DELHI SCHOOL OF BUSINESS
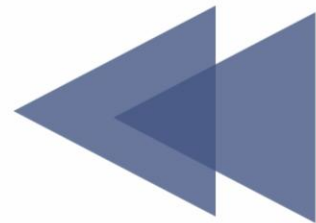By Vivekananda Institute of Professional Studies - TC

Five-Year Strategic Plan
(2026–31)

Delhi School of Business

www.dsb.edu.in

Delhi School of Business Five-Year Strategic Plan (2026-31)

1. Strategic Vision and Positioning

Vision Alignment

Since inception, DSB relentless focus has been to achieve academic excellence coupled with overall development of its primary stakeholders, namely the students, inculcating in them the values for making them good corporate citizen. Thes thoughts and actions of these continuous efforts are encapsulated in the vision.

"To emerge as one of the aspiring business schools in the country providing quality management education and a foundation for life transformation."

Aligned with its institutional vision, the Delhi School of Business (DSB) aims to position itself as a diverse, inclusive, industry-aligned, and research-driven business school, committed to developing ethically grounded, analytically competent, and socially responsible managers with a global orientation.

- *Over the next five years, DSB's strategic focus is on achieving balanced growth in academic excellence, greater brand reputation, building research capability, increasing student diversity, employability, and financial sustainability.*

2. Strategic Direction

DSB's five-year strategy is designed to respond to a rapidly evolving management education landscape characterized by digital transformation, industry disruption, and heightened stakeholder's expectations.

- *The institution seeks to strengthen its academic relevance, enhance national brand visibility, deepen industry engagement, and embed inclusivity and social impact across its academic and operational practices.*

- *Growth in student intake and revenue will be pursued alongside investments in faculty, infrastructure, research, and student development to ensure quality is not compromised.*

3. Strategic Pillars

DSB is trying to achieve its goals based on multi-pronged approach strategy, in accordance with the demand of diverse stakeholders, the dynamism of technological sectors and continual efforts of skilling of the students. The upshot of these approaches is nothing but a reflection of academic excellence by creating an enabling environment of adoption and adaption strategies in its operations. Some of the key operational strategies are highlighted in the following:

i. Academic Excellence & Outcome-Based Education

DSB will continuously review and update its curriculum to reflect contemporary industry and societal needs, with strong emphasis on analytics, AI, FinTech, sustainability, and experiential learning. Robust Outcome-Based Education (OBE) practices, including Vision-CO-PO alignment and Assurance of Learning (AoL), will remain central to academic delivery.

ii. Diversity, Inclusivity & Social Impact

The institution will expand scholarship support and outreach initiatives to enhance socio-economic, regional, and gender diversity. Inclusive pedagogy, student mentoring, and first-generation learner support will be strengthened to ensure equitable access and student success.

iii. Brand Visibility & Market Differentiation

DSB will position itself as an industry-integrated and future-oriented business school, leveraging placements, alumni engagement, academic reputation, and accreditation benchmarks to enhance national visibility and stakeholder confidence.

iv. Faculty Capability & Research Strength

Faculty recruitment and development will be aligned with intake growth and emerging domains. Emphasis will be placed on high-quality research, consultancy, funded projects, and industry collaboration, supported through structured Faculty Development Programmes and research incentives.

v. Infrastructure & Digital Enablement

The institution will invest in scalable infrastructure, including smart classrooms, analytics and FinTech labs, IT systems, and digital library resources, to support technology-enabled teaching, learning, and governance.

vi. Placements, Industry Outreach & Employability

A sector-focused placement strategy will be pursued through corporate partnerships, live projects, internships, immersion programs, and alumni-led mentoring, ensuring strong employability outcomes and industry relevance.

vii. Operational Excellence & Financial Sustainability

DSB will adopt efficient, digitally enabled administrative systems and prudent financial planning to support intake growth, fee rationalization, and surplus generation for continuous quality enhancement.

