



DAYANANDA SAGAR
UNIVERSITY

DAYANANDA SAGAR UNIVERSITY - BENGALURU

A PREMIER DESTINATION
FOR POST GRADUATE
MANAGEMENT EDUCATION

YEAR - 2026



Dayananda Sagar University, Bengaluru, has established itself as a leading institution for higher education in India, particularly in management studies. Its postgraduate management programs have garnered significant recognition recently, making DSU a sought-after destination for aspiring business leaders. The university's commitment to excellence is reflected in its consistent performance in national rankings. According to the Week-Hansa 2024 Best B School Rankings, DSU is among India's top 15 emerging B-schools. Furthermore, the Business World - ICARE Ranking 2026 places DSU within the top five B-schools in Bengaluru and one of the best B Schools in the country, a testament to its growing reputation in the competitive landscape of management education.

The Postgraduate Management Programs at DSU, which include the flagship full-time MBA and Executive MBA programs for working professionals, are designed to meet the evolving demands of the business world. These programs are distinguished by a rigorous and relevant curriculum that blends theoretical foundations with practical applications. Courses are meticulously curated to cover critical areas such as Leadership, Strategic Management, Innovation, Technology, Sustainability and Entrepreneurship. This curriculum is continually updated to align with industry trends, ensuring graduates are well-prepared to tackle real-world challenges.

One of the standout features of DSU's management programs is its exceptional faculty, which includes a blend of scholars and seasoned professionals. The faculty members bring a wealth of knowledge from academia and industry, enriching the learning experience for students. They employ diverse teaching methodologies, including case studies, simulations, and live projects, to foster a deep understanding of management principles.

The DSU MBA and Executive MBA programs attract a diverse pool of students, ranging from fresh graduates to experienced professionals. The university's reputation for excellence and strong alumni network draw candidates from various backgrounds and industries. This diversity enriches the classroom environment, encouraging vibrant discussions and peer learning. Moreover, the programs' flexibility and industry-oriented approach appeal to working professionals looking to upskill or pivot their careers.



The Postgraduate Management Programs are academically rigorous and highly industry-centric. The university has forged strong partnerships with leading organisations, providing students ample internships, live projects, and placement opportunities. These collaborations ensure that students gain hands-on experience and a practical understanding of contemporary business challenges. Additionally, DSU emphasizes global exposure through a week-long cultural tour to a foreign destination, international exchange programs, and guest lectures by industry leaders, helping students develop a global mindset essential for success in today's interconnected and complex world.

Student engagement at DSU extends beyond academics, with numerous clubs, societies, and Centres of Excellence that nurture holistic development. These platforms encourage students to explore their interests, develop leadership skills, and build a solid professional network. For instance, the Entrepreneurship Club, Finance Club, and Marketing Society allow students to apply classroom knowledge to real-world scenarios. The Centres of Excellence focus on areas like AI, Analytics, and Digital Transformation, enabling students to delve deeper into specialised fields of study in the international city of Bengaluru.

Dayananda Sagar University is accredited as NAAC A+. These accolades and a strong placement record make DSU a preferred choice for students and recruiters. Top organisations across various sectors regularly visit the campus for recruitment, drawn by the quality of talent nurtured by the university. Eventually, we believe in the dictum that education is a motive force that shapes future generations!



Dean's Message



Dear Prospective Executive MBA Participants,

Welcome to our **Executive MBA Program** — a transformative journey designed to elevate your career, leadership, and impact in the ever-evolving world of business.

At the **School of Commerce & Management Studies (SCMS)**, we have always believed that management education must evolve in step with the changing realities of business and society. Our Executive Education portfolio reflects this commitment—designed not merely to impart knowledge but to transform professionals into agile, future-ready leaders.

Our flagship Executive MBA continues to empower working professionals with strategic insight, leadership capability, and cross-functional expertise. Complementing this are our Management Development Programs (MDPs) and customized training programs, which are crafted in close collaboration with industry to address real-world challenges and emerging skill gaps. Our consultancy initiatives further extend our impact, enabling organizations to benefit from faculty expertise and evidence-based solutions.

A defining feature of our approach today is the strong emphasis on artificial intelligence and its applications in management. We are integrating AI across our programs to help participants understand not just the technology, but its strategic, ethical, and operational implications. From data-driven decision-making to AI-enabled business models, our learners are equipped to lead in an increasingly intelligent and automated world.

What sets SCMS apart is our blend of academic rigor and practical relevance. Our faculty bring rich industry experience, global perspectives, and a passion for mentoring. Our pedagogy emphasizes problem-solving, creativity, and leadership—ensuring that learning translates into measurable professional growth.

As organizations navigate uncertainty and transformation, the need for continuous learning has never been greater. At SCMS, we are proud to partner with individuals and organisations on this journey of growth, innovation, and excellence.

Capt. Nagaraj Subbarao, PhD
Professor of Strategy and Leadership | Dean

Executive MBA Programs at Dayananda Sagar University, Bengaluru: Shaping Future Leaders

In today's fast-paced business world, working professionals often seek opportunities to enhance their skills, gain fresh insights, and advance their careers. **The Executive MBA (EMBA) program at Dayananda Sagar University (DSU)** in Bengaluru stands out as a beacon for career growth and leadership development. With a focus on leadership, problem-solving, creativity, entrepreneurship, technology, and sustainability, DSU's Executive MBA has successfully created a flexible and supportive environment tailored for working professionals.

A Legacy of Excellence in Executive Education

Dayananda Sagar University, with its rich tradition of academic excellence and innovation, offers one of the most distinguished Executive MBA programs in India. The program has enrolled over **2,000 working professionals**, a testament to its credibility and impact. Designed to cater to mid-level and senior-level managers, the Executive MBA equips students with the knowledge and skills needed to navigate complex business challenges and drive organizational success.

