



International
Institute of Information
Technology Bangalore



IIMU

भारतीय प्रबंध संस्थान उदयपुर
Indian Institute of Management Udaipur

C-Suite Executive Program

CTO & AI Leadership Programme

Master platform strategy, production AI, P&L ownership, and boardroom influence.

24 Weeks

Dual Certification and Double Alumni Status

Powered by

upGrad



The CTO Role Has Changed. Have You?



What CTOs Did 5 Years Ago

- ✓ Build systems and manage engineering teams
- ✓ Execute roadmaps set by product/business
- ✓ Report to CEO on technical delivery

What Boards Expect From CTOs Today

- ✓ Drive business strategy through technology bets
- ✓ Own P&L, prove ROI, speak CFO/investor language
- ✓ Scale production AI systems that create moats
- ✓ Exercise boardroom influence alongside CEO and CFO

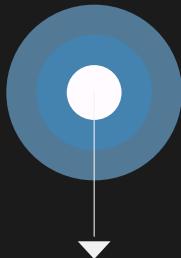
THE GAP

Many senior tech leaders have the technical depth but lack the strategic toolkit, financial fluency, and executive presence the modern CTO role demands.

› This programme bridges that gap in 24 weeks.

From Tech Leader to CTO

Your 24-Week Transformation



Week 0

You're a technical leader ready to elevate

Months 1-3 (IIIT-B)

- › Master platform architecture
- › Cyber-governance
- › Enterprise AI
- › Production MLOps

Bridge Session

Learn To Translate Tech Into Business Value

Months 4-6 (IIMU)

- › Develop Strategic Vision
- › P&L Ownership
- › Boardroom Influence
- › Org Design

Week 24

- › Build a Board-Ready Strategic Dossier
- › Craft a concise, compelling technology strategy storyline
- › Earn Double Executive Alumni Status



THE OUTCOME

You walk away with technical depth, strategic frameworks, financial fluency, executive presence and a board-ready portfolio proving you're ready to lead at the C-suite.

8 Modules | One Board-Ready Strategic Dossier



International
Institute of Information
Technology Bangalore

Tech & AI Leadership

IIIT-B

Build the deep-tech and AI engineering capabilities every modern CTO must command.

- › Cloud-native & distributed systems
- › Cyber resilience & trust engineering
- › Data foundations for GenAI & RAG
- › MLOps, LLMOps, RAG Systems & Agentic AI



IIMU

भारतीय प्रबंध संस्थान उदयपुर
Indian Institute of Management Udaipur

Business, Strategy & P&L Leadership

IIMU

Transform from engineering leader → enterprise leader

- › AI-led business & product strategy
- › P&L ownership & technology economics
- › Executive influence & boardroom communication
- › Designing high-performance, AI-ready tech orgs

Immersive AI & Strategy Workshop

at IIIT-B & Microsoft

Learn to design, deploy and lead AI transformation through hands-on, real-world immersions.

- › 2-Day AI Success Planning Workshop at IIIT-B
- › 1-Day Microsoft AI Leadership Immersion
- › CTO-level AI problem framing & prototyping
- › Enterprise AI governance, ethics & operating frameworks

Capstone

Build a Board-Ready Strategic Dossier

Culminate your journey by building your Strategic CTO Dossier that proves you're ready for the C-suite.

- › Full boardroom-ready CTO deck
- › Craft a concise, compelling technology strategy storyline
- › AI & Technology Strategy Blueprint
- › Use it in CTO interviews & leadership reviews

Program Highlights

The World's First Only Dual-School CTO Program That Combines Deep-Tech Mastery, Production AI, P&L Ownership & Boardroom Leadership



Blended Learning Format

Program includes live sessions every weekend + recorded pre-work



Hands-On CTO Dossier Development

3-4 hrs/week of guided project work to build your Strategic CTO Dossier



Total Commitment

~7 hrs/week across 24 weeks
160+ total learning hours



2 Transformative Immersions

AI Success Planning Workshop at IIIT-B
Microsoft AI Leadership Immersion



Real-World Projects & Simulations

AI system blueprinting, architecture decisions, crisis management, ROI modeling, strategy decks