2. Student Intake & Fee Strategy

In the previous two academic years, DSB has been able to achieve nearly 100 percent of its target intake but still have to work on achieving steady geographical diversity and better academic diversity. For achieving the same, in the first three years there is no increase in planned intake. Also, intake plan for both PGDM General and PGDM- Fintech has been increased as it is envisaged that DSB will be able to build its brand name to attract quality students in the batches from AY 2028-29 onwards.

Planned Student Strength

Program	AY 26–27	AY 27–28	AY 28–29	AY 29–30	AY 30–31
PGDM	180	180	180	210	210
PGDM FinTech	30	30	30	60	60

Fee Revision Strategy

I. **Fee increase:** 7.5% annually for first 3 years, followed by 10% for next 2 years. The increase in fee will be reflected in:

  a. Enhanced infrastructure and digital tools

  b. Enhanced learning management infrastructure

  c. Introduction of advanced analytics, AI, and fintech platforms

  d. Stronger industry engagement and placement support

II. Scholarships and need-based support to be expanded in parallel to ensure access and diversity

3. Diversity, Outreach & Inclusivity Strategy

Strategic Intent

To create a **classroom that reflects socio-economic, gender, regional, and academic diversity** while ensuring affordability and access.

Key Actions

I. Expansion of **scholarship budget** (₹60 lakh → ₹80+ lakh)

II. Targeted outreach to:

    a. Tier-2 and Tier-3 cities

    b. Women candidates and underrepresented groups

III. Alumni-led mentoring for inclusive student support

IV. Orientation programs for 1st & 2nd year students focusing on inclusivity along with academic readiness.

4. Academic & Curriculum Strategy

Strategic Focus

I. Strengthening **skill-based, interdisciplinary, and experiential learning**

II. Continuous curriculum revision to include:

    a. ESG, Sustainability, Innovation, creative thinking and leadership qualities

    b. Advance AI, ML, FinTech, Analytics, Simulations

    c. Data visualization, Python, R, Power BI, Tableau and the introduction of contemporary tools

III. Integration of **Outcome-Based Education (OBE)** with strong Assessment-CO-PO linkage

IV. Annual curriculum review through Academic Advisory Council with industry, corporate and alumni participation

V. Increased weightage to live projects, simulations, gamification, and independent projects.

VI. Embedding sustainability, ethics, and inclusivity across courses

5. Infrastructure & Digital Capability Expansion

Current State

I. Infrastructure adequate for current strength

II.   Scaling required for intake increase to 270+

Planned Investments

I.   IT Infrastructure growth (₹16.5L → ₹23L+)

II.   Advanced finance and analytics labs (Excel, Power BI, Python, R; Software upgradations- SPSS, Bloomberg, ML and AI based tools)

III.   Hybrid classrooms with audio-visual integration

IV.   Library expansion with digital databases, repositories and academic software upgradations

Key Output

- Seamless scaling of intake
- Strong digital learning environment
- Enhanced experiential pedagogy

6. Brand Value & Market Positioning
Current Position

I.   Strong recognition at the local and regional level

II.   Growing visibility through industry engagement, placements, and contemporary pedagogy

III.   Perceived as a professionally oriented institution with focus in FinTech and Analytics

Strategic Brand Intent

Position DSB as:

1. *"A quality-focused business school committed to holistic management education and life transformation."*

2. *"An industry-integrated management institution that develops professionally competent, ethically grounded, and socially responsible leaders."*

Vision–Positioning Alignment

Vision Element	Brand Positioning Alignment
Quality management education	Conceptually strong, application-oriented, outcome-based pedagogy
Life transformation	Professional readiness, ethical values, confidence, and leadership development
Aspiring national business school	Industry relevance, strong placements, academic credibility
Holistic development	Integration of academics, ethics, social responsibility, and real-world exposure

Brand-Building Actions

    I.   Organisation of national-level case competitions, conclaves, conferences and academic–industry forums

    II.   Promotion of faculty thought leadership through white papers, policy briefs, and practitioner articles

    III.   Introduction of industry-backed certification and skill-enrichment programs aligned with core management disciplines

    IV.   Strategic use of alumni success stories to communicate transformation, career growth, and leadership journeys

    V.   Enhanced digital and physical visibility through academic events, outreach programs, and institutional communication.

