DAYANANDA SAGAR UNIVERSITY
School of Commerce & Management Studies

VOL NO.2 | ISSUE DATED: JUNE, 2026

NEWSLETTER

THE EXECUTIVE EDGE

Your Quarterly Insight into Executive Learning and Leadership

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NEWSLETTER

THE EXECUTIVE EDGE

Your Quarterly Insight into Executive Learning and Leadership

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Your Quarterly Round-Up of Leadership and Learning

Artificial Intelligence is no longer a future concept—it is now a business reality. From marketing and finance to operations and human resources, AI is transforming how organizations operate, make decisions, and create value. The real question today is not whether AI will impact our work, but whether we are prepared to work alongside it and lead in an AI-driven world.

For working professionals, this shift means that continuous learning is no longer optional. While AI can automate tasks and generate insights, leadership, critical thinking, and strategic decision-making remain human capabilities. Professionals who understand both business and technology will be better prepared to lead organizations through change and uncertainty.

This is where executive education plays an important role. It helps experienced professionals upskill, reskill, and understand how emerging technologies like AI can be applied in real business environments. Executive education is no longer just about earning a degree—it is about staying relevant.

In this edition, we explore AI and its impact on business, leadership, and the future of work.

Dean's message

From Data to Decisions Through Intelligent Systems: Reimagining Executive Education with AI and Decision Intelligence

In an era defined by rapid technological disruption, artificial intelligence (AI) has moved from the periphery of business strategy to its very core. No longer confined to experimental labs or niche applications, AI today influences how organizations think, decide, and act. From predictive analytics in finance to intelligent automation in operations, the ability to convert data into meaningful, timely decisions has become a defining capability of successful enterprises. It is within this context that executive education must evolve—not incrementally, but decisively.

The fundamental premise is simple yet profound: from data to decisions through intelligent systems. This is not merely a technological transition; it is a managerial transformation. Leaders are no longer expected to rely solely on intuition, experience, or retrospective analysis. Instead, they must harness intelligent systems that augment human judgment with data-driven insights, enabling faster, more accurate, and more strategic decision-making.

The Imperative for AI in Executive Education

The contemporary manager operates in an environment characterized by volatility, uncertainty, complexity, and ambiguity.

Prof. Capt. A Nagaraj Subbarao, PhD

Fellow of the EuroMed Academy
Strategy, Leadership, OB expert

Traditional management education, while robust in foundational concepts, often falls short in equipping professionals to navigate this new reality. AI changes the rules of engagement by introducing capabilities such as real-time analytics, pattern recognition, predictive modeling, and scenario simulation.

However, the challenge is not merely about adopting AI tools. It is about understanding how to integrate these tools into decision-making frameworks. Managers must learn to ask the right questions of data, interpret algorithmic outputs, and apply insights in context. This requires a blend of technical literacy and managerial acumen—a combination that executive education is uniquely positioned to deliver.

Introducing the Executive MBA in Applied AI & Decision Intelligence

Recognizing this transformative shift, the introduction of a stand-alone Executive MBA in Applied AI & Decision Intelligence represents a bold and timely step. This program is not designed to create data scientists or software engineers. Instead, its objective is to develop strategic decision-makers who can leverage AI as a managerial tool.

The program focuses on three critical dimensions:

1. **Applied AI Understanding –** Participants gain a working knowledge of AI concepts, including machine learning, natural language processing, and intelligent automation. The emphasis is on application rather than abstraction, ensuring that managers can meaningfully engage with technical teams and solutions.
2. **Decision Intelligence –** At the heart of the program lies the discipline of decision intelligence, which combines data science, behavioral science, and managerial judgment. Participants learn how to design decision frameworks that are robust, scalable, and aligned with organizational objectives.
3. **Problem-Solving Orientation –** The curriculum is anchored in real-world problem solving. Through case studies, simulations, and industry projects, participants develop the ability to apply AI-driven insights to complex business challenges.

This integrated approach ensures that graduates are not only conversant with AI technologies but are also capable of translating them into strategic advantage.

Dean's message

From Data to Decisions Through Intelligent Systems: Reimagining Executive Education with AI and Decision Intelligence

Strengthening the Incumbent Executive MBA with AI Specialisation

While the stand-alone program caters to professionals seeking deep immersion, the inclusion of an AI specialisation within the existing Executive MBA ensures that all participants, regardless of their domain, are exposed to the transformative potential of AI.

This specialisation serves multiple purposes:

- **Democratizing AI Knowledge:** AI is no longer the domain of technologists alone. Marketing managers, HR leaders, finance professionals, and operations heads must all understand how AI impacts their functions. The specialisation ensures broad-based exposure across managerial roles.
- **Enhancing Decision-Making Capability:** By integrating AI tools and techniques into core subjects such as strategy, operations, and finance, the program enables participants to make more informed, data-driven decisions.
- **Bridging Theory and Practice:** The specialisation emphasizes experiential learning, allowing participants to work with datasets, interpret analytical outputs, and derive actionable insights.

In doing so, the incumbent Executive MBA evolves from a traditional management program into a future-ready platform that aligns with the demands of a digital economy.

Crafting Superior Managers

The ultimate goal of these initiatives is to craft superior managers—professionals who are not only functionally competent but also analytically sharp and strategically agile. Such managers exhibit several distinguishing characteristics:

- **Data-Driven Thinking:** They rely on evidence and analytics rather than assumptions, enabling more objective and effective decision-making.
- **Technological Fluency:** While not necessarily experts, they possess sufficient understanding of AI and analytics to engage meaningfully with technology.
- **Strategic Insight:** They can connect data insights to broader organizational goals, ensuring that decisions are aligned with long-term strategy.
- **Adaptive Capability:** In a rapidly changing environment, they are able to learn, unlearn, and relearn, leveraging new tools and approaches as needed.
- **Ethical Awareness:** They recognize the ethical implications of AI, including issues of bias, privacy, and accountability, and make decisions that are responsible and sustainable.

The Role of Problem Solving and Decision Making

At its core, management is about solving problems and making decisions. AI enhances both these capabilities by providing deeper insights, uncovering hidden patterns, and enabling predictive foresight. However, the presence of AI does not eliminate the need for human judgment. On the contrary, it elevates it.

Managers must learn to interpret AI outputs critically, understand their limitations, and integrate them with contextual knowledge. This interplay between human intelligence and machine intelligence is what defines decision intelligence. It is not about replacing managers with algorithms, but about augmenting managerial capability with intelligent systems.

A Strategic Vision for the Future

The integration of AI into executive education is not a passing trend; it is a strategic necessity. Organizations that fail to adopt AI-driven decision-making risk falling behind in an increasingly competitive landscape. Conversely, those that embrace it stand to gain significant advantages in efficiency, innovation, and customer engagement.

By introducing a stand-alone Executive MBA in Applied AI & Decision Intelligence and embedding AI specialisation within the existing program, the institution positions itself at the forefront of this transformation. It signals a commitment to relevance, innovation, and excellence in management education.

Conclusion

The journey from data to decisions through intelligent systems represents one of the most significant shifts in the history of management. It redefines how organizations operate and how leaders lead. Executive education must rise to this challenge by equipping professionals with the knowledge, skills, and mindset required to thrive in an AI-driven world.

Through these forward-looking initiatives, the objective is clear: to develop managers who are not only capable of navigating complexity but are also adept at leveraging intelligence—both human and artificial—to create value. In doing so, executive education fulfills its highest purpose: shaping leaders who can think critically, act decisively, and lead effectively in a rapidly evolving world.

