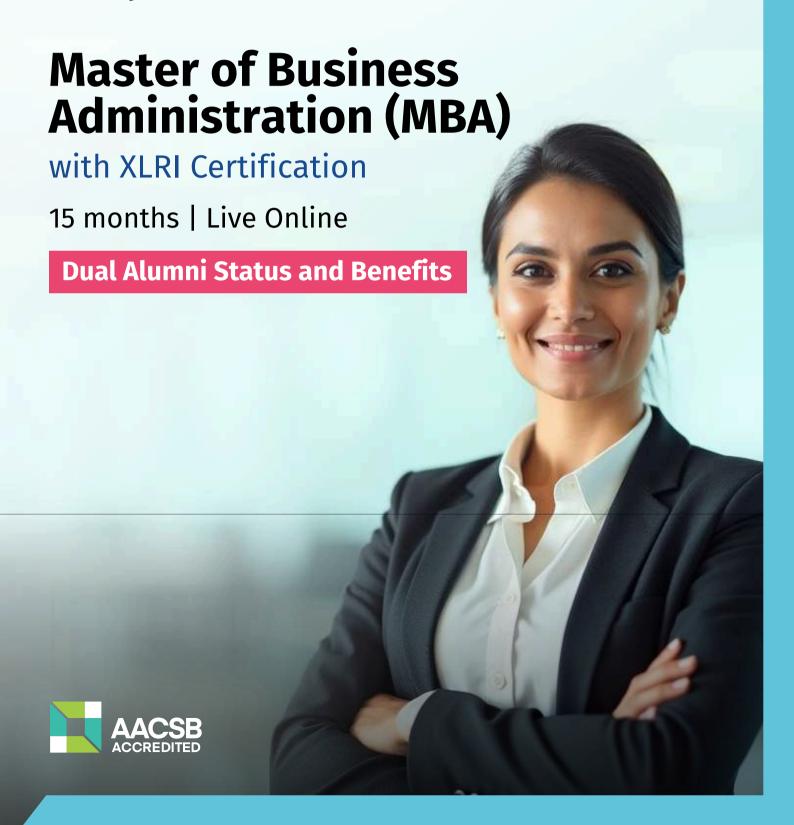




Dual credentials. Global reach. A truly world-class MBA.



Programme Summary



Institute Name

IPAG and XLRI



Pedagogy

100% live online lectures delivered by IPAG and XLRI Faculty



Specialisation Duration

Integrated within 15-month programme (final term focus)



Campus Immersion

2×4 days at XLRI Delhi-NCR (mandatory) + optional 4-day Paris/Nice immersion



Programme Duration

15 months



Capstone/ Dissertation

Final Capstone Project guided by IPAG faculty



Specialisation Topics

International Business,
Digital Strategy Design & Transformation,
Finance & Investments,
ESG & Sustainability



Eligibility

Bachelor's degree / Diploma (10+2+3) from a recognized University with 2 years of work experience



Weekly effort

8-10 hours per week



Faculty

Led by XLRI & IPAG faculty with industry & global expertise



Programme Fee

INR ₹10,45,000 + GST (Additional ₹20,000 + GST(twin sharing) for XLRI immersion; Paris/Nice immersion optional, fee Euros 1500 (Approx)



Certificate

MBA degree (IPAG) + Professional Certificate in Management (XLRI)

Frequently Asked Questions

Are there any LIVE sessions with the institute faculty in this programme?

This programme includes 100% live sessions that will be conducted by IPAG and XLRI faculty.

Is there a qualifying mark/ grade to get the final certification in this program?

To successfully complete the programme, participants will be evaluated through a combination of written examinations, assignments, and class participation, with a minimum attendance requirement of 75%. The passing criteria require a minimum of 50% in each individual course as well as 50% overall. Participants who do not achieve 50% in any individual course will be required to take a re-examination. No re-exam fee is applicable.

Do I get the Alumni status of the institute upon completion of this course

This programme grants you XLRI Executive Education Alumni Status, providing lifelong access to a network that empowers professional growth, continuous learning, and meaningful connections. In addition, participants are conferred Full Alumni Status at IPAG Business School, enjoying the same privileges as on-campus learners.

What if I don't find the programme appropriate for me after starting the sessions? Can I seek a refund?

We encourage our learners to complete the programme to fully understand the concepts and derive valuable learning outcomes. Should you still feel the need to stop your learning journey, a refund request can be initiated before the program's commencement. However, after the programme commences, the fee becomes non-refundable.