7. Faculty Strength, Research & Capability Building

Faculty Strategy

    I.   Gradual increase in faculty strength and specialization

    II.   Focus on FinTech, Analytics, Sustainability, Strategy, Innovation

Research Strategy

    I.   Increase research budget (₹14.5L → ₹23.3L)

    II.   Incentivize ABDC / Scopus publications, industry-sponsored research and consultancy & funded projects

    III.   Student–faculty research collaborations

    IV.   Connect to research labs and collaborate with research focussed institutes

8. Placement, Industry Outreach & Employability

Current State

- Consistent placements with sector concentration

Expected Strategy

    I.   Diversify recruiter base:

        - FinTech, Analytics, Operations, Logistics Consulting, FMCG, ESG, BFSI

    II.   Mandatory:

        - Live projects

- Corporate workshops
- Immersion programs
- Industrial visits

III. Alumni engagement for mentoring and internships

IV. Corporate readiness for students in terms of inter-personal skill development, subject knowledge and practical guidance

Expected Output

- Improved placement quality (CTC & role diversity)
- Stronger industry–academia trust and higher employer repeat rate.

9. Operational Strategies

Operational Excellence

I. Strengthening administrative systems to manage scale

II. Digital workflows for admissions, exams, and placements

III. Automating the CO-PO attainment process with details on application-based software

IV. Cost optimization while supporting quality growth

V. Focus on sustainable growth and sustainable practices

Financial Sustainability

I. Revenue growth through:

- Increased intake
- Fee rationalization
- Executive education and consultancy

II. Controlled expense growth aligned with strategic priorities

10. Capability Development Across Verticals

The strategic actions needed for capability development verticals such as Academic, Research, Faculty, Infrastructure, placements, outreach and Extra-curricular activities are as follows:

Sl. No.	Vertical	Capability Focus	Strategic Action
1.	Academic	Outcome-based curriculum, Industry-based courses, AI/ML, Analytics, Sustainability	New electives, software, industry immersion
2.	Research	Applied & industry research, funded research	Seed grants, collaborations

3.	Faculty	Quality & research driven	Hiring, FDPs, industry immersion, Collaborations
4.	Infrastructure	Smart classrooms, resources,	Digital classrooms, ERP
5.	Placements	Improvement in placement quality (CTC & role diversity)	Immersion programs
6.	Outreach	Rural, women, first-gen	Scholarships & campaigns
7.	Extracurricular	Sports, Business Quizzes, Art, Innovations and Entrepreneurial Mindsets	Engage Students in Sports, Art, Innovation and other extracurricular activities.

