



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

With 2 online certificate courses from
Northwestern | Kellogg



CHIEF FINANCIAL OFFICER (CFO) PROGRAMME

Drive business profitability with strategic financial leadership

Duration - 12 Months

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

IIM Kozhikode Executive Alumni Status

#4











70 Global | Rank #4 in
India Financial Times,
Open Enrolment
Rankings 2024

#3

NIRF India Ranking 2024,
Management

Programme Summary

Chief Financial Officer Programme

 Institute Name Indian Institute of Management Kozhikode (IIMK) and Kellogg Executive Education	 Programme Duration 12 Months	 Cost INR 6,58,000 + 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 School of Management	 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 finance and macroeconomics

Pre-recorded modules with Kellogg School of Management 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, all 12 modules by IIMK are having weekly 100% live-online delivery by IIMK faculty. Additionally, there are 2 online certificate courses of pre-recorded lectures by the faculty of Kellogg Executive Education

How would the learning experience be for the 12 modules by IIM Kozhikode (IIMK)?

There would be weekly live-online lectures conducted by IIMK faculty spread across twelve modules for a duration of around 9 months*. The learning experience would include rich discussions with eminent faculty and seasoned peers, case-based learning, structured insights from industry practitioners, hands-on business simulations, and guided capstone project work.

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

There would be two online certificate courses of pre-recorded lectures by the faculty of Kellogg Executive Education spread across 3 to 4 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 modules 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 towards the end of the programme, 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 online certificate courses 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 online certificate courses 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 online certificate course by Kellogg Executive Education, there are no live lectures by the faculty of Kellogg School of Management. However, doubt-clearing sessions are carried out by the Programme Leaders, as they monitor individual student progress.

Frequently Asked Questions

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

Yes, there are multiple business simulations in the programme on strategic finance, 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 modules and must receive a passing score of 80% to obtain the certificate of completion by Kellogg Executive Education for the respective modules.

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 online certificate 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 modules 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 of 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.

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.

For the ambitious, future-thinking CFO, IIMK's programme expands many horizons. Firstly, heighten your credibility with a certificate from one of India's premier business schools. Secondly, you get both a bird's eye view of the financial drivers in a dynamic global economy and a trenchview of data-driven ground realities to drive long-term value. This dual view is made possible by immersion in every CFO strong suit, from gauging opportunity and strategically managing risks to optimizing costs and mastering new tech. Thirdly, you can access a global network of seasoned leaders in an avid learning environment, capped by two online certificate courses from Kellogg Executive Education, a top-ranked US university. This multi-dimensional experience will forge the well-rounded, decisive CFO of today, capable of navigating a high-stakes competitive global arena.

Wishing you all the very best!

Debashis Chatterjee

Prof. Debashis Chatterjee

Director,
Indian Institute of Management Kozhikode



Top 4 Priorities for CFOs in 2024

Priority 1:

Leading transformation efforts: 70% of finance transformations are either less impactful or moving slower than expected.

CFO's Action: Embrace digital leadership

- Improve digital leadership proficiency within finance
- Rethink your finance talent strategy
- Partner more effectively with your CIO

Priority 2:

Evaluating or improving the finance function's strategy and design: Through 2025, more than 40% of finance roles will be either new or significantly reshaped due to finance technology.

CFO's Action: Adapt the finance operating model for an autonomous future

- Finance teams will work more like technology teams
- Machines will play a bigger role in decision making
- The comparative advantages of the center will grow

Priority 3:

Optimizing costs: While prioritization of cost management has increased 74% since 2022, 81% of CFOs anticipate increasing technology investment.

CFO's Action: Reframe expectations and processes for digital investment leadership

- Develop living project charters
- Evaluate costs for nonfinancial KPIs
- Apply lessons learned to new projects

Priority 4:

Leading change management efforts Organisations have seen a 50% decline in employees' ability to absorb changes before becoming fatigued.

