



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

Batch  
**07**



Rated 4.82/5

By Previous Batches

Navigate Uncertainty With *Sharp Strategic Moves*

Professional Certificate Programme in

# Strategic Management

Programme by IIM Kozhikode



Times B-School  
Rankings, 2025



Public B-Schools,  
The Week Hansa Research  
Survey 2023



NIRF India Rankings,  
(Management) 2024



70<sup>th</sup> in Global, Financial  
Times Open Enrolment  
Rankings 2024

Marketing Partner

jaro education



## From The Director's Desk

In light of the growing need for versatile professionals who excel in strategy and leadership, capable of transforming complex challenges into valuable business insights in today's ever-changing landscape, the Indian Institute of Management Kozhikode has meticulously designed the Professional Certificate Programme in Strategic Management.

IIM Kozhikode's programmes, designed by world-class faculty with cutting-edge thought leadership and industry-leading insights, empower participants to confidently manage and lead through complex business challenges, driven by informed decision-making abilities. Our expanding global footprint, recognized and accredited by leading institutions worldwide, stands as a testament to the growth 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. A wide, far-seeing vision is not an indulgence but a necessity to give meaning to our present, providing the institution with a sense of purpose, direction, and imagination. This is why we contemplate what IIM Kozhikode will contribute to India and the world a few decades from now with 'Vision 2047: Globalizing Indian Thought'. The Institute has set for itself a pre-eminent role with this motto. The sheer scale, scope, and potential impact that India will have on 21st-century business makes us believe that this is a legitimate aspiration.

Achieve the perfect synergy of skills to enhance your strategic acumen and leadership imperatives by enrolling in the Professional Certificate Programme in Strategic Management offered by IIM Kozhikode.