Prof. Capt. A Nagaraj Subbarao, PhD

Fellow of the EuroMed Academy
Strategy, Leadership, OB expert

About Us

SCHOOL OF COMMERCE & MANAGEMENT STUDIES (SCMS | PG)
DAYANANDA SAGAR UNIVERSITY, BENGALURU

The School of Commerce & Management Studies (SCMS) at Dayananda Sagar University is a center of excellence in management education, research, and executive learning. With programs designed for students, professionals, and industry, SCMS blends academic rigor with practical relevance, shaping future-ready leaders.

Our offerings span the Doctoral Program in Management, a full-time MBA for young graduates, and a highly successful Executive MBA for working professionals. In addition, SCMS delivers Certificate Programs, Management Development Programs (MDPs), customized training, and short webinars in niche areas—providing flexible and impactful learning opportunities tailored to industry needs.

At the core of our philosophy are six pillars that guide curriculum and practice:

- **Leadership** – building resilient and inspiring leaders
- **Technology** – leveraging AI, analytics, and digital innovation
- **Creativity** – fostering innovation and new thinking
- **Problem Solving** – applying structured approaches to complexity
- **Entrepreneurship** – enabling venture creation and growth
- **Sustainability** – embedding ethics and responsibility into business

SCMS is at the forefront of emerging domains with programs in Artificial Intelligence, Business Analytics, Sustainability, and FinTech, preparing participants for tomorrow's opportunities.

Our faculty—a blend of scholars and senior industry leaders—bring world-class expertise and mentorship. A vibrant alumni base spans industries, while associations with world class organizations ensure that our programs remain industry-relevant and globally competitive.

At SCMS, we are committed to creating leaders who innovate, inspire, and transform. We invite you to be part of this journey.

The Dayananda Sagar University–NVIDIA Collaboration:

Building the Future of AI-Driven Leadership

As part of its vision to lead in AI-driven education and innovation, Dayananda Sagar University has partnered with NVIDIA to establish **India's first AI-first Factory**—a **landmark initiative** that positions DSU at the forefront of the AI revolution.

This collaboration brings production-grade AI computing infrastructure into an academic environment, powered by NVIDIA's next-generation supercomputing platforms. The objective is not just to teach AI conceptually, but to enable students, researchers, and industry professionals to work on real-world AI systems, bridging the gap between academic learning and enterprise deployment.

With an **investment of over ₹175 crore**, the AI Factory is designed to address key challenges in India's AI ecosystem—such as limited infrastructure, reliance on external AI models, and the disconnect between education and industry needs.

A key highlight of this initiative is the creation of industry-integrated Centres of Excellence across domains like healthcare, cybersecurity, engineering, and sustainability. These centres will act as hubs for applied AI research, innovation, and cross-disciplinary collaboration, further strengthening DSU's industry alignment.

The collaboration also aims to skill over 20,000 students across disciplines, preparing them for emerging roles in AI, machine learning, generative AI, and AI-driven business applications.

For executive learners, this initiative reinforces DSU's commitment to delivering future-ready education. It ensures that professionals are not only learning about AI but are exposed to its real-world applications, strategic implications, and leadership challenges.

In the context of this edition—"**AI and the Future Executive**"—the DSU–NVIDIA collaboration stands as a powerful example of how academia and industry can come together to shape the next generation of AI-enabled leaders.

A university built for the AI era

Dayananda Sagar University is designed as an AI-first institution, integrating artificial intelligence across disciplines—from engineering and medicine to management, law, and communication. This interdisciplinary approach enables students to understand AI as a transformative force, grounded in ethics, integrity, and human-centric thinking.

With a strong academic and research ecosystem, DSU prepares graduates to lead in emerging industries and address global challenges in an AI-driven world.

India's first AI university — powered by NVIDIA

Dayananda Sagar University is building a state-of-the-art NVIDIA AI Factory with advanced DGX systems, creating one of the largest academic AI infrastructures in the Global South.

This positions DSU at the forefront of AI innovation, enabling cutting-edge research, advanced engineering applications, and development of next-generation technologies on par with leading global institutions.

Powered By

NVIDIA

AI and the Executive: India's Corporate Vanguard

Indian companies stand at the forefront of AI adoption, with executives driving transformative strategies across IT services, banking, manufacturing, and retail. For Executive MBA professionals, mastering AI integration means fusing technological capability with strategic foresight to navigate global competition and fuel India's economic ascent.

Dr. KN Amarnath
Professor of Business Analytics

Strategic Momentum

By 2026, many large Indian corporations had embedded AI into core operations, reflecting a clear shift from experimentation to enterprise-wide adoption. Executives are increasingly backing generative AI and machine learning to streamline workflows, strengthen decision-making, and improve customer responsiveness. This executive-led push also aligns with India's broader digital transformation agenda, where AI is becoming central to competitiveness and innovation.

Corporate Examples

Leading Indian firms already show how AI is creating measurable business value. Tata Consultancy Services has used AI for code generation and analytics-led service delivery, while Infosys has applied AI models in banking and financial services use cases such as fraud monitoring and risk intelligence. Reliance Industries has explored AI-enabled predictive maintenance and operational optimization in industrial settings, and HDFC Bank has expanded the use of AI-driven customer engagement and fraud detection to improve service quality and trust.

These examples matter because they show that AI is no longer confined to technology teams. It now shapes boardroom priorities, capital allocation, operating models, and talent strategies across sectors.

Leadership Imperatives

For executives, AI leadership is not mainly about writing code; it is about asking the right business questions, choosing the right use cases, and ensuring responsible deployment. Indian executive education programs are increasingly emphasizing AI strategy, governance, and transformation rather than narrow technical training alone. This means leaders must build fluency in interpreting AI outputs, managing change across teams, and addressing concerns around bias, privacy, and accountability.

The Road Ahead

The next phase for Indian companies will be defined by how effectively executives move from pilot projects to scalable AI transformation. Organizations that combine strong leadership vision with disciplined execution will be better placed to improve productivity, create new customer value, and compete globally. For Executive MBA participants, the message is clear: in India's corporate landscape, the successful executive will not be replaced by AI, but will be distinguished by how intelligently AI is used.

From Jugaad to GenAI: Can India Scale Intelligence Without Scaling Its Shortcuts?

Prof. Amit Sinha
Professor of AI & Analytics

India isn't just adopting AI, it's absorbing it, and in the process, it may be scaling not just intelligence, but its shortcuts.

In Ludhiana's export clusters, documentation has always been a race against time. Deadlines are tight, margins tighter, and small errors—though painful—are often absorbed as part of doing business.

What's changed is not the pressure. It's the workaround.

At a mid-sized firm, a young executive, Rohit, starts his day with a prompt instead of a spreadsheet. He uses ChatGPT to draft buyer emails, rewrite product descriptions, and prepare first versions of compliance notes.

"Earlier I'd spend hours getting the wording right," he says. "Now it's done in 20 minutes."

The output is polished. The speed is real. But when asked how they check if it's correct, the answer is less certain: "We review it… mostly."

That "mostly" is where the story begins.

When "Good Enough" Starts Travelling

India has always run on an informal system that rarely gets documented—jugaad. The ability to make things work despite constraints. Not enough time? Deliver something workable, not enough people? Stretch the team, not enough resources? Find a shortcut!