Double Executive Alumni Status

from
IIIT-B and IIMU



CXO-Led Mentorship

Guidance from CTOs, tech leaders & industry experts



Elite Peer Network

Directors, VPs, Engineering Leaders & Founders from top organizations

Why This is Best CTO & AI Leadership Programme



- **Dual Tech + Business School Programme**
Technical depth combined with strategic leadership training.
- **Production AI, Not Theory**
Learn MLOps, LLMOps, and how to industrialize AI from pilots to scale.
- **Board-Ready Strategic Dossier**
A board-ready strategy portfolio designed for CXO-level discussions.
- **P&L Ownership & FinOps Mastery**
Learn tech economics, cloud costing, AI model ROI, and M&A due diligence.
- **Product-Tech Partnership Training**
Get explicit CTO-CPO collaboration experience and frameworks.
- **3 Days of Experiential Learning**
Workshops, Microsoft immersion, and board-style presentations.
- **Dual Alumni Networks**
Join IIIT-B and IIM-U executive communities for long-term career leverage.

HOW WE COMPARE

Compared to business school programmes: deeper production AI and MLOps training

Compared to tech-only programmes: greater focus on P&L, strategy, and leadership

Compared to global executive programmes: equivalent rigor at a fraction of the cost

The Only Programme That Unites A Premier Tech Institute With A Globally-Ranked Business School



International
Institute of Information
Technology Bangalore

A Leading AI & Technology Institute

- ▶ A+ NAAC Accredited
- ▶ 500+ research papers,
100+ patents

What You Master

- Platform architecture
- Production AI & MLOps
- Cyber-governance & security
- 2-Day AI Success Workshop
on campus



Globally Recognized Business School

- ▶ AACSB Accredited
(Top 6% globally)
- ▶ Featured in FT & QS
Rankings for 6 years

What You Master

- Strategic vision &
product-tech partnerships
- P&L ownership & FinOps
- Boardroom influence &
communication
- Organization design at scale
- Final campus capstone
presentation

BRIDGE SESSION

Co-Taught by Both Schools



The Only Program With Expert Depth Across All 9 CTO Skills

A curriculum comparison based on public data from leading CTO programs (2025)

Core CTO Skill	Business School	Leading IIT	IIIT-B + IIMU
Platform Architecture & DevEx	⚠	✓	✓
Production AI & MLOps / LLMOps	✗	🟡	✓
Cyber Security & Risk Governance	🟡	🟡	✓
Strategic Vision & Innovation	✓	✓	✓
P&L Ownership & FinOps	⚠	⚠	✓
Boardroom Influence & Crisis Comms	🟡	⚠	✓
CTO-CPO Product-Tech Partnership	⚠	✗	✓
AI Talent & Org Design	🟡	🟡	✓
Board-Ready Strategic Dossier	✗	✗	✓

Legend: ✗ Missing, ⚠ Light, 🟡 Adequate, ✓ Expert Depth

Business Schools

- + Strategy, leadership, comms
- Production AI, platform eng, MLOps
- 20+ modules spread thin

Tech Institutes

- + Emerging tech, AI theory
- P&L, boardroom, org design
- Limited financial fluency

IIIT-B + IIMU

- ✓ Technical mastery (platform, AI)
- ✓ Strategic leadership (P&L, board)
- ✓ 8 focused modules, expert depth
- ✓ 40-page board-ready dossier

Learn From Academic Leaders & Industry Experts

Programme Directors (IIMU)



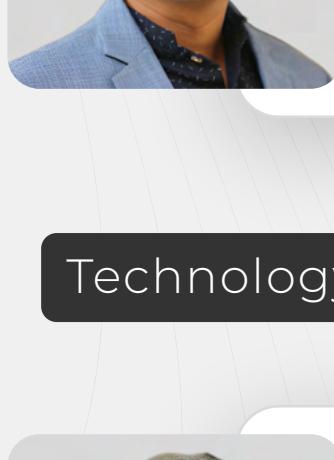
Prof. Kunal Kamal Kumar

Programme Director, IIMU



Teaches:

