भारतीय प्रबंध संस्थान कोषिक्कोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought

EQUIS ACCREDITED | AACSB Business Education Alliance Member | ASSOCIATION OF MBAS ACCREDITED

Professional Certificate Programme in

Business Management (Batch 21)

Holds the **3rd** position in the **NIRF** rankings for the Management category

Live Online + Campus Immersion

₹2,85,000 + GST

12 Months

IIM Kozhikode Advantage

From the Director's Desk

Over the years, product development has evolved from 'want creation' to 'need fulfilment'. Contemporary customer-centric perspectives and user-focused philosophies like design thinking has refined product development into a scientific, data-driven process. Thanks to this focus on the customer, product management is all about gaining an intimate understanding of customers and the ability to create tailored solutions for them. That's where product management comes in.

Businesses today have seen a complete transition than they used to run a decade ago. Recent industry reports suggest that close to 68% of business leaders in India have reported that having high agility reduced their costs by 25%. It is thus imperative for business leaders of today and the future to expand their knowledge across domains and proactively make decisions to be effective leaders. IIM Kozhikode programmes designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges with confidence and data-driven, informed decision-making ability. Our growing global footprints acknowledged and accredited by leading institutions of the world are a testimony to the growth we have achieved in our nearly 30-year journey of academic excellence.

At this juncture, it is also pertinent to share that both the 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 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 business make us believe that this is a legitimate aspiration.

Wishing you all the very best!

Debashis Chatterjee

Prof. Debashis Chatterjee,
Director, IIM Kozhikode

Business Management & Enterprises

To paraphrase Peter Drucker, management can be described as the dynamic life-giving and life-sustaining element of every business enterprise. It is the thinking organ that provides vision to the business. It is also the integrating force for the accomplishment of business objectives. Business Management involves strategic thinking, decision-making, and ethical leadership that keeps an organisation on track and moving toward its goals at the right time and in the right manner.

Essential Functions of Management

1

PLANNING

- Goal-setting
- Resource allocation
- Standards & timelines

2

ORGANISING

- Process flow
- Delegation
- Review & respond

3

MANAGING

- Communicate
- Motivate
- Guide & groom

4

CONTROLLING

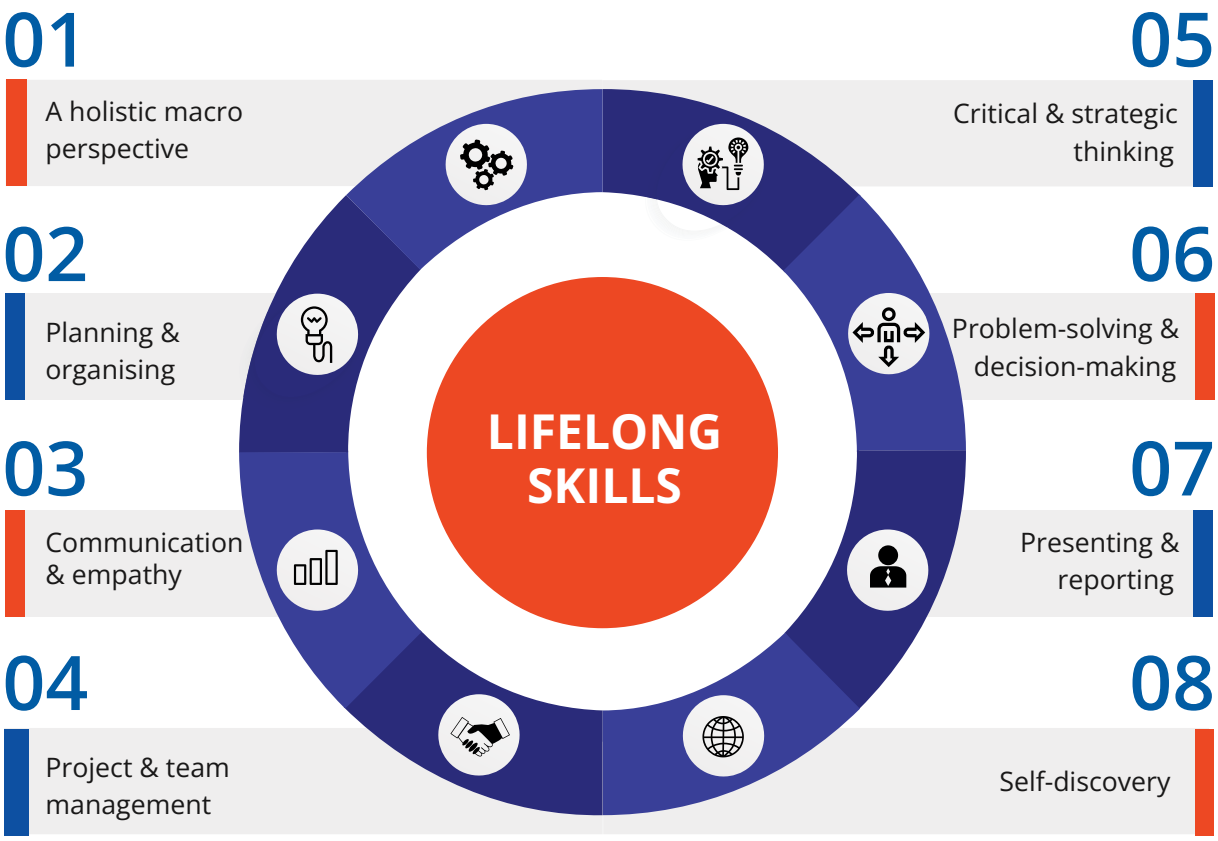
- Monitor
- Evaluate
- Improve & enhance