Program Objectives and Vision

The Executive MBA program at DSU is guided by a clear vision: to create **superior managers and transformative leaders** who can make a meaningful impact on their organizations and the broader economy.

The primary objectives of the program are:

Enhancing Leadership Competence:

The curriculum focuses on developing leadership skills that are critical for driving change and achieving strategic goals.

Solving Real-World Business Challenges:

Through case studies, simulations, and live projects, students engage with real-world business problems, sharpening their analytical and decision-making skills.

Fostering Creativity and Innovation:

Creativity is a cornerstone of the program, encouraging professionals to think outside the box and develop innovative solutions.

Cultivating Entrepreneurial Thinking:

The program nurtures entrepreneurial mindsets, empowering participants to lead new ventures or innovate within existing organizations.

Integrating Technology and Sustainability:

Given the rapid advancement of technology and the importance of sustainable practices, the curriculum emphasizes leveraging technology for business growth while ensuring social and environmental responsibility.



Flexible and Supportive Structure

One of the key features of DSU's Executive MBA is its flexibility. Recognizing that participants are working professionals, the program offers classes on weekends or in modular formats, allowing students to balance their professional and academic commitments. This flexibility ensures that participants can immediately apply classroom learning to their workplace, creating a seamless integration of theory and practice.

A Diverse and Dynamic Curriculum

The curriculum is designed to provide a well-rounded education, covering areas such as:

- Leadership and Organizational Behavior
- Strategic Management
- Marketing and Brand Management
- Financial Analysis and Decision-Making
- Technology and Innovation Management
- Sustainable Business Practices

This comprehensive curriculum ensures that students develop a deep understanding of business functions while honing their leadership abilities.

Experienced Faculty with Industry Expertise

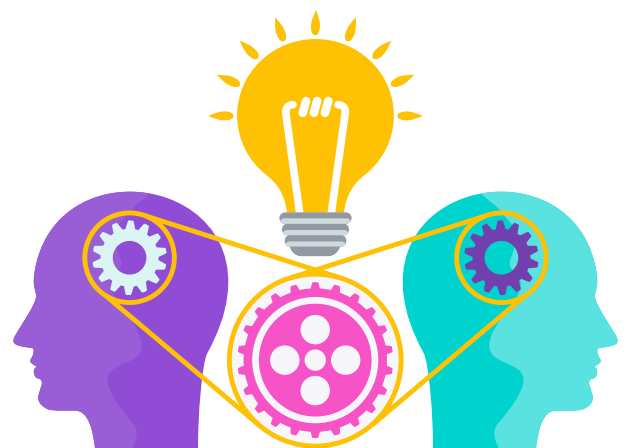
The faculty at DSU's Executive MBA program are a unique blend of scholars and industry practitioners. Many have held senior leadership positions in reputed organizations, bringing real-world experience and insights into the classroom. This combination of academic rigor and practical knowledge ensures that the learning experience is both rich and relevant. Furthermore, faculty members act as mentors, guiding students through their professional development and helping them achieve their career goals.

Innovative Teaching Methods

The program employs case-based learning, business simulations, interactive discussions, and guest lectures by industry leaders. Notable case studies, such as 'Project Oxygen' and 'The Ritz-Carlton Case', are used to illustrate critical concepts in leadership, customer service, and organizational behavior. These methodologies help students connect theoretical knowledge with real-world applications, enhancing their problem-solving and strategic thinking skills.

Networking and Peer Learning

One of the most valuable aspects of the Executive MBA at DSU is the opportunity to interact with a diverse cohort of peers from various industries, including IT, healthcare, manufacturing, and finance. This diversity fosters peer learning, where participants share experiences, challenges, and best practices. The networking opportunities extend beyond the classroom, with alumni and industry events providing platforms for career growth and collaboration.