Boardroom Influence, Executive Communication, Crisis Leadership



Prof. Shankar Prakash

Programme Director, IIMU



Teaches:

Strategic Vision, P&L Ownership, Technology as Business Driver

Technology Faculty (IIIT-B)



Prof. Chandrashekhar Ramanathan

Dean (Academics), IIIT-B



Teaches:

Platform Architecture, Cloud Strategy, Enterprise Systems



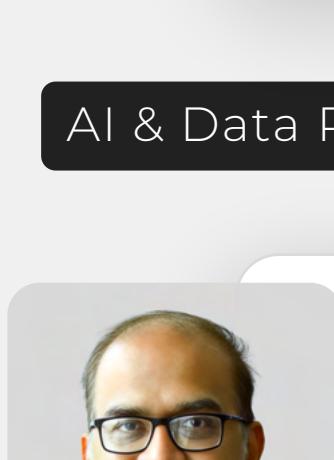
Prof. G. Srinivasaraghavan

Professor, IIIT-B | Former CTO



Teaches:

Platform Engineering, DevEx, SRE



Prof. V. Sridhar

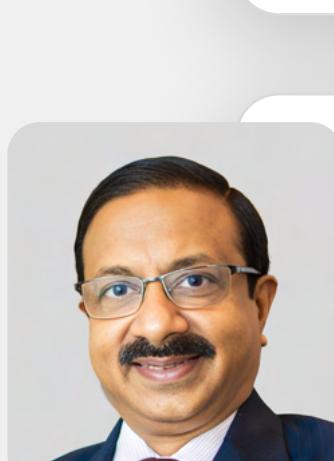
Professor, IIIT-B



Teaches:

Cyber-Governance, Regulatory Foresight, Policy & Compliance

AI & Data Practitioners



Dr. Dakshinamurthy V. Kolluru

Managing Director,
TekFrameworks

Teaches the 2-day AI Success Workshop



Dr. Sridhar Pappu

Partner, TekFrameworks

Teaches: Enterprise Data Strategy, AI Readiness

Detailed Curriculum

IIIT-B (Months 1-3)

Module 1: Next-Gen Platform Engineering: Cloud, APIs & Distributed Systems

Weeks 1-3

What You'll Master

- ▶ Cloud-native architecture, modular monoliths vs microservices, multi-cloud & hybrid strategy
- ▶ Build-Buy-Partner decision frameworks; TCO, vendor lock-in, time-to-value
- ▶ API-first platforms, event-driven systems, data streaming & ecosystem governance
- ▶ Platform engineering, IDPs, DevEx, SRE, observability frameworks

Deliverable: Platform Architecture Blueprint

Module 2: Cyber Resilience for AI-Driven Enterprises: Risk, Compliance & Trust Engineering

Weeks 4-6

What You'll Master

- ▶ Board-level security governance (KIST, ISO 27001, SOC 2), material risk reporting
- ▶ Business continuity, disaster recovery, chaos engineering, resilience for cloud and AI failure modes
- ▶ Enterprise technology risk frameworks: operational, cyber, third-party & model risk
- ▶ Vendor & supply chain security, Zero-Trust principles
- ▶ AI governance: DPDP, EU AI Act, audit trails, guardrails & regulatory foresight

Deliverable: Technology Risk & Security Governance Framework

Module 3: Building AI-Ready Data Foundations: GenAI, RAG & Enterprise Architecture

Weeks 7-9

What You'll Master

- ▶ Data as strategic asset: building competitive moats, data products, real-time & analytical stacks
- ▶ AI readiness diagnostics, maturity models, change levers & opportunity identification
- ▶ Responsible AI governance: fairness, transparency, human-in-the-loop patterns
- ▶ Enterprise AI architecture: from classical ML through GenAI to Agentic AI workflows, RAG systems, and vector databases