In recent history, enterprises that have failed due to poor or myopic or unethical management practices include Kodak, Compaq, Toys "R" Us, Enron, WorldCom, Satyam, etc. Thus, the importance of sound business management practices to a successful and sustainable enterprise cannot be emphasised enough. The goal of management is to get people together to achieve the same desired objectives and goals by using the resources that are available effectively and efficiently.

Benefits of Management for Enterprises

Acquiring and building holistic managerial competencies not only benefits one professionally but also personally. It is a transformative experience that imbues qualities and inculcates a mindset that broadens perspectives, boosts confidence, promotes discipline, fosters team spirit, enables decision-making, and kindles leadership.

Studying Business Management: Lifelong Skills



Understanding management principles, learning management tools and techniques, and developing management acumen, are personality-developing and career-defining imperatives for working professionals seeking role elevation and recognition as thinkers, influencers, decision-makers, leaders, etc.

PROGRAMME OVERVIEW

The Professional Certificate Programme in Business Management (Batch 21) from IIM Kozhikode is designed to empower professionals with the strategic acumen and managerial capabilities required to thrive in today's dynamic business environment. As industries undergo rapid transformation and new opportunities emerge, organisations need leaders who can anticipate change, identify growth avenues, and translate possibilities into sustainable business success.

In an era defined by technological disruption, evolving market dynamics, and heightened competitive intensity, professionals are expected to drive innovation while maintaining a clear strategic direction. This programme equips participants to navigate these complexities with confidence, agility, and a forward-looking perspective.

Delivered through a rigorous and contemporary curriculum, the programme enables executives to strengthen their managerial expertise, sharpen strategic thinking, and cultivate impactful leadership capabilities. Participants will gain the knowledge and insights needed to lead with greater effectiveness, drive organisational performance, and create lasting value in an increasingly complex business landscape.

Programme Duration

12 months

Class Schedule

Sunday, 03:30 pm – 06:30 pm

ELIGIBILITY

- Bachelor's Degree (10+2+3 or 10+2+4) / Diploma (10+2+3) from any recognised university
- Minimum 1 plus years of full-time work experience post completion of qualifying education
- Diploma (10+3) will be considered on a case-to-case basis, provided they have a minimum of 5 years of supervisory experience

WHO SHOULD ATTEND

The business management programme of IIM Kozhikode is targeted towards middle and senior level managers/executives who would like to hone their knowledge and skills that prepare them for the new milieu seasoned with uncertainty and opportunities.