CFO's Action: Address overlooked drivers of change fatigue

- Maintain an up-to-date awareness of change impact
- Co-create employee-driven change conversations
- Plan proactively

Programme Overview

43%

of finance leaders say establishing finance as a partner to the business is one of the top three priorities for the finance function in the next 12 months

84%

of CFOs agree that there is a need to improve forecasting accuracy in their organisations, which will allow them to prioritise and allocate capital and resources to strategic initiatives.

Source: FTI Consulting: CFO STRATEGIES: 2024 GLOBAL CFO REPORT

For the future CFO, this means that the current role is one of dynamic leadership – leading the new wave of finance transformation, optimising finance technology investments, leading drivers of change, and spearheading profitability with a sound understanding of environmental impact on business.

To enable modern-day CFOs' transformative journey, **IIM Kozhikode** has launched its **Chief Financial Officer (CFO) Programme**. This **12-month programme**, is designed to transform the career path of **new and aspiring CFOs**. The programme is delivered via **live online sessions by top IIMK faculty** and concluded with a **three-day campus immersion at IIM Kozhikode**. From strategic performance management to C-suite leadership, the programme equips you with the tools and insights needed to **navigate corporate restructuring, lead transformation, change management, and spearhead digital and finance technology investments**, while also fostering ethical financial leadership, innovative thinking and **business profitability**.

Participants will also gain global advantage through **two online certificate courses from Kellogg Executive Education**, on 'Leading Growth Strategy' and 'Business Leadership in the Age of Disruption'.

Starts on
28 June 2025

Duration
12 months

Programme fee
INR 6,58,000 + GST

Top 3 reasons to enrol in the programme:

- 01 Channel your inner CFO:** Develop a CFO's toolkit, mastering strategic finance and influential leadership, and leveraging disruption for unprecedented growth.
- 02 Forge Strong Connections:** Network with CFO-calibre leaders throughout the immersive learning journey.
- 03 Immersive learning:** Experience a comprehensive pedagogy with live-online learning, pre-recorded lectures, a guided capstone project, and campus immersion.

Gain global excellence from Kellogg Executive Education

Northwestern
Kellogg
School of Management

Immersion into the global cohorts of 'Business Leadership in the Age of Disruption' and 'Leading Growth Strategy' by Kellogg Executive Education. Learn nuanced perspectives, gain exposure, and network with global cohorts.



Programme Structure: Cutting-Edge Learning from Top B-Schools

9 months



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Live online lectures with IIM Kozhikode faculty

12 Modules on CFO Excellence



3 months

Northwestern
Kellogg

Self-paced, recorded video lectures from Kellogg faculty

Office hours for networking with global peers

2 Online Certificate Courses on Disruption and Growth Strategy



One-of-a-kind CFO Programme with a Global Edge for Visionary Finance Leaders



3 Days



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Campus immersion at IIM Kozhikode Campus

Network and collaborate with CXO peers and faculty.



Who Is This Programme for?

New and Emerging CFOs

Executives new to the CFO role will benefit from the rigorous curriculum, eminent faculty, and indispensable network for navigating the complexities of financial leadership.

Seasoned Financial Leaders and Business Heads

Seasoned financial leaders and business heads will find the programme empowering to orchestrate financial decision-making, catalysing business growth and maintaining competitive advantage.

Key Takeaways

Master the new-age, strategic capabilities of today's CFO with our holistic programme.

Master strategic financial decision-making in a dynamic global economy.



Navigate mergers, acquisitions, and IPOs with confidence and insight.



Harness data analytics for precise, data-driven financial strategies.



Lead with integrity, driving ethical governance and corporate responsibility.



Innovate through design thinking, fostering creative financial solutions.



Strategically manage risks, safeguarding assets and maximising opportunities.



Drive growth through cutting-edge financial techniques and market insights.



Elevate leadership acumen, influencing across the C-suite with finesse.



