



भारतीय प्रबंध संस्थान कोषिकोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought



USE DIGITAL DISRUPTION FOR ORGANISATIONAL TRANSFORMATION

Professional Certificate Programme in
Strategy in the Digital Age (Batch 02)

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A Digital World

Technology is disrupting businesses globally. There's no overstating the case for how the Covid-19 pandemic has scrambled businesses and inflated the role of technology. There are technology trends on the immediate horizon that are going to disrupt businesses at an unforeseen pace.

Artificial Intelligence (AI) and Machine Learning are now table stakes for companies and quantum computers are no longer a far-fetched dream. Technology's centrality and omnipresence across businesses is more assured than ever before. In this digital age, if you are not the disruptor, then you are at the risk of being a disruptee.

Data Spells Disruptions

According to a McKinsey report, 80% of business executives believe that their current business models are at risk.

AI adoption could raise global GDP by as much as \$13 trillion by 2030.

About 30% of the activities in 60% of all occupations could be automated by adapting currently demonstrated technologies.

80% of innovations are created by someone outside the field where the innovation occurred.

67% of organisations have accelerated digital projects as a result of COVID-19.

91% of executives agree capturing tomorrow's market will require their organisation to define it.

Emerging Disruptive Technologies

Emerging Disruptive Technologies	Industry Size	Growth (CAGR)	Skills Required
Cloud Computing	\$250.04 billion	17.9%	<ul style="list-style-type: none"> • Programming • Platform Expertise • Database Management • Data Migration • Change Management • Analytics • Systems Thinking • Design Thinking • Product Management • Business Modeling
Fintech	\$5504.13 billion	23.5%	
Robotics	\$27.73 billion	17.4%	
3D Printing	\$12.6 billion	22.5%	
Artificial Intelligence	\$62.35 billion	40.2%	
Internet of Things	\$761.4 billion	10.5%	
Blockchain	\$3.67 billion	82.4%	

Source: fortunebusinessinsights.com, marketsandmarkets.com, grandviewresearch.com

IIM Kozhikode's Professional Certificate Programme in Strategy in the Digital Age (PCPSDA) gives you the opportunity to acquire the latest tech skills triggered by disruptive technologies, required to nurture innovation and lead transformation at your organisation. It also instils deep managerial expertise and leadership capabilities that enhance your career prospects in the digital age. With **PCPSDA**, learn to rethink with a digital and disruptive mindset and stay relevant for your organisation's future.



About the Programme

In a world of infinite unknowns, reimagine what it means to innovate. **IIM Kozhikode's Professional Certificate Programme in Strategy in the Digital Age (PCPSDA)** is a ten-month programme designed for professionals and entrepreneurs who want to reimagine and transform their organisation by leveraging the power of disruptive technologies. The programme trains learners to analyse, strategise and conceptualise technology-driven changes in today's business landscapes, so that they can stay ahead of the technology curve and drive digital innovation in their organisation. Through a robust curriculum and immersive pedagogy, aspirants gain an in-depth understanding of the different frameworks required for building digital-ready businesses.

IIM Kozhikode's PCPSDA is designed and focused on disruptions taking place in businesses because of digitalisation. The course equips senior professionals with the tools and frameworks required to create digital business strategies to help their organisation navigate through digital disruptions. This course helps develop a new perspective of looking at strategy to understanding business models, designing business models, and analysing challenges/opportunities for business models in a digital economy.



Programme Objectives

At the end of this programme, participants would be able to:

- Use the digital matrix framework to understand the nature and implications of digital disruptions.
- Deconstruct and reconstruct business models and strategies to facilitate organisational transformation.
- Create, design and manage a portfolio of new and innovative products for the new-age digital consumer.
- Enhance participants' understanding on platform markets.

Programme Highlights

Curriculum covers concepts like the Blue Ocean Strategy, Digital Matrix and Design Thinking



Taught by acclaimed IIM Kozhikode faculty and industry experts



Immersive pedagogy powered by state-of-the-art technologies



Classes over Interactive Learning Platform via Direct-to-Device (D2D) mode



IIM Kozhikode Executive Alumni Status and Certification



A flexible programme specifically designed for working professionals



Key Learning Outcomes



Develop a clear understanding of how technology and rapid digitalisation will shape the global business landscape over the next decade.