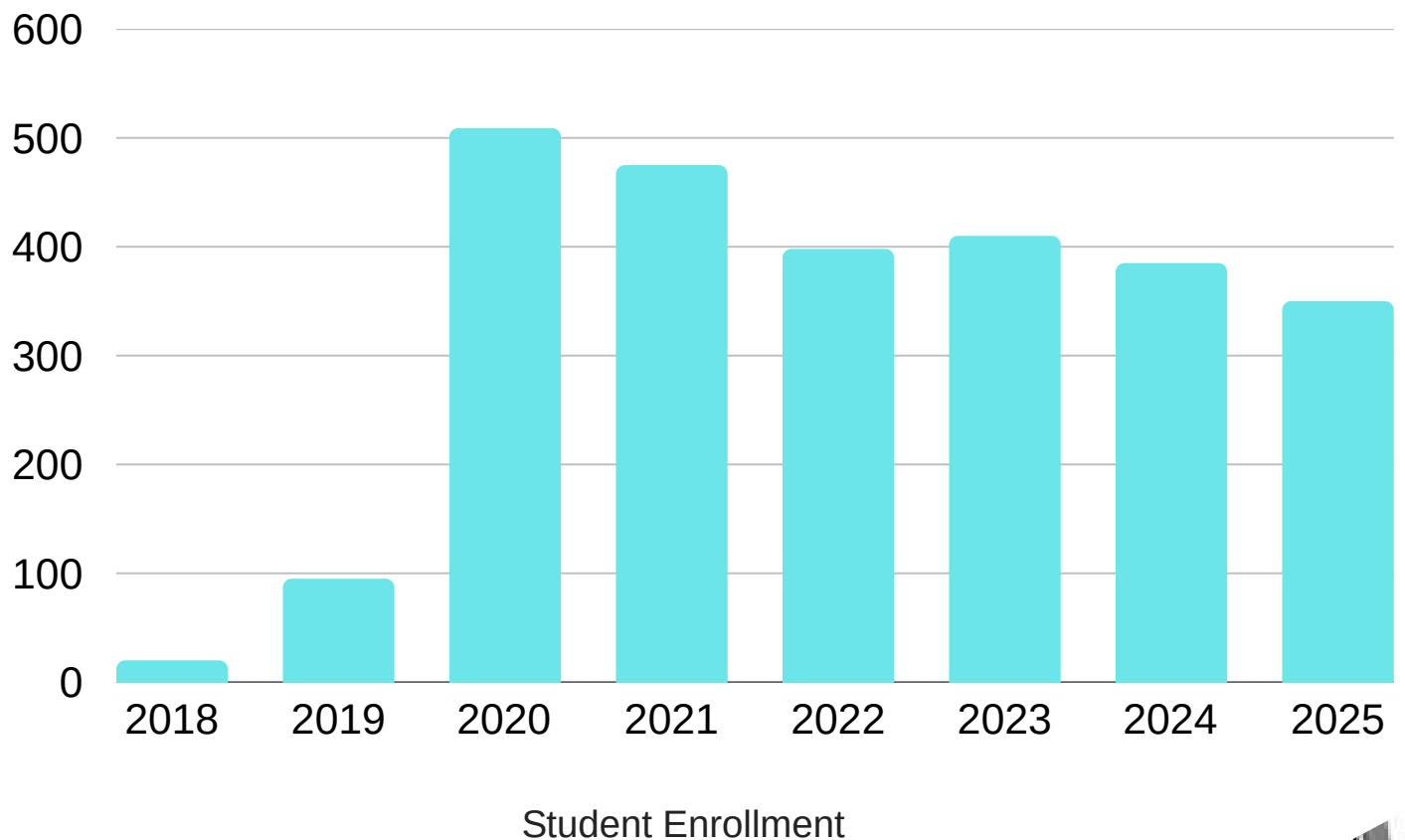
Impact on Careers and Organizations

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.



Why Working Professionals Choose the Executive MBA Program at Dayananda Sagar University

In a world where business environments are evolving rapidly, working professionals are continually seeking avenues to enhance their skills and remain competitive. The Executive MBA (EMBA) program at Dayananda Sagar University (DSU), Bengaluru, has become a preferred choice for professionals aiming to advance their careers. DSU's EMBA program offers a flexible structure, an industry-relevant curriculum, and a transformative learning experience that empowers participants to achieve their professional goals. The key motivations for joining this program include improved career prospects, promotions, salary increases, a deeper understanding of management, and opportunities to join the Startup ecosystem.

1

Improved Career Prospects

One of the primary reasons professionals enroll in DSU's Executive MBA is to improve their career prospects. The program equips participants with **advanced management skills, strategic thinking capabilities, and leadership qualities** that are highly sought after in today's job market. By developing competencies in areas like **leadership, problem-solving, technology, and sustainability**, participants position themselves for more fulfilling and impactful roles. Many graduates of the program have successfully transitioned to higher-level positions, diversified their career paths, or even shifted industries, thanks to the comprehensive skill set acquired during the EMBA journey.

2

Promotions

For mid-level managers and aspiring leaders, career progression is a significant motivator. The Executive MBA at DSU is designed to help professionals achieve promotions by enhancing their ability to lead teams, manage change, and make strategic decisions. The program's focus on **real-world case studies, leadership development, and hands-on learning** ensures that students gain practical insights they can immediately apply in their organizations. This leads to measurable improvements in performance, which are often recognized and rewarded by employers. The ability to navigate complex business challenges, innovate processes, and drive results makes DSU EMBA graduates strong contenders for senior leadership roles.



3

Salary Increases

A natural outcome of improved skills and promotions is an increase in compensation. Many professionals join the Executive MBA program at DSU with the goal of achieving **higher earning potential**. By acquiring advanced knowledge in finance, marketing, operations, and strategy, participants enhance their value to their organizations. Employers are often willing to reward this enhanced expertise with **salary hikes** and better compensation packages. Additionally, the expanded professional network, improved negotiation skills, and industry insights gained during the EMBA program can open doors to higher-paying opportunities in new organizations or industries.

4

Greater Understanding of Management

A deeper understanding of management principles and practices is a crucial benefit of DSU's EMBA program. The curriculum covers essential topics like **strategic management, leadership, organizational behavior, marketing, finance, and entrepreneurship**. Through interactive learning methods such as the case study method, business simulations, and real-world projects, participants develop a nuanced understanding of how businesses operate. This knowledge empowers them to make informed decisions, manage teams effectively, and drive organizational success. Many professionals find that the EMBA helps them **connect the dots between different functions** of a business, enabling them to contribute more strategically to their organizations.

5

To Join the Startup Ecosystem

The dynamic Startup ecosystem in India presents exciting opportunities for innovation and entrepreneurship. Many professionals enroll in DSU's Executive MBA to gain the skills and knowledge needed to launch or manage startups. The program emphasizes **entrepreneurial thinking, innovation, and creativity**, preparing participants to navigate the challenges of building and scaling new ventures. Courses on **entrepreneurship, business model development, and venture financing** provide the tools necessary to thrive in the Startup world. Furthermore, DSU's strong industry connections and entrepreneurial network offer opportunities for mentorship, collaboration, and investment. Whether aspiring to be a founder, a Startup executive, or an investor, the EMBA program provides a solid foundation for success in the Startup ecosystem.



The Executive MBA program at Dayananda Sagar University is more than just an academic credential; it is a transformative experience that empowers working professionals to achieve their career aspirations. Whether seeking **improved career prospects, promotions, salary increases, a deeper understanding of management, or entry into the Startup ecosystem**, the program provides the tools, insights, and networks needed to succeed. With a **flexible structure, experienced faculty, and a curriculum that blends theory with practice**, DSU's EMBA continues to be a catalyst for professional growth and leadership development in India's vibrant business landscape.