Programme Highlights



Gain IIM Kozhikode
Executive Alumni Status



Live online lectures by
IIMK faculty (9 months)*



One-of-a-kind CFO
programme with a global
edge



3-day immersion at IIM
Kozhikode campus



Hands-on learning
through business
simulations



Capstone Project
guided by IIMK faculty



Advanced modules on
corporate finance, M&A, IPO,
and risk management strategies



Real-world insights from
industry practitioners



Collaborate 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 Executive Education

Programme Directors

With nearly 33 years of academic experience in India, New Zealand and Australia, Prof. VG Sridharan has taught cost accounting, financial accounting, management control systems, strategic performance management and research methods in a number of renowned Institutes; including the Indian Institute of Management Bangalore, University of Auckland, University of Melbourne, Deakin University at Melbourne and the University of Adelaide.

His research papers have been published in leading managerial accounting journals including Management Accounting Research, Journal of Management Accounting Research, Accounting and Finance, Accounting, Auditing and Accountability Journal.

He was awarded the best research reviewer award in 2021 from American Accounting Association.



VG Sridharan
Chair Professor,
Finance, Accounting & Control,
IIM Kozhikode

“ Today CFOs face the challenge of balancing strategy with implementation, revenue growth with profitability, innovation with sustainability, and employee engagement with organisational goals. Negotiating this delicate balance in a dynamic market requires a unique skill set, which the IIMK programme provides. Moreover, it fosters an enriching and encouraging atmosphere conducive to personal growth, professional development, and effective leadership. ”

Equipped with a Ph.D. from IIT Bombay and a Fulbright Visiting Scholar at UC Berkeley, Prof. Abhilash Nair received the Best Professor of Financial Management award in 2011 by CMO Council™ Asia Pacific. He attended GloColl at Harvard Business School and has expertise in asset pricing, market microstructure, and regulatory economics. He has consulted for entities like Multi Commodity Exchange, Kerala State Electricity Board, Cochin Shipyard Ltd amongst others. He has been a member of the Primary Markets Advisory Committee (PMAC) of the Securities and Exchange Board of India (SEBI) from 2017-2022. He is also an advisor to the BFSI skill development initiative of the Government of Kerala.



Abhilash S Nair
Professor,
Finance, Accounting & Control,
IIM Kozhikode

“ Tomorrow's accomplished CFOs will excel by strategically leveraging technology for long-term planning while staying attuned to market dynamics. The IIMK programme cultivates expertise across a broad spectrum of executive finance skills to adeptly confront and overcome diverse business challenges. ”

Programme Directors

A Ph.D. from IGIDR and a mid-career fellow at Princeton University, Prof. Mridul Kumar Saggar has three decades of experience in various central banking functions.

As former Executive Director at the RBI, he oversaw the central bank's monetary policy and economics research functions. He was also one of the six members of the RBI's Monetary Policy Committee (MPC) in charge of making collegiate decisions on policy interest rate and the monetary policy stance. He has also served as the Head of the International Department of RBI, representing India at various international bodies. He was also the Investor Education and Protection Fund Authority (IEPF) Chair Professor at NCAER in 2022. Currently, he has been on-boarded as an expert by the International Monetary Fund (IMF) to render advise to IMF member countries in the area of monetary policy.



Mridul Kumar Saggar
Professor of Practice - Economics
IIM Kozhikode

“ As the macro-financial landscape evolves rapidly, the role of CFO demands continuous upskilling to navigate complexities and drive strategic financial decisions in the backdrop of changing business and financial cycles. The IIMK programme equips CFOs with cutting-edge tools and insights, empowering them to stay ahead in today's dynamic business environment, seize opportunities, and deliver sustainable growth for their organisations ”

Industry-Aligned Curriculum

Immerse yourself in a cutting-edge CFO toolkit: growth strategies, innovation, finance transformation, data-driven decision-making, and more.

Our modules ensure a holistic CFO education through case studies, dynamic discussions, simulations, and a collaborative group capstone project, providing a comprehensive and impactful learning experience.