11. Strategy Map

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│         Learning & Growth            │
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│  Faculty capability + Digital skills + Research culture  │
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│         Internal Processes           │
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│  Better curriculum | Strong industry integration | Efficient governance  │
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│        Stakeholder Outcomes          │
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│  High placements | Strong brand | Diverse student success  │
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│       Financial Sustainability       │
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│  Revenue growth | Fee premium | Surplus reinvestment  │
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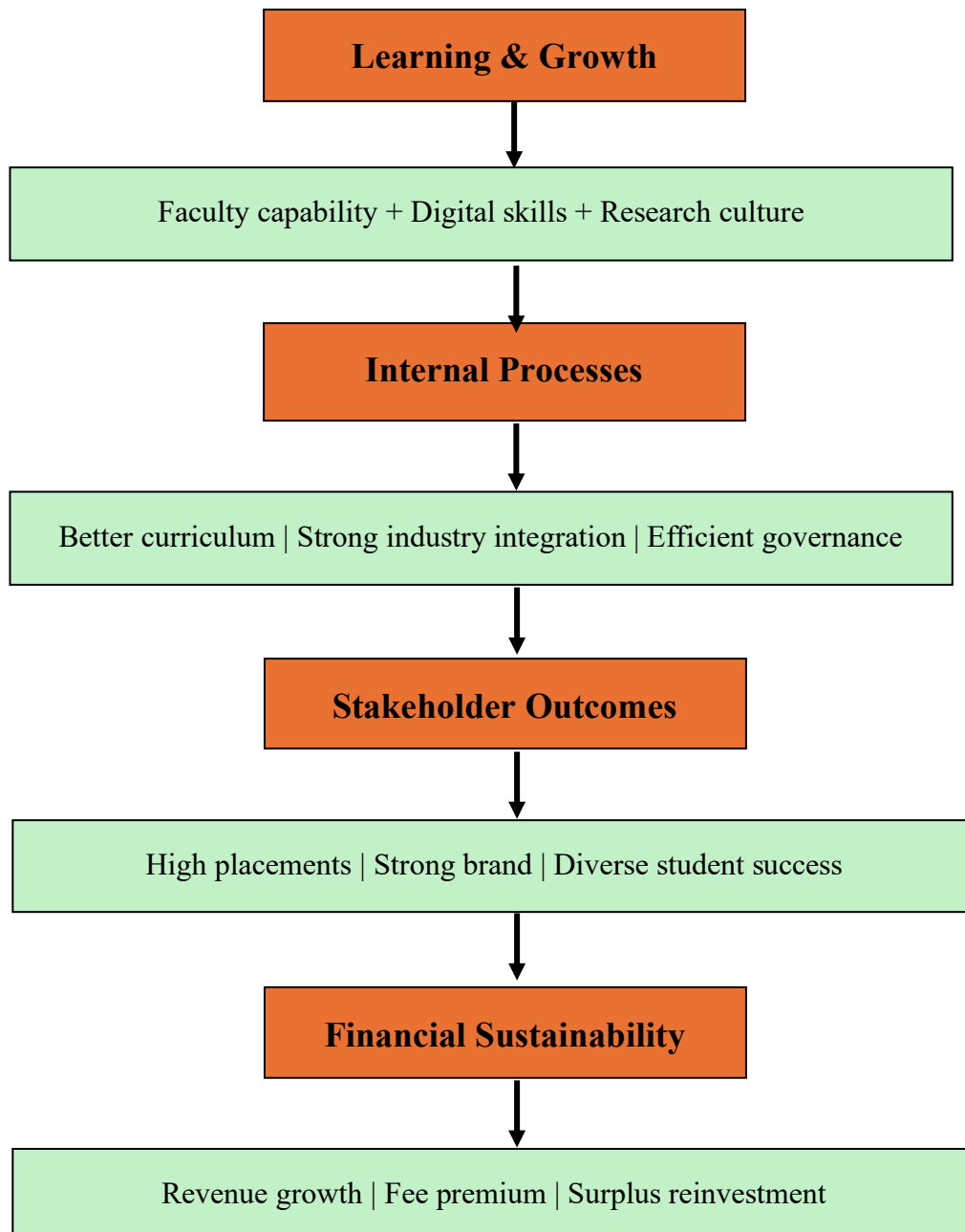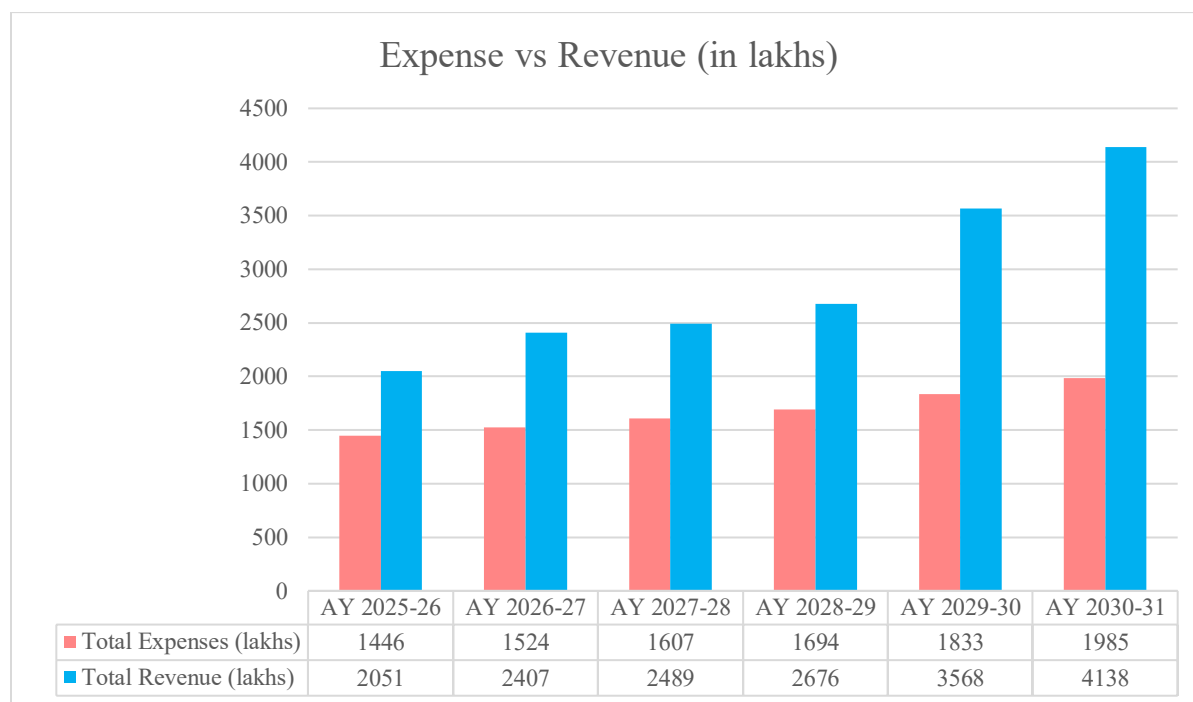
12. Budget- Assumptions and Plan