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Management Development Programme

eMDP
Professional Certificate Programme in Business Management - Batch 13
(In-campus module)
October 04 - 05, 2025

PROGRAMME HIGHLIGHTS

A contemporary 12-month programme of business management

Live classes by highly experienced faculty and TWO days of campus immersion

Real-life case studies and simulation-based pedagogy

IIM Kozhikode Executive Alumni status

LEARNING OUTCOMES

After completing this programme, the participants should be able to:

Get comprehensive business management exposure with a focus on general management, marketing, and digital transformation

Experience hands-on learning of international business, brand management, corporate finance, and organisational behaviour under the expert guidance of seasoned industry practitioners

Gain a holistic and integrated perspective of the business and its environment

Hone analytical, strategic, and business thinking competence

PROGRAMME CONTENT*

The programme curriculum comprises the following modules:

Module 1: Verbal and nonverbal communication

- Psychological tenets of communication
- 7Cs of communication
- Components of nonverbal communication
- Barriers to communication

Module 2: Effective and mindful listening

- Difference between hearing and listening
- Types of listening
- Non-listening behaviours

Module 3: Persuasion skills and team communication

- Persuasion triad: pathos, logos, and ethos
- Cre framework of persuasive communication
- Importance of communication in the Tuckman model of team

Module 4: Communicating and negotiating across cultures

- Communicating across cultures: Hofstede and Hall framework
- Negotiating across cultures: Hofstede and Hall framework

Module 5: Impactful presentations

- Types of presentation
- Audience analysis
- Components of impactful communication

Module 6: Strategic analysis: External and internal

- Crafting strategy
- Implementation

Module 7: Building a strategy and Strategy implementation

- Learning
- Balanced scorecard

Module 8: Inventory management

- Continuous review
- Periodic review
- Inventory classification
- Reorder points
- Safety stock
- Ordering quantity

Module 9: Introduction to operations and operations strategy

- Customisation vs. Standardisation
- Push and pull
- Process types

Module 10: Forecasting

- Short term forecasting
- Long term forecasting
- Trend analysis
- Data smoothening based forecasting

Module 11: Business law: ensuring legal compliance

- Corporate governance and company law compliance
  adhering to the companies act, 2013.
  Role of independent directors and compliance with CSR obligations.
- Intellectual property (IP) compliance
  protecting patents, trademarks, copyrights, and designs under Indian IP laws.
  Ensuring brand identity, avoiding infringement, and managing licensing agreements.
- Insolvency and bankruptcy code (IBC) compliance
  key provisions of IBC, 2016, focusing on corporate insolvency resolution.
  Ensuring timely debt resolution and adherence to liquidation processes to maintain business continuity.

Module 12: Contracts and dispute resolutions

- Essentials of valid contracts and formation issues: discussing offer, acceptance, Consideration, and the legal capacity required to form enforceable contracts
- Managing contractual risks: force majeure and termination clauses: analysing clauses That address unforeseen events, termination rights, and liabilities for breach
- Alternative Dispute resolution (ADR) mechanisms: explaining mediation, arbitration, And conciliation as methods to resolve contractual disputes efficiently without litigation

Module 13: Working capital management

- Short-term investment and financing decisions
- Floats and moats
- Cash conversion cycle
- Relevance of negative working capital

Module 14: Investment criteria and capital budgeting

- Time value of money
- Cost of capital
- Net present value
- Internal rate of return
- Valuation

Module 15: Digital strategies in business

- Explore on the various strategies of digital marketing
- Case discussion on companies that strive to choose the different strategies
- Demo on how to access google ads and create/run a campaign
- Appropriate strategies to implement as per the marketing funnel

Module 16: Digital marketing in business

- Exposure to digital marketing and its importance in today's business
- Types of digital media
- Key concepts in digital marketing
- Assignments on building customer journey mapping using a case discussion
- Key concepts in digital advertising

Module 17: Consumer behaviour and marketing research

- Importance of CB and MR in today's dynamic business environment
- Patterns of buying decision process
- Internal and external influences of consumer decision-making process
- Three core decision-making perspective
- Assignment on linking both the concepts using qualitative method (Interview-based assignment)

Module 18: Interpersonal effectiveness and individual and group behaviour in organisations

- Person perception
- Biases and errors in judgement/decision-making
- Fostering team effectiveness

Module 19: Handling difficult people

- Understanding difficult people and scenarios
- Influence tactics
- Defensive behaviours /IM techniques

Module 20: Introduction to valuation and value drivers

- Refresh time value of money
- Introduce various techniques in capital budgeting
- Where is value?
- Valuing different types of cash flows
- Introduce the first principles
- Estimating cash flows for capital budgeting and valuation
- Understand what is time value of money
- Applications of time value of money

Module 21: Mergers, acquisitions, and divestitures

- The concepts of corporate restructuring
- The differences between mergers, acquisitions and divestitures
- The concept of synergy
- Impact of M&A on firm valuation