**Wishing you all the very best!**



**Prof. Debashis Chatterjee**

Director,

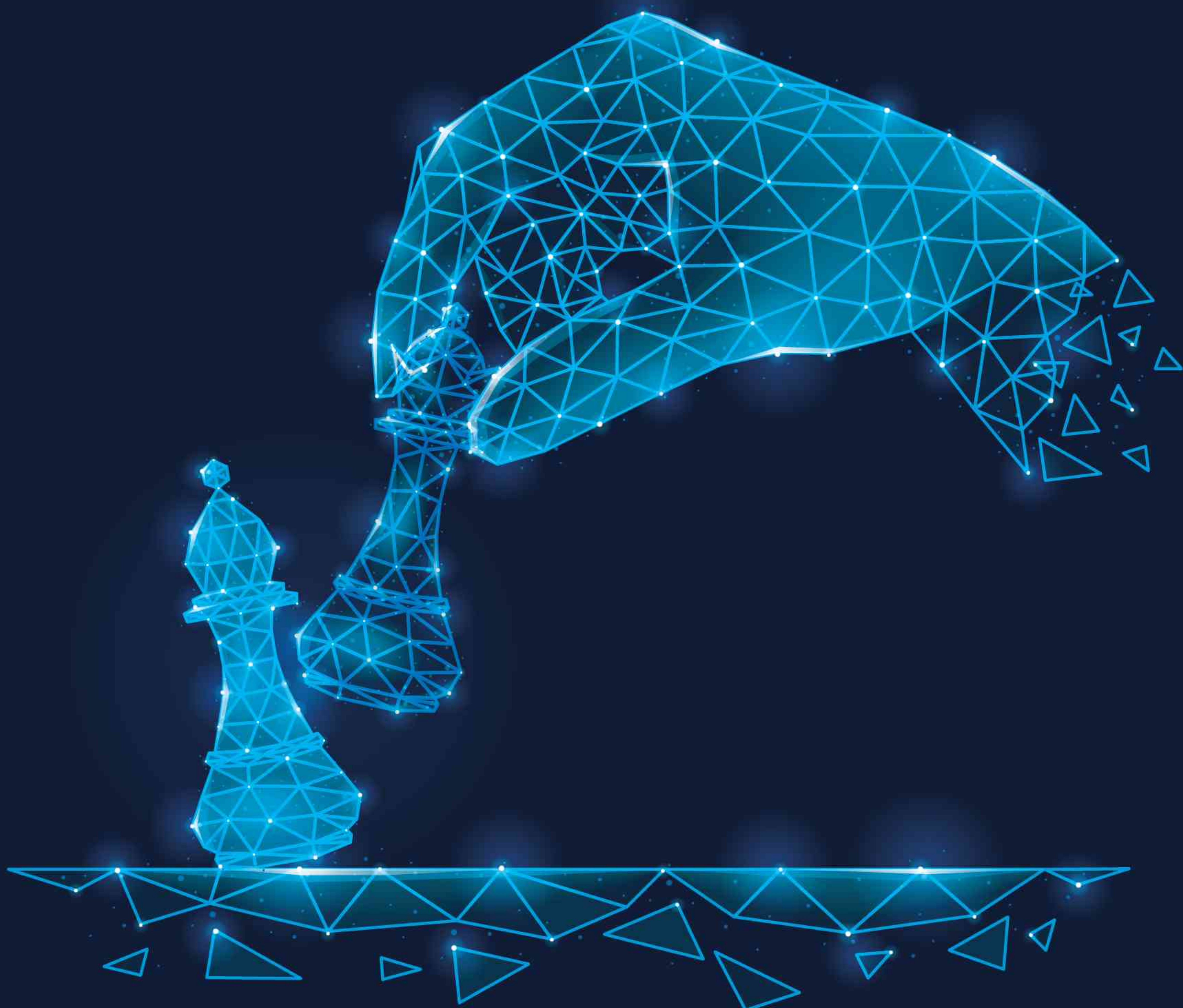
**IIM Kozhikode**





## Programme Overview

Become a visionary strategist, leading transformative change in top-quartile organizations. The Professional Certificate Programme in Strategic Management, offered by the Indian Institute of Management Kozhikode (IIMK), paves the way for you to champion strategic imperatives. Tailored for ambitious professionals, this programme empowers you to elevate your career and evolve into an all-encompassing leader, driving organizational excellence. The comprehensive curriculum equips emerging leaders with essential skills and knowledge to thrive in today's dynamic business landscape. The programme helps the development of a strategic mindset, hone advanced business acumen, cultivate leadership skills, gain insights into diverse strategies, and master innovative approaches to navigate digital disruption.





# Who Should Attend ?

This programme is perfect for managers who want to advance their career, while helping their company even more by becoming great all-rounders and future leaders.

- Individuals who are currently in or transitioning into middle management positions and are seeking to enhance their strategic thinking, decision-making, and leadership skills to drive their teams and departments towards achieving strategic goals. Team Leaders, Assistant Managers, Junior Managers, Managers can be some of the profiles.
- Those who have gained valuable work experience of more than two years and are eager to amplify their strategic acumen, refine their decision-making capabilities, and broaden their leadership skills to navigate complex business challenges effectively.
- Individuals who have demonstrated the potential and aspiration to take on greater responsibilities within their organizations and are determined to cultivate the strategic mindset and expertise necessary for executive leadership roles.



# Programme Highlights

Upskill with India's Premier Educational Institute 3<sup>rd</sup> Rank in NIRF Rankings 2024 in the 'Management' Category



Certificate of Completion from IIM Kozhikode

Executive Alumni status at IIM Kozhikode



Live Classes by Highly Experienced Faculty Members from IIM Kozhikode

Flexibility in Learning: Online Classes on Weekends or After Business Hours



5-Day Intensive Campus Immersion Modules

Peer-to-Peer Learning and Mentoring from Industry Experts



Curated for Working Professionals with a Practical Learning Approach

Holistic Pedagogy Blends– Theoretical Concepts with Practical Applications





## Learning Outcomes

- Develop a strategic mindset and enhance critical thinking for effective decision-making.
- Cultivate advanced business acumen to drive competitive advantage and sustainable growth.
- Foster leadership skills to inspire and lead teams through strategic transformations.
- Provide comprehensive insights into diverse strategies for local and global markets.
- Equip participants with innovative approaches to navigate digital disruption and innovation.





# Programme Curriculum

## MODULE 1

### Foundations of Strategic Management

- Introduction to Strategic Management
- Strategy as Integrator
- Vision, Mission, and Values
- Organizational Aspirations

## MODULE 2

### Managerial Economics and Business Environment

- Economics for Managers
- Prices and Individual Choice
- Firm Behavior
- Business Environment & Policy

## MODULE 3

### Finance Essentials for Business Managers

- Analyzing and Interpreting Financial Statements
- Management Accounting and Financial Control
- Basics Of Corporate Finance
- Risk Management

## MODULE 4

### Case Pedagogy Workshop

- Introduction to Case Pedagogy
- Case Analysis Techniques
- Presenting Findings & Recommendations
- Interactive Discussions, Reflections & Feedback

## MODULE 5

### Analyzing the External Environment

- Environment, Industry & Competitive Analysis
- PESTEL Framework
- Porter's Five Forces Analysis
- Competitor Analysis

## MODULE 6

### Leveraging Resources and Competencies

- The Resource Based View
- VRIN / VRIO Framework
- Distinct And Core Competencies
- Dynamic Capabilities and Sustainable Competitive Advantage



## MODULE 7

### Crafting Competitive Strategies

- Competitive Strategy & Value Creation
- Strategic Positioning
- Value Chain Analysis
- Logic Of Value Creation and Distribution

## MODULE 8

### Introduction to Corporate Strategy

- The Scope of the Firm
- Corporate Diversification
- Related Vs Unrelated Diversification
- BCG Matrix, Ansoff Matrix, GE 9-Cell Matrix

## MODULE 9

### Growth Strategies

- Organic & Inorganic Growth Strategies
- Mergers & Acquisitions
- Alliances & Joint Ventures
- Cooperative Strategies

