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

TIMESPRO

Executive Post Graduate Programme in Management (Batch 16)
2-Year MBA for Working Professionals

The benefits of acquiring and building holistic managerial competencies for career growth is indisputable and undeniable. Understanding management principles, learning management tools and techniques, and developing management acumen, are career-defining imperatives for working professionals seeking role elevation and recognition as thinkers, influencers, decision-makers, leaders, etc.

This works well for all working professionals at different levels of their careers. The programme forms a diverse group of participants and builds a knowledge-sharing platform for working professionals in junior management, middle management, and senior leadership roles. Of course, learning while continuing to work and acquiring an MBA degree from a management institute with an impeccable pedigree, makes the proposition irresistible.

Programme Overview

The **Executive Post Graduate Programme (EPGP) in Management for Working Professionals** is a two-year programme comprising 750 hours of classroom instruction delivered over an Interactive Learning (IL) platform, and includes 3 weeks of in-campus modules.

With a curriculum design that reflects the best of management theory and practice, the objective of the programme is to impart management education with a global outlook. The innovative curriculum and proven pedagogy will enable participants to leverage the knowledge and skills gained to enhance their performance in the real world.

The programme will empower working executives and entrepreneurs seeking to stay invested in the knowledge economy and take their organisations to the next level.

Index

Prerequisites for Business Management Professionals

> *Management is, above all, a practice where art, science, and craft meet.*
>
> *- Henry Mintzberg*

Business management comprises all the activities involved in the functioning of an organisation – planning, implementation, controlling, monitoring, organising, optimising, delegating, etc. While the role of a business manager may vary across organisations, your main objective as a business manager is to build and sustain a successful organisation.

Companies need top-class management professionals like you in diverse roles, more so in a VUCA (Volatile, Uncertain, Complex and Ambiguous) business environment. As a business manager you need to focus on six key tasks that serve as the basis of any general management role.

Shaping the work environment

Setting strategy

Allocating resources

Developing managers

Building the organisation

Overseeing operations

Six Basics for General Managers

Source: Harvard Business Review

Thus, as a business management professional, you must have cross-functional competencies and be aware of the management skills required across all business functions like marketing and sales, finance and accounting, operations, human resources, etc., to be able to orchestrate various business operations efficiently.

Upskilling with a Professional Qualification in Management

A professional qualification in management provides a holistic understanding of management functions helping you gain the necessary knowledge required to handle various business situations. It will benefit you personally and professionally, throwing open the doors of opportunity for career advancement and lucrative pay packages.

A professional qualification in management helps in

Personal Gains

Self-confidence | Credibility | Curiosity | Communication | Discipline | Time Management | Creativity | Knowledge Base | Strategic Thinking | Contingency Approach

Professional Gains

Advanced Management Skills | People Management | Competitive Edge | Various Career Choices | Extensive Business Network | Attractive Pay Packages | Entrepreneurial Skills | Global Perspective | Rejuvenated Career

IIM Kozhikode's Executive Post Graduate Programme (EPGP) in Management provides a thorough understanding of all the areas of business with its comprehensive programme curriculum and a global perspective. Master key management skills and emerge as a manager capable of shaping the future of business.

Programme Highlights

The most comprehensive and intensive Executive Post Graduate Programme in Management for Working Professionals.

Two-year, online, flagship executive education programme of IIM Kozhikode – 16th Batch to commence.

Leads to a Master of Business Administration (MBA) degree from IIM Kozhikode.

Specifically designed for working executives to access learning from the convenience of their location of stay/work through the Interactive Learning (IL) platform.

Unique option to choose from two class timings as per convenience, along with the provision of taking a temporary break from the programme for a maximum period of one year and rejoin to complete the programme.

Three in-campus modules of one-week duration each. The first in-campus module is conducted at the beginning of the first year; the second module after the beginning of the second year, and the third is conducted at the end of the second year.

Programme Highlights

Rigorous selection process: EMAT (Executive Management Aptitude Test) & Personal Interview.

Diverse participant group across functional areas and industries allowing for rich peer-learning and networking opportunities.

IIM Kozhikode Alumni status giving access to a network of 12,000+ alumni.

Global recognition from AMBA, EQUIS, AACCB (under process), and Business Incubator and Entrepreneurship Centre support through IIMK LIVE.

Learning Outcomes

Over the course of two years, the programme will equip and empower participants with transformational knowledge, skills, and capabilities.