Deliverable: Enterprise AI Opportunity Map

Module 4: Scaling AI: MLOps, LLMOps, RAG Systems & Agentic AI Workflows

Weeks 10-12

What You'll Master

- ▶ End-to-end AI lifecycle: CI/CD for ML, model registries, monitoring, drift detection, and retraining strategies
- ▶ Why most AI pilots fail to scale: identifying barriers, clarifying ROI, establishing ownership models, and building Centers of Excellence
- ▶ Integrating AI into products and workflows with clear SLAs, SLOs, and latency versus cost trade-offs
- ▶ GenAI and Agentic AI in production: RAG architectures, safety guardrails, LLMOps, prompt evaluation, and continuous improvement

Deliverable: AI Initiative Pipeline & Implementation Roadmap

Bridge Session (Co-Taught by IIIT-B + IIMU)

Strategic Value Mapping: Turning AI & Platform Ideas into Business Outcomes

- ▶ Translating technical metrics into business KPIs and strategic value narratives

- ▶ Building investment cases for platform and AI initiatives with clear ROI frameworks

- ▶ Product-tech partnership models for strategic alignment

- ▶ Preparing for business-focused module deliverables

This unique cross-school session ensures seamless transition from technical depth to strategic leadership

IIMU (Months 4-6)**Module 5: Building Enterprise Vision: Product, Innovation & Digital Strategy**

Weeks 13-15

What You'll Master

- Strategic versus operational thinking: technology vision, strategic anchors, and value-driver mapping
- CTO-CPO product partnership, roadmap governance, and AI-infused product strategy
- Backcasting for long-term vision: multi-year sequencing and disruption-timing decisions
- Innovation portfolios: Core, Adjacent, and Transformational initiatives with innovation accounting and stage-gate governance
- Platform versus pipeline economics, network effects, and digital moat design

Deliverable: 18-24 Month Technology & Product Strategy Roadmap**Module 6: Financial Leadership for CTOs:**

Weeks 16-18

Tech ROI, P&L Ownership & Financial Value Creation

What You'll Master

- Technology as a P&L center: revenue, margin, and risk levers with disruptor versus incumbent valuation dynamics
- FinOps mastery: cloud unit economics, AI model costing, and API or data monetization models
- ROI frameworks, real-options valuation, risk-adjusted investment bets, and transformation sequencing Cross-functional budgeting across business lines with governance cycles
- M&A tech due diligence: architecture quality, data integrity, technical debt assessment, IP evaluation, and synergy capture

Deliverable: Technology Investment Case & Valuation Narrative**Module 7: CTO Executive Presence:**

Weeks 19-21

Strategic Storytelling, Influence & Decision Leadership

What You'll Master

- Executive narratives: crafting platform and AI transformation story arcs with narrative compression and executive briefing techniques
- Board-level investment cases: structure, sequencing, objection handling, and trade-off framing
- Communicating AI risk: fairness, privacy by default, governance frameworks, and responsible AI as a trust asset
- Crisis communication, executive presence, stakeholder navigation, and coalition-building

Deliverable: Board-Ready CTO Presentation Deck synthesizing technology strategy, AI roadmap, investment logic, and risk governance**Module 8: Building & Leading the AI-Ready**

Weeks 22-24

Tech Organization

What You'll Master

- Organization design: platform, product, and AI guild models with diagnostics for efficiency, ownership clarity, and decision bottlenecks
- AI talent strategy: skills architecture, performance frameworks, and talent sourcing models (buy, build, partner)
- Leading transformation: culture-behavior alignment, operating rhythms, and coalition orchestration
- Inclusive leadership, psychological safety, cultural intelligence, and human-AI collaboration patterns
- Running AI and GenAI experiments safely at scale within a learning organization

Deliverable: AI-Ready Organization & Talent Blueprint with culture, capability, and leadership enablers for 18-24 months ahead**Experiential:** 1-Day Microsoft AI Immersion (Bangalore)

2-Day AI Success Planning & Strategy Workshop (IIIT-B Campus)

Integrated Capstone: CTO & AI Strategic Dossier

Throughout the 24 weeks, you'll build a comprehensive board-ready document combining all module deliverables.