What type of certificate will I receive?

Upon successfully achieving the required overall score for the program, you will receive a hardcopy marksheet and certification from XLRI and IPAG respectively. The certificate will be presented during the graduation ceremony at the XLRI campus. If you are unable to attend in person, it will be securely couriered to you.

How long will I have access to the learning materials?

You will have access to the online learning platform, and programme materials for 12 months following the program's end date. Access to the learning platform is restricted to registered participants per the terms of agreement.

About IPAG Business School

Founded in 1965 in Paris, **IPAG Business School** carries more than five decades of legacy in delivering high-quality business education rooted in the French tradition of academic rigour. With campuses in **Paris, Nice, Los Angeles, and Kunming,** and partnerships with **130+ universities worldwide**, IPAG offers a truly international learning environment enriched by students from over 100 nationalities.

Academic Excellence & Recognition

- Member of the Conférence des Grandes Écoles (CGE), a hallmark of academic rigour in France.
- Accredited and recognised by the AACSB, French Ministry of Higher Education, CEFDG, and EPAS, making its qualifications internationally valid.
- Holds 2 Palmes of Excellence (Eduniversal), ranking it among the top 10 postbaccalaureate business schools in France with strong regional influence and growing international connections.

Consistently featured in international rankings:



in France in Economics & Finance (Research.com)



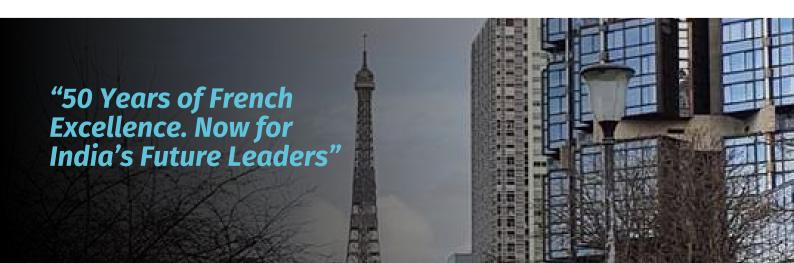
in Economics & Business



in Business Research
(ShanghaiRanking)

Global Orientation & Practical Learning

IPAG emphasises **practice-oriented learning** through internships, live consulting projects, and startup incubation. Its **industry-relevant curriculum** integrates themes such as **AI**, **digital transformation**, **sustainability**, **and global strategy**, preparing graduates to navigate complex, fast-changing business landscapes.



Value that IPAG Brings

For professionals, IPAG offers a rare balance of **international recognition and affordability.** Compared to residential MBAs in the US/UK or India's elite programmes, IPAG provides:



Global differentiation: A European credential that stands out in the Indian job market.



Affordability: Internationally recognised MBA experience, at a significantly lower cost than top-tier Western MBAs.



Career edge: Exposure to global perspectives and diverse management practices valued by multinational employers.

IPAG by the Numbers

- **Founded:** 1965, Paris
- Campuses: Paris, Nice, Los Angeles, Kunming
- Global Network: 130+ partner universities

- Diversity: Students from 100+ nationalities
- Alumni: 15,000+ across sectors and geographies
- **Recognition:** 2 Palmes of Excellence (Eduniversal), CGE member

IPAG Alumnus work at:



About XLRI

Established in 1949, XLRI – Xavier School of Management – is one of India's oldest and most prestigious business schools. Over the past seven decades, XLRI has built a reputation for academic rigour, ethical leadership, and industry relevance, consistently ranking among the country's top management institutes.

Legacy & Reputation

- India's first B-school, with 75 years of excellence in management education.
- Recognised for producing values-driven leaders who combine business acumen with social responsibility.
- Among the most respected names in Indian higher education, known for academic depth and strong corporate connections.

Featured in prestigious global rankings:



among private Bschools in India.

9TH

in India among management institutes.
(NIRF 2024)



(QS World University Rankings 2024 – Masters in Management)

Academic Excellence & Recognition

- Flagship PGDM in Human Resource Management ranked #1 in India and among the best in Asia.
- Accredited internationally by AACSB and AMBA, placing it in the elite league of global business schools.
- Accredited/approved by AICTE, AIU, NBA, and the Government of India.

Industry & Executive Connect

With **deep ties to leading Indian and multinational corporations**, XLRI is a trusted partner for industry-oriented learning. It has also been a **pioneer in executive and continuing education**, offering impactful programs for working professionals across India.