Deep understanding of key functions, their purpose, and role

Comprehension of economic trends and regulatory swings

A world view of key management issues and challenges

Use of various analytical tools and techniques to create business opportunities

Actionable knowledge, strategic thinking, and leadership competencies

Pedagogy

The programme's teaching methodology and approach is designed to leverage technology and maximise interaction seamlessly and simultaneously across geographies. The programme follows a tried, tested, and proven pedagogy that is a blend of lectures, case studies, white papers, lecture-discussions, behavioural and computer-based simulations, projects, assignments, class presentations, quizzes, etc.

Programme Content

The duration of the EPGP in Management is Two Academic Years, split into Seven Quarters, and further structured across Three Modules.

1st YEAR - MODULE 1 - Core Courses

The first year of the programme is divided into Four Quarters. The first year contributes towards compulsory core courses covered in 380 hours of instruction, of which, approximately 30 hours are based on an in-campus module of one-week duration conducted at the IIM Kozhikode campus, and the remaining is covered via live lectures over the Interactive Learning (IL) platform.

2nd YEAR - MODULE 2 - Elective Courses

The second year of the programme is divided into Three Quarters. The second year of the curriculum contributes towards elective courses offered by various academic areas. Participants should choose elective courses accounting for 28 credits in total (all three Quarters put together) from a bouquet of courses from all subject areas to cover 280 hours of instruction.

2nd YEAR - MODULE 3 – Compulsory Advanced Courses

During the second year, the programme would be covering compulsory advanced courses such as Leadership and Corporate Accountability, International Business, Simulation & Business Plan Project. These courses are delivered during the second and third in-campus modules. The successful completion of these modules is essential to be eligible for the award of the programme degree.

- *Each course in the programme is structured around the concept of credits.*
- *Each credit represents 10 hours of contact sessions.*
- *The courses are evaluated based on a 13-point letter grading system.*

In-Campus Modules

- The first module is conducted at the beginning of the first year, the second module is conducted after the beginning of the second year, and the third module is conducted at the end of the second year.
- The three in-campus modules provide all participants a case-based learning perspective; a foundation for analytical thinking; and orient them to the learning culture of IIM Kozhikode; besides discussions on contemporary issues in management practice and trends in the industry and business.
- Attending all the in-campus modules is a mandatory requirement to complete the programme.
- Participants are expected to make their own arrangements for travel and stay during the in-campus modules. Accommodation within the campus is facilitated, subject to the availability of rooms during the in-campus modules, on direct payment to the guest house.

Programme Delivery

The Interactive Learning (IL) component forms the core of the programme. Instructors facilitate learning via two-way audio/video synchronous telecommunication mode. The technology allows instructors to use slide presentations, video, audio, whiteboards, etc., to effectively communicate ideas and interact with participants.

'Your Programme, Your Preference'

IIM Kozhikode (IIMK) offers participants an option where working executives from across India can choose from the two different sessions of delivery available.

Weekend Session
Saturday: 9:00 AM to 3:00 PM
Sunday: 9:00 AM to 3:00 PM

Combined Session
Thursday: 7:00 PM to 9:45 PM
Saturday: 7:00 PM to 9:45 PM
Sunday: 3:30 PM to 9:30 PM

The above schedule is for the first year of the programme. Classes of elective courses in the second year are conducted on the following days for the respective elective topics.

Elective Area	Class Schedule
Marketing	Monday: 7:00 PM – 9:45 PM Sunday: 3:30 PM – 6:15 PM
Strategy	Thursday: 7:00 PM – 9:45 PM Sunday: 12:15 PM – 3:00 PM
Operations	Friday: 7:00 PM – 9:45 PM Sunday: 9:00 AM – 11:45 AM
Finance	Wednesday: 7:00 PM – 9:45 PM Saturday: 7:00 PM – 9:45 PM
Human Resources	Wednesday: 7:00 PM – 9:45 PM Saturday: 3:30 PM – 6:15 PM
Information Systems	Tuesday: 7:00 PM – 9:45 PM Sunday: 3:30 PM – 6:15 PM
Economics	Thursday: 7:00 PM - 9:45 PM Sunday: 12:15 PM - 3:00 PM
HLAM	Friday: 7:00 PM - 9:45 PM Sunday: 9:00 AM - 11:45 AM

Note: Class schedule mentioned is subject to change and IIMK reserves all rights to change the schedule as per the programme requirement.