MODULE 1: Economic Dynamics and Global Considerations

- Evolving Role of CFO (++ Invited Lecture by CFO)
- Current Global Economic Environment
- Measuring Economy: GDP Concept and National Accounting
- Fiscal Policies & Business Planning
- Monetary Policies and Their Implementation for Interest Rate Call by CFOs
- Open Economy Macroeconomics for Exchange Rate Call by CFOs
- Understanding Financial Regulation, Financial Crisis and Bailouts

MODULE 2: Financial Markets

- Financial Markets and Ecosystem
- Equity Markets
- Money Markets
- Corporate Debt Market
- Treasury-1: Bond Market
- Treasury-2: FX Markets & Hedging
- Commodity Markets & Hedging

MODULE 3: Advanced Corporate Finance Strategies and Business Valuation

- Estimating Benefits of Investment as Cash Flows
- Assessing Risk of an Investment
- Capital Structure and Budgeting
- Valuing Managerial Flexibilities
- Use of Simulation in Preparing Appraisal Reports
- Financial Stress and Bankruptcy Provision

MODULE 4: Strategic Performance Management

- Measuring and Monitoring Performance
- Strategic Cost Management-I
- Strategic Cost Management-II

MODULE 5: Mergers, Acquisitions, and IPO

- Legal Aspects of Acquisitions
- Valuing Mergers & Acquisitions
- Managing Post Integration Challenges
- Taking Your Company Public

MODULE 6: Data Driven Decision-Making

- Developing Quantitative Intuition
- Financial Analytics for CFOs

MODULE 7: Design Thinking for CFO

- Strategy and Controls in Design Thinking
- Product and Service Innovation

MODULE 8: Risk Management Strategies

- Risk Management for CFOs
- Treasury Management
- Information Security

MODULE 9: Leading with AI and Digital

- Digital Transformation, FinTech & BigTech
- Digital and Platform Strategies
- Financial Technology and Blockchain
- Building and Leveraging AI capabilities

MODULE 10: Leading Growth Strategy

Online Certificate Course from Kellogg Executive Education

- 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

MODULE 11: Corporate Governance and Ethical Leadership

- Financial Reporting and Audit
- Corporate Governance and Regulatory Compliance
- ESG and Ethical Decision-Making

MODULE 12: Strategic Thinking for CFOs

- Competitive Sustainable Financial Planning
- Value Creating through Strategic Thinking
- CFO as a Strategic Partner to the CEO

MODULE 13: Business Leadership in the Age of Disruption

Online Certificate Course from Kellogg Executive Education

- Disruption in the Workforce
- The Polarization of Consumer Demand
- The Second Wave of Globalization: Digital Platforms and Direct to Consumer
- Remote Work — Opportunities and Impacts
- Artificial Intelligence Disruptions
- Climate Change

MODULE 14: C-Suite Leadership

- Negotiation, Influence, and Boardroom Management
- Managing Stakeholders, Investors, and Partnerships
- Change Management

3-DAY IMMERSION AT IIMK CAMPUS

Towards the end of the programme, participants will get to visit the IIMK campus, where they will network and collaborate with like-minded peers, and learn with top IIM Kozhikode faculty through practical hands-on sessions, class discussions, and graded project presentations.

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 modules 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, business simulations, case study discussions, guided capstone project, graded project presentations and much more to apply and demonstrate classroom learning.



Capstone Project

(Guided by IIM Kozhikode Faculty)

Embark on a transformative journey with a group capstone project guided and evaluated by IIMK faculty. The participants will have the opportunity to learn and discuss during the interim and final presentations. Indicative topics for the capstone project includes:

A. Business Plan Development

Explore a business idea, a market that can be served, a business canvas and in the process prepare the detail plan for a successful entrepreneurial venture. Participants would work on resource metric, the projected business model, projected financial statements while aiming to start a successful venture through a proper judgement of operations, risk and a strategy which is dynamic, innovative and sustainable in nature.


B. Case Problem Resolution

Participants would work on an inherently important business problem that involves complex decision-making dilemmas or trade-offs. For instance, promotion of a new innovative product that the company has expertise on, may increase the carbon emission, which is affecting ethical sustainability or of macroeconomic decision that affects economy and business. Alternatively, participants may work on a problem that can be either puzzling or counter-intuitive or even contradictory to existing theory of knowledge to build durable and sustainable solution.




Hands-On Business Simulations


Mergers and Acquisition Simulation:




Comparing valuation methods, including WACC-based DCF (Discounted Cash Flow), APV (Adjusted Present Value), and Multiples



Understanding mergers and acquisitions strategy, negotiating and selecting target companies.