## MODULE 10

### Case Pedagogy Workshop

- Fundamentals of International Business
- Porter's Diamond of National Competitive Advantage
- Standardization Vs. Local Responsiveness
- Strategies for Emerging Markets

## MODULE 11

### Emerging Business Themes

- Technology, Data Analytics, And Digital Transformation
- Emerging Business Models
- Diversity, Equity, and Inclusion (DEI)
- Risk Management & Resilience Building

## MODULE 12

### Change Management

- Change Sources, Models, And Frameworks
- Change Strategy Planning and Execution
- Change Metrics and Evaluation
- Organizational Culture and Change



## MODULE 13

### Leadership in the Digital Age

- Role of Leadership in Industry 4.0
- Data-driven & Evidence-based Decision-Making
- Collaborative Leadership in a Networked World
- Customer-Centric Leadership

## MODULE 14

### Managing Family Businesses

- Introduction To Family Firms
- Managing Financial and Non-Financial Goals
- Family Succession
- Innovation and Growth Strategies for Family Businesses

## MODULE 15

### Strategy Implementation

- Aligning Functional Areas with Strategic Objectives
- Effective Strategy Execution and Monitoring
- Balanced Scorecard
- Organizational Structure and Strategy Execution

## MODULE 16

### Corporate Governance

- Corporate Governance Structures and Responsibilities
- Risk Management and Internal Controls
- Executive Compensation and Transparency
- Corporate Governance Reforms and Trends

## MODULE 17

### Sustainability and Corporate Social Responsibility

- Sustainability Fundamentals: Triple Bottom Line
- CSR, Social Sustainability & Ethics
- Sustainability Metrics and Performance Measurement
- Sustainable Leadership and Resilience Building



## MODULE 18

### Entrepreneurship and New Ventures

- Defining Entrepreneurship
- Traits of Entrepreneurs
- Types of Entrepreneurships
- Business Models and Strategies for New Ventures

## MODULE 19

### Design Thinking & Innovation

- Introduction to Design Thinking
- The Design Thinking Process
- Managing Innovation and Creativity
- Incremental and Radical Innovation

## MODULE 20

### Consolidation & Capstone Project

- Consolidation of Strategy Concepts
- Capstone Project Proposal Development
- Innovation and Creativity in Capstone Projects
- Reflection and Learning from the Course

## MODULE 21

### Integrative Business Simulation

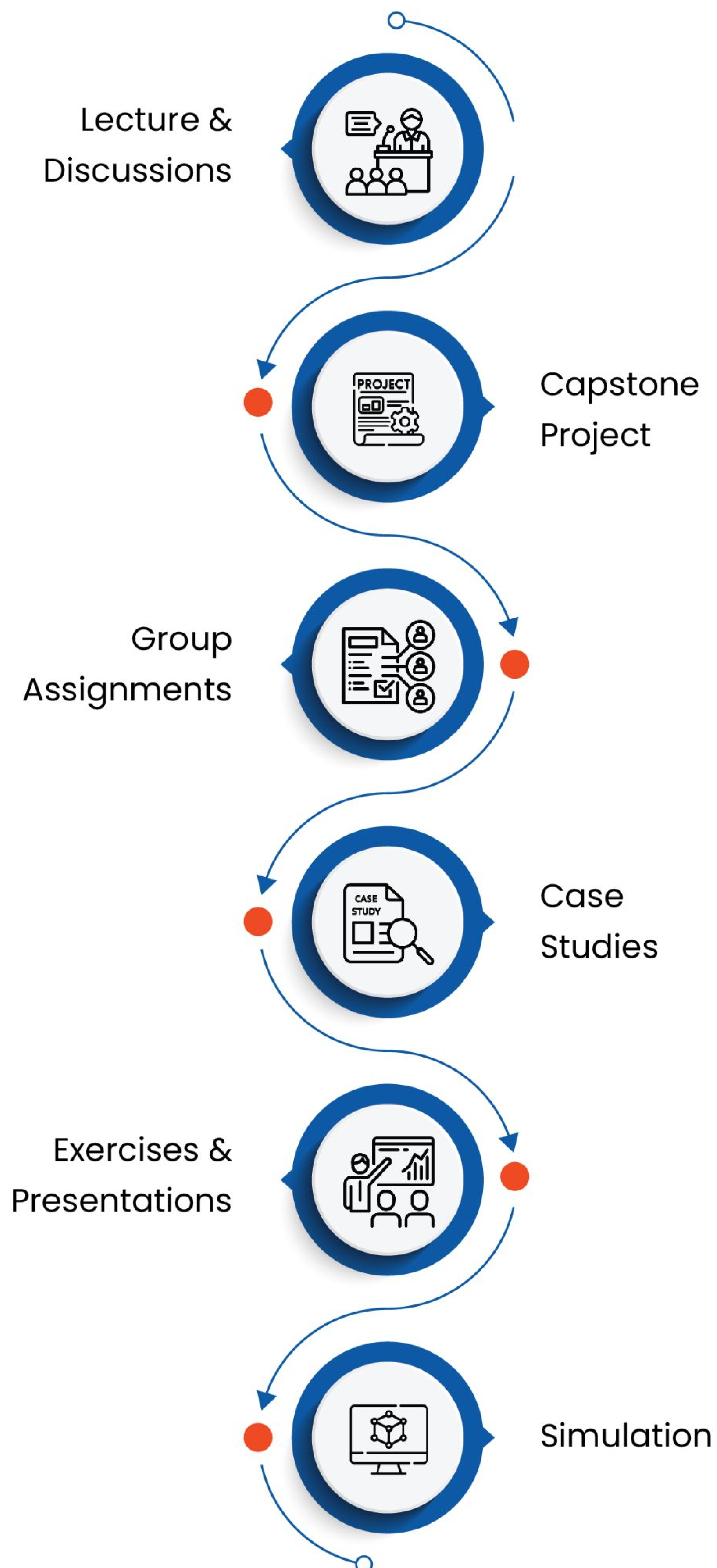
- Integration of Course Concepts
- Market Analysis and Strategy Formulation
- Competitor Analysis and Response Strategies
- Team Collaboration and Leadership in Simulation