It's not elegant. But it works. Now, Generative AI has entered this system and it fits almost too well.

A few months ago, under a government initiative, artisans in places like Varanasi were trained to use AI tools for basic business tasks—product descriptions, marketing content, online listings. Over 2,500 artisans were part of early efforts, according to India Brand Equity Foundation.

One of them, Savitri Devi, a handloom weaver, had never written a product description in English before. Now she dictates a few lines, gets help framing a prompt, and the AI produces something that looks export-ready.

Her sales have improved. But her dependence has grown faster than her understanding. That trade-off is easy to miss when things are working.

In Bengaluru, Arjun Mehta runs a small electronics brand. To manage customer queries, he plugged an AI chatbot into WhatsApp using a platform from Haptik.

The results were immediate: Faster responses, Fewer staff needed, Smoother operations Until a customer asked a nuanced question. The bot responded instantly and incorrectly. The product was returned. The cost was manageable. The system stayed.

Because in most cases, it works. That's the logic. (Deployments like these are increasingly common, as noted in coverage by The Times of India.)

India today is one of the most active users of AI tools. But usage can be misleading. As reported by The Economic Times, adoption is rising but depth is uneven.

In many cases prompts are copied, not thought through, outputs are accepted, not questioned, work gets faster, but not necessarily better. We are driving the machine before fully understanding it. And for now, that's enough.

From Jugaad to GenAI: Can India Scale Intelligence Without Scaling Its Shortcuts?

Prof. Amit Sinha
Professor of AI & Analytics

The problem is scale. Jugaad works because its risks stay local. AI removes that boundary. A small shortcut, repeated often enough, stops being small. At scale, it doesn't remain an exception. It becomes a pattern.

We are moving from **isolated shortcuts to repeatable shortcuts**. And repetition is where risk compounds. There is, of course, a response taking shape, what many call "Desi AI." Tools adapted for Indian users: multilingual, voice-driven, low-cost.

As noted by The Economic Times, businesses aren't resisting AI, they're reshaping it. But better usability does not automatically create better judgment. And that is the gap.

India's AI narrative is often framed around speed, how quickly it is adopting, scaling, and integrating new tools. But speed is not the right benchmark anymore. Maturity is.

Right now, three patterns are visible: **acceleration without redesign, access without depth , scale without safeguards.**

These are not flaws, they are early-stage signals. But if they persist, they define the system.

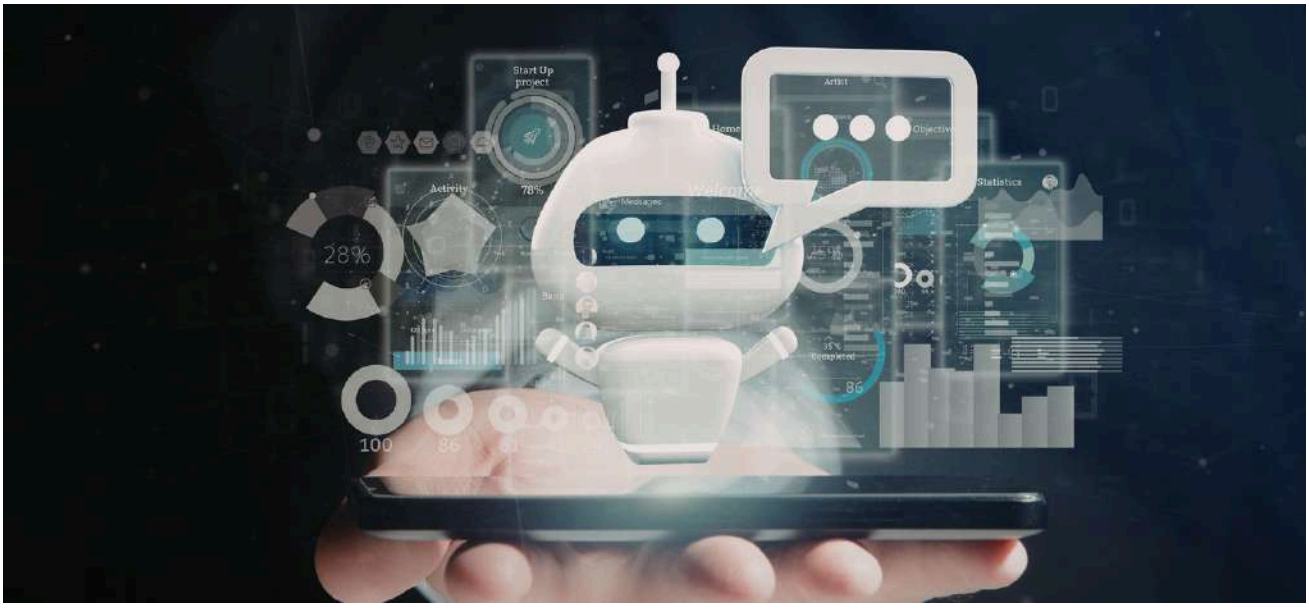
A Fork in the Road

India doesn't lack ingenuity. It never has. What AI introduces is amplification. And amplification doesn't just scale strengths, it scales habits.

The real choice ahead isn't about technology. It's about approach. We can continue doing what we've always done, just faster. Or we can keep the speed and add something we've historically avoided: structure. Not bureaucracy, just discipline.

Jugaad helped India navigate scarcity. AI gives it leverage. But leverage without control can go in any direction. The real question isn't whether India will use AI. It's whether it will learn to use it *carefully enough to trust it and confidently enough to question it.*

Because at scale, shortcuts don't stay shortcuts. They become systems!



Why HR Leaders choose us

Today's HR leaders are under increasing pressure to develop future-ready leaders, retain high-potential talent, and manage rising hiring costs—all while ensuring business continuity. The DSU Executive MBA addresses these priorities by serving as a strategic talent development solution rather than just an academic qualification.

Building a strong internal leadership pipeline is one of the primary reasons organizations partner with DSU. The programme is designed for mid- to senior-level professionals who already understand the business context. By equipping them with advanced management, strategic, and leadership capabilities, organizations are able to prepare high-potential employees for larger roles without disrupting operations. This ensures leadership continuity and reduces dependency on external hiring.

The programme also enhances retention and significantly lowers hiring costs. When employees see a clear investment in their growth and career progression, engagement levels rise and attrition drops. Sponsoring employees for an Executive MBA not only strengthens loyalty but also reduces the costs associated with recruitment, onboarding, and leadership misalignment. HR leaders view this as a long-term investment with measurable returns in productivity and stability.

Equally important is the flexible, employee-friendly format of the DSU Executive MBA. Designed to accommodate working professionals, the programme blends academic rigor with practical application, allowing participants to immediately apply learning to their roles. This flexibility ensures minimal disruption to work commitments while maximizing learning outcomes.

For HR leaders, the DSU Executive MBA is not just education—it is a strategic tool for leadership development, retention, and organizational growth.

- Builds internal leadership pipeline
- Enhances retention & reduces hiring costs
- Flexible, employee-friendly format

The Executive MBA Advantage

The future of business will be led by those who can combine strategic thinking with AI-driven decision-making. Our 16-month Executive MBA with specialization in AI for Business, launching in June 2026, is designed for working professionals who want to stay ahead of disruption, drive innovation, and lead confidently in a rapidly evolving digital landscape.