- Platform Architecture Blueprint
- Technology Risk & Security Governance Framework
- Enterprise AI Opportunity Map
- AI Initiative Pipeline & Implementation Roadmap
- Technology & Product Strategy Roadmap (18-24 months)
- Technology Investment Case & valuation Narrative
- Board-Ready CTO Presentation Deck
- AI-Ready Organization & Talent Blueprint

This dossier becomes your portfolio for CTO roles, board presentations, and strategic technology leadership opportunities.

Enterprise Case Studies That Define AI-First Leadership



Maersk

AI-Optimized Global Shipping

How much can be saved when AI plans every voyage, fuel burn, and maintenance cycle across the world's largest shipping fleet?



Unilever

Demand Forecasting Weeks Before Weather Hits

How does an FMCG giant prepare production when algorithms predict demand spikes (like ice cream) weeks before heatwaves hit?



Deutsche Bank

Lifting a Live FX Trading Platform onto Distributed Cloud

What does it take to move a global trading system to distributed cloud without dropping a single trade or breaking compliance?



Walmart

Digital Twins for Every Store

What kind of tech stack keeps every shelf, aisle, and product mirrored digitally, with algorithms directing micro-level inventory moves?



Gap Inc.

Fashion Powered by a Unified AI Brain

What happens when design, demand forecasting, and omnichannel marketing are run from a single AI brain built on Google Cloud?



Marks & Spencer

Real-Time Personalisation at Scale

How do you turn a legacy loyalty card into a real-time personalization engine that adapts offers for millions of shoppers instantly?



Nike

Predicting What Sells Before It Exists

How do sneaker launches get planned when models can predict which design, colorway, and size will sell out even before production?



American Express

Real-Time Fraud Detection at Billion-Transaction Scale

How do you decide in milliseconds whether to approve or block a transaction when the cost of a wrong decision is enormous?



JPMorgan Chase

AI Watching Every Contract, Payment & Fraud Signal

What happens when every transaction, contract, and anomaly is scanned continuously by models that never sleep?

Disclaimer: This document does not present an exhaustive list of assignments and projects, and the contents are subject to change based on industry trends and institutional mandates.

Disclaimer: The brand names and logos featured here are the property of their respective owners. Their inclusion does not imply any partnership, endorsement, or affiliation with upGrad. These case studies are discussed purely for educational and illustrative purposes based on publicly available information.

From Classroom To Boardroom 3 Days Of Immersive, Hands-On Leadership Experiences

1-DAY MICROSOFT AI IMMERSION Microsoft Campus, Bangalore | Weeks 10-12

Real-World AI at Enterprise Scale



- **Fireside chat**

Learn from Microsoft's AI and cloud leadership about building AI-first organizations

- **Technical deep dive**

GenAI architectures, Agentic AI workflows, LLM operations at global scale

- **Reference architectures**

How Microsoft and partners deploy production AI systems reliably

- **Innovation hub tour**

See cutting-edge AI/ML implementations transforming industries

- **PoC blueprinting**

Interactive session designing proof-of-concepts for your business context

Outcome: Reference architecture framework and PoC blueprint you can immediately apply

Disclaimer: The agenda for the Microsoft Immersion is indicative and could be subject to change. The detailed agenda would be shared after the batch start.

2-DAY AI SUCCESS AND STRATEGY WORKSHOP

IIIT-B Campus | Weeks 10-12

Led by Dr. Dakshinamurthy Kolluru and Dr. Sridhar Pappu
Apply the DARWIN Framework to Your Organization



• Define

Identify high-impact, business-aligned AI opportunities

• Assess

Evaluate data readiness, technical feasibility, and ROI potential

• Rapid prototype

Build GenAI/Agentic AI concepts with hands-on guidance

• Work

Design integration into existing workflows with measurable KPIs

• Infrastructure

Select cloud, MLOps, and LLMOps stack for experimentation through production

• Navigate

Engineer responsible AI with fairness, transparency, and bias mitigation

Outcome: Prioritized AI initiative pipeline and implementation roadmap validated by expert practitioners

Your Board-Ready CTO Portfolio:

Across every module, you build a real CTO strategy for your own organization.