# Pedagogy

## ● Blend of Theoretical Concepts with Practical Applications:





# Evaluation and Completion Criteria

The evaluation methodology is the discretion of the faculty. The methodology includes online quizzes, case analysis, class contribution, assignments, and any other component as decided by the faculty. A minimum of 75% attendance is a prerequisite for the successful completion of this programme. The participants will have to secure the minimum pass marks in the evaluation components specified by the faculty.

## Assessment Matrix

Component	Sub-Component	Level of Assessment	Weightage	
Quizzes	Case Quizzes	Individual	10%	30%
	Module Quizzes	Individual	20%	
Assignments	Strategy Frameworks Assignment	Group	10%	10%
Capstone Project	Project Report	Group	15%	20%
	Presentation	Group	5%	
Integrative Simulation	Training Tasks	Individual	15%	40%
	Simulation Performance	Group	20%	
	Peer Evaluation	Individual	5%	
TOTAL			100%	




# Programme Details

- **Duration** • 1 Year | 130+ Hours of Learning
- **Mode of Delivery** • Direct-to-Device (D2D) mode
- **Campus Visit** • One Visit for 5 days.
- **Session Timings** • Sundays, 02:00 pm to 05:00 pm

**Note:**

- The in-campus module is mandatory
- The eMDP programmes are designed to deliver a comprehensive learning experience with a focus on the total number of instructional hours as per the programme structure. While the programme is typically planned over a specific duration, the actual duration may vary depending on the completion of the required instructional hours. This ensures that the quality and content of the programme remain intact, irrespective of the time taken for its completion.