Understand strategic drivers of digital transformation by exploring the transformative potential of disruptive technologies.



Master the various approaches to adopting human-centred digitalisation to create, design and manage new and innovative products.

Understand transformational business models to better adapt to disruptions in the industry.



Learn how to use the digital matrix framework to better understand the strategic dynamics of digitalisation and disruption in businesses.

Learn about advanced concepts like Design Thinking, Business Model Canvas, Blue Ocean Strategy, Game Theory, and Platform Thinking.



Understand how to create value for customers by reimagining engagement using Design Thinking and value innovation approaches.

Programme Content

Module I: Digital Disruption & Foundations of Management

Module II: Disruption Landscape & The Digital Matrix

- Introduction to Big Data, AI, IoT, Cloud, Blockchain
- Fintech Applications
- The Digital Matrix

Module III: Crafting Value in the Digital Era

- Value Innovation Using Blue Ocean Strategy
- Design Thinking
- Managing the Product Life Cycle

Module IV: Business Models

- Deconstructing Business Models
- Business Model Canvas
- Lean Business Models

Module V: Leading Change & Digital Transformation

- Leading Formal Change under Digital Disruption
- Cultural & Integration Challenge
- Leadership & Organisation Design
- Performance Management for Digital HR

Module VI: Building & Scaling Platform Ecosystems

- Introduction to Platform Business Models
- Customer Acquisition Strategies in Platforms
- Platform-based Competition
- Orchestrating Platform Ecosystems

Pedagogy, Programme Delivery & Schedule

Pedagogy

- The teaching approach will be highly interactive, taking advantage of the technological benefits.
- The pedagogy followed for the course will be a judicious blend of lectures, case studies, simulations, in-class exercises, participants' experience sharing, etc.



Programme Delivery

- Direct-to-Device (D2D) mode via two-way online audio/video interactive platform.
- Sessions will be delivered from IIM Kozhikode studio on BCCL technology platform.
- Participants can attend sessions from their respective places via their devices (Laptop/Tablet).

Class Schedule - Saturday - 3:30 p.m. to 6:30 p.m.

Duration - 10 months

Who should Attend, Admission & Eligibility Criteria

Who Should Attend?

- Mid to senior-level managers/Business Heads/Directors/AVPs/CXOs who are leading their business unit or firm in this age of digital disruption
- Participants could be business owners, functional leaders, heads of a business unit or region, or have general management responsibilities
- Participants from different industries experiencing disruption at their organisation



Admission Criteria

Participants will be selected based on their overall profile and credentials.



Eligibility Criteria

- Working executives who are graduates (10+2+3 or equivalent)/postgraduates in any discipline from a recognised University/institution
- Minimum 5+ years of work experience

Attendance & Evaluation Criteria

Attendance Criteria

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



Evaluation Criteria

- Determining the evaluation methodology will be the discretion of the faculty.
- The methodology includes online exams, case analysis, class contribution and any other component as decided by the faculty.
- The programme may require participants to work on individual/group assignments and/or projects.
- The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios.
- The participants will have to secure the minimum pass marks in the respective evaluation components.





Certification & Alumni Status

- Candidates meeting requisite attendance requirements and clearing the comprehensive evaluation will be awarded 'Certificate of Successful Completion' from IIM Kozhikode.
- Candidates not clearing the comprehensive evaluation but meeting requisite attendance criterion will be awarded 'Certificate of Participation'.
- Successful candidates will also be accorded IIM Kozhikode Executive Alumni status.

Programme Directors' Profiles



Prof. Rajesh S. Upadhyayula

Professor - Strategic Management

Prof. Rajesh S. Upadhyayula possesses expansive experience spanning academia, industry and non-governmental sectors. He is a post-graduate from IIFM Bhopal and a Ph.D. from Indian Institute of Management, Ahmedabad. He was a recipient of the prestigious Infosys Fellowship for his doctoral dissertation. His works (along with co-authors) were recognised at many national and international conferences. He was nominated for “That’s Interesting! Award” and “Best Paper Award” at the Academy of International Business, in 2013 and 2014 respectively. He was a finalist at the Strategic Management Society Special Conference in Singapore. He was also a speaker at various events like Phillip Capital India Conclave – 2012, CaFIT – 2013. He has taught at MDPs for senior leadership at companies like Bosch India Limited, Star TV, etc. Before joining IIM Kozhikode, he was a Manager at Think Tank, a strategic planning wing at TCS. His current interests are in the areas of firm choice in multiple clusters, internationalisation strategies of offshore service providers, emerging market multinationals and corporate governance.