What's Inside Your Strategic Dossier



Platform Architecture Blueprint
(Module 1)



18-24 Month Technology & Product Strategy
(Module 5)



Technology Risk & Security Governance Framework
(Module 2)



Investment Case with Financial Modeling & ROI
(Module 6)



Enterprise AI Opportunity Map
(Module 3)



Board-Ready Executive Presentation Deck
(Module 7)



AI Implementation Roadmap with KPIs
(Module 4)

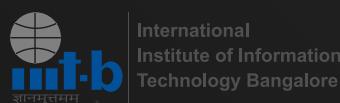


AI-Ready Organization & Talent Design
(Module 8)

This Isn't An Academic Exercise

- Use it to present to your CEO and board
- Show it in CTO job interviews as proof of strategic thinking
- Apply it immediately to transform your organization
- Faculty-validated, board-tested through final boardroom presentation

Join Two Elite Executive Alumni Networks



IIIT-B Executive Alumni



A Leading AI & Technology Institute

- Access to annual alumni events, tech talks, research seminars
- Networking opportunities with AI researchers, tech entrepreneurs, and engineering leaders



IIMU Executive Alumni



Global Business Leaders and Strategic Executives

- A permanent lifetime mail id with iimu.ac.in domain will be provided
- Invite to Alumni events across cities for networking with overall institute alums
- Lifetime ID card
- IIMU alum will be provided with a health card with unique benefits
- Any newsletters or articles released by IIMU will be shared/circulated with them
- Any program (non-degree) under ExEd will attract a 10% discount for the Alumni of IIMU
- As a stakeholder, ExEd Alumni will have the privilege to represent IIMU in participating in the ranking process of FT. A questionnaire will be sent to select Alumni for filling the data
- Select Alumni in senior positions may be invited for mentoring under L&D for the full-time students
- Will have access to yearly magazines part of IIMU releases

Disclaimer: Executive Alumni status of IIIT-B is subject to the paying of an annual executive alumni membership fee

For The First Time, **Two Academic Leaders** Unite To Certify The Future Of Tech Leadership.



International
Institute of Information
Technology Bangalore



IIMU

भारतीय प्रबंध संस्थान उदयपुर
Indian Institute of Management Udaipur



This is to certify that

Participant's Name

has successfully completed the

CTO & AI Leadership Programme

jointly conducted by the International Institute of Information Technology Bangalore
and the Indian Institute of Management Udaipur
on <<Datest Month Year>>

Prof. Debabrata Das
Director, IIIT-B

Prof. Chandrashekhar Ramanathan
Dean (Academics), IIIT-B

Prof. Shubhit Aggarwal
Chairperson, Executive Education, IIMU

Prof. Ashok Banerjee
Director, IIMU

Is This Programme Right For You?