Alumni Impact

The XLRI alumni network includes **influential leaders in business, academia, entrepreneurship, and public policy worldwide,** providing learners with a powerful platform for professional growth and global opportunities.

XLRI by the Numbers

Founded: 1949 (India's oldest B-school)

Flagship Programme: India's #1 HRM PGDM

Accreditations: AACSB, AMBA, AICTE, AIU, NBA, GOI

Global Reach: Strong international exposure through accreditations & partnerships

Alumni: Leaders in corporates, policy, academia, and entrepreneurship

Legacy: 75 years of academic and industry leadership

XLRI Alumnus work at:

























Note: All product and company names are trademarks or registered trademarks of their respective holders. Use of them does not imply any affiliation with or endorsement by them.



Introducing the IPAG MBA with XLRI Certification

Today's career landscape is fast-changing, driven by AI, GenAI, and global business shifts. The need is clear: organisations want leaders who can adapt, innovate, and deliver impact across industries. For mid- to senior-level professionals, the challenge is gaining future-ready skills, recognition, and global exposure — without pausing their careers.

The IPAG MBA with XLRI Certification Programme, offered in collaboration with XLRI Jamshedpur and IPAG Business School Paris, answers this need. With dual credentials, it strengthens your professional credibility in India and abroad while preparing you to lead with confidence in a world of transformation.



Why This Programme Is the **Right Step for Your Career**

The global demand for MBAs is soaring—and for good reason. Mid-to-senior career professionals are seeking flexible, high-impact programmes that deliver real ROI without pausing their careers. Introducing the IPAG MBA with XLRI Certification: a oneof-a-kind, dual-credential experience that blends India's leadership ethos with a global perspective, delivered via 100% live-online format with optional immersion in Paris/Nice.

International Advantage: India + Europe, Together

This MBA brings the best of two worlds:



XLRI India:

Deep expertise in Indian business, leadership, and strategic practices.



IPAG France:

European global outlook, rooted in innovation, sustainability, and international business.

Why an MBA Matters Now More Than Ever?

Proven Outcomes for EMBA Graduates

57%

average salary increase within three vears of an EMBA

(Financial Times)

52%

of MBA graduates take on greater leadership responsibilities during or soon after the program

(EMBAC)

Accelerating Demand

95%

of employers prioritise hiring MBA candidates with a global perspective.

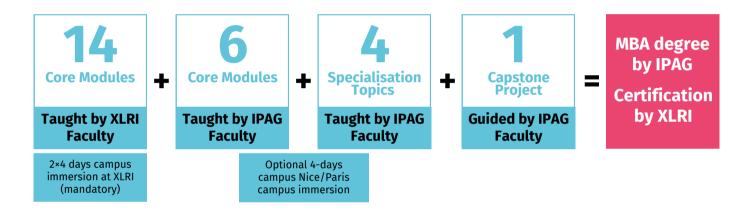
(GMAC, 2023)

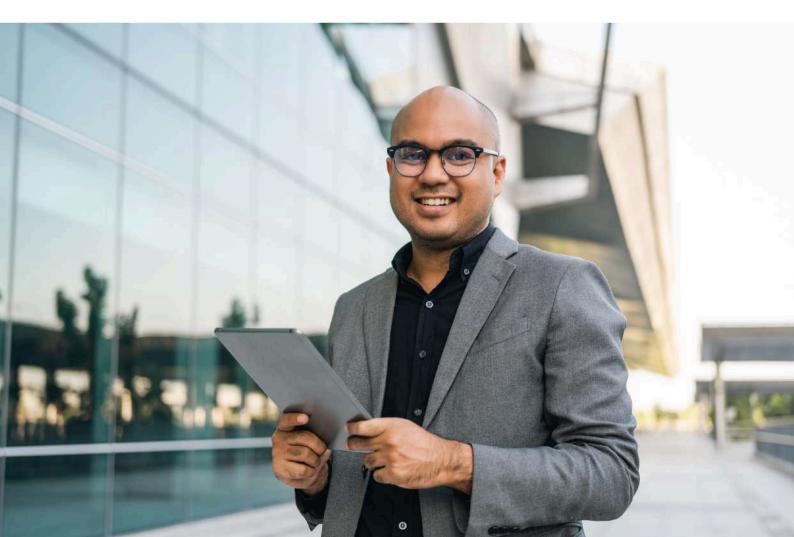
Programme Structure

World-class teaching from two continents.