Budget Assumptions

1. It has been projected that there will be increase in seats for AY 2029-30 and onwards reflecting in percentage increase in expenses related to admissions, PGDM Programs, Infrastructure and related costs.

2. The institute currently focusses on improvements in Placements, Alumni and Research & Development. Therefore, significantly higher expenses are assumed for these budget heads

3. Inclusivity and Diversity has also been taken into account resulting in higher expenses on the related budget heads

4. Salary grows to support higher intake and quality faculty

5. Research & Quality budgets grow to strengthen innovation and research culture

6. IT & Library budgets increase to support analytics and FinTech

Expected Expense vs Revenue graph from AY 2026-27 to AY 2030-31

Expense vs Revenue (in lakhs)

	AY 2025-26	AY 2026-27	AY 2027-28	AY 2028-29	AY 2029-30	AY 2030-31
Total Expenses (lakhs)	1446	1524	1607	1694	1833	1985
Total Revenue (lakhs)	2051	2407	2489	2676	3568	4138

*Note: The estimated total expenses for AY 2025-26 are INR 1447 lakhs and the estimated total revenue for AY 2025-26 is INR 2051 lakhs
The details of the proposed revenue and budgeted expenses is given in Exhibit 1 and 2 respectively

13. Strategy–KPI–Budget Alignment

Strategic Area	Key Strategies	KPIs	Linked Budget Heads
Academic Excellence	Curriculum innovation, AoL strengthening	CO–PO attainment %, student satisfaction	PGDM Programs, Continuous Evaluation, Examinations
Faculty Strength	Faculty hiring, FDPs, research incentives	Faculty–student ratio, publications	Salary, Research & Faculty Development
Research & Innovation	Research clusters, funded projects, Collaborations	Publications, Projects, grants	Research & FD, Quality Improvement
Infrastructure	IT labs, classrooms, library, LMS	Utilization rate, tech readiness	IT Infrastructure, Library, Infra Maintenance
Placements	Sector-based placement strategy	Avg CTC, placement %	Placements
Brand & Outreach	National visibility, alumni engagement	Applications, rankings	Admissions, Alumni
Diversity & Inclusion	Scholarships, outreach	Diversity ratio, scholarships awarded	Scholarships, SAC
FinTech	FinTech labs, certifications, Professionals	FinTech placements, enrolments	FinTech Professional Fee