Salient-features

- AI + Business Integration
- Designed for Working Professionals
- Case-Based & Practical Learning
- Experienced Faculty & Industry Experts
- Immediate Workplace Application

12 Specializations to choose from:

1. Human Resource Management
2. Marketing Management
3. Global Business
4. Project Management
5. Operations Management
6. Business Analytics
7. Financial Management
8. Entrepreneurship & innovation Management
9. Information Technology Management
10. Logistics & Supply Chain Management
11. Product Management
12. AI for Business (June 2026 onwards)

One Powerful EMBA.

The “AI in Business” Program roadmap

Trimester I

- Human Resource Management
- Accounting for Managers
- Marketing Management
- Organization Theory

Trimester II

- Corporate Finance
- Managerial Economics
- Business Law, Ethics and Social Responsibility
- Corporate Entrepreneurship & Innovation

Trimester III

- Operations Management
- Global Business
- Strategic Decision Making & Management
- Research Methodology

Trimester IV

- AI Automation and No-Code Tools
- Data Driven AI for Decision Making
- Future of AI in Business
- Capstone Project

From fundamentals to AI leadership

What's covered in the AI Specialization?

AI Automation and No-Code Tools

Understand the fundamentals of AI and automation, and learn how to apply no-code tools to solve real business problems. The course covers AI types, automation platforms, workflow design, and practical use cases across functions like marketing, sales, HR, and operations, along with emerging areas like agentic AI and ethics.

Data Driven AI for Decision Making

Build a strong foundation in machine learning and data analytics to drive smarter business decisions. The course covers key algorithms, data analysis techniques, and real-world applications, enabling participants to model, evaluate, and implement AI solutions for predictive and strategic decision-making.

Future of AI in Business

Explore how AI is transforming business processes and shaping the future of work. The course focuses on automation-first strategies, generative AI, business process mapping, and AI-driven innovation, helping leaders identify opportunities, manage risks, and drive AI-led transformation across organizations.

AI Foundations for Business Leaders (Value Added Program)

Gain a strategic overview of AI concepts, technologies, and their business impact. This course introduces AI tools, data-driven decision-making, and applications across functions, while preparing leaders to build AI roadmaps and drive organizational adoption.

Starting from

Faculty strength

- **Average 25+ years** of corporate leadership experience
- **Alumni from premier institutions** (IIMs, IITs, MIT, SDA Bocconi, University of Illinois - Urbana Champaign etc)
- **Senior leaders** from diverse industries (Fortune 500s, Indian conglomerates, and high-growth startups etc)
- **Practical, application-driven** teaching approach
- **Average Designation:** Senior Leadership roles – CXOs, VPs, Directors, and Practice Heads
- **Thought Leadership:** Authors, keynote speakers, and subject-matter experts shaping business practices

Our faculty list

Professor	Qualification	Areas of Interest
Capt. A. Nagaraj Subbarao	PhD	Strategy, Leadership, Change Mgmt
Dr. Abhijit Chakaraborty	PhD	Finance, International Business
Dr. Solai Baskaran	PhD	HR, OB & Leadership
Dr. Amulya Panda	PhD	Operations Management
Dr. Arindam Sen	PhD	Supply Chain Capability / Consulting,
Dr. KN Amarnath	PhD	Digital Transformation, Industrial AI
	PhD	Business Analytics
Dr. Srinivas Padmanabhuni	PhD	AI, ML, Software Engineering, Cybersecurity
Dr. Hari Ambadapudi	PhD	Project Management
Dr. Satish Talikota	PhD	Supply Chain, Operations Management
Dr. Sanjay K	PhD	Marketing, Global Business, HR
Dr. Vasudevan	PhD	Marketing & BA
Dr. SaiGanesh Somasekaran	PhD	Strategy, Marketing
Dr. Indrajit Goswami	PhD	Strategy, OB & HR
Dr. Nisha Goyal	PhD	Finance
Dr. Shweta Kaur Khalsa	PhD	Entrepreneurship, HR and Marketing
Dr. Chinmoy Kumar	PhD	Business Analytics
Dr. Silky Sharma	PhD	HRM
Dr. Priyanka Roy	PhD	Finance
Dr. Parthasarathi N	PhD	Supply Chain Management, Operations
Dr. Abhijit Das	PhD	Finance
Dr. Buchi Babu Muvva	PhD	Business Research Methods and Analytics
Dr. Pavithra Salanke	PhD	HRM
Dr. Alagiri Govindasamy	PhD	HRM, Entrepreneurship , SCM, IT and Digtial Transformation
Dr. Astha Kumbhat	PhD	Retail Management, SCM, Marketing and operations
Dr. Gopal Surya	PhD	AI Applications

Click here to see our full faculty list

Our faculty list

Professor	Areas of Interest
Prof. Mohan Srinivasan	Global Business, Product Management and Operations
Prof. Anurag Jalan	Economics
Prof. Anant Pophali	HR and IT Management
Prof. GV Muralidhara	Case research and development
Capt. Himanshu Joshi	Strategy, Communications
Prof. Jitendranath Patri	Marketing, Retail & Entrepreneurship
Prof. Amit K Sinha	BA & AI
Prof. Archie D'souza	Supply Chain, Project Management
Prof. HN Shankar	Business Analytics, Project Management
Prof. Srinivas B Vijayaraghavan	Strategy
Prof Sriramu	Business Analytics
Prof. N Ramesh	Marketing
Prof. MG Raghuraman	Project Management
Prof. AG Krishnan	Finance
Prof. Srinivas Iyengar	AI, Analytics
Prof. Rajat Rashmi	Business Ethics, Law
Prof. Abubakar Siddeeqh	Finance
Prof. Vinay Rao B.N	Sales, Marketing
Prof. Arvind Keshav Giri	Global Business, Operations Mgmt, Supply Chain
Prof. Sanjay N	Leadership Development, DEI advocacy, and Talent transformation
Prof. Aravind Narasipur	HRM, HR Analytics
Prof. Sridharan Narayan	HRM
Prof. Kumail Kirmani	Marketing, Marketing, Digital Marketing
Prof. Reshmi Raghavachari	HR
Prof, Soumi Mukherjee	Economics

Click here to see our full faculty list

Our faculty list

Professor	Areas of Interest
Prof. Shashank Narendra	Entrepreneurship
Prof. Ravishankar Iyer	Fintech
Prof. Chandrashekar PK	HR
Prof. Tamal Das	Supply Chain
Prof. Diganta Saikia	Risk Analytics, Financial Economics, Fintech
Prof. Venkateshwar Kumar	Globals Business, Retail Marketing
Prof. Girish Kamplimath	Operations Management
Prof. Bhakti Thatte	AI & Analytics
Prof. VV Rajan	Digital Marketing, Social Media Marketing, SEO

International Faculty

Professor	Country	Qualification	Areas of Interest
Dr. Stephen McKenna	Australia	PhD	HRM, Int'l Management, Qual. Research
Dr. Venkatesh Raghavendra	USA	PhD	Entrepreneurship
Prof. Chaminda Hettiarachch	Sri Lanka		International Industrial Management, Disaster Mgmt
Prof. Golda El Khoury	France		Public policy, Leadership, Conflict Management
Prof. P N Jairam	USA		Project Management