At the heart of this MBA is a unique blend of expertise: **XLRI faculty brings deep insights into Indian markets,** financial leadership, and policy, while **IPAG faculty introduces global frameworks in strategy, leadership, and international business.** This dual exposure ensures you gain not only a **strong analytical foundation** but also the **global strategic perspective** needed to lead across borders.

Each session is led by renowned **XLRI professors** and top faculty from **IPAG**, combining expertise in strategy and leadership. The learning is **interactive**, **practice-driven**, and rooted in **real-world executive challenges**.





Not Just a Programme – An Advantage You Can't Ignore

This MBA is built to match the ambitions of today's professionals—global in outlook, rooted in India, and focused on future-ready skills. With dual credentials, world-class faculty, international immersions, and a curriculum designed for impact, it offers everything you need to accelerate your career without stepping away from it.



Dual Credentials, Global Recognition

Earn an MBA degree from IPAG Business School, France and a Professional Certificate in Management from XLRI, India - a unique blend of international degree and Indian executive education credibility.



Renowned Faculty from Two Continents

Learn live from **XLRI and IPAG faculty,** combining Indian market depth with European global perspectives.



Immersions in India & Paris/Nice

Experience **on-campus learning**, build **global exposure**, and expand networks through a **4-day optional immersion** in Paris/Nice and **two 4-day immersions** at XLRI Delhi-NCR.



Future-Ready Curriculum

Build expertise in **AI, Data Analytics, ESG, and Digital Leadership.** Choice of four cutting-edge specialisations:

- International Business
- Digital Strategy Design & Transformation
- Finance & Investments
- ESG & Sustainability Transformation



Accelerated Format, Flexible Learning

Complete your MBA in **15 months**, shorter than typical 18–24 month programmes - designed for working professionals with weekday + weekend-friendly schedules.



Dual Alumni Advantage

Join **two powerful alumni networks -** XLRI's executive education community and IPAG's global alumni—to expand your career reach across India and Europe.



Career Growth Without Disruption

Backed by two prestigious institutions, this programme equips you for promotions, leadership transitions, or entrepreneurial success- **without pausing your career.**



Collaborative Learning & Connections

Benefit from peer-to-peer learning and opportunities to build lasting professional relationships that extend beyond the classroom.



Designed for leaders eager to take the next big leap!

This programme is designed for ambitious professionals at different career stages, ready to elevate their leadership, sharpen strategic thinking, and stay future-ready in a rapidly evolving business world.

Mid- to Senior-Career Professionals:

- Looking to accelerate into senior leadership roles such as Director, VP, or Head of Function.
- Seeking recognised credentials for stronger credibility and recognition in global markets.
- Aim to expand expertise across business functions, strengthen leadership and strategic skills, and master emerging areas like AI, digital strategy, and ESG, aligned with business domains.
- Value diverse peer learning and global networking opportunities to broaden perspectives.

Experienced Leaders & Entrepreneurs:

- Senior professionals and early-stage entrepreneurs eager to formalise business knowledge and gain advanced certifications.
- Aspire to pivot careers, scale ventures, or move into advisory and board-level roles.
- Want to integrate strategy, innovation, and technology (AI, analytics, digital leadership) into their business decision-making.
- Seek access to a dynamic network of senior professionals and entrepreneurs for collaboration, mentorship, and business growth.



Curriculum Designed for Global Leaders

This curriculum blends rigorous core foundations with future-focused modules and global specialisations. You will master key management disciplines, gain exposure to emerging areas like AI and ESG, and build cross-cultural perspectives through European and Indian faculty. The flexible structure allows you to strengthen fundamentals while tailoring learning to your career ambitions with a choice of specialised pathways.

Part A: Core Syllabus



Taught by XLRI Faculty

Lay a strong foundation in business management with courses that sharpen analytical, financial, and leadership skills.