Designed for Senior Tech Leaders Ready to Lead at the C-Suite



Technology Director/VP Engineering



Principal/Senior Engineering Manager

You lead teams but want to shape business strategy

You need P&L thinking, boardroom skills, cross-functional leadership

You're on the path to VP/CTO but need to build executive presence

You want to learn platform arch, AI strategy, financial modeling



Early-Stage or First-Time CTO

You have the title but need to elevate strategic impact

You want frameworks for board comm, org design



Tech Entrepreneur/ Founder

You're building an AI-first product or platform company

You need to professionalize tech strategy and architecture

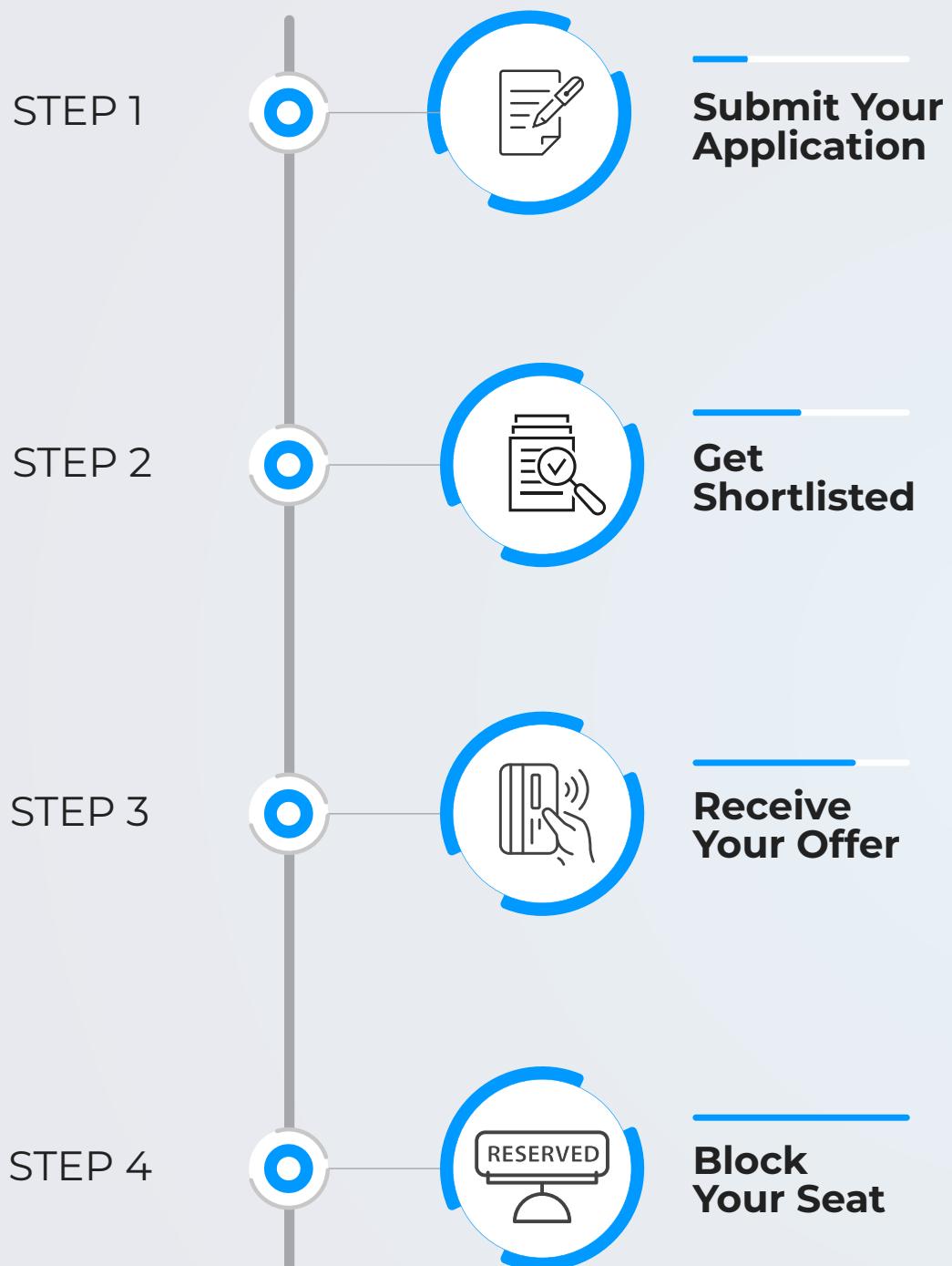
Eligibility Requirements

- Bachelor's degree (any discipline)
- Minimum 8 years of professional experience

Admissions & How To Apply

Eligibility Criteria

Bachelor's Degree with a minimum of 8 years of work experience



Technology Service Partner

upGrad

 upgrad.com

For further details, **contact** -

Europe, Middle-East and Africa:

 info.emea@upgrad.com

 Europe and Africa: +44-20-4602-3556

Middle East: + 971-4-871-4102

Vietnam:

 connect@upgrad.com

 Vietnam: 1900232306

Thailand: 975310719

North and South America:

 globaladmissions@upgrad.com

 +1 240-719-6120

Asia Pacific except India:

 query@upgrad.com

 +65 6232 6730

upGrad

LET'S TALK