

- **An exploratory study into emerging market SMEs' involvement in the circular Economy: Evidence from India's indigenous Ayurveda industry:** Pereira, V., Nandakumar, M. K., Sahasranamam, S., Bamel, U., Malik, A., & Temouri, Y. (2022). Journal of Business Research, 142, 188-199. <https://doi.org/10.1016/j.jbusres.2021.12.053> (ABS Rating: 3, ABDC Rating: A)
- **Knowledge capital in social and commercial entrepreneurship: Investigating the role of informal institutions.** Sahasranamam, S., Nandakumar, M. K., Pereira, V., & Temouri, Y. (2021). Journal of International Management, 27(1), 100833. <https://doi.org/10.1016/j.intman.2021.100833> (ABS Rating: 3, ABDC Rating: A)
- **Entrepreneurial behavior and firm performance: The mediating role of business model novelty:** Pati, R., Ghobadian, A., Nandakumar, M.K., Hitt, M.A., and O'Regan, N. (2021): <https://onlinelibrary.wiley.com/doi/full/10.1111/radm.12466> (ABS Rating: 3, ABDC Rating: A)
- **Individual Capital and Social Entrepreneurship: Role of Formal Institutions.** Sahasranamam, S. and Nandakumar, M.K. (2020) Journal of Business Research 107 (February). <https://doi.org/10.1016/j.jbusres.2018.09.005> (ABS Rating: 3, ABDC Rating: A)
- **Business model design-performance relationship under external and internal contingencies: Evidence from SMEs in an emerging economy.** Pati, R.K., Nandakumar, M.K., Ghobadian, A., Ireland, R.D. and O'Regan, N. (2018): Long Range Planning 51(5). <https://doi.org/10.1016/j.lrp.2018.01.001> (ABS Rating: 3, ABDC Rating: A)

# Programme Director's Message

“ The strategy development process in organisations necessitates the involvement of managers from all functional areas. The success of this holistic process largely depends upon the contributions made by the managers for developing effective strategies. Research in the field of strategic management has evolved significantly over the years, and the research findings have been translated into practical prescriptions that are useful for managers. Based on these prescriptions, many tools and frameworks used for conducting various strategic analysis have been developed. This programme introduces the necessary tools and frameworks to the participants and provides them with an opportunity to conduct strategic analyses in different contexts. The whole programme is entirely hands-on with the primary objective of providing the required knowledge and skills to the participants for developing their ability to think strategically and to make vital strategic decisions. Many cases based on different industries and decision-making scenarios will be discussed in this programme. These case discussions are very helpful in enhancing strategic thinking skills. A capstone project included in the programme provides an opportunity to apply the critical strategic concepts to tackle major management issues faced by organisations. A strategy simulation included in this programme provides an opportunity for the participants to make critical strategic decisions in a virtual environment. The simulation helps the participants to sharpen their strategic decision-making skills. ”

## **Professor M K Nandakumar, PhD**

Professor, Strategic Management



## **Watch the video from Professor Nandakumar**

Professor, Strategic Management

Note: Programme Directors might change due to unavoidable circumstances and revised details will be provided closer to programme start date.

# Awards

- Highly Commended Award-Emerald Literati Awards for Excellence 2011
- British Academy/Leverhulme Small Research Grants SRG 2019
- Best Paper Award British Academy of Management Conference 2014
- Best Paper Award Indian Academy of Management Conference 2020

## Industry Expert

Over 25 years of experience in coaching in diverse technology-based organisation, marketing and product roles in global technology industries and in leadership development. Led teams across Asia and Europe and collaborated with teams in emerging and developed markets globally to develop, manage and market data network services and mobile applications. I now support leaders to effect positive change and create personal and business success. I focus on developing effective leadership behaviors and skills, including personal leadership, vision and values, influence, and team building.



### **Andrea Stone**

Founder and Leadership Coach,  
Stone Leadership

Note: - Industry Experts' sessions could be scheduled on a different time zone, depending on speaker availability.

