

# ZEPHYROM- 2025

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION  
VOLUME AND ISSUE - 22



## PANIMALAR ENGINEERING COLLEGE

AN AUTONOMOUS INSTITUTION AFFILIATED TO ANNA UNIVERSITY  
CHENNAI - 600025

JAI SAKTHI EDUCATIONAL TRUST

APPROVED BY AICTE NEW DELHI & ACCREDITED BY NBA  
BANGLORE TRUNK ROAD, VARADHARAJAPURAM,  
POONAMALLEE, CHENNAI – 600123

# PANIMALAR ENGINEERING COLLEGE

## ZEPHYROM '25



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AFFILIATED TO ANNA UNIVERSITY, CHENNAI.  
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Approved By AICTE, Accredited By National Board of Accreditation (NBA)

Bangalore Trunk Road, Varadharajapuram,  
Nazarathpettai, Poonamallee, Chennai - 600 123.

Email : [info@Panimalar.ac.in](mailto:info@Panimalar.ac.in)

Website : [www.panimalar.ac.in](http://www.panimalar.ac.in)