- Module 1: Economics for Managers: Understand market forces and macroeconomic principles shaping business decisions.
- Module 2: Accounting for Business Professionals: Learn to interpret financial statements and apply accounting insights.
- Module 3: Corporate Finance: Build financial acumen for investment, capital, and risk decisions.
- Module 4: Business & Corporate Laws: Explore legal frameworks that govern modern business operations.
- Module 5: Principles of Marketing: Develop customer-centric strategies to drive growth.
- Module 6: Organisational Behaviour: Gain insights into people, teams, and workplace dynamics.
- Module 7: Supply Chain and Management of Operations: Learn to optimise operations and supply networks for efficiency.
- Module 8: Business Valuation: Evaluate enterprises using global valuation models.
- Module 9: Leadership Skills & Communication: Hone leadership presence and persuasive communication.
- Module 10: Managing Projects: Acquire tools to deliver projects effectively and on time.
- Module 11: Data Visualisation, Analytics, & AI for Decision Making: Harness data and AI to solve complex business challenges.
- Module 12: Consumer Behaviour: Decode consumer insights to guide product and marketing decisions.

- Module 13: Human Resource Management: Explore HR strategies to build and manage talent effectively.
- Module 14: Business Strategy: Learn frameworks to design and implement winning business strategies.

Part B: Advanced Core Syllabus



Taught by IPAG Faculty

Broaden your perspective with forward-looking modules that address global challenges and digital transformation.

- Module 15: Business Research Methods: Apply research tools to solve managerial problems.
- Module 16: Digital Leadership and Innovation: Lead change in the digital era with agility and vision.
- Module 17: Global Business and Geopolitical Trends: Understand international markets and shifting global dynamics.
- Module 18: Sustainability and ESG: Learn sustainable practices that balance profit with responsibility.
- Module 19: Managing Service Operations: Design and improve services for customer satisfaction and growth.
- Module 20: Product Management: Master product lifecycles from ideation to market launch.

Specialisations (Choose One)



Taught by IPAG Faculty

Specialisation 1: Digital Strategy Design And Transformation

- Digitalization of the Value Chain and Associated Tools
- Agile Approach (Agile Principles & SCRUM)
- Consulting Approach and Jobs of Tomorrow
- Digital Marketing

Specialisation 2: Finance And Investments

- Financing Sustainability Project
- Corporate Finance and Governance
- Wealth and Risk Management
- · Investment Management

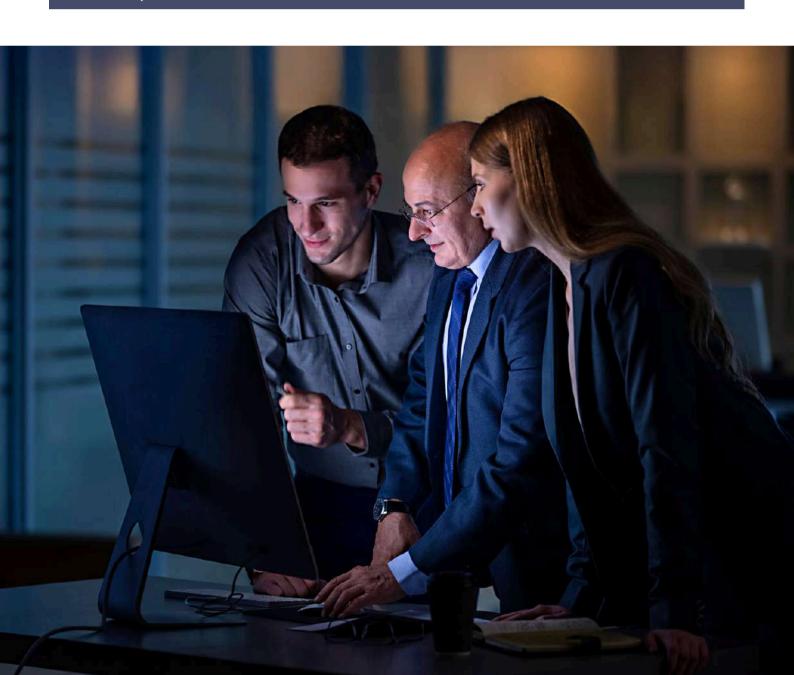
Specialisation 3: ESG And Sustainability

- Renewable Energies for Business
- Sustainability Strategy and Implementation
- Financing Sustainability Project
- Closed Loop Supply Chain & Circular Economy

Specialisation 4: International Business

- International Trade: Key Decisions
- International Business Strategy
- New Market Development: Legal Aspects
- Negotiation, Persuasion, Influence

Capstone Project (Guided by IPAG Faculty): Apply your learning to a real-world business challenge with expert faculty mentorship, ensuring practical, leadership-driven outcomes.



Don't climb the ladder. Take the elevator to leadership with this MBA.