Understanding value creation in an M&A transactions.




Differentiating between all-equity transactions and cash deals.


Macroeconomics Simulation:



Recognise that monetary and fiscal policy decisions have important consequences for a country's economy with profound implications for financial planning for businesses



Apply core macroeconomics concepts by making monetary and fiscal policy decisions



Understand the trade-offs of monetary and fiscal policy decisions.



Adapt economic policy decision to the changing state of economic and financial conditions in an integrated world, understanding spillovers to businesses



Real-World Case Studies



Mariott Corporation: The Cost of Capital

Recommend hurdle rates for Marriott's divisions to select by discounting appropriate cash flows by the appropriate hurdle rate for each division.



Valuation of Air Thread Connections

Learn to select the appropriate valuation approach where capital structure is dynamic. Analyse the effects of non-operating assets on valuation.



ScoreStore.com

Valuing Managerial Flexibility, Work on decision trees, option valuation and simulation for valuing managerial flexibility for a services venture



Real Options for EDW and CRM at Global Airlines

Calculate real option values, excel Monte Carlo analysis, and understand the difference between tactical vs. strategic growth options



Birch Paper Company

Take the role of Decision making at Birch Paper Co. and deep dive into transfer pricing among three divisions of a company



Dakota Paper Products

Build an activity-based cost model in a non-manufacturing setting, assess the model accuracy, and recommend actions for profitability.



Polysar Ltd

Budgetary control and identifying variances Work on the critical role of interdivisional coordination, variance analysis, budgeting, and financial analysis in maximising performance indicators.