Click here to see our full faculty list

Training and MDP Snapshot

1. **AI for Managers:** Harness the power of AI to drive smarter business decisions.
2. **HR Analytics:** Transform people data into strategic insights.
3. **Performance Management Systems:** Build a culture of accountability and high performance.
   Leadership: Lead with vision, influence, and impact in a changing world.
4. **Project Management:** Deliver projects on time, on budget, and with confidence.
5. **Business Canvas for Entrepreneurs:** Turn ideas into viable, scalable business models.
6. **Balanced Scorecard:** Translate strategy into measurable, sustainable results.
7. **Change Management:** Navigate transformation with clarity, resilience, and success.
8. **Cross-Cultural Management – Strategies & Models:** Lead diverse teams and thrive in a global
9. business world.
   Sustainability and Net Zero: Drive responsible growth and lead the path to Net Zero.
10. **Women Leadership & Empowerment:** Empowering women to lead, inspire, and transform
11. organizations.
    Operational Excellence: Driving efficiency, quality, and continuous improvement for lasting
12. impact.
    Building High Performance Teams: Transforming groups into resilient, collaborative, and result-
13. driven teams.
    AI-Led Transformation in the Global Business Environment: Harnessing AI to lead strategy,
14. innovation, and growth in a globalized world.
    Finance for Non-Finance Managers: Simplifying finance to empower smarter business
15. decisions.
    Strategic Thinking & Storyboarding: Transforming strategy into powerful stories that inspire
16. action.
    Essential Management Models & Frameworks: Equipping managers with timeless tools for
17. smart decision-making.
    Basic Management Program for Early Career Professionals: Building strong foundations for
18. future-ready professionals.
    Advanced Management Program for Mid-Career Professionals: Empowering experienced
19. leaders to shape strategy, transformation, and growth.
    ESG for Practicing Managers: Embedding sustainability and responsibility into business success.
20. **Sustainability / ESG Strategy for Senior Managers:** Leading with purpose: embedding ESG at the heart of strategy.
21. **Sustainability in Supply Chain Management:** Creating supply chains that are efficient, ethical, and future-ready.
22. **Marketing Story Telling:** Crafting Narratives that Build Brands
23. **Mastering Six Sigma for Excellence:** Lean Thinking, Lasting Impact
24. **Critical Thinking & Problem Solving:** Sharpen your reasoning. Solve smarter, not harder.
25.

These training programs can be customised as per your organization's requirements

Management Development Programs

Case writing Workshop
31 Jan, 2026

Women Leadership
07 March, 2026

Strategic Leadership in the AI Era (30-May)

For your organization's Management Development Program needs for staff, please write to us

Training and workshops

Generative AI in HR - Workshop for a subsidiary of a German MNC

SCMS-PG recently concluded an engaging training and workshop on Generative AI, delivered for a subsidiary of a German MNC at Bengaluru on 01st December 2025

Leadership Training program for Global Procurement team, Wipro Ltd.

SCMS-PG concluded a 4-day Leadership Training Program for Global Procurement Team of Wipro on on 05th November 2025

Student enrolments

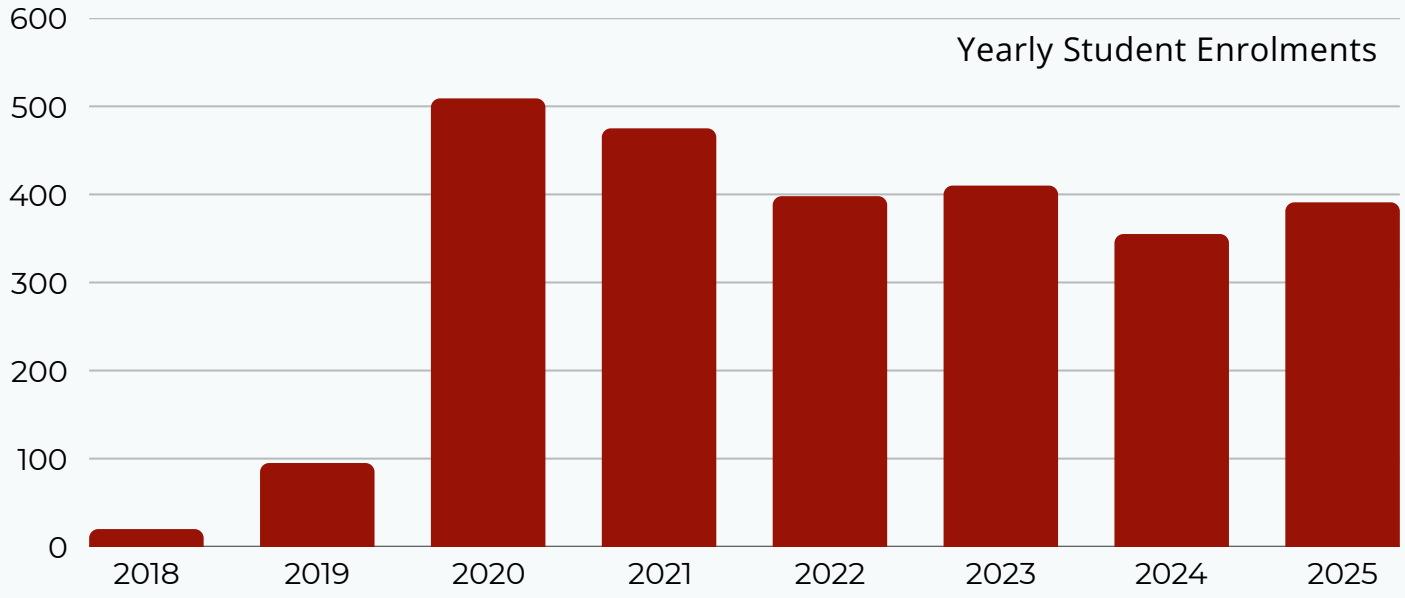
Impact on Careers and Organizations

Graduates of DSU's Executive MBA program have gone on to achieve significant milestones in their careers, including promotions to leadership roles, career transitions, and entrepreneurial ventures. The program's emphasis on critical thinking, strategic leadership, and innovation has empowered these professionals to drive positive change in their organizations.

The success of the program is reflected in the testimonials of graduates who credit the program for enhancing their managerial capabilities, expanding their professional networks, and enabling them to tackle complex business challenges with confidence.

The Executive MBA program at Dayananda Sagar University is a dynamic and transformative educational experience that equips working professionals with the skills, knowledge, and networks required for leadership in today's competitive business environment. Through its flexible structure, diverse curriculum, experienced faculty, and commitment to excellence, DSU is not only shaping successful careers but also contributing to the growth of managerial talent in India.

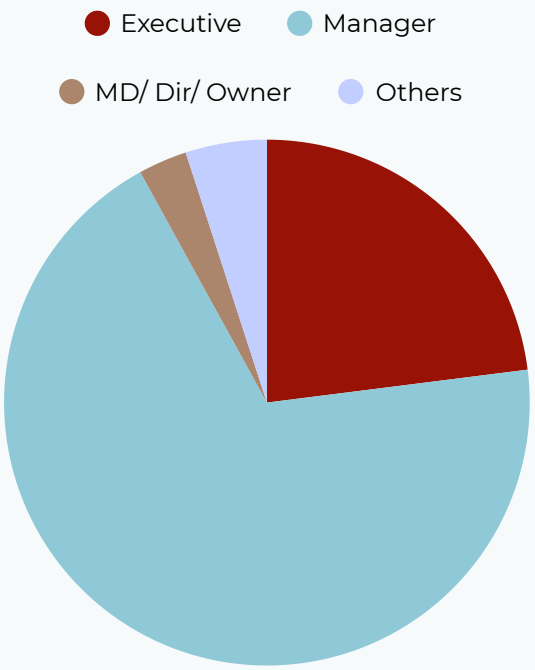
As the world of business continues to evolve, programs like DSU's Executive MBA will play a crucial role in developing leaders who are innovative, responsible, and equipped to meet the challenges of the future.