This MBA is designed to do more than upgrade your business knowledge. It transforms the way you lead, decide, and grow. By blending world-class credentials, global and local perspectives, and future-ready skills, the programme empowers you to accelerate your career, make an immediate impact at work, and step into senior leadership with confidence.



Accelerated Career Growth: Step into senior leadership roles and unlock potential salary hikes of 20–50% (Education Times, 2024) without pausing your career.



Dual Recognition: Earn an MBA degree from IPAG (France) and a PG Certificate in Business Management from XLRI (India).



Global + Indian Perspective: Merge European strategic frameworks with Indian market insights for truly holistic leadership.



Dual Alumni Advantage: Lifelong access to two elite alumni networks, events, and global career opportunities.



Future-Ready Skills: Master AI, business transformation, innovation, and sustainability to stay ahead of disruption.



Flexible + Immersive Learning: Balance live online classes from faculty with on-campus immersions at XLRI (mandatory) and Paris/Nice (optional).

Learning Outcomes



Holistic Management Expertise: Build a strong foundation in core management principles to lead, innovate, and drive growth across diverse business contexts.



Data-driven Decision-Making: Use insights from economics, finance, accounting, and law to make informed, data-driven business decisions.



Leadership & People Skills: Strengthen leadership, communication, and team management capabilities to enable organizational success.



Problem-Solving with Analytics: Apply operations, supply chain, and advanced analytics (including AI) to address complex business challenges.



Strategic Innovation: Design impactful strategies in marketing, product management, and digital leadership with a global and sustainable perspective.



Capstone Integration: Gain specialisation knowledge in a capstone project, solving real-world business problems with practical solutions.



The programme is guided by distinguished faculty from XLRI and IPAG Business School, combining Indian business realities with global strategic insights. Together, they bring academic depth, corporate experience, and international collaboration to deliver a curriculum that is practical, future-focused, and globally relevant.

XLRI Faculty (Programme Director)



Academic & Teaching Experience:

With over 15 years at XLRI, Dr. Sangem is a respected voice in finance and management education.

Industry Engagement:

He has designed and delivered corporate training and consultancy for leading organisations across sectors, including L&T, Viacom18, Pepsi, Meril Life, Accenture, Ultratech, Adani Airports, HDFC Bank, Capgemini, NTPC, ONGC, IOCL, and many others.

Teaching & Research Interests:

His core areas of expertise include:

- Corporate Governance
- Business Model Design
- Healthcare Financial Decision-Making
- Financial Performance Analysis & Management
- Management Control Systems
- Decision Thinking & Decision Making
- Corporate Finance

Leadership Roles at XLRI:

- Chairperson, XLRI Center for Healthcare Management
- Chairperson, International Relations & Collaborations

XLRI Faculty



Academic & Teaching Experience:

Prof. Thakur serves as the Dean (Academics) at XLRI Delhi-NCR. He is part of the Strategic Management Area, with expertise spanning Strategic Thinking, Business Policy, and Corporate Governance. His academic and professional background enables him to integrate theory with practice, enriching management education.

Teaching & Research Interests:

- Strategic Management
- Organisational Theory
- Business Policy
- Corporate Governance
- Decision-Making Processes

Industry & Thought Leadership:

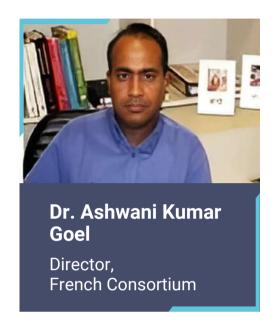
Combining academic rigor with practical insights, Prof. Thakur contributes to thought leadership in management education, helping professionals and students strengthen their analytical and leadership capabilities.

Leadership Role at XLRI:

Dean (Academics), XLRI Delhi-NCR Campus



IPAG Faculty (Programme Director)



Professional Background:

A seasoned academician, consultant, and senior management professional with 30 years of hands-on P&L leadership in the soft goods industry, combined with extensive business school teaching experience.

Teaching & Research Interests:

- Strategy Formulation & Implementation
- Design Thinking
- Entrepreneurship
- Wicked Problems & Innovative Problem-Solving

Policy & Ecosystem Contributions:

- Worked extensively on flagship initiatives like Start-up India, The Bank of Ideas, Business Incubation Centres, and the Livelihood Business Incubator (LBI) with the Ministry of MSME, Government of India.
- Played a key role in developing Small Business Clusters under the Cluster Development Programme (MSE-CDP – ODOP) to strengthen India's entrepreneurial ecosystem.
- **Global Academic Collaborations:** Currently spearheading international partnerships to advance academic excellence and innovation at a global scale.