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: Leading Growth Strategy

Learn the Essentials of Focused Growth Planning

Learning Experience



Self-paced
video lectures



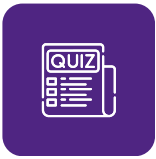
2 Live sessions
with Kellogg
faculty*



Real-world case
studies and
industry example



Interactive
try-it activities



Polls and
quizzes



Office hours

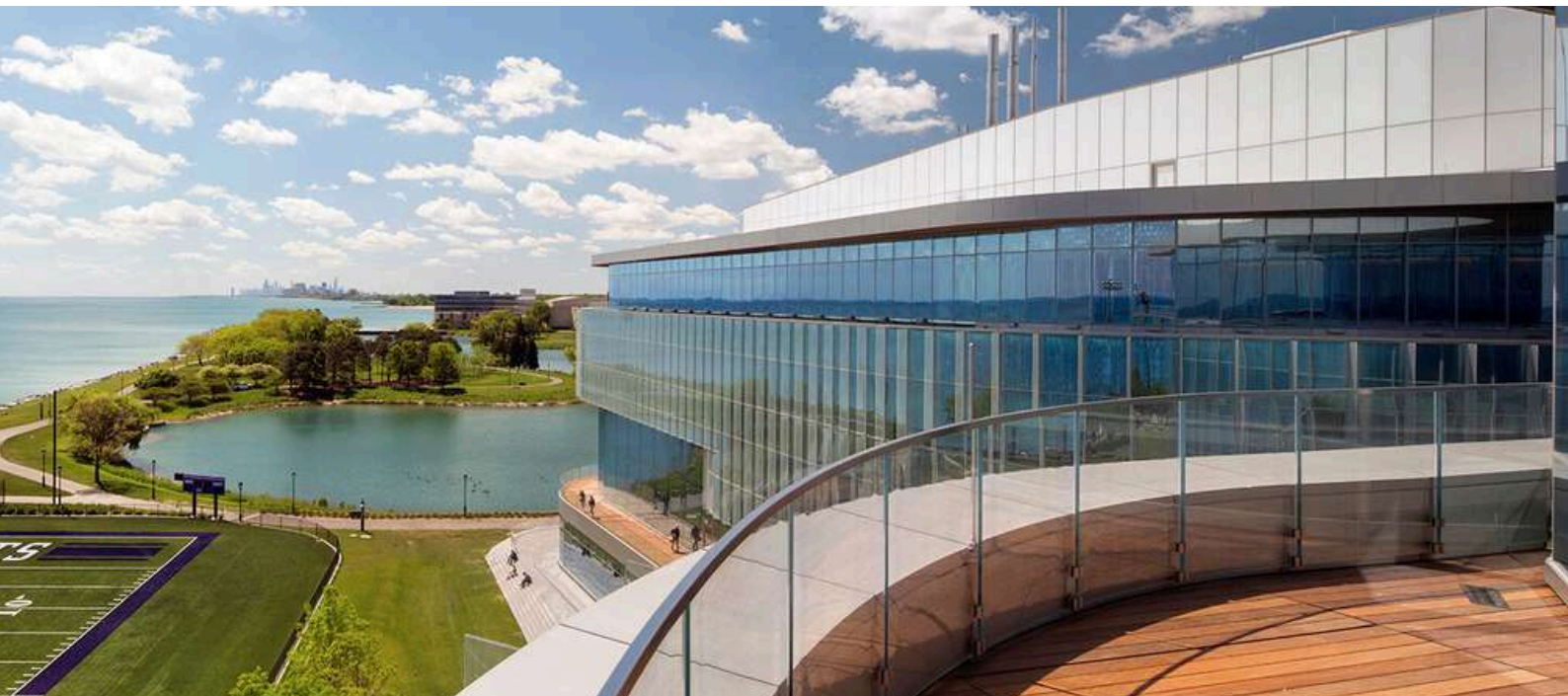


Recorded guest
speaker sessions



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 - Leading Growth Strategy



Sanjay Khosla

Senior Fellow and Adjunct
Professor of Marketing

Guest Speakers



Naomi Whittel

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



Mariela Rovito

Co-Founder and
CEO of Eberjey

Course 2: Business Leadership in the Age of Disruption

Harness Disruption to Drive Growth

Learning Experience



Live webinars with faculty



Self-paced video lectures



Playbook activities



Recorded guest speaker sessions



Assignments with personalized feedback from programme leaders



Real-world case studies and industry examples



Interactive learning and immersive discussions



Topics

- Disruption in the Workforce
- The Polarization of Consumer Demand
- Digital Transformation
- Remote Work: Opportunities and Impact
- Artificial Intelligence (AI)
- Climate Change

Faculty



Sergio Rebelo

MUFG Bank
Distinguished Professor of International Finance

Instructor



Giovanni Pasteris

Senior Software Engineer, Uber Advanced
Technologies Group (ATG)

The Learning Journey



Enrol in IIM Kozhikode
CFO Programme



Live online lectures from
IIM Kozhikode faculty
Duration: 9 months



Learn '**Business Leadership in the Age of Disruption**'
online certificate
course from Kellogg
Executive Education
Duration: 6 weeks



Learn '**Leading Growth Strategy**' online certificate
course from Kellogg Executive
Education
Duration: 6 weeks



3-day campus immersion at
IIM Kozhikode

Note: This is a sample learning journey. Course sequence may change.

Application Process

Submit the completed application form with all relevant enclosures/ attachments

1

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

2

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

3

Block your seat by paying the booking amount

4

Academic Orientation

13 July, 2025

First Academic Session

20 July, 2025

Schedule

The live online platform classes by IIMK faculty are every Sunday in the time slot of 12:15 pm to 03:15 pm IST*

Note:

- Some sessions with IIM Kozhikode faculty could be rescheduled at a different time, in case of exceptional circumstances
- For modules by Kellogg Executive Education, 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 modules 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/school. (UGC/AICTE/DEC/AIU/State Government/recognised international universities).

-Candidate should have a minimum of 10 Years of experience as of the Programme start date, i.e., June 28th, 2025.

-Chartered Accountant (CA), Company Secretary (CS), Cost and Works Accountant (CWA), Cost Management Accountant (CMA) and Chartered Financial Analyst (CFA) are also eligible to apply for the programme.

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 finish required pre-recorded video lectures, readings, and make required submissions.