Prof. Aishwarya Ramasundaram

Assistant Professor – Marketing Management

Prof. Aishwarya Ramasundaram is currently an Assistant Professor in Marketing at the Indian Institute of Management Kozhikode. She completed her Ph.D. in Marketing from IIM Bangalore. She teaches Business Models for the Digital Economy, Consumer Behavior and Sales. Her primary research interests lie in studying Technology-mediated Consumer Behaviour.



Prof. Arqum Mateen

Associate Professor – Quantitative Methods & Operations Management

Prof. Arqum Mateen is a Fellow of Indian Institute of Management Calcutta, where he was the recipient of Satish K. Sehgal Doctoral Student Award for Scholarship and Organisational Citizenship. He has worked in the energy, information technology, and pharmaceutical industries. He has trained managers and senior executives from some of the most reputed Indian and international companies, including several Fortune 500 companies. He has published several cases and his papers have been presented in many international conferences, and his multiple award-winning researches have been published in many reputed international journals like Decision Support Systems, Decision Sciences, Marketing Intelligence and Planning, International Journal of Production Research, etc.



Prof. Anita Kerai

Assistant Professor – Strategic Management

Prof. Anita Kerai obtained her Ph.D. in Business Policy from the Indian Institute of Management Ahmedabad, and PGDM from the Indian Institute of Management Lucknow. She takes courses on Business Models in Digital Economy, Strategic Management, and International Business. Her primary research work involves Business Groups and Family Firms in Emerging Markets. She has presented her research work in globally acclaimed management conferences like Strategic Management Society, Academy of International Business, and European International Business Academy. Prior to joining IIM Kozhikode as an Assistant Professor in Strategic Management, she was associated with IRMA and has diverse experience in the Energy and Banking sector.

Programme Fee, Instalment Schedule & Important Dates

Programme Fee

Particulars	Amount (in ₹ and excluding GST)*
Programme Fee	2,00,000

* Taxes will be additional as applicable.

*All fees will be collected by BCCL.

Instalment Schedule

Instalment		Instalment I	Instalment II	Instalment III	Instalment IV
Date	To be paid at the time of Registration	To be paid within one week of offer letter roll-out date	10 th May, 2022	10 th August, 2022	10 th October, 2022
Amount (in ₹)*	15,000	35,000	50,000	50,000	50,000

* GST will be additional as applicable.

Important Dates

Application Closure Date	15 th February, 2022
Classes Start Date	26 th February, 2022
Programme End Date	January 2023

APPLY NOW

About Indian Institute of Management Kozhikode

IIM Kozhikode aims to create a unique and futuristic space of global reckoning to nurture the finest management thinkers in the pursuit of developing innovative, socially responsible and environmentally friendly practitioners, leaders and educators.

Strategically moving towards a better future, the institute strives to provide holistic learning - giving equal weightage to academic solidarity and practical application. IIM Kozhikode integrates concepts with applications and values, thus transforming individuals into dependable, capable, caring and fair-minded personalities who will contribute towards the development of communities.



**INDIAN
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About TimesTSW

The Second Wind (TSW) is an initiative by Times Professional Learning aimed at working professionals keen to hone their skills and add value to their work for a more rewarding career.

TSW's passion for excellence and a brief that "Executive Education Empowers" work hand-in-hand with the organisation's aim to impart knowledge to business professionals nationwide.



THE TIMES OF INDIA GROUP

About Times Group

The Times of India Group began its operations in 1838 and is India's oldest and largest media house.

The Times of India is the world's largest-selling English newspaper, with over 5 million copies sold daily.

The Economic Times is the world's 2nd largest English business newspaper, second only to The Wall Street Journal, with over 800,000 copies sold daily.

The Group is also amongst India's most diverse media houses with assets across Publishing, Radio, TV, Out of Home (OOH) and Online Media.



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