Average student experience	7.5 years
Average age	32 years
Average designation	Managers and above
Total companies represented	400+

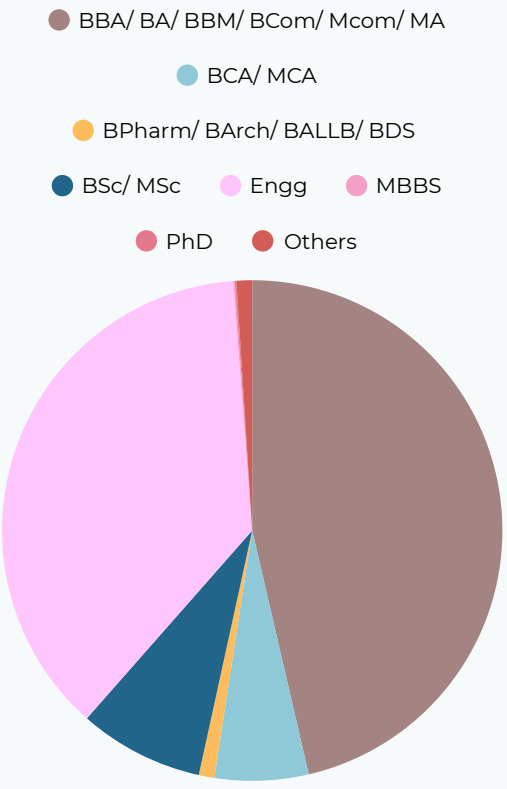
Average cohort size:
110-130 Nos

69% of our students are managers



- MD/ Directors/ Owners account for 3%
- Executives account for 23% of the cohort

37% of our students are Engineers



- BBA/ BA/ BBM/ BCom/ Mcom/ MA account for 46%
- BCA/ MCA account for 6% of the cohort

If there are Managers, Engineers waiting to be elevated to senior roles, talk to us

Use Case Ananlysis of AI in Construction: Is technology killing jobs or creating new Subject Matter Experts?

ABSTRACT

AI delivers the highest value when applied with practical human purpose. In construction, the debate is no longer whether AI is good or bad, but whether it can improve the lives of the unskilled workforce that builds our infrastructure. While AI may automate processes, its greater potential lies in training labour, reducing fear, and turning efficiency into empowerment through ethical leadership and human-centric implementation.

INTRODUCTION

Construction remains one of the least digitized industries despite depending heavily on labour. The immediate fear around AI is job displacement, but the larger opportunity is workforce elevation. AI can help transform unskilled and uneducated labourers into capable Subject Matter Experts by providing continuous support, guidance, and practical learning on-site.

BARRIERS AND MITIGATION: LEADERSHIP APPROACH

The sector continues to struggle with poor supervision, safety violations, quality issues, material wastage, burnout, and weak documentation. Traditional written manuals and classroom training fail because many workers face literacy barriers. The solution lies in AI-driven voice instructions in the worker's mother tongue, delivering real-time safety, quality, and technical guidance through accessible local dialects.

UALITY CONTROL:

Poor quality often stems from lack of supervision and delayed correction. AI can bridge this through instant image-based quality checks, where workers upload task photos and receive immediate feedback. This creates a self-improving loop: the AI learns continuously while labourers self-correct, learn faster, and improve execution quality on the job.

FURTHER IMPACT WITH PROACTIVE LEADERSHIP

Voice-native AI strengthens labour productivity rather than replacing it. Reduced rework, lower wastage, faster completion, and higher profitability become possible, while workers gain stronger skills, better compensation, and improved long-term livelihood.

THE EXECUTION PLAYBOOK

Successful implementation requires government support, contractor-led AI training, and dual-channel monitoring that guides workers while providing management with real-time site data.

CONCLUSION

AI is not replacing labour; it is replacing inefficiency. With voice-driven technology and proactive leadership, construction can use AI to build a smarter, safer, and more skilled workforce.

Mounesh Rampur
Director - Parascope Infratech llp

February 2025

AI & Future Work: Why This Havoc?

What matters most to people is survival. When income, jobs, or career stability feel threatened, anxiety rises quickly. That is why Artificial Intelligence has created so much concern in recent years.

We often hear statements such as “AI will replace humans” or “people will lose all jobs.” Fortunately, the reality is more balanced. AI is less likely to replace all people; instead, people who understand and use AI effectively may replace those who do not.

How AI Is Creating Impact?

Global studies suggest that AI will significantly reshape employment markets. Some estimates project that around 85 million jobs may be displaced, while nearly 97 million new roles may emerge worldwide in AI-related and transformed sectors. This indicates disruption, but also opportunity.

Some forecasts estimate a net global economic boost of around **$15.7 trillion by 2030**, making AI one of the most powerful growth drivers of this decade.

The Rise of the Hybrid Workforce

By 2030, work is expected to be shared between humans, machines, and collaborative hybrid teams. Many tasks will no longer be done solely by people or solely by software, but through partnership.

Managers using AI for planning and forecasting, and doctors using AI for diagnosis support,
Engineers using AI copilots for coding and design, and customer service teams working alongside chatbots

The Great Skill Shift

Nearly 39% of current core workplace skills may become outdated by 2030. Routine administrative work, data entry, standard reporting, and repetitive digital tasks are especially vulnerable to automation.

The Way Ahead: Where Humans Stay Strong

Many professions will become AI-enabled, but some areas remain difficult for AI to fully replace—especially where empathy, trust, creativity, complex judgment, leadership, negotiation, and physical dexterity are required.

New Career Opportunities

Prompt Engineers, Data Scientists, AI Ethics Officers, Human-Machine Teaming Managers, AI Product Managers.

Human Skills Will Matter More

As machines take over repetitive tasks, distinctly human strengths become more valuable:
Critical thinking, Creativity, Communication, Adaptability, Leadership, Emotional intelligence

What Companies Must Do

Reskill employees continuously, Redesign workflows around AI, Establish governance and ethics controls, Protect privacy and data security, Use AI to augment people, not only to reduce costs

Final Thought

AI is not only a technology story—it is a workforce transformation story. Those who learn, adapt, and collaborate with AI are likely to benefit most. The future belongs to humans who know how to work with machines.Top of FormBottom of Form

Sarfaraz Mukadam
IT & Cyber Security Manager at
Arabian Mills (Riyadh, KSA)

February 2025

The Bannister Breakout: Leading Beyond the "Impossible" in 2026

For decades, the medical community and the athletic world believed a human being was physically incapable of running a mile in under four minutes. It was considered a hard biological limit - until Roger Bannister broke it in 1954. What followed was even more remarkable: within a year, dozens of others did the same. The barrier wasn't in the lungs or the legs; it was in the mind.