By investing in this program, professionals not only enhance their own careers but also contribute to their organizations and the broader economy, driving innovation, leadership, and excellence in management.



The Faculty at SCMS: Bridging Scholarship and Industry Practice

At SCMS, the faculty represents a unique blend of scholarly achievement and real-world industry experience, making the learning environment dynamic and practical. Each professor brings a wealth of expertise, combining deep academic knowledge with insights from leadership roles across various industries. This distinctive combination of scholarship and practice ensures that students have theoretical foundations and the practical skills needed to excel in their professional careers.

Scholarly Excellence

The faculty at SCMS are distinguished by their strong academic backgrounds. Many hold Ph. Ds from esteemed institutions and are actively engaged in research, contributing to journals, conferences, and industry white papers. This commitment to scholarship ensures that the curriculum remains current and aligned with global standards. Faculty members consistently push the boundaries of knowledge, introducing students to the latest theories, models, and frameworks in management, leadership, technology, and entrepreneurship.

Their academic rigour is reflected in the innovative teaching methodologies they employ. From case-based learning to data-driven decision-making exercises, SCMS professors utilise diverse instructional approaches that challenge students to think critically and analytically. Their research informs their teaching, allowing students to engage with cutting-edge ideas and emerging business trends.

Industry Experience and Practical Insights

Beyond their scholarly achievements, SCMS faculty have held senior leadership positions in renowned organisations across the technology, finance, healthcare, manufacturing, and consulting sectors. This extensive industry experience allows them to contextualise theoretical concepts within real-world scenarios, making learning more relevant and engaging.

Professors share firsthand accounts of solving complex business challenges, navigating organisational transformations, and leading high-performing teams. This blend of practice-oriented knowledge ensures that students gain exposure to practical decision-making processes, business acumen, and strategic thinking. Classroom discussions are enriched by examples drawn from business cases, allowing students to bridge the gap between theory and practice effectively.

Mentorship and Student Development

One of the defining features of the SCMS faculty is their dedication to student mentorship. Beyond the classroom, professors guide students, helping them chart their academic and professional journeys. Faculty members are committed to nurturing each student's growth and development through one-on-one mentoring, career counselling, or project guidance.

Their mentorship extends to supporting students in developing business plans, preparing for case competitions, and pursuing entrepreneurial ventures. By fostering a culture of collaboration, creativity, and critical thinking, SCMS faculty help students build confidence, develop leadership qualities, and prepare for the demands of modern business environments.

A Culture of Continuous Learning

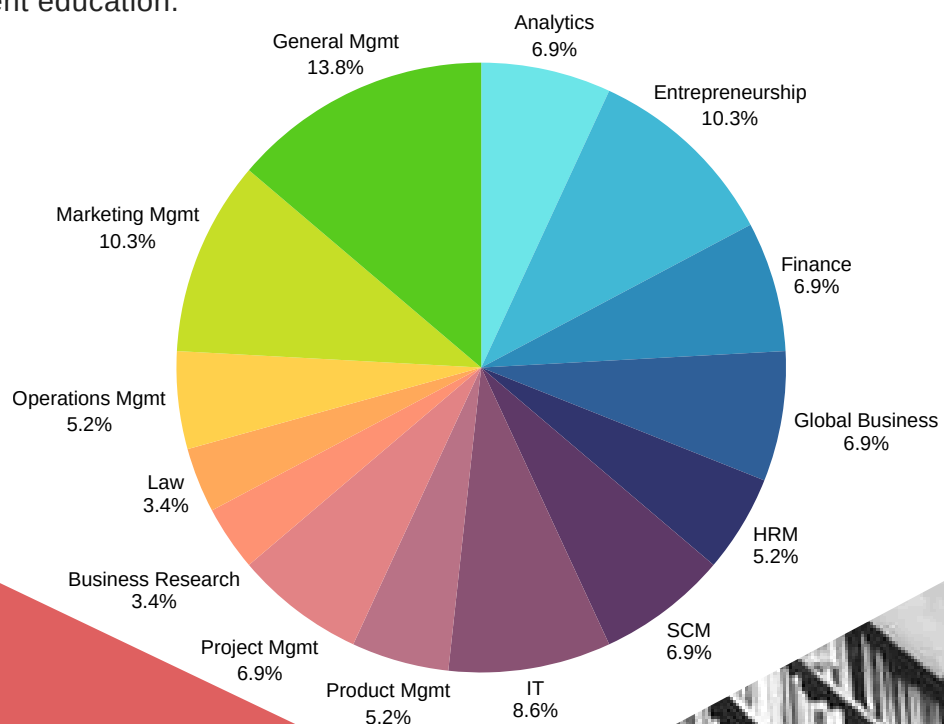
SCMS faculty exemplify the principle of lifelong learning. Many actively participate in professional development, attending workshops, industry seminars, and global conferences. They continually update their knowledge and teaching practices to stay ahead of industry trends and technological advancements. This dedication to continuous learning ensures that students receive an education that is not only current but also forward-looking.

Impact on Student Success

The impact of this unique faculty approach is evident in the success of SCMS graduates. Equipped with academic knowledge and practical insights, students are well-prepared to excel in their careers, whether they enter the corporate world, pursue entrepreneurship, or take on leadership roles in various industries. The faculty's emphasis on critical thinking, problem-solving, and ethical leadership equips graduates to make meaningful contributions to their organisations and society at large.

In conclusion, the SCMS faculty are more than educators; they are thought leaders, industry experts, and mentors who play a crucial role in shaping the next generation of business leaders. Their commitment to blending scholarship with practice ensures that SCMS remains a hub of excellence in management education.