IPAG Faculty



Vikas Bhatnagar Organizational Behaviour



Raya Kanazireva, Ph.D.
Associate Professor,
Faculty of Economics and
Business Administration



Lissilour RaphaelProfessor of
management and a
doctoral supervisor



Mohamed Akli Achabou Professor of Strategy, CSR and Business Marketing Ethics



Ilaria Dalla Pozza Professor of Marketing



Jahmane Abderrahmane Associate Professor -HDR in Business Ethics and CSR



Hans-Jörg Henri von Mettenheim Full Professor of Quantitative Finance and Risk Management



Radoslav Grigoriev Vazov Faculty – Finance, Innovation & Strategic Management

Learning Pedagogy

Unlike many online MBAs that rely heavily on recorded videos, this programme is taught entirely live by XLRI and IPAG faculty.



Engage in real-time interactions with professors and peers.



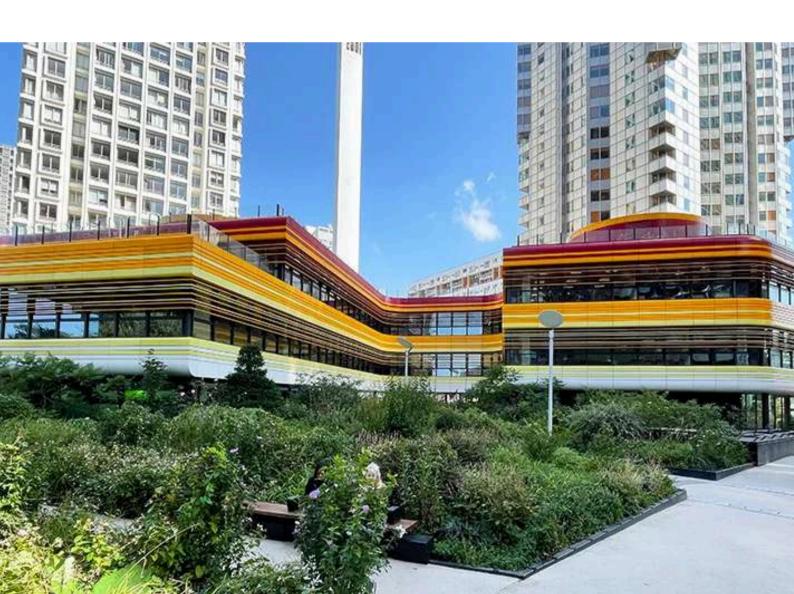
Get instant feedback and resolve queries during sessions.



Participate in case discussions, simulations, role plays, and live problem-solving.



Build authentic connections with world-class faculty.