Budget Strategy Justification (Expense–Revenue Alignment)

I. **Salary** grows to support higher intake and quality faculty

II. **IT & Library** budgets increase to support analytics and FinTech

III. **Research & Quality** budgets grow to strengthen innovation and research culture

IV. **Scholarships** ensure inclusivity despite fee increase

V. **Placements & Admissions** budgets scale to protect outcomes and brand.

Exhibit 1

Estimated Revenue for AY 2025-26 (in lakhs)

REVENUE	AY 2025-26			
PGDM General	Total No. of students	Total Fee (lakhs)	Fee for one year (lakhs)	Total receipts (lakhs)
Total Intake (2025-27)	**180**			
PGDM_1st Year (2025-27)	179	10.96	7.745	1386.355
Total Intake (2024-26)	**180**			
PGDM _2nd Year (2024-26)	171	10.26	2.415	412.965
			TOTAL (lakhs)	1799.320
PGDM Fintech	Total No. of students	Total Fee (lakhs)	Fee for one year (lakhs)	Total receipts (lakhs)
Total Intake (2025-27)	**30**			
PGDM_1st Year (2025-27)	23	10.96	7.858	180.723
Total Intake (2024-26)	**30**			
PGDM _2nd Year (2024-26)	29	10.41	2.453	71.123
			TOTAL (lakhs)	251.845
	TOTAL REVENUE (lakhs)			**2051.165**

Expected Revenue for AY 2026-27 (in lakhs)

REVENUE	AY 2026-27			
PGDM General	Total No. of students	Total Fee (lakhs)	Fee for one year (lakhs)	Total receipts (lakhs)
Total Intake (2026-28)	**180**			
PGDM_1st Year (2026-28)	171	11.78	8.837	1511.042
Total Intake (2025-27)	**180**			
PGDM_1st Year (2025-27)	171	10.96	3.215	549.765
			TOTAL (lakhs)	2060.807
PGDM Fintech	Total No. of students	Total Fee (lakhs)	Fee for one year (lakhs)	Total receipts (lakhs)
Total Intake (2026-28)	**30**			
PGDM_1st Year (2026-28)	29	11.78	8.837	256.258
Total Intake (2025-27)	**30**			
PGDM_1st Year (2025-27)	29	10.96	3.102	89.973
			TOTAL (lakhs)	346.231
	TOTAL REVENUE (lakhs)			**2407.038**

Expected Revenue for AY 2027-28 (in lakhs)

REVENUE	AY 2027-28			
PGDM General	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2027-29)	**180**			
PGDM_1st Year (2027-29)	171	12.67	9.499	1624.369
Total Intake (2026-28)	**180**			
PGDM_1st Year (2026-28)	171	11.78	2.945	503.681
			TOTAL (lakhs)	2128.050
PGDM Fintech	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2027-29)	**30**			
PGDM_1st Year (2027-29)	29	12.67	9.499	275.478
Total Intake (2026-28)	**30**			
PGDM_1st Year (2026-28)	29	11.78	2.945	85.419
			TOTAL (lakhs)	360.898
		TOTAL REVENUE (lakhs)		**2488.948**

Expected Revenue for AY 2028-29 (in lakhs)

REVENUE	AY 2028-29			
PGDM General	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2028-30)	**180**			
PGDM_1st Year (2028-30)	171	13.62	10.21	1746.197
Total Intake (2027-29)	**180**			
PGDM_1st Year (2027-29)	171	12.67	3.167	54.146
			TOTAL (lakhs)	2287.653
PGDM Fintech	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2028-30)	**30**			
PGDM_1st Year (2028-30)	29	13.62	10.21	296.139
Total Intake (2027-29)	**30**			
PGDM_1st Year (2027-29)	29	12.67	3.167	91.826
			TOTAL (lakhs)	387.965
		TOTAL REVENUE (lakhs)		**2675.619**