Faculty Disposition



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. Shweta Kaur Khalsa	PhD	Entrepreneurship, HR and Marketing
Dr. Somnath Debnath	PhD	Sustainability, Green Economy
Dr. Buchi Babu Muvva	PhD	Business Research Methods and
Dr. Ananda Das Gupta	PhD	Analytics
Dr. Alagiri Govindasamy	PhD	HRM, Entrepreneurship , SCM, IT and Digital Transformation
Dr. Astha Kumbhat	PhD	Retail Management, Supply Chain Management, Marketing and operations
Dr. Satyajit Dutta Roy	PhD	Finance, Strategy & Operations

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. Anirban Paul	Supply Chain, Operations Management
Prof. Sanjai K	Product Management
Prof. Pramod Deshpande	Product management
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

Our faculty list

Professor	Areas of Interest
Prof. Shashank Narendra	Entrepreneurship
Prof. Ravishankar Iyer	Fintech
Prof. Karthik Iyer	Strategy, Marketing
Prof. Sandeep Raman Sharma	Lean management, SCM
Prof. Chandrashekar PK	HR
Prof. Srinivas V	Project Management, 6 Sigma
Prof. Tamal Das	Supply Chain
Prof. Diganta Saikia	Risk Analytics, Financial Economics, Fintech
Prof. Venkateshwar Kumar	Globals Business, Retail Marketing
Prof. Srinivas V	Project Management
Prof. Rohit Kaushal	Finance, Technology, Accounting
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



The Executive MBA Program at Dayananda Sagar University: A Beacon for Career Growth and Professional Excellence

The Executive MBA program at Dayananda Sagar University (DSU) is renowned for its scale, comprehensive curriculum, and effectiveness in enhancing the careers of working professionals. With its **dual specialisation structure** and focus on delivering a world-class education experience, it has positioned itself as one of the largest on-campus MBA programs in the country tailored specifically for working professionals. This program, carefully designed to fit into the demanding schedules of industry practitioners, not only helps students acquire advanced management skills but also creates unparalleled networking opportunities, opening doors to significant career growth.

Program Architecture

The Executive MBA at DSU offers a dual specialisation option, allowing students to gain expertise in two different domains, broadening their career horizons and skill sets. This flexibility enables professionals to become versatile leaders equipped to handle multiple aspects of modern business operations. The range of specialisations offered reflects the demands of contemporary industries and the evolving corporate landscape.

The Executive MBA program has fifty-four credits and is split into four trimesters. The first three trimesters have general management courses.

Trimester I	Credits
Organization Theory	3 credits
Marketing Management	3 credits
Human Resource Management	3 credits
Accounting for Managers	3 credits

Trimester II	Credits
Corporate Finance	3 credits
Managerial Economics	3 credits
Business Law, Ethics & Social Responsibility	3 credits
Corporate Entrepreneurship & Innovation	3 credits



Trimester III	Credits
Operations Management	3 credits
Global Business	3 credits
Strategic Decision Making & Management	3 credits
Research Methodology	3 credits

Trimester IV (Inclusive of a comprehensive Capstone Project)

The specialisations include:

AI for Business

- 1 • This specialization introduces participants to AI tools, automation, and data-driven decision making for business applications.
 - It also explores the future of AI and how it will transform business strategy, operations, and leadership.

Business Analytics:

- 2 • Focuses on data-driven decision-making, predictive modelling, and analytical problem-solving.
 - Equips students with the ability to interpret complex data sets and drive strategic initiatives through data insights.

Entrepreneurship:

- 3 • Nurtures innovation, business development, and startup management.
 - Encourages the development of entrepreneurial ventures and equips students with skills to manage risk and scale businesses.

Finance:

- 4 • Provides a strong foundation in financial management, investment strategies, and risk analysis.
 - Prepares students for roles in corporate finance, banking, and financial consultancy.

Human Resource Management (HRM):

- 5 • Focuses on talent management, employee relations, organisational behaviour, and strategic HR practices.
 - Prepares students to build strong, adaptive organisations through effective people management.



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- 6 Global Business:**
 - Offers insights into international markets, cross-border management, and global business strategies.
 - Equips students to manage multinational operations and lead in a globally interconnected economy.

 - 7 Product Management:**
 - Focuses on product lifecycle management, market research, and agile methodologies.
 - Prepares students to lead product innovation, design, and launch strategies.

 - 8 Project Management:**
 - Develops skills in planning, executing, and overseeing projects across various industries.
 - Covers methodologies like Agile, Lean, and Six Sigma to ensure project success.

 - 9 Marketing Management:**
 - Emphasizes digital marketing, brand management, consumer behaviour, and marketing strategy.
 - Prepares students to design and execute effective marketing campaigns.

 - 10 Operations Management:**
 - Focuses on optimizing business processes, quality management, and operational efficiency.
 - Equips students with skills to streamline operations and enhance productivity.

 - 11 Digital Technology:**
 - Covers topics such as digital transformation, cybersecurity, and IT infrastructure.
 - Prepares students to lead technology-driven initiatives and manage digital ecosystems.



12 Supply Chain Management:

- Focuses on logistics, procurement, inventory management, and supply chain optimization.
- Prepares students to manage complex supply networks and enhance operational efficiency.

Capstone Project (Six Credits)

A **capstone project** serves as the culminating academic and intellectual experience for students, typically completed during their final year of study. These projects are essential across various disciplines, including business, engineering, education, and healthcare, providing students with an opportunity to synthesize knowledge gained throughout their coursework and apply it to real-world problems. Capstone projects not only assess students' comprehensive understanding of their fields but also prepare them for professional practice, research, and lifelong learning.