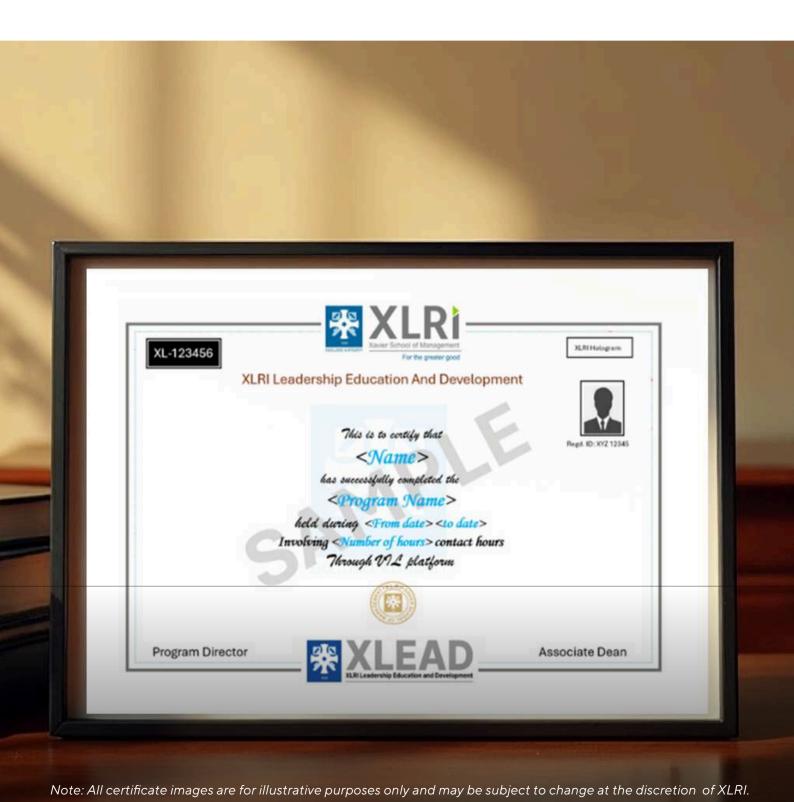
Certificate Page

To successfully complete the programme, participants will be evaluated through a combination of written examinations, assignments, and class participation, with a minimum attendance requirement of 75%. The passing criteria require a minimum of 50% in each individual course as well as 50% overall. Participants who do not achieve 50% in any individual course will be required to take a re-examination. No re-exam fee is applicable.



Certificate Page

To successfully complete the programme, participants will be evaluated through a combination of written examinations, assignments, and class participation, with a minimum attendance requirement of 75%. The passing criteria require a minimum of 50% in each individual course as well as 50% overall. Participants who do not achieve 50% in any individual course will be required to take a re-examination. No re-exam fee is applicable.



Alumni Status & Benefits

XLRI Executive Education Alumni Status

As an Executive Alumni of XLRI, you gain lifelong access to a network that empowers professional growth, continuous learning, and meaningful connections.

- Exclusive Networking Access: Stay connected through alumni newsletters, magazines, and invitations to XLRI alumni events and initiatives.
- **Digital Alumni Portal:** Access the official alumni portal and download your Associate Alumni virtual ID card.
- **Continuous Learning Discounts:** Receive preferential rates on future XLRI programmes, as determined by the Corporate Programmes & VIL Committee.
- **Special Invitations:** Join exclusive online lectures, talks, and seminars led by XLRI faculty and industry experts.

IPAG Business School Alumni Status

Participants are conferred Full Alumni Status, enjoying the same privileges as oncampus learners at IPAG Business School.

- **Global Alumni Identity:** Receive a school domain email ID along with physical and digital alumni ID cards.
- **Lifetime Campus Resources:** Gain access to IPAG's digital and on-campus library, research resources, and newsletters.
- Worldwide Networking: Connect via IPAG's alumni portal and participate in global alumni events, expanding your professional relationships across continents.

With dual alumni status, you become part of two powerful global networks—opening doors to opportunities that span industries and geographies



Programme Information

Start Date	30 December 2025
Academic Start Date	21 January 2026
Programme Fee	INR 10,45,000 + GST
XLRI Immersion fee	INR 20,000 + GST* (Twin sharing)
Paris/Nice Immersion fee	Approx Euros 1500*
Live Session Schedule	Wednesday- 7:30 PM to 9:30 PM Saturday - 7:30 PM to 9:30 PM Sunday – 11:30 AM to 1:30 PM

Note:

- XLRI immersion fee is payable at XLRI directly. Payment Gateway charges will be charged on top of the immersion fee.
- Paris/Nice immersion fee is approximate, and students would be informed regarding the same at a later stage.
- GST(currently @ 18%) will be charged extra on these components. Instalment payment options available.
- · Learners opting for single occupancy can request it, subject to availability, at applicable rates.
- Additional convenience charges will be applicable on instalment payments.
- · For detailed information on instalment payments reach out to your programme advisor.

Eligibility Criteria

Bachelor's degree / Diploma (10+2+3) from a recognized University with 2 years of work experience

Selection

Applications meeting eligibility criteria will be reviewed by Emeritus, followed by an interview. Admission will be offered to selected candidates.

Documents Required

The required documents include 10th and 12th marksheets, a copy of degree/diploma, a copy of degree/diploma marksheets, a valid ID proof, resume, work experience letter, and optionally a letter of recommendation.

Language Requirement

Level of English equivalent to TOEFL IBT (internet-based test: 80) or TOEFL PBT (paper-based test: 550) or TOEIC (780) or IELTS: 6.0 or Cambridge (FCE). No language test will be required if the student can prove that he has studied and obtained a degree fully taught in English, or if the student is a native English speaker.





Apply for the programme here

Refer and earn programme fee benefit

APPLY NOW

REFER NOW



WhatsApp an Advisor on +918675005395

*This number does not accept any calls. Please message your queries.

For registration and any other information, please get in touch with us at xlriipagmba@emeritus.org