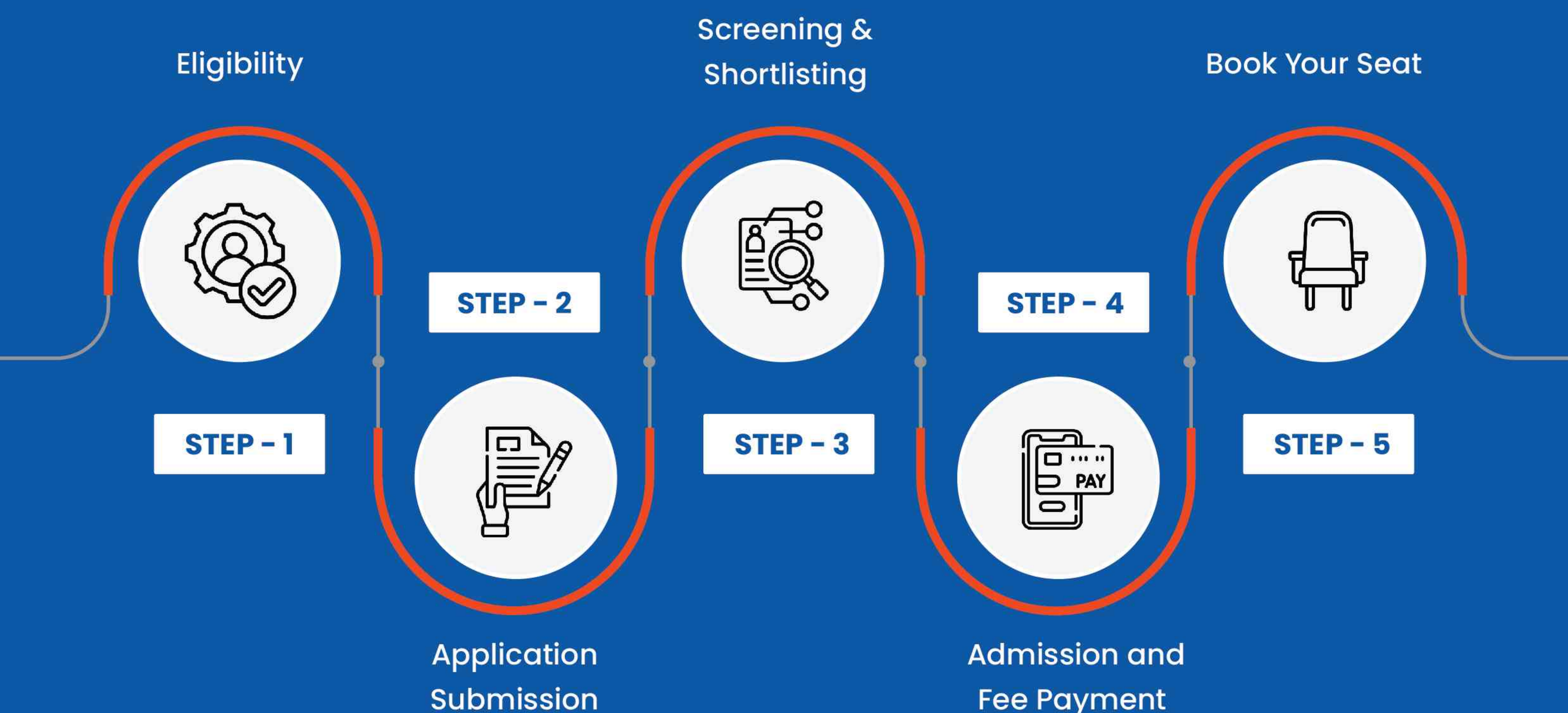


<b>Application Closure Date</b>		<b>30<sup>th</sup> June 2025</b>
<b>Commencement Date</b>		<b>6<sup>th</sup> July 2025</b>





## Admission Process



## Admission Criteria

- Selection will be based on the candidate's profile and Statement of Purpose.

## Eligibility Criteria

- Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognized university (UGC/AICTE/DEC/AIU/State Government/recognized international universities) in any discipline.
- By the programme commencement date, candidates should have more than 2 years of work experience.



# Programme Fee Details

Fee Details	Amount
Application Fee	INR 2,000/- + GST
Total Programme Fee (Exclusive of Application Fee)	INR 1,80,000/- + GST*

## INSTALMENT PATTERN

Booking Amount	INR 80,000/- + GST	3 days from the release of the offer letter
Instalment I	INR 60,000/- + GST	15 <sup>th</sup> September 2025
Instalment II	INR 40,000/- + GST	15 <sup>th</sup> November 2025

Easy EMI Options Available\*



# Certificate

- Participants who are unable to clear the evaluation criteria but have requisite attendance will be awarded a **'Participation Certificate'**.



- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria will be awarded a **'Certification of Completion'**.



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



## Programme Director



### Prof. Salman Ali

PhD, IIM Ahmedabad

B.Tech, University of Calicut (First Rank)

**Prof. Salman Ali is an Associate Professor in the Strategic Management Area at the Indian Institute of Management (IIM) Kozhikode.** He obtained his doctorate from IIM Ahmedabad, specializing in the domain of Strategic Management and International Business. His areas of research encompass fields such as internationalization and re-internationalization of firms, global tourism and sustainable development, as well as digital transformation strategies.

He has travelled extensively around the world, having **visited over 25 countries spanning 6 continents, and has over 15 years of industry and academic expertise**, including roles such as Assistant Professor at IIM Raipur and IIM Shillong, and Branch Director at Universal Business Links India (a franchisee of UBL United Kingdom). Prof. Ali has also made significant contributions to organizations such as CERA Sanitaryware Ltd, India and OCE Group, The Netherlands, through consultancy projects.





## Why Strategic Management?

“

44% of leaders rank aligning strategy implementation with company culture as the most difficult challenge.

\*ClearPoint Strategy

61% of executives feel they are not prepared for the strategic challenges they face upon being appointed to senior leadership roles.

\*HBR

61% of respondents acknowledge that their firms often struggle to bridge the gap between strategy formulation and its day-to-day implementation.

\*Economist

Two-thirds of managers say that past performance is the biggest factor when making a promotion decision, but a culture that promotes strategy execution must reward teamwork, ambition, agility and a willingness to change.

\*HBR

”





# Walk Through–Projected Career Trajectory

- **SENIOR STRATEGY MANAGER/ SENIOR CONSULTANT**

**Role:** Experienced professionals entering a company at a senior level often have in-depth industry knowledge and strategic expertise.

**Skills:** Should be able to analyze complex business landscapes, formulate innovative strategic plans, and execute them effectively.