Purpose and Goals of a Capstone Project

The primary purpose of a capstone project is to offer students a platform to demonstrate their ability to integrate theoretical and practical knowledge. Unlike traditional exams or essays, a capstone project requires extensive research, critical thinking, and problem-solving. The goals of a capstone project often include:

1. **Integration of Knowledge:** Students bring together concepts and skills learned during their academic journey.
2. **Practical Application:** Projects focus on solving real-world problems, thus bridging the gap between academia and industry.
3. **Development of Soft Skills:** Capstones encourage teamwork, communication, and project management abilities.
4. **Preparation for Careers:** By tackling industry-related challenges, students enhance their employability and readiness for professional roles.
5. **Research and Innovation:** Capstones often involve original research, fostering innovation and a deeper understanding of the field.



Structure of a Capstone Project

A typical capstone project is comprehensive and multi-faceted. The structure can vary depending on the field of study, but it generally follows these key components:

Proposal Stage:

- The project begins with a proposal outlining the research question, objectives, methodology, and expected outcomes. Students must justify the relevance of their topic and demonstrate its feasibility.

Research and Data Collection:

- Students conduct extensive research, which may involve literature reviews, surveys, interviews, or experiments. This stage requires applying research methodologies and analytical tools learned during their coursework.

- **Implementation/Execution:**

Depending on the nature of the project, students might develop a business plan, design a prototype, conduct a case study, or create a multimedia presentation. In business programs, for example, students might propose solutions to improve an organization's operations or marketing strategies.

Analysis and Findings:

- Students analyze their collected data, identify patterns, and draw conclusions. They evaluate their findings against their initial hypothesis or objectives.

Final Report and Presentation:

- The capstone culminates in a written report and an oral presentation. The report typically includes an abstract, introduction, literature review, methodology, findings, conclusions, and recommendations. The presentation allows students to defend their work before a panel of faculty, peers, and industry professionals.



Examples of Capstone Projects

In different disciplines, capstone projects can take various forms:

- **Business Management:** Developing a strategic business plan for a Startup or proposing a marketing strategy for a company.
- **Engineering:** Designing a new product prototype or improving an existing system.
- **Computer Science:** Creating a mobile application or developing a software solution for a specific problem.
- **Healthcare:** Analyzing patient care models and proposing evidence-based improvements.
- **Education:** Designing a curriculum to address a specific educational challenge.

Benefits of Completing a Capstone Project

1. **Skill Development:** Students refine essential skills such as research, analysis, problem-solving, and communication.
2. **Professional Portfolio:** A well-executed capstone project can serve as a portfolio piece to showcase to potential employers.
3. **Collaboration with Industry:** Many capstone projects involve working with industry partners, providing networking opportunities and industry insights.
4. **Confidence Building:** Completing a significant project boosts students' confidence in their abilities to tackle complex tasks independently.

Challenges and How to Overcome Them

Capstone projects are demanding, and students may face challenges such as time management, data collection difficulties, or scope creep. To overcome these challenges, students should:

1. **Plan Effectively:** Create a detailed project timeline with milestones.
2. **Seek Guidance:** Regularly consult with mentors and advisors.
3. **Stay Focused:** Define clear objectives and avoid expanding the project's scope beyond the initial goals.

Conclusion:

A capstone project is a transformative academic endeavor that allows students to demonstrate their mastery of subject matter while developing practical and professional skills. It bridges the gap between theory and practice, preparing students for their careers or further academic pursuits. The successful completion of a capstone project not only marks the end of an educational journey but also symbolizes the beginning of a professional path filled with opportunities for innovation and growth.

This diverse range of specialisations ensures that students can tailor their MBA experience to align with their career goals, industry demands, and personal interests.

Networking Opportunities with a Diverse Peer Group

The Executive MBA program at DSU attracts professionals from a wide spectrum of industries and multinational corporations (MNCs) across India. This creates a dynamic and diverse classroom environment where students can learn from each other's experiences, challenges, and successes. The richness of this peer group facilitates robust discussions, collaborative projects, and the sharing of industry best practices.

Moreover, this diverse cohort serves as a powerful networking pool. The relationships built during the program often lead to collaborations, job referrals, business opportunities, and lifelong professional connections. These interactions expand the students' professional network and provide access to insights and opportunities across industries.

Enhanced Career Opportunities and Growth

One of the key strengths of the Executive MBA program at DSU is its effectiveness in propelling career growth. The 16-month duration is packed with intensive learning, strategic thinking exercises, and leadership development. Many students experience significant career advancements, including promotions, salary increases, and new job opportunities. The skills and knowledge gained through the program are immediately applicable in the workplace, enabling professionals to make impactful contributions to their organisations.

The dual specialisation feature allows students to diversify their skill sets, making them more adaptable and versatile in their careers. Graduates of the program often find themselves better equipped to handle complex business challenges, lead cross-functional teams, and drive strategic initiatives within their organisations.



Management Development and Training Programs

In addition to the Executive MBA, DSU also offers **Management Development Programs (MDPs) and Training Programs** for organisations and professionals seeking to enhance their leadership and management skills. These short-term, focused programs are tailored to meet specific industry needs and cover topics such as leadership, strategy, cross-cultural intelligence, digital transformation, and operational excellence.

MDPs are designed to provide actionable insights and skills that professionals can immediately apply in their workplace. These programs contribute to organisational growth by developing employees who are strategic, innovative, and effective in their roles.

The Executive MBA program at Dayananda Sagar University stands out as a premier choice for working professionals seeking to advance their careers. With its comprehensive dual specialisation structure, extensive networking opportunities, and a proven track record of enhancing career outcomes, the program provides a transformative educational experience. Coupled with the university's Management Development and Training Programs, DSU is committed to fostering leadership, innovation, and excellence in business management. For professionals looking to elevate their careers, the Executive MBA at DSU offers the tools, connections, and knowledge necessary to thrive in an increasingly complex and competitive business world.