Module 22: Organisation, design, culture, and structure

- Importance of organisational culture
- Different fits in an organisation
- Alignment of processes to the organisation's structure

Module 23: Learning and development

- Introduction to L&D, knowledge, and experiential learning
- Development
- Training

Module 24: Coaching and mentoring

- Career Management
- What is Coaching?
- Coaching Versus Training?
- Coaching in the Career Management Process
- Managers as Coaches

Module 25: Structure and processes of hr/staffing and recruitment

- Competency Mapping
- Job Analysis
- Understanding Recruitment and Selection Metrics
- Building Robust Hiring Practices

Module 26: Principles and P's of marketing

- Common Myths About Marketing
- Customer Orientation and Customer Centric Value
- Evolution of Marketing Concepts
- Marketing Environment
- Creating Value – Marketing Strategy (STP)
- Delivering Value – Marketing Mix (4Ps)

Module 27: Product and brand management

- Understanding Product Concept
- Classification of Products
- Levels of Products and Product Life Cycle
- Branding - Evolution
- Customer-based Brand Equity

Module 28: Knowledge management

- The Definition and Types of Knowledge
- Issues in Knowledge Management
- Knowledge Management and its Necessity for Businesses
- Practices in Knowledge Management
- AI in Knowledge Management

Module 29: Designing digital experiences

- Ux and what constitutes a good ux
- User experience
- Usability and its goals
- Human computer interaction to human-centric interaction
- Contemporary issues in ux design

Module 30: Marketing strategy

- Core concepts of marketing
- Marketing orientation
- Purchase behaviour

Module 31: Marketing across cultures

- Role and importance of Culture in marketing
- Sub culture
- Cross culture

Module 32: Creativity and innovation

- Role of design in consumption decision
- Designing a new product
- Stimulate idea generation and development

Module 33: Economic environment

- How to measure growth, inflation, and unemployment (three pillars)
- Why do we have recessions and booms?
- How is remaining in recession or boom not optimal for a manager?
- How to equip a manager to use the economic framework to identify the economic environment and dissect the reasons for the state of the economy?

Module 34: Macro economic policies

- Fiscal policy, deficits, and debt
- Trade, capital flows and exchange rate
- Monetary policy, interest rate, and inflation targeting

Module 35: Micro economics

- Demand and supply
- Equilibrium in a demand and supply framework
- Government policies/interventions in the demand and supply framework
- Applying the framework in real world context - applications
- Different market structures: perfect competition, monopoly, and oligopoly

Module 36: Scheduling models, TQM, Lean, and six sigma

- What is operations excellence?
- Need for operations excellence
- How to achieve operations excellence
- Introduction and history of lean
- 7 wastes in lean
- Tools and techniques of lean
- Introduction to scheduling
- Types of scheduling
- Need for proper scheduling
- Tools and techniques for scheduling
- Demonstration of scheduling problems
- Introduction to total quality management
- A framework for tqm
- Tools and techniques
- Benefits

Module 37: Financial statement analysis

- Introduction to financial statements
- Methods of financial statement analysis
- How to read a balance sheet - game of numbers
- Introduction to ratio analysis

Module 38: Cash flow statements and analysis, Cost sheets and budgeting

- Financial and management accounting
- Costs and decision-making
- Introduction to budgets

Module 39: Business analytics, AI, and ML

- Business analytics
- Artificial intelligence
- Machine learning
- Deep learning
- Generative AI

Module 40: International management

- Fundamentals of international business
- Globalisation
- Porter's diamond of national competitive advantage
- Standardisation vs local responsiveness
- Strategic options for entering and competing in global markets

Module 41: Sales and distribution management

- Understanding consumers today
- Selling frameworks
- Sales role play exercise

Module 42: Nurturing wellness and managing stress

- Science of stress response and stress management
- Yoga concepts for developing wellness
- Yoga-based practices for stress management and developing wellness