**Salary:** INR 17–34 LPA.

- **STRATEGY DIRECTOR**

**Role:** Leading strategy teams, shaping strategic direction, and overseeing multiple projects.

**Skills:** Team leadership, strategic direction, project management.

**Salary:** INR 20–49 LPA.

- **STRATEGY DIRECTOR**

**Role:** As a VP or CSO, you are responsible for the overall strategic direction of the organization, advising the CEO and board, and driving corporate growth.

**Skills:** Strategic leadership, board-level communication, corporate growth strategy.

**Salary:** INR 27–42 LPA for VP and 62 LPA for CSO.

- **PARTNER**

**Role:** Partner positions are reserved for the most seasoned strategists, and they may sit on executive boards and shape the organization's future.

**Skills:** Excel in areas such as strategic planning, acumen, leadership, business development, and stakeholder engagement.

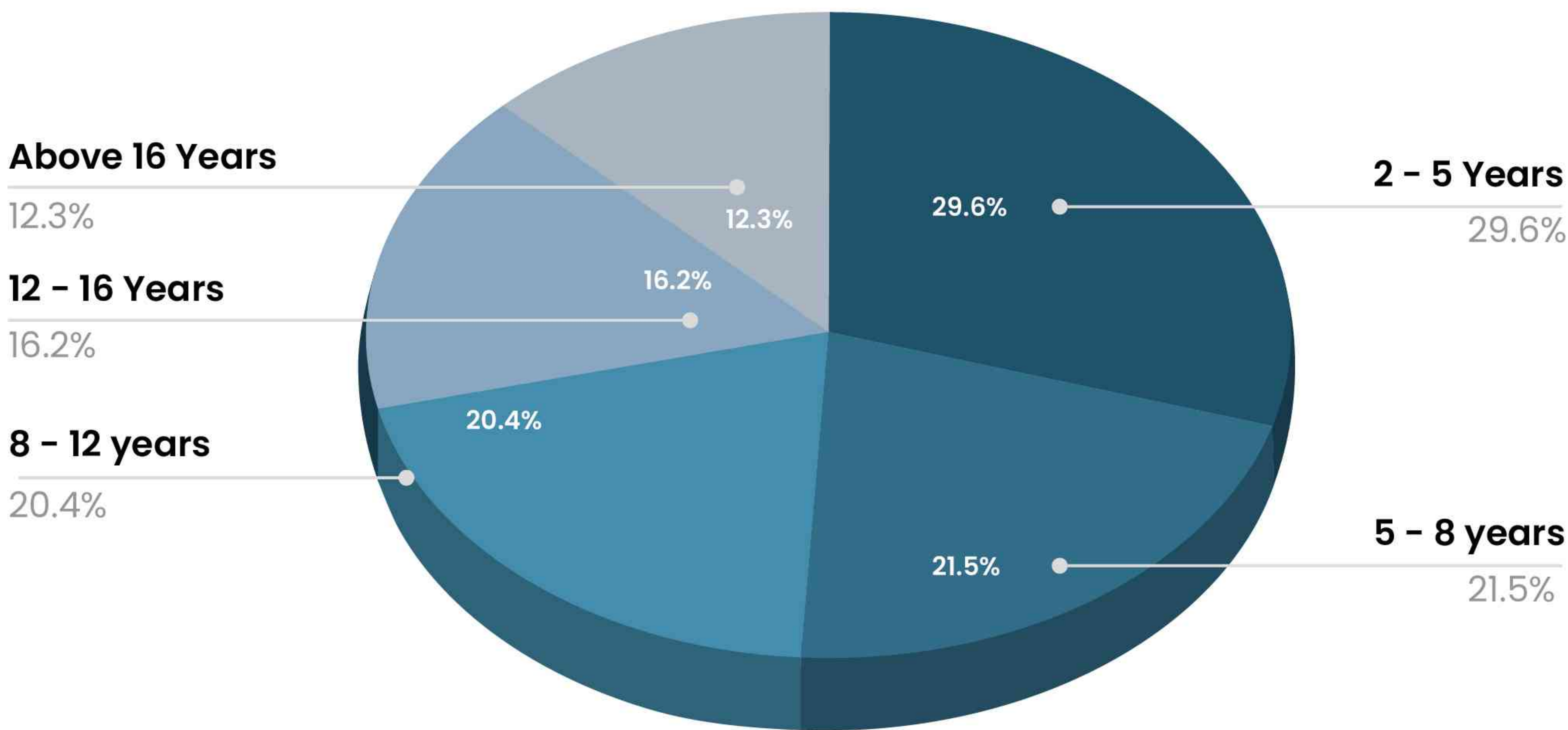
**Salary:** INR 10–50+LPA.