In 2026, the global business community faces its own "four-minute mile" moment with Artificial Intelligence. For years, we viewed AI as a threat to executive agency or a replacement for human judgment. Today, the Executive Edge belongs to those who, like Bannister, have realized that the old limits are gone. We are no longer limited by how much data we can process, but by how much vision we dare to execute

The Era of Augmented Intuition

As we navigate the first trimester of a new era, the role of the leader has shifted from Information Processor to Architect of Intent. In the past, an executive's value was their "knowledge base." Today, AI provides the knowledge; the executive must provide the context. While a machine can optimize a supply chain in seconds, it cannot understand the cultural nuances of a global merger or the morale of a workforce facing change.

Navigating the New Executive Mandate

To lead in 2026, a leader must master three "Post-Bannister" competencies:

Strategic Oversight:
Using AI as a "Digital Chief of Staff" to handle analytical drudgery, freeing the human mind for high-level creative disruption.

Ethical Governance: Ensuring that as algorithms gain speed, they do not lose the "Moral North Star." The executive is now the final arbiter of machine-driven decisions.

Adaptive Agency: The courage to override "data-driven" suggestions when they conflict with long-term human sustainability.

The Path Forward

The lesson of 1954 is that once a barrier is broken, the exceptional becomes the standard. AI is the tool that has broken the speed barrier of business. However, the machines are merely the engine; the executive remains the navigator. The future does not belong to the most "techsavvy" leaders, but to those who use technology to amplify their humanity. The four-minute mile has been run—the question now is: where will you lead us next?

Furqaan Shariff F
Business Process Consultant - SAP Labs
Feb 2026 Cohort

Raj Kumar M B
Engineer - KDDL
Feb 2026 Cohort

Confession of an Advocate Trying to Decode the AI Buzz

Artificial Intelligence can feel intimidating, especially for professionals outside the tech world. Coming from a legal background, I initially saw AI as something distant from leadership. But over time, I realized that the future executive does not need to build AI — they need to understand how to lead in a world shaped by it.

AI Is Changing Executive Leadership but Not in the Way We Fear

Leadership today requires more than experience and intuition. It now demands strategic thinking, emotional intelligence, ethical responsibility, global adaptability, and technological awareness. AI is transforming industries by improving efficiency, insights, and decision-making. The real need is not technical mastery, but the ability to use AI strategically.

The Real Role of the Future Executive

Tomorrow's executive must manage human talent, AI-powered systems, innovation, ethical concerns, and changing markets. This makes leadership more interdisciplinary than ever. Professionals from non-tech fields still bring what AI cannot replace — empathy, judgment, negotiation, and cultural sensitivity.

AI and Ethics: Where My Legal Brain Immediately Raises Questions

AI's growth also raises serious concerns around accountability, fairness, bias, and governance. These are not just technical questions but leadership responsibilities. While AI can optimize systems, executives must ensure those systems remain ethical, compliant, and human-centered.

Adaptability: The New Executive Superpower

The most valuable leadership trait today is adaptability. Executives do not need to become coders, but they must understand AI's possibilities, limitations, and impact on business decisions. Those who embrace it thoughtfully will stay relevant.

So, Should Non-Tech Professionals Be Worried?

Not at all — unless they ignore it completely. AI is not replacing non-technical leaders; it is asking them to lead more intelligently and remain open to change.

Final Thoughts: You Don't Need to Be a Tech Expert to Be a Powerful Executive

The future belongs to leaders who combine strategic intelligence, ethical reasoning, emotional insight, and technological awareness. Leadership has always been about making sound decisions in changing environments, and AI simply adds a new layer to that challenge.

Conclusion

AI is not the future; it is the present. The real opportunity lies in learning to lead alongside it, because in a world shaped by machines, the most valuable executive skill remains profoundly human: judgment.

Amrutha BN - Advocate

B.K. Narender Babu and S. Deepashri
advocates and solicitors

June 2025 Cohort

Student testimonials

Rajkumar M B, Feb 2026
Engineer -KDDL

My experience with the Executive MBA program at Dayananda Sagar University has been enriching and truly transformational. Coming from an engineering and technical background, I initially had doubts about pursuing an MBA. However, the orientation itself gave me confidence that this journey would help shape me into a capable management professional.
I joined this program to strengthen my managerial skills and prepare for greater responsibilities, and it has exceeded my expectations. The curriculum is well structured, combining theory with practical learning through case studies, video presentations, pre-work, assignments, and examinations. This approach has improved my understanding of management concepts while enhancing my communication, leadership, and decision-making abilities.

✨ **My transformation has been like evolving from a larva into a butterfly—gaining confidence, knowledge, and a broader perspective.** ✨

One of the biggest strengths of this program is its faculty. The professors are approachable, experienced, and highly supportive. Their practical teaching methods and guidance have made learning engaging and meaningful. This program is especially valuable for working professionals, as it allows us to up skill without leaving our jobs while balancing career and education effectively.

Furqaan Shariff F, Feb 2026
Business Process Consultant - SAP Labs

My journey in the Executive MBA program at Dayananda Sagar University (DSU) has been incredibly transformative. As a Techno-Functional Business Analyst, I needed a curriculum that could bridge the gap between enterprise software execution and strategic leadership. DSU has delivered exactly that. The program is rigorous yet perfectly structured for working professionals, allowing me to dive deep into my focus areas of IT, Product, and Financial Management.

The faculty at DSU are genuinely outstanding. They bring a phenomenal blend of industry experience and academic rigor to the classroom. My experience with them has been nothing short of inspiring; they ensure that theoretical concepts are immediately applicable to real-world corporate challenges. Their mentorship is actively shaping my ability to translate technical infrastructure into measurable business performance and strategy.

To anyone seeking to upskill and eventually transition into senior leadership roles, I cannot recommend this program enough. If your goal is to elevate your career, expand your perspective, and truly master the intersection of technology and business, DSU provides the ideal ecosystem to accelerate your growth.

Click here to see more student testimonials

Student testimonials

Ashwini CR, Feb 2024
Senior Executive - Indus Towers Ltd

I am grateful to share that I have successfully completed my EMBA in Finance at Dayananda Sagar University. This journey has equipped me with advanced skills in financial analysis, budgeting, and strategic decision-making.

The program has enhanced my ability to contribute more effectively in my current role by strengthening financial planning, risk management, and project evaluation capabilities. I am confident that these learnings will support improved business performance for the organization while also preparing me for greater responsibilities and future leadership opportunities.

Sarfaraz Mukadam, Feb 2025
IT & Cyber Security Manager at Arabian Mills (Riyadh, KSA)

I, Sarfraz Mukadam from Riyadh, Saudi Arabia, currently working as an IT & Cyber Security Manager at Arabian Mills, one of the listed companies on Tadawul (Stock Exchange), would like to express my sincere gratitude to Dayananda Sagar University and the entire EMBA program team.

I can confidently say that DSU is a great university that has helped bring about a positive transformation in my professional career. After working for more than 20 years, I began to feel stagnant and realized the need to pursue a master's degree to continue growing and evolving in my field.

Although there were many options available, I found DSU to be a truly worthwhile choice. The university has a well-structured system in place, with a thoughtfully designed syllabus for each subject. The monthly weekend timetable is especially convenient and perfectly suited for working professionals like myself. Additionally, the examination system is both practical and value-driven. The program is also affordable, making it accessible without compromising quality.

I strongly recommend DSU for professionals looking to advance their careers. Wishing the university continued success in shaping future leaders.

Click here to see more student testimonials

From Operational Management to Strategic Corporate Leadership: My Executive MBA Milestone

Nagaraj D
Sr. Manager - Indus Towers Ltd
Jun 2024

Pursuing the Executive MBA at **Dayananda Sagar University** became a defining milestone in my professional journey, strengthening my managerial competencies, strategic thinking, and problem-solving approach in complex organizational environments.