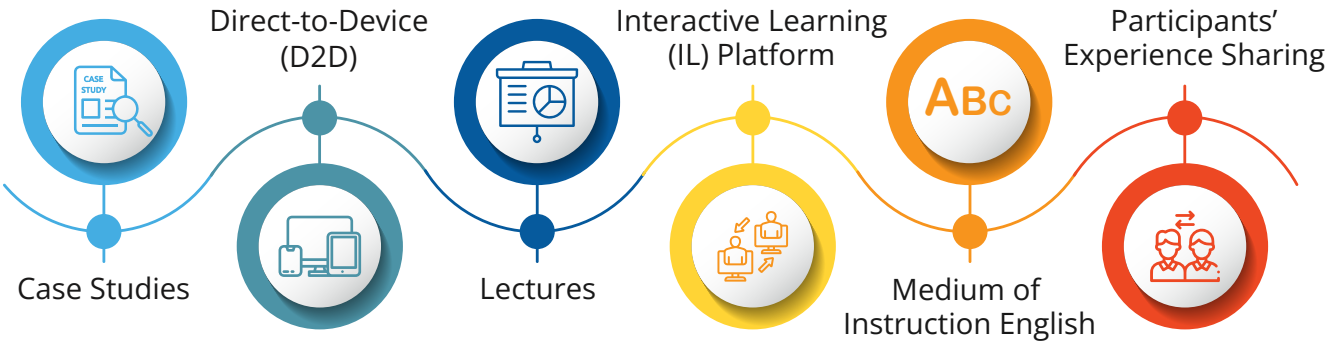
Module 43: Working with teams

- Archetype roles
- Teaming structure and its elements
- Development process
- Motivating team members
- Sociogram analysis
- Cross cultural teams (based on the time frame)
- Team member compositions - personalities and misconceptions

Capstone project work / business simulation

*Curriculum may subject to change based on emerging industry trends and academic requirements.

PEDAGOGY & PROGRAMME DELIVERY



ADMISSION CRITERIA

Corporate nominations & retail applications with credentials. Final selection of participants will be solely done by IIM Kozhikode.

ATTENDANCE CRITERIA

A minimum of 75% attendance would be required for the successful completion of the programme.

CAMPUS IMMERSION

There will be a two-day in-campus module at IIM Kozhikode towards the end of the programme.

LIVE THE CAMPUS LIFE

SNAPSHOT OF PAST COHORTS

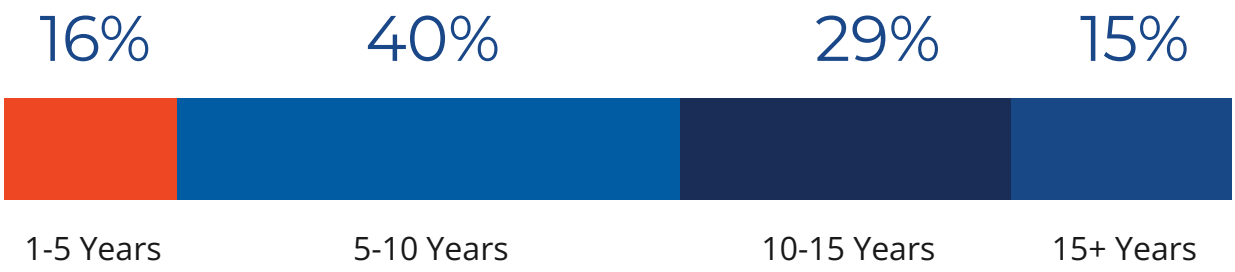
Top Industries

- IT
- Banking
- Automation
- Telecommunication
- Pharmaceutical
- Health care
- Education
- Insurance
- Broadcast media
- Electronic manufacturing

Top Job Profiles

- Manager/Sr. Manager
- Project manager
- Vice president
- CEOs
- Business analyst
- CXOs
- Engineer
- Data analyst