Assessment

There will be various assessments and evaluations for each course, including end-term examinations (after each quarter), quizzes, assignments, projects, etc. For each course, the instructor awards Letter Grades to participants based on the academic performance and evaluation scheme. IIMK follows a grading scheme of 13 levels ranging from A+ to F as given below.

Letter Grade	Grade Point
A+	4.33
A	4
A-	3.67
B+	3.33
B	3
B-	2.67
C+	2.33
C	2
C-	1.67
D+	1.33
D	1
D-	0.67
F	0

Eligibility

- A bachelor's degree* or its equivalent in any discipline with minimum 50% aggregate marks or equivalent CGPA.
- In the case of an absence of a duly recognised bachelor's degree, candidate with a minimum 50% aggregate in CA/ICWA/CS can apply for the programme.
- The degree obtained from a foreign University subject to producing the equivalency certificate from AIU (Association of Indian Universities) or any Government of India approved assessment agency, or an Indian University approved by UGC along with the proof of aggregate percentage of marks obtained in the programme completed.
- 3 Years of managerial/entrepreneurial/professional experience after successful completion of graduation as on the deadline of submitting the application online. **Work experience before completion of graduation will not be considered for eligibility.** An experience certificate issued by the current employer dated after the online application submission date is necessary in the case of candidates who have exactly 3 years work experience while applying for the programme. In case of candidates with more than 3 years of work experience while applying for the programme, latest experience certificate along with other experience certificates justifying the 3 years will be sufficient. The date of issue of the provisional certificate/original degree certificate/convocation date (whichever is earlier) will be considered as the date of graduation to calculate the work experience after the graduation.

Bachelor's degree awarded by any of the Universities incorporated by an act of the central or state legislature in India or other educational institutions established by an act of Parliament or declared to be deemed as a University under Section 3 of the UGC Act, 1956 (Click here for the list of universities) or possess an equivalent qualification recognised by the Ministry of HRD, Government of India. The percentage of marks obtained by the candidate in the bachelor's degree would be calculated based on the practice followed by the university/institution from where the candidate has obtained the degree. In case the candidates are awarded grades/CGPA instead of marks, the conversion of grades/CGPA to percentage of marks would be based on the procedure certified by the university/institution from where they have obtained the bachelor's degree. In case the university/institution does not have any scheme for converting CGPA into equivalent marks, the equivalence would be established by dividing the candidate's CGPA by the maximum possible CGPA and multiplying the result by 100.

Reservation Policy

IIMK follows the Government of India reservation policy applicable to Central Educational Institutions (CEIs) for admission to the Executive Post Graduate Programme in Management. The minimum eligibility criteria adopted by IIMK in the admissions for the Executive Post Graduate Programme in Management is given below:

Category	Degree (Min Aggregate Marks)	CA/ICWA/CS
General	50%	50%
OBC (Non-Creamy Layer)	50%	50%
EWS	50%	50%
Women	45%	50%
SC	40%	50%
ST	40%	50%
PwD	40%	50%

Minimum work experience required to apply for the programme remains 3 years (36 months) for all candidates irrespective of the category under which the candidate is applying. The candidate should possess the latest OBC (Non-Creamy layer) certificate/EWS (Economically Weaker Section) Certificate/Caste Certificate, issued after 30.04.2022 while applying. Request for changing the category will not be considered after submitting the application online.

Selection & Admission Process

IIMK adopts a three-stage selection process for its admissions to the EPGP 2023-2025 batch. The details of the these stages are given below.

Stage 1: Shortlisting of candidates based on eligibility criteria
The candidates are shortlisted to the selection process based on the information provided in the online application form and supporting documents uploaded. The candidates meeting the eligibility criteria will be called for the stage 2.

Stage 2: EMAT & Personal Interview**
Stage 2 of the selection process comprises an Executive Management Aptitude Test (EMAT), followed by a personal interview.
Admission to the programme is based on the score obtained in the EMAT and Interview. The test and interview will be conducted online and the details will be communicated to the shortlisted candidates after the registration closure date.
***The candidates are permitted to opt for CAT/GRE/GMAT score (not older than 3 years) in lieu of EMAT.*

A. EMAT (Executive Management Aptitude Test)
The EMAT would assess the basic logical, numerical, and verbal ability of candidates, necessary for successful completion of the programme. The objective of the screening test is to filter the entry of candidates to the Executive Post Graduate Programme (EPGP) in Management offered by IIMK, in order to ensure the required standards by assessing the capabilities of the applicants in an objective manner. The test will be designed and evaluated by IIMK. The test will be of one-hour duration consisting of 40 questions.
Those applicants who satisfy the minimum cut-off as per the following table will be considered eligible for the next stage of selection process.