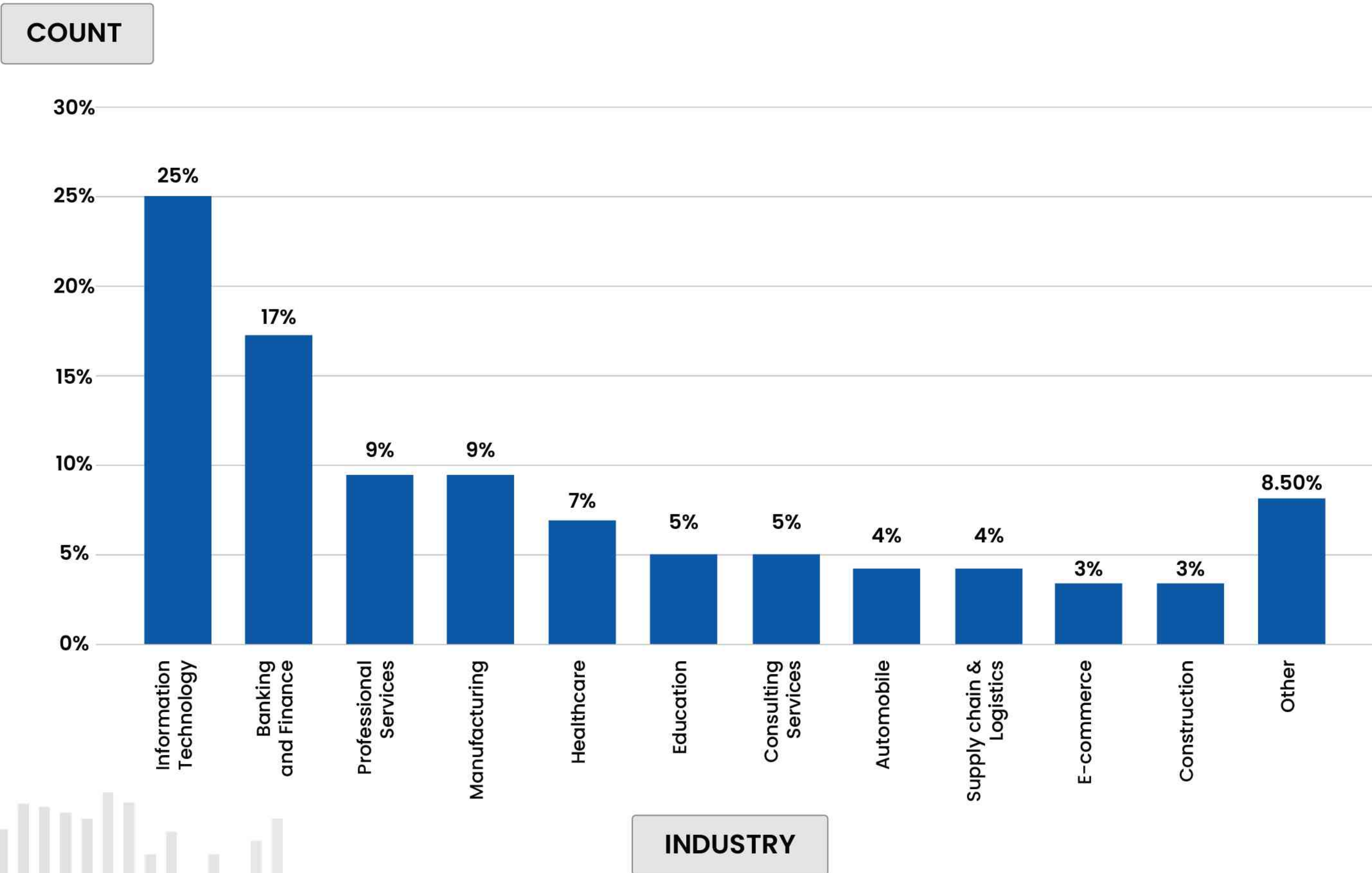


# Recent Batch Analysis

## Work Experience



## Industry-wise bifurcation





# Recent Batch Analysis

## > Top Profiles of our Alumni

Founder & Managing Director

Marketing Head

Chief Strategic Officer

Vice President

Head of Product

Operations manager

Assistant General Manager

## > Top Companies where our alumni are working at:



JPMorganChase



Citibank

S&P Global

Dell Technologies



OLA



### Note

- Highlighted above are the previous batch demographics of IIM Kozhikode’s Professional Certificate Programme in Strategic Management.
- Past performance records do not guarantee any future opportunities.
- All company names are trademarks or registered trademarks of their respective holders. Use of them does not imply any affiliation with or endorsement by them.
- The list is partial.



## Hear From Our Alumni



**MR. YOGESH TIWARI**

Assistant Manager Contracts  
Larsen and Toubro Heavy Infra IC

My motivation for joining the IIM Kozhikode Professional Certificate Programme in Strategic Management was to enhance my skills in strategic management and apply them to contract management in the civil engineering sector. The faculty's real-world insights and practical case studies made a significant difference, especially in areas like negotiation and risk management. The supportive learning environment and valuable mentorship were key highlights. I highly recommend this programme for its practical learning, expert faculty, and networking opportunities.