WORK EXPERIENCE



PAST PARTICIPANTS CAME FROM

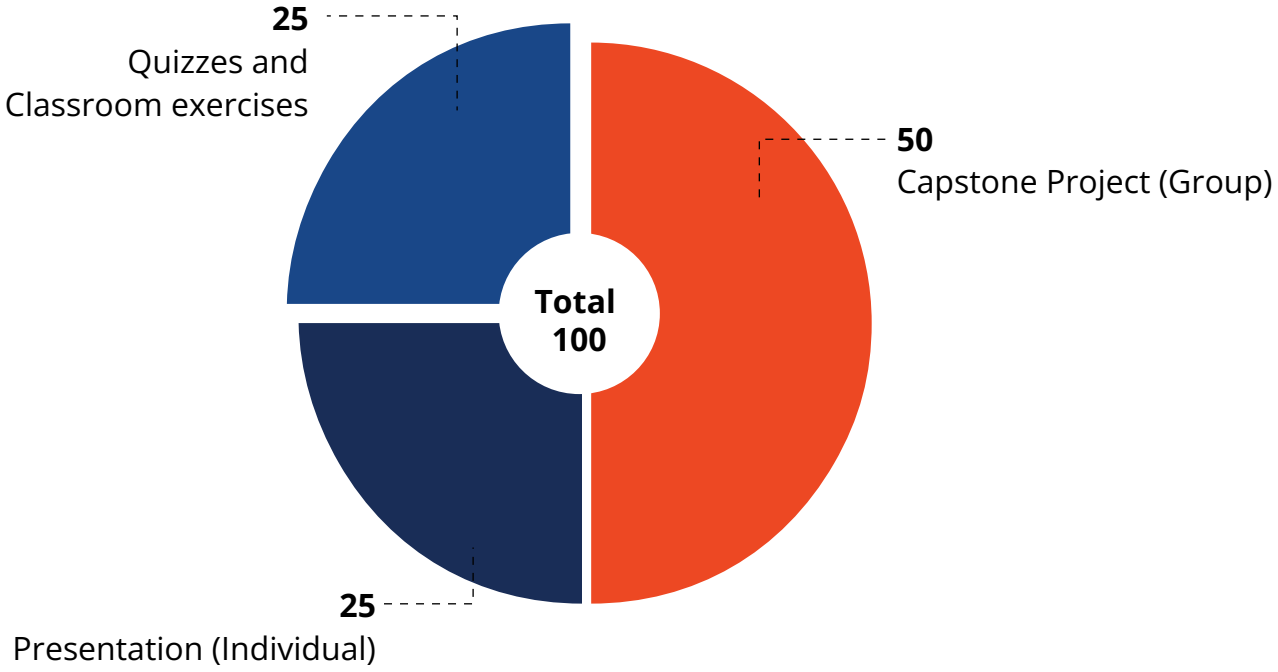
Jio
AU SMALL FINANCE BANK
xiaomi
HDFC Life
BAJAJ FINSERV
ASHOK LEYLAND
AMERICAN EXPRESS
TITAN

Assessment & Evaluation

The evaluation methodology is at 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

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded **'Certificate of Completion'**.
- Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a **'Certificate of Participation'**.
- Successful participants will also be accorded **'IIM Kozhikode Executive Alumni Status'.**

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

PROGRAMME COORDINATOR

Professor
Deepa Sethi

Executive Chair, G.L.O.B.E. (Global Linkages, Outreach, Branding, and Evaluation), IIM Kozhikode

Prof. Deepa Sethi is a distinguished academic and trendsetter with a passion for shaping impactful communication practices. At IIM Kozhikode, she serves as Executive Chair of G.L.O.B.E., driving global linkages, outreach, branding, and evaluation. With rich experience in teaching, research, training, and consulting, Prof. Sethi specializes in Managerial Communication, Executive Presence, and the behavioral dimensions of organizations. Trained at Harvard Business School and Harvard University, she brings a global perspective to her work, blending academic rigour with practical insights.

Her areas of expertise include Verbal and Nonverbal Communication, Cross-Cultural Communication, Storytelling and Influence, Inclusive Communication, Soft Skills for Interpersonal Effectiveness, Health Communication, and impactful Presentation Skills. Recognized among the Prof. Indira Parikh “50 Women in Education Leaders” in 2019, Prof. Sethi has also published extensively in leading international journals of the highest repute (A* and A category).

Testimonials

Tanmayee Deoskar

General Manager- Scientific Information | Sci -Edge Abstracts

I am deeply grateful to IIM Kozhikode for providing a world-class learning experience through their Business Management Programme. The curriculum's depth and the faculty's expertise offered me valuable insights into business strategies and leadership. The programme not only enhanced my analytical and strategic thinking but also gave me the confidence to excel in a competitive environment. I highly recommend this course to professionals seeking to elevate their careers. It has truly been a transformative experience, and I am proud to be an IIMK alumnus."

I wholeheartedly recommend this programme to anyone looking to elevate their career and gain a deeper understanding of the business world. Thank you, IIM Kozhikode, for an unforgettable and enriching journey.