Category	EMAT Cut-off
General	25% (10 out of Maximum 40 marks)
OBC (NC), EWS, & Women	20% (8 out of Maximum 40 marks)
SC	20% (8 out of Maximum 40 marks)
ST	18% (7 out of Maximum 40 marks)
PwD	18% (7 out of Maximum 40 marks)

In lieu of EMAT score, candidates are permitted to choose CAT/GRE/GMAT score not older than 3 years as on date of EMAT test. These eligibility routes will henceforth be called CAT, GRE, and GMAT in this description. Candidates with GRE/GMAT/CAT scores can get exemption from writing the EMAT exam.

The cut-offs for GRE/GMAT/CAT are as follows:
• Minimum of 75 percentiles in CAT
• Minimum score of 650 in GMAT
• GRE verbal reasoning score of 151, quantitative reasoning score of 152, and analytical writing score of 3.5

B. Personal Interview
The candidate will be interviewed by a panel of faculty from IIMK. The scores of the interview process will be standardised to offset the panel differences. The minimum cut-off for the interview based on the standardised marks is given below.

Category	Interview Cut-off
General	25% (15 out of Maximum 60 marks)
OBC (NC), EWS, & Women	20% (12 out of Maximum 60 marks)
SC	15% (9 out of Maximum 60 marks)
ST	15% (9 out of Maximum 60 marks)
PwD	15% (9 out of Maximum 60 marks)

The merit list will be prepared by summing up the scores of EMAT/CAT/GRE/GMAT and PI. Admission will be based on the merit list. Securing only minimum score in (a) OR (b) above does not entail admission.

Applicants with Distinguished Accomplishments
Candidates with distinguished accomplishments in their respective fields can get waiver of the EMAT exam. The selection will be based on profile evaluation and personal interview.

Reservation Policy
IIM Kozhikode will follow Government of India reservation policy for admission to Central Educational Institutions (CEIs).

Any dispute concerning Admissions for the EPGP Batch of 2023-2025 would be subject to jurisdiction of competent Courts within Kozhikode only.

Fee Structure & Payment Schedule

Application Fee

₹2,000 is payable at the time applying* online. **Application fee remitted is not refundable nor adjustable under any circumstances.**

Applications received without payment of application fee will be rejected.

Programme Fee

Programme fee (Non-Refundable) of ₹14,70,000 to be paid in seven instalments during the programme as per the following schedule. Programme fee will be collected from the participants before the commencement of each quarter and actual due dates will be intimated during the programme according to the programme schedule. Programme fee doesn't include the logistics expense to attend the three campus visits during the programme.

Instalment Schedule

Instalment No.	Instalment Amount (₹)	Due Date of Payment
First Instalment	2,10,000	December 2023
Second Instalment	2,10,000	February 2024
Third Instalment	2,10,000	May 2024
Fourth Instalment	2,10,000	August 2024
Fifth Instalment	2,10,000	January 2025
Sixth Instalment	2,10,000	May 2025
Seventh Instalment	2,10,000	September 2025
Total	**14,70,000**	

Student Welfare Fund (Non-refundable):

₹2,000 is payable along with the 1st instalment of the programme fee during the admission.

Alumni Fee (Non-refundable):

₹10,000 to be paid along with the 5th instalment.

Important Dates

Online Application Start Date	4th May, 2023
Last Date to Apply Online	2nd July, 2023
Date of EMAT	**Exam – 15th July, 2023** **Interview – 15th and 16th July, 2023**
Declaration of EMAT Result/Information to Shortlisted Candidates	30th July, 2023
Last Date for Offer Acceptance by Paying the Confirmation Fee	15th August, 2023
Due Date of First Instalment Payment	20th November, 2023
Registration Date*	3rd December, 2023
Dates of First In-campus*	4th to 16th December, 2023
Platform Session Start Date	December 2023

Dates subject to change; will be finalised by July 2023.

Important information

01. Candidates are advised to go through the programme details, eligibility criteria, and instructions to fill the application form before registering online.

a. Register online with the basic information. On successful registration, the candidate will receive the application number on her/his registered email id and mobile number.

b. Please log in to the application portal using the application number, email, and password generated during the registration and complete the application fee payment.

c. After successful payment of application fee, the candidate can complete the application form and submit online within 7 days after the application fee payment.

d. After successful submission of the application form, candidate is required to upload the scanned copy of the original academic qualifications and work experience documents in the portal. This is a mandatory requirement.

e. Candidates are required to take a printout of the application form and retain it with them.