EVALUATION

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

- **For online certificate courses 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 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 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 any academic credit or a degree from Kellogg School of Management.

IIM Kozhikode Executive Alumni Status 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. The benefits include:

Eligible to receive Publications and Newsletters of IIMK periodically



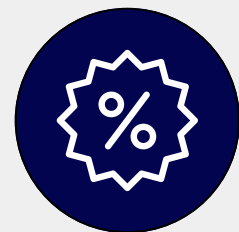
Access to the Online IIMK Executive Alumni Portal



Eligible to receive Executive Alumni E-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.

Programme Fee: **INR 6,58,000 + GST** (exclusive of application fee)

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

Programme Start Date: **28 June 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.
- The school will be providing study materials in an electronic format. If a participant needs a physical copy, they will have to bear the courier charges.
- 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.



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 28-year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute had also entered in global top-100 at Rank #77 for FT Masters in Management (MIM) 2023 Rankings, for its full time MBA programme. IIM Kozhikode has successfully delivered close to 1300 MDP programmes over the past two decades, training more than 41,000 participants from 150+ organisations, which also includes several Fortune 500 companies in the process.

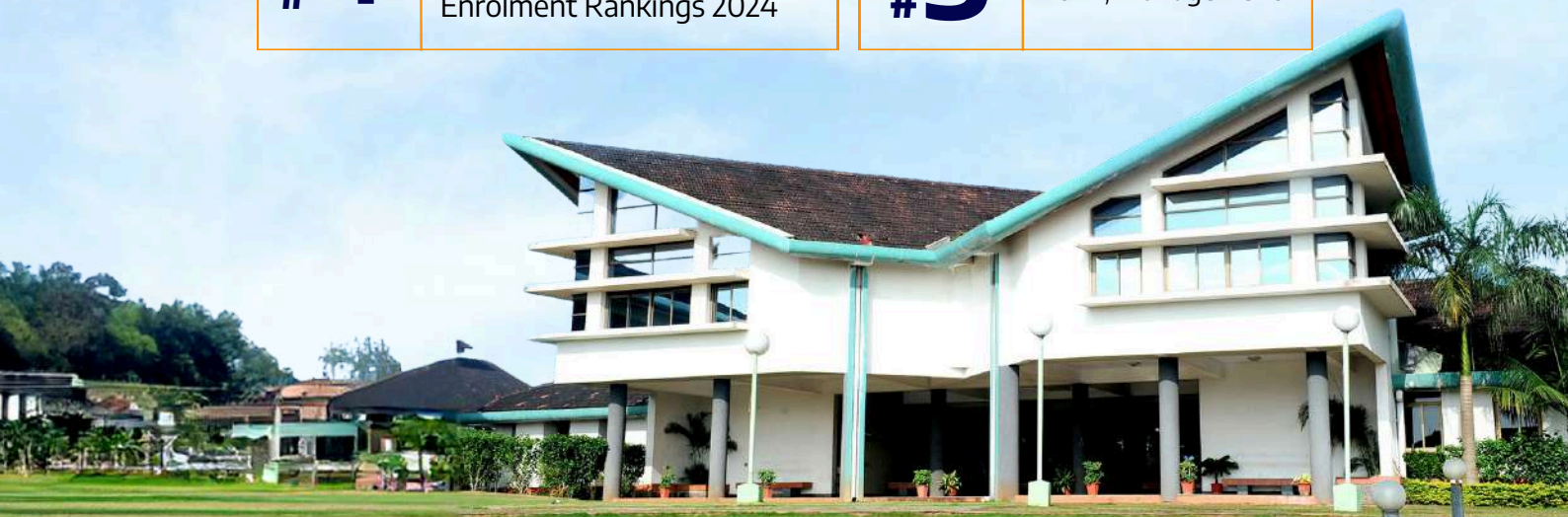


#4

70 Global | Rank #4 in India
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

Apply for the programme here

[**APPLY NOW**](#)

Refer a colleague/friend
and get referral benefit

[**REFER NOW**](#)

Finance options available

[**KNOW MORE**](#)



[WhatsApp an advisor on +91 86570 38243*](#)

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



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