Sunil Sharma

P2P Finance Manager, Philips India Limited

I'm truly grateful to IIM Kozhikode and TimesPro for being such a strong pillar of support throughout this incredible journey. This course has been more than just an academic experience — it's been a deeply enriching and transformative chapter in my life. From thought-provoking sessions and inspiring faculty to the camaraderie of peer learning and real-world applications, every moment has contributed to my growth. I carry forward not just knowledge, but lasting memories and meaningful opportunities.

PROGRAMME FEE

Particulars	Amount (₹)*
Programme Fee	₹2,85,000
Total Fee	**₹2,85,000**

Note:

- *Taxes will be additional as applicable.
- * All fees will be collected by BCCL.
- This is with reference to the refund of the Processing Fees. Please note that the Processing Fee shall not be refunded in the following circumstances:
  - In case the candidate rejects the offer issued by the Institute; and
  - In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled
- Books & Study material will be provided & disbursed by IIMK to the participants. For International participants books & certificates will be provided by IIMK and will be disbursed by BCCL. Cost of International courier will be borne by participants only.

INSTALMENT SCHEDULE

Instalment	Date	Amount (₹)*
I	At the time of Registration	10,000
	Within one week of offer rollout	72,000
II	6th February, 2027	71,000
III	6th April, 2027	66,000
IV	6th June, 2027	66,000

*Taxes will be added as applicable.

PROGRAMME TIMELINES

Last date to Apply	Refer To Website
Programme Start Date	27th December, 2026
Programme End Date	December, 2027

APPLY NOW

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Established in 1996, with its first Post Graduate Programme (PGP 01) o□cially launched in 1997, the Indian Institute of Management Kozhikode (IIMK) is today recognised as one of India's leading management institutions, o□ering 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 Programmes.

In 2013, IIMK established a satellite campus at Infopark, Kochi, dedicated to Executive Education. The institute also has the unique distinction of launching a PhD (Practice Track) programme for working professionals, alongside pioneering programmes such as the one-year Post Graduate Programme in Business Leadership (2019), MBA in Finance, and MBA in Liberal Studies & Management (2020). IIMK is also home to IIMK LIVE – a first-of-its-kind start-up incubation programme, the Indian Business Museum, and seven Centres of Excellence.

IIM Kozhikode has retained its 3rd position in the NIRF India Rankings 2025 (Management), marking its third successive year among India's top three management institutes. The institute also features regularly among the top global institutions for its flagship MBA (PGP) and EMBA (EPGP) programmes in the QS World University Rankings. IIMK has leapfrogged 100 places to secure a position among the Top 151–200 institutions globally for Business & Management Studies in the QS World University Rankings by Subject 2024.

IIM Kozhikode made its debut in the prestigious Financial Times Rankings in 2023 and was recently ranked #76 globally in the Financial Times Open-Enrolment Executive Education Rankings 2025. The feat has further consolidated the 30- year's IIM's footing in an exclusive list of the foremost providers of executive education in the world. The institute has also consistently featured among the Top 70 MBA programmes globally in the Financial Times Masters in Management (MiM) Rankings for its flagship PGP. Over the past two decades, IIM Kozhikode has successfully delivered close to 1,450 MDP programmes, training more than 55,000 participants from 200+ organisations, including several Fortune 500 companies.

ASSOCIATION OF MBAS ACCREDITED

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EQUIS ACCREDITED

#3 NIRF Rankings 2025 (Management)

For More Information

AAO, MDP Office
Indian Institute of Management Kozhikode
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Email ID: mdp1@iimk.ac.in

PROGRAMME PARTNER

TimesPro, established in 2013, is a leading Higher EdTech platform dedicated to empowering the career growth of aspiring learners by equipping them with skills to rise in a competitive world. TimesPro's H.EdTech programmes are created to meet the rapidly changing industry requirements and have been blended with technology to make them accessible & affordable.

TimesPro offers a variety of created and curated learning programmes across a range of categories, industries, and age groups. They include employment- oriented early career programmes across BFSI, e-Commerce, and technology sectors; executive education for working professionals in collaboration with premier educational institutions like IIMs and IITs; and organisational learning and development interventions at the corporate level.

TimesPro also collaborates with India's leading organisations across varied sectors to provide upskilling and reskilling solutions to boost employability and create a robust workforce. TimesPro is a Higher EdTech initiative by The Times Group.

Industry relevant curriculum by best-in-class faculty

Interactive sessions with state-of-art LMS

IIMs and IITs as course partners

1,00,000+ alumni community

TIMESPRO

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