02. The list of original documents to be uploaded in the portal is given below:

a. CAT/GRE/GMAT scorecard not older than 3 years, as applicable.

b. Following original academic records:

    i) X Mark sheets and Certificates.

    ii) XII/Three year Diploma.

    iii) Degree mark sheets of all years/semesters and Degree Certificate. If the original degree certificate is not collected from the university, provisional certificate along with undertaking to produce the original certificate is required.

c. Experience certificates for all the employment details submitted in the application form. Experience certificate justifying the 3 years (36 months/1080 days) of work experience after graduation is mandatory, as on closing date of online application submission.

d. A valid certificate of proof of SC/ST/EWS/OBC (Non-creamy layer)/PwD issued by the competent authority. EWS/OBC (Non-creamy layer) should not be older than 1 year (Document issued on or after 30.04.2022).

e. Government issued photo identity proof such as Passport/Driving License/PAN Card/AADHAR/VOTER ID CARD.

Candidates failing to upload the required documents (a-e) will not be permitted to appear in the EMAT* & Personal Interview.

Note: Do Not Dispatch the Application Form & Supporting Documents to IIMK.

*EMAT is mandatory for candidates if CAT/GRE/GMAT scorecard not older than 3 years is not submitted.

Sample Certificate

Roll Number

भारतीय प्रबंध संस्थान कोषिक्कोड
Indian Institute of Management Kozhikode

On the recommendation of the Academic Council hereby confers
the Degree of
Master of Business Administration
on

Name

who has successfully completed the prescribed course of studies and
fulfilled all other requirements of the two-year
Executive Post Graduate Programme in Management.

Given under the seal of the Indian Institute of Management Kozhikode
at the twenty-first Annual Convocation held on
the Sixth day of April Two Thousand Nineteen.

Degree

On successful completion of the two-year programme, participants would be awarded
the Master of Business Administration degree by IIMK.

Alumni Speak

ASHISH GUPTA
Vice President, Accenture

Doing my postgraduation from IIM Kozhikode was a dream experience. I remember visiting the campus for the first time and breathing in deeply of the atmosphere of positivity. The yen for learning, knowledge, and gaining perspective, was incredibly infectious. Looking forward to the learning sessions and burning the midnight oil to make good grades; all came to fruition on Convocation Day when the degree was conferred.

PURANAM PRAKASH
Chief Manager-Maintenance, HPCL

The two-year course has given me a completely different perspective. Challenges are approached from a different dimension and resolved without fear of failure. Great improvement in interactions. Became a mentor and guided juniors. Successfully developed and tested a new product, thus replacing an existing imported additive under cost leadership initiatives. Finally, got promoted from Chief Manager to DGM.

Alumni Speak

The depth and breadth of the world-class course curriculum has enabled me to stay ahead in my peer group. The concepts and framework taught by IIM Kozhikode faculty have real-life business applications. It has aided my transition from a delivery-centric project management role to a business strategy consultant. As well as earned me the appreciation of my company's top management.

SAUGATA DAS
Associate Consultant, TCS

The learning from this course is immense. I felt like I was back in school as I joined a class of 180 at IIM Kozhikode. The in-campus modules were a truly great experience, while the campus itself elevated the whole experience. It was fun, and those late-night submissions at 11.59 p.m. will always be a cherished memory. I just miss it now. Love IIMK. Branded for Life.

RAHEEL AHMED
Deputy Manager, Biocon

Started in 1997 with its Post Graduate Programme (PGP), the **Indian Institute of Management Kozhikode (IIMK)** is on a high growth trajectory today, offering widest range of academic programmes in the field of management education. These include Doctoral Programmes 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 a unique distinction of launching a Ph.D. (Practice Track) programme for working professionals besides bringing in new dynamic courses in Women Leadership, 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 aims to create a unique and futuristic space of global reckoning so as to nurture the finest management thinkers in the pursuit of developing innovative, socially responsible, and environment-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. IIMK 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.

EQUIS ACCREDITED   ASSOCIATION **AMBA** ACCREDITED

2nd	**3**rd	**5**th
Atal Innovation Rankings (ARIIA) 2021	India's Best B-School The Week - Hansa Research Survey 2022	NIRF India Rankings 2022: Management

TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.