# Programme Modules

## Module 1 : An Introduction To Strategy Formulation

- Introduction to Strategy—Past-Present-Future
- Strategic Consulting and Strategic Planning
- Foundations of Strategy Formulation
- Planned vs Emergent Strategy
- Environmental Uncertainty and Strategic Planning
- Scenario Planning
- Industry Analysis

## Module 2 : Finance And Economics For Managers

- Measuring and Reporting Financial Position and Financial Performance
- Cash Flow Analysis
- Analysing and Interpreting Financial Statements
- An Overview of Management Accounting
- Making Capital Investment Decisions
- Managing Working Capital
- The Critical Concepts of Economics
- Fundamentals of Supply and Demand
- Economics of Uncertainty
- Capital, Interest and Profits
- International Trade
- An Overview of Macroeconomics
- Economic Growth

## Module 3 : Functional Strategies

- Operations Strategy
- Marketing Strategy
- Human Resources Strategy

## Module 4 : Competitive Advantage And Competitive Strategy

- Firm Resources and Capabilities
- Value Creation and Value Chain
- Competitive Advantage
- Competitive Strategy
- Business Strategy in a Globalised Digital & Highly Regulated World



# Programme Modules

## Module 5 : Growth Strategies

- Corporate Diversification Strategy
- Achieving Growth Through Acquisitions
- Making Strategic Alliances Work
- Internationalisation Strategies

## Module 6 : Strategy Implementation And Innovation

- Balanced Scorecard
- Strategy Implementation Using Analytics
- Strategy and Organisational Structure
- Strategy and Organisational Culture
- Strategy and Organisational Communication
- Implementation Risks and Mitigation
- Business Models of the Future
- Digital Transformation Strategies
- Platform Strategies

## Module 7 : Strategic Leadership

- Strategic Leadership and Change Management
- Leading High-Performance Teams
- Leading Organisations into a New Paradigm/Growth Strategies

## Module 8 : Strategic Negotiation

- Develop the Skills in Diagnosing, Planning and Preparing for Negotiations
- Enable Participants to Use Negotiation Tactics and Counter Them Effectively
- Develop an Understanding of the Ethical Dilemma Inherent in Negotiating
- Inculcate Awareness of Nuances of the Process and Situational Variables such as Trust in a Relationship, the Composition of Parties and Teams, Stakeholders and Roles in Negotiation, Cultural Differences etc.

## Module 9 : Corporate Governance And Corporate Entrepreneurship

- Corporate Governance
- Corporate Entrepreneurship

# Programme Modules

## Module 10: Design Thinking

- Why Design? Introduction to Design Thinking Philosophy
- Deep Dive to Understand the Use Contexts
- Exploring Possible Solutions: Design Thinking Processes and Tool Kits

## Module 11: Simulation And Capstone Project

- Strategy Simulation
- Capstone Project Presentations

### Note:

- Modules/topics are indicative only, and the suggested time and sequence may be dropped/modified/adapted to fit the total programme hours.
- Schedule will be announced closer to the programme start
- The primary mode of learning for this programme is via live online sessions with faculty members. The recorded videos and learning material will be available throughout the duration of the programme. Emeritus or the institute does not guarantee availability of any session recordings.
- 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.

## Capstone Project

Participants will gain a hands-on learning experience by working on a capstone project that either involves doing a comprehensive strategic analysis of an organisation and providing recommendations, or a consulting project that addresses a relevant issue faced by the organisation during the project. In either case, the analysis done by the participants will lead to suggesting practical recommendations to solve the organisational challenge.

# Case Studies



## **The LEGO Group: Envisioning Risks in Asia (A)**

The case explains the scenario planning process conducted at Lego and is useful to gain insights about the scenario planning process. Participants need to analyse the case using the technique of scenario planning and answer the questions provided.



## **The Global Oil and Gas Industry**

This case discusses the competitive dynamics and explains the critical roles of integrated oil organisations, national oil organisations and the independents. This case helps the readers understand the value chain of the global oil and gas industry by discussing the upstream, midstream, and downstream of the industry. It stimulates an exciting discussion regarding the future of the global oil and gas industry.