The program gave me a rigorous academic grounding in **strategic management, organizational behavior, human resource management, and corporate finance**, which enabled me to connect theory with real-world business challenges more effectively. One of the most significant outcomes of this learning was my successful transition from an operational role into a corporate leadership position following the completion of the program — a progression that marked a major step forward in my career.

A key achievement during this phase was my ability to manage complex **manpower and industrial relations challenges** with a more structured and strategic outlook. By applying academically informed approaches to negotiation, stakeholder management, and labor relations, I was able to address a sensitive workforce issue involving union dynamics in **Mangalore, Karnataka**. Through systematic engagement with stakeholders and corrective organizational measures, I successfully contributed to the reintegration of nearly **171 personnel** and supported long-term stabilization.

The exposure and confidence gained through the Executive MBA further enabled me to handle national-level **corporate portfolios**, including **IME, SMS, and Diesel Filling contracts** with a cumulative value of approximately **₹9,000 million**. Managing these assignments required analytical decision-making, financial evaluation, governance oversight, and cross-functional coordination — competencies that were significantly sharpened during the course of the program.

Overall, the **Executive MBA** at **Dayananda Sagar University** served as an academically robust and professionally relevant platform that facilitated my growth into a strategic corporate role and enhanced my capacity to manage people, processes, and large-scale portfolios effectively.

Our Industry Associations

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E & Y
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Quest Global
Razorpay
SAP
SICO
Snapdeal
Societe Generale
Sony India Pvt. Ltd.
Standard Chartered
Startek
State Street Global
Tagit
Target Corporation
Tata Elxsi
Tata Technologies
TCS
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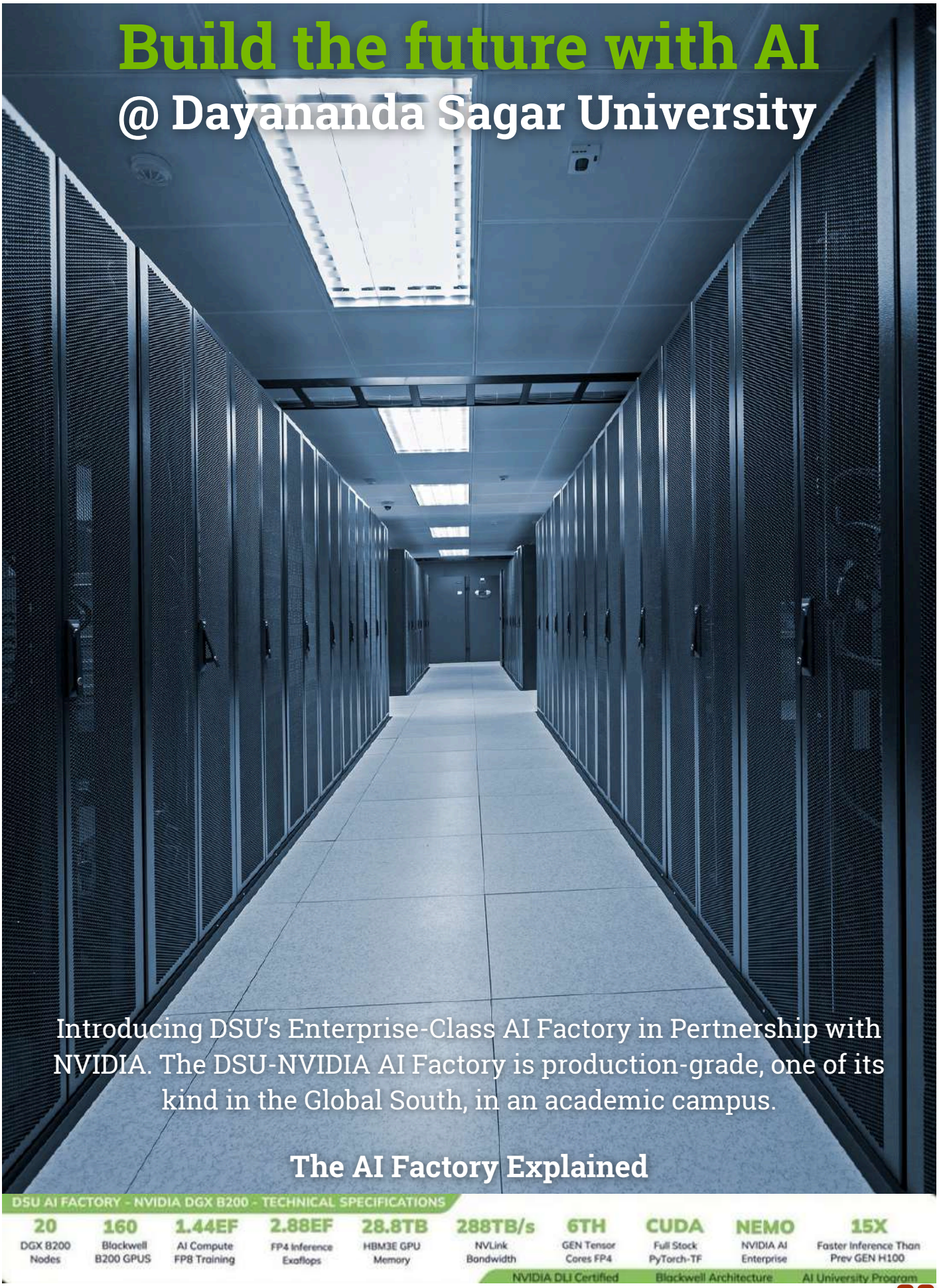
Titan Company Ltd.
TLE Technologies
Toyota Kirloskar
Treble Clef Technology
TVS Motors
Vedantu
Visa
VMWare
Vodafone Idea
Volvo
Wells Fargo
Zimmer Biomec

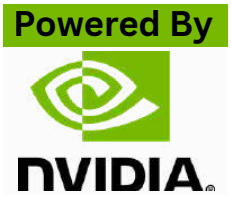
Buhler Group, Aditya Birla Group, regularly sponsor their staff for our Executive MBA Program

Over 400+ such companies represented through our students


Build the future with AI
@ Dayananda Sagar University
Introducing DSU's Enterprise-Class AI Factory in Pertnership with NVIDIA. The DSU-NVIDIA AI Factory is production-grade, one of its kind in the Global South, in an academic campus.
The AI Factory Explained
DSU AI FACTORY - NVIDIA DGX B200 - TECHNICAL SPECIFICATIONS
20 DGX B200 Nodes
160 Blackwell B200 GPUS
1.44EF AI Compute FP8 Training
2.88EF FP4 Inference Exaflops
28.8TB HBM3E GPU Memory
288TB/s NVLink Bandwidth
6TH GEN Tensor Cores FP4
CUDA Full Stack PyTorch-TF
NEMO NVIDIA AI Enterprise
15X Faster Inference Than Prev GEN H100
NVIDIA DLI Certified
Blackwell Architecture
AI University Program

THE WORLD IS BUILDING AI.

WE ARE BUILDING THE FACTORY.



DAYANANDA SAGAR UNIVERSITY
School of Commerce & Management Studies

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June 2026 Admissions Now Open

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INDIA'S LARGEST ON-CAMPUS EXECUTIVE MBA