**MR. JAMES PATIL**

Senior Manager (Operations)  
R1 RCM, Hyderabad

I joined the IIM Kozhikode Strategic Management Programme to enhance my career profile, and it truly exceeded my expectations. The well-structured course, combined with real-world applications and inspiring faculty, honed my analytical thinking, leadership, and decision-making skills. Jaro Education provided exceptional support throughout, from admission to job placement assistance. This programme is a must for anyone looking to deepen their strategic management skills and advance in their career.





## Hear From Our Alumni



**CHANDRA PRAKASH SINGH**

Assistant General Manager  
Vodafone Idea Limited

With nearly 15 years of experience as a Business Executive, I joined the Strategic Management programme by IIM Kozhikode to enhance my leadership skills and career prospects. The programme provides the right knowledge and tools to grow professionally. The leadership-focused curriculum and the team-oriented environment have helped me refine my abilities as a team player while preparing me for greater challenges in my career. I would highly recommend this programme to those looking to achieve higher career growth in the corporate sector."



## About IIM Kozhikode



Times B-School  
Rankings, 2025



Public B-Schools,  
The Week Hansa Research  
Survey 2023



NIRF India Rankings,  
(Management) 2024



70<sup>th</sup> in Global, Financial  
Times Open Enrolment  
Rankings 2024



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 Programmes. IIMK set up a Satellite campus at Infopark, Kochi, in 2013 dedicated to Executive Education. IIMK also has 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 startup incubation programme and the Indian Business Museum.

IIMK is ranked 3<sup>rd</sup> 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).

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 IIMs footing in an exclusive list of the foremost providers of executive education in the world. IIMK's full time 2-year MBA is ranked #68 in FT Master's in Management Rankings 2024, and its full-time 1-year MBA made the highest debut entry at #86 rank in FT Global MBA Rankings 2025. IIM Kozhikode has successfully delivered close to 1300 MDP programmes over the past two decades, training more than 41,000 participants from 150+ organizations, which also includes several Fortune 500 companies in the process.





# About Jaro Education

3,50,000+

Careers Transformed

150+

Programs from a Quality  
Bucket of Diverse Domains

30+

World's leading Academic  
Partners

23+

Learning Centres across  
India, USA, and Singapore

20+

Top NIRF Ranked Indian  
Institutes & Universities

10+

Top QS Ranked Global  
Institutes & Universities



e-India Awards

The Best ICT Enabled  
Higher Education  
Institute Award



Educational  
Excellence Awards

Most Innovation &  
Successful online MBA  
Program in India



MODI Awards

Outstanding  
Contribution in Online  
Education



ABP Education  
Awards

Best Digital Learning  
Innovation Award



World HRD  
Congress

National Best  
Employer Accolade



World HRD  
Congress

Edtech Leadership  
Awards



Outlook Business Icon  
Awards 2023

India's Most Trusted  
Online Higher Education Company



The Business  
Awards 2024

Leading Edtech Company  
of the Year

Jaro Education is an online higher education and upskilling company that specialises in executive education, serving as a liaison between the world's leading universities and institutes to create online and technology-driven programmes. The company provides a quality bucket of online executive education programmes catering to domains such as Doctorate & Ph.D., Analytics & Data Science, Management, Finance, etc., from renowned national and international institutions to meet the needs of working professionals. Our goal is to foster the growth of entrepreneurs and professionals at all levels, from entry-level to C-Suite, through world-class executive education programmes.



# Career Assistance by Jaro Education

- **RESUME BUILDING**

Our service comprises the meticulous creation and refinement of resumes, aligning them with corporate standards to ensure they reflect your skills and achievements. Through expert resume optimization, we enhance your professional narrative and craft an ATS-friendly resume to stand out in a competitive landscape.

- **LINKEDIN PROFILE OPTIMIZATION**

We offer tailored suggestions for elevating your LinkedIn profile, strategically designed to maximize visibility and foster meaningful connections with industry leaders. Our approach ensures that your online presence resonates with the professionalism and expertise that defines your career trajectory.

- **CAREER ENHANCEMENT SESSIONS**

Our exclusive Jaro Connect platform provides corporate engagements with access to immersive bootcamps and masterclasses on the latest industry trends, led by esteemed experts. This empowers the participants to stay abreast of evolving market dynamics while honing their professional competencies, ensuring they thrive in today's fast-paced business environment.

**Note:** IIM Kozhikode or Jaro Education do not guarantee or promise you a job or advancement in your existing position. Career services are simply provided as a service to help you proactively manage your career. Jaro Education provides the career services described here. IIM Kozhikode is not involved in any way with the career services described above and offers no commitments.







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## **Connect With Us Now!**

**JARO EDUCATION PROGRAMME EXPERT**

**Mr. Mrinal Modak**



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www.jaroeducation.com

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### **Jaro Education's Presence**

Ahmedabad | Bangalore | Chennai | Chandigarh | Delhi/NCR | Hyderabad | Jaipur |  
Kolkata | Mumbai | Nagpur | Pune