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

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The Case Study Method: A Pedagogical Pillar of the Executive MBA Program at Dayananda Sagar University

In the modern business environment, decision-making and problem-solving are critical skills that every leader must possess. Recognizing this, the **Executive MBA program at Dayananda Sagar University (DSU)** has adopted the **case study method** as a cornerstone of its pedagogy. By leveraging case repositories from across the world, the program ensures that participants engage with real-world scenarios that reflect contemporary business challenges. This method is a brilliant innovation that fosters critical thinking, analytical skills, and effective decision-making.

Origins and Importance of the Case Study Method

The case study method, first popularized by Harvard Business School in the early 20th century, provides a unique way for students to learn by examining real-life business situations. Unlike traditional lecture-based teaching, the case study method places students in the role of decision-makers, requiring them to analyze complex situations, identify challenges, and propose viable solutions. This approach transforms passive learning into an active, participatory process.

In the context of Executive MBA programs, where participants are often mid- to senior-level professionals, the case study method aligns perfectly with their need to solve practical problems and enhance their strategic thinking capabilities. By dealing with actual business dilemmas faced by companies worldwide, students bridge the gap between theory and practice.

The Role of Case Repositories in DSU's Executive MBA Program

The Executive MBA program at DSU draws from an extensive collection of case repositories sourced globally. These include cases from renowned institutions such as Harvard Business School, Stanford, INSEAD, and IIMs, covering a diverse range of industries, geographies, and business challenges. Some well-regarded cases used in the program, such as '**Project Oxygen**' (focusing on leadership and management practices at Google) and '**The Ritz-Carlton Case**' (highlighting customer service excellence), provide rich learning opportunities.

By exposing students to cases from different contexts, industries, and cultures, the program broadens their perspectives, equipping them to navigate the complexities of a globalized business environment. These cases often revolve around critical themes such as leadership, organizational behavior, innovation, marketing strategy, and sustainability, ensuring that students receive a holistic education.

How the Case Study Method Enhances Problem-Solving and Decision-Making

Real-World Context and Application:

The case study method places students in the shoes of business leaders who are confronted with real challenges. By analyzing these cases, students learn to assess business problems within realistic contexts, considering constraints such as time, resources, and market dynamics.

Critical Thinking and Analysis:

Students are required to sift through data, identify key issues, and separate relevant information from distractions. This process hones their ability to think critically, analyze complex situations, and make well-informed decisions.

Engagement and Participation:

Through class discussions, debates, and group analysis, students actively engage with the material. These discussions often lead to multiple perspectives and solutions, mirroring the collaborative nature of decision-making in the workplace.

Problem-Solving Skills:

Each case presents a unique challenge that requires students to develop and justify their solutions. This enhances their problem-solving skills and teaches them to consider the consequences of their decisions before implementing them.

Learning from Failure and Success:

By studying both successful strategies and failures, students gain insights into what works and what doesn't. This reflective learning helps them avoid common pitfalls and adopt best practices in their professional roles.

Decision-Making Under Uncertainty:

In business, decisions must often be made with incomplete information. The case study method simulates this uncertainty, training students to make sound judgments even when all the facts are not available.



Innovative and Interactive Learning Environment

The faculty at DSU's Executive MBA program, who bring both academic expertise and industry experience, facilitate these case discussions by guiding students to think deeper and challenge assumptions. The interactive environment encourages students to voice their opinions, defend their analyses, and consider alternative viewpoints. This collaborative approach mirrors real-world boardroom dynamics, where decisions are rarely made in isolation.

Moreover, the program's use of business simulations and role-playing alongside case studies enhances experiential learning. These methods simulate real business environments, allowing students to experiment with different strategies and witness the outcomes in a controlled setting.

Impact on Professional Growth

For working professionals, the benefits of the case study method extend beyond the classroom. Many students report that the analytical and decision-making skills developed through case discussions have a direct impact on their professional performance. They become more confident in their ability to tackle complex business problems, communicate their ideas clearly, and lead teams effectively.

Additionally, the case study method fosters ethical and responsible decision-making, as many cases include dilemmas related to corporate social responsibility, sustainability, and ethics. This ensures that graduates of the Executive MBA program are not only competent leaders but also responsible and ethical decision-makers.

The case study method is a brilliant pedagogical tool that brings the complexities of the business world into the classroom. At Dayananda Sagar University, the use of global case repositories and innovative teaching methods ensures that Executive MBA students are well-prepared for the challenges of leadership, problem-solving, and decision-making in their professional careers. By engaging deeply with real-world cases, students develop the analytical rigor, strategic thinking, and ethical judgment necessary to thrive in today's dynamic and competitive business environment.

Incorporating the case study method into the Executive MBA program at DSU not only enhances the educational experience but also solidifies the university's commitment to developing **superior managers and transformative leaders** who can make a meaningful impact on their organizations and society.

The Diverse Student Profile of the Executive MBA Program at Dayananda Sagar University

The success of any Executive MBA (EMBA) program lies not only in its curriculum and pedagogy but also in the diversity and experience of its participants. The Executive MBA program at Dayananda Sagar University (DSU) attracts a rich mix of professionals from various educational backgrounds and industries. This diverse cohort creates a dynamic learning environment where students learn from each other's experiences, perspectives, and insights.

Educational Background of Participants

The student profile of DSU's EMBA program reflects a broad range of academic disciplines, enhancing the richness of classroom discussions and collaborative projects. The current composition of participants is as follows:

57% Engineering Graduates:

Engineers form the majority of the cohort, bringing analytical rigor, problem-solving skills, and technical expertise. Their background contributes significantly to discussions on **operations, technology, and process management**, making them valuable contributors to case analyses and group projects.

15% Science Graduates:

Science graduates bring a methodical approach to problem-solving and data analysis. Their inclination toward **research, experimentation, and evidence-based decision-making** complements the business-oriented learning of the EMBA program.

13% Management Graduates:

Participants with prior education in management offer foundational knowledge in business concepts, strategy, and organizational behavior. Their insights help bridge theoretical learning with real-world applications, making discussions more nuanced and practical.