## **Sandlands Vineyards**

This case explains the intricacies of the global wine industry, including the challenges faced by vineyards and wineries and the strategic opportunities available to them. Participants will need to analyse the industry and devise a competitive strategy for Sandlands Vineyards.



## **The Allergan Board Under Fire (A)**

This case explains a hostile acquisition bid of Allergan, Inc. by Valeant Pharmaceuticals International. Allergan and Valeant follow different strategies to achieve organisational growth; hence, the Allergan management does not find potential opportunities to create synergy through this acquisition. The involvement of Pershing Square Capital Management, which has teamed up with Valeant in the acquisition bid, helps participants understand the M&A dynamics and the investor reactions.

Note: The programme curriculum includes more such case studies for integrated learning.

# Cutting-Edge Masterclasses with Leading Industry Practitioners

## **Generative AI Business**

Use Cases in Customer Experience Enhancement and Competitive Intelligence



## **Business Applications of Artificial Intelligence** in Select Industries



## **Robust AI Strategy** and AI-Powered Business Model Innovation



## Change Management for **Digital Transformation** and AI-Ready Culture



### Note:

- Masterclasses will delve into emerging themes, fostering a deeper understanding that extends beyond the core programme content.
- The session-slot for the masterclasses would be as per the availability of the Industry Expert.
- Masterclasses shall be optional to attend.



# Programme Certificate

Participants who successfully complete all evaluation components with minimum pass marks and meet the requisite 75% minimum attendance criteria will be awarded a certificate of completion from IIM Kozhikode. Participants who are unable to clear the evaluation criteria but have the requisite attendance 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. .



Note:

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

## IIM Kozhikode Executive Alumni Status

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.

The benefits include:

- Eligible to receive Publications and Newsletters of IIMK periodically
- Online access login details to Kasebook (Online Alumni Portal)
- Issuance of Alumni Identity Card
- Availing MDC/Guest Rooms at prevailing rates subject to availability

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

# Learning Outcomes



**Develop** an understanding of strategic management processes and functional strategies.



**Enhance** the skills needed to analyse financial and economic financial statements and economics principles to guide decision-making.



**Build** the ability to make strategic decisions at various business and organisational levels by using various tools and frameworks.



**Gain** insights into the identification and implementation of effective growth strategies.



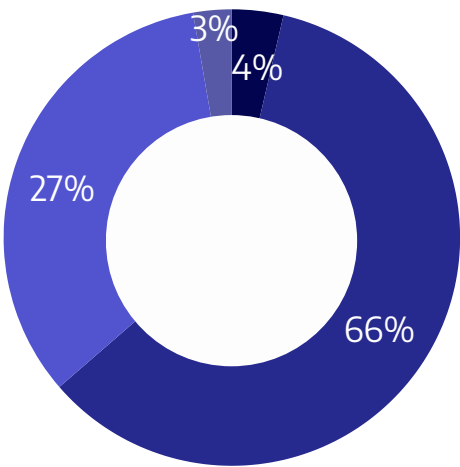
**Advance** leadership skills by employing data-driven problem-solving and innovative solutions.