Expected Revenue for AY 2029-30 (in lakhs)

REVENUE	AY 2029-30			
PGDM General	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2029-31)	**210**			
PGDM_1st Year (2029-31)	200	14.98	11.232	2246.569
Total Intake (2028-30)	**180**			
PGDM_1st Year (2028-30)	171	13.62	3.404	582.066
			TOTAL (lakhs)	2828.635
PGDM Fintech	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2029-31)	**60**			
PGDM_1st Year (2029-31)	57	14.98	11.232	640.272
Total Intake (2028-30)	**30**			
PGDM_1st Year (2028-30)	29	13.62	3.404	98.713
			TOTAL(lakhs)	738.985
		TOTAL REVENUE (lakhs)		**3567.621**

Expected Revenue for AY 2030-31 (in lakhs)

REVENUE	AY 2030-31			
PGDM General	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2030-32)	**210**			
PGDM_1st Year (2030-32)	200	16.475	12.356	2471.227
Total Intake (2029-31)	**210**			
PGDM_1st Year (2029-31)	200	14.977	3.744	748.857
			TOTAL (lakhs)	3220.0832
PGDM Fintech	**Total No. of students**	**Total Fee (lakhs)**	**Fee for one year (lakhs)**	**Total receipts (lakhs)**
Total Intake (2030-32)	**60**			
PGDM_1st Year (2030-32)	57	16.475	12.356	704.299
Total Intake (2029-31)	**60**			
PGDM_1st Year (2029-31)	57	14.977	3.744	213.424
			TOTAL (lakhs)	917.724
		TOTAL REVENUE (lakhs)		**4137.807**

Exhibit 2

Expected Expenses from AY 2025-26 to AY 2030-31 (in lakhs)

Sl. No.	Main Budget Heads	Expect Budget					
		AY 2025-26	AY 2026-27	AY 2027-28	AY 2028-29	AY 2029-30	AY 2030-31
1	Accreditation and Affiliation	12.00	12.60	13.23	13.89	14.59	15.32
2	Admissions	158.50	174.35	191.79	210.96	232.06	255.27
3	PGDM Programs	43.97	46.16	48.47	50.89	55.98	61.58
4	Examinations	2.25	2.36	2.48	2.60	2.87	3.15
5	Placements	5.70	6.27	6.89	7.58	8.34	9.17
6	Administrative and Office	55.00	57.75	60.64	63.67	70.04	77.04
7	Alumni	10.00	11.00	12.10	13.31	14.64	16.11
8	Research & Faculty Development	14.50	15.95	17.55	19.30	21.23	23.35
9	ICC (Institution Innovation Council)	2.00	2.10	2.21	2.32	2.43	2.55
10	IT Infrastructure	16.48	17.30	18.16	19.07	20.98	23.08
11	Library	88.50	92.93	97.57	102.45	107.57	112.95
12	Printing & Photocopy	8.00	8.40	8.82	9.26	9.72	10.21
13	Salary	750.00	787.50	826.88	868.22	955.04	1050.54
14	Scholarships	60.00	63.00	66.15	69.46	74.67	80.27
15	Staff welfare	1.20	1.26	1.32	1.39	1.53	1.68
16	Students Activity (SAC)	6.89	7.23	7.60	7.98	8.37	8.79
17	Infrastructure Maintenance	7.00	7.35	7.72	8.10	8.91	9.81
18	Miscellaneous Expenses	2.00	2.10	2.21	2.32	2.55	2.80
19	Conveyance Charges	2.50	2.63	2.76	2.89	3.04	3.19
20	Fintech Professional Fee	200.00	206.00	212.18	218.55	218.55	218.55
Total Expenses		1446.48	1524.24	1606.71	1694.21	1833.10	1985.41