10% Commerce Graduates:

Professionals with a commerce background provide strengths in **finance, accounting, and economics**. Their understanding of financial principles, auditing, and market dynamics enriches discussions around business strategy and financial management.

5% Others:

The remaining students come from diverse fields such as **law, arts, and humanities**. This segment adds unique perspectives on areas like **ethics, human resources, communication, and corporate social responsibility**. Their presence ensures a well-rounded, multidisciplinary approach to problem-solving.



Work Experience: A Wealth of Practical Insights

The average work experience of students in DSU's EMBA program is **seven years**. This substantial professional experience ensures that classroom discussions are grounded in practical realities. Participants often bring real-world challenges from their workplaces, fostering a **collaborative problem-solving atmosphere** where theoretical concepts are applied to actual business scenarios.

This experience enables students to:

Share Practical Insights:

Discussions are enriched with examples from various industries, helping all participants understand how different sectors operate.

Network and Collaborate:

Professionals with diverse work experiences create opportunities for peer-to-peer learning, networking, and collaboration, which often extend beyond the program.

Apply Learning Immediately:

Given their ongoing professional roles, students can immediately apply classroom learnings to their jobs, enhancing their performance and contributing to their organizations.

A Collaborative and Dynamic Learning Environment

The diverse educational backgrounds and extensive work experience of DSU's EMBA students create an interactive and stimulating learning environment. This diversity leads to:

Varied Perspectives:

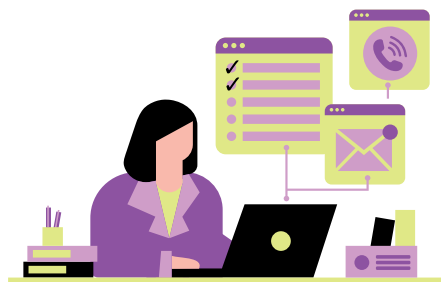
When analyzing case studies, participants approach problems from different angles based on their academic and professional backgrounds, fostering **well-rounded solutions**.

Cross-Functional Learning:

Students gain insights into how different functions—such as engineering, finance, marketing, and operations—interact within an organization, preparing them for **holistic leadership roles**.

Innovative Problem-Solving:

The blend of technical, scientific, managerial, and commercial expertise encourages innovative thinking and creative problem-solving, essential for today's complex business challenges.



In Conclusion

The **Executive MBA program at Dayananda Sagar University** benefits immensely from the diversity and experience of its participants. With a cohort that represents a wide range of educational backgrounds and an average of seven years of work experience, the program provides a rich, collaborative environment where students learn from both faculty and peers. This diversity not only enhances the learning experience but also prepares students to become well-rounded leaders who can navigate the complexities of modern business with confidence and insight.

The **Executive MBA program at Dayananda Sagar University (DSU), Bengaluru**, stands as a beacon of excellence in business education, with over seven years of history and a growing network of over two thousand alumni. This program has been a catalyst for transforming professionals into visionary leaders capable of driving organizational success and innovation in a rapidly evolving global landscape. With a diverse student body comprising individuals with **an average of seven years of work experience**, our EMBA program attracts talented professionals from a wide range of industries and some of the most prominent organizations worldwide.

This program has been carefully designed to meet the needs of working professionals who aspire to enhance their leadership capabilities, sharpen their strategic thinking, and broaden their understanding of complex business challenges. The curriculum integrates cutting-edge theory with real-world application, providing students with both the **conceptual foundation** and **practical insights** required to excel in senior leadership positions. **The Case Study Method**, a hallmark of the program, encourages critical thinking, problem-solving, and the application of knowledge to real business scenarios, making it an ideal platform for those seeking to refine their decision-making and management skills.

Moreover, the diverse backgrounds of our students enrich the learning experience. As professionals from top-tier organizations across various sectors collaborate, they bring a wealth of **industry knowledge, expertise, and fresh perspectives**. This diversity fosters an environment where cross-functional learning thrives and where students gain a comprehensive understanding of the interconnectedness of different business domains. It also offers a unique opportunity to build lifelong connections with peers who will go on to lead organizations, contribute to the startup ecosystem, and drive innovation across industries.



The **average seven years of work experience** of our participants ensures that the learning process is rooted in practicality. It allows them to immediately apply classroom knowledge to real-world challenges, enhancing both individual and organizational performance. Our alumni have demonstrated significant career growth, with many achieving **promotions, salary increases, and leadership positions** in top organizations. The Executive MBA program has helped them realize their full potential as leaders, managers, and entrepreneurs.

As we move forward, Dayananda Sagar University's Executive MBA program continues to innovate, evolve, and maintain its commitment to excellence in leadership education. With an unmatched blend of **academic rigor, practical learning, and professional networking**, our program remains a trusted platform for those looking to advance their careers, expand their global business perspectives, and contribute meaningfully to the evolving business world.

In conclusion, the **Executive MBA program at DSU** has not only prepared professionals to succeed in their careers but has also shaped them into individuals who are capable of transforming businesses and organizations worldwide. We remain proud of the journey our students undertake and the impact they have in their respective fields. It is a testament to the program's quality and commitment to producing exceptional leaders who are ready to take on the challenges of tomorrow.



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To be known as the best B-School for aspiring management leaders in the country with industry focused curriculum and practice.



To create value for students, business and society by providing intellectual leadership, advancing the science and practice of management, and developing confident leaders to be the agents of change in a world driven by data, technology and innovation.

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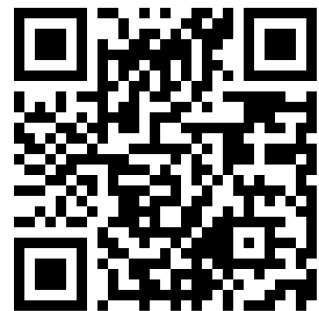


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