**Establish** a strategic mindset to diagnose problems in the organisation and make practical recommendations.

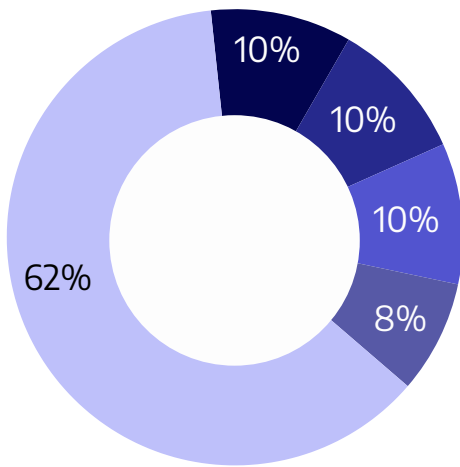
# Profiles of Past Participants

## Work Experience



- 0-10 Years
- 11-20 Years
- 21-30 Years
- 30+ Years

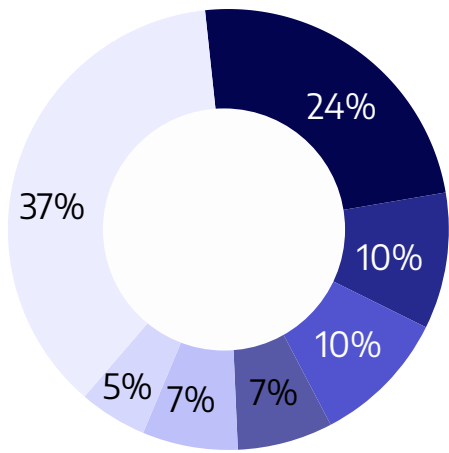
## Industry



- Consulting
- Manufacturing
- Technology and Telecom
- Health Care
- Others\*

\*Others Include Armed Forces, Oil and Gas, FMCG, etc.

## Job Functions



- |                       |     |
|-----------------------|-----|
| Business Development  | 24% |
| Consulting            | 10% |
| Information System    | 10% |
| Finance/Accounting    | 7%  |
| Advertising/Marketing | 7%  |
| Product Development   | 5%  |
| Others*               | 37% |

\*Others include Administration and HR, Business Development, Consulting, Engineering, Finance/Accounting, Legal/Compliance and Purchasing, amongst others.

# Testimonials of Past Participants



**Dinesh Agaskar**  
CEO,  
**Nemera International  
Co. Ltd**

“After completing the programme, I was able to actively apply the learnings gained, especially from the Analytics and Decision making tools. This helped me build clearer and stronger business growth models.”



**Raghuraj  
Venkatapur**  
Senior Advisor  
Architect/Azure  
Capability Lead,  
**DXC Technology**

“The modules covering strategy, economics and finance, were the standout features of this programme for me. I have been a part of various strategy teams for some time now, but have gained an enhanced analytical ability after completing this programme.”



**Purushottam  
Mukkundi**  
Regional Sales  
Operations Manager,  
**Siemens Energy**

“I really liked and enjoyed the simulation module of the programme. It helped me to think more on company strategies and how important the decision-making in any business.”



# Testimonials of Past Participants



**Donald Mitchell**

Associate Director -  
HR Talent  
**Kyndryl**

“ The curriculum was rigorous and demanding, but it provided a solid foundation in strategic management principles and practices. The highlight of the programme was undoubtedly the opportunity to visit the serene IIMK campus and spend a memorable day with our esteemed facilitator, Professor Nandakumar, and our wonderful programme mates. ”



# Programme Details

Programme Fee:	INR 2,98,000 + GST
Application Fee:	INR 2,500 + GST

Academic Orientation: **July 12, 2025**

## Eligibility

- Graduates (10+2+3) or diploma holders (only 10+2+3) from recognised universities (UGC/AICTE/DEC/AIU/state government/recognised international universities) in any discipline by the programme start date, i.e. June 28, 2025
- A minimum of seven years of work experience (after graduation) or five or more years of work experience after completing a postgraduate programme

## Evaluation

There will be periodic evaluations built in throughout the programme at regular intervals. These may be in the form of quizzes, case study analysis, a capstone project presentation, performance in the simulation or other objective/subjective assessments. A minimum of 75% attendance is a prerequisite for the successful completion of this programme. Participants will have to secure the minimum pass marks in the respective evaluation components.

Note:

- Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.
- 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.
- There is a two-day campus immersion at the end of this programme.

# Programme Schedule

### Live Online Sessions

Saturday, 3:30 pm to 6:30 pm

### Attendance

Minimum 75%

Note:

- The actual programme schedule will be announced closer to the programme start.
- Some sessions with faculty and/or industry experts could be rescheduled at a different time, in case of exceptional circumstances.
- The primary mode of learning for this programme is via live online sessions with faculty members. The recorded videos and learning materials will be available throughout the duration of the programme. Emeritus or the institute does not guarantee availability of any session recordings.

# 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.

## **10th & 12th Class Marksheets**

Coloured copies of the 10th and 12th class mark sheets are required.

## **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**

# 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 program 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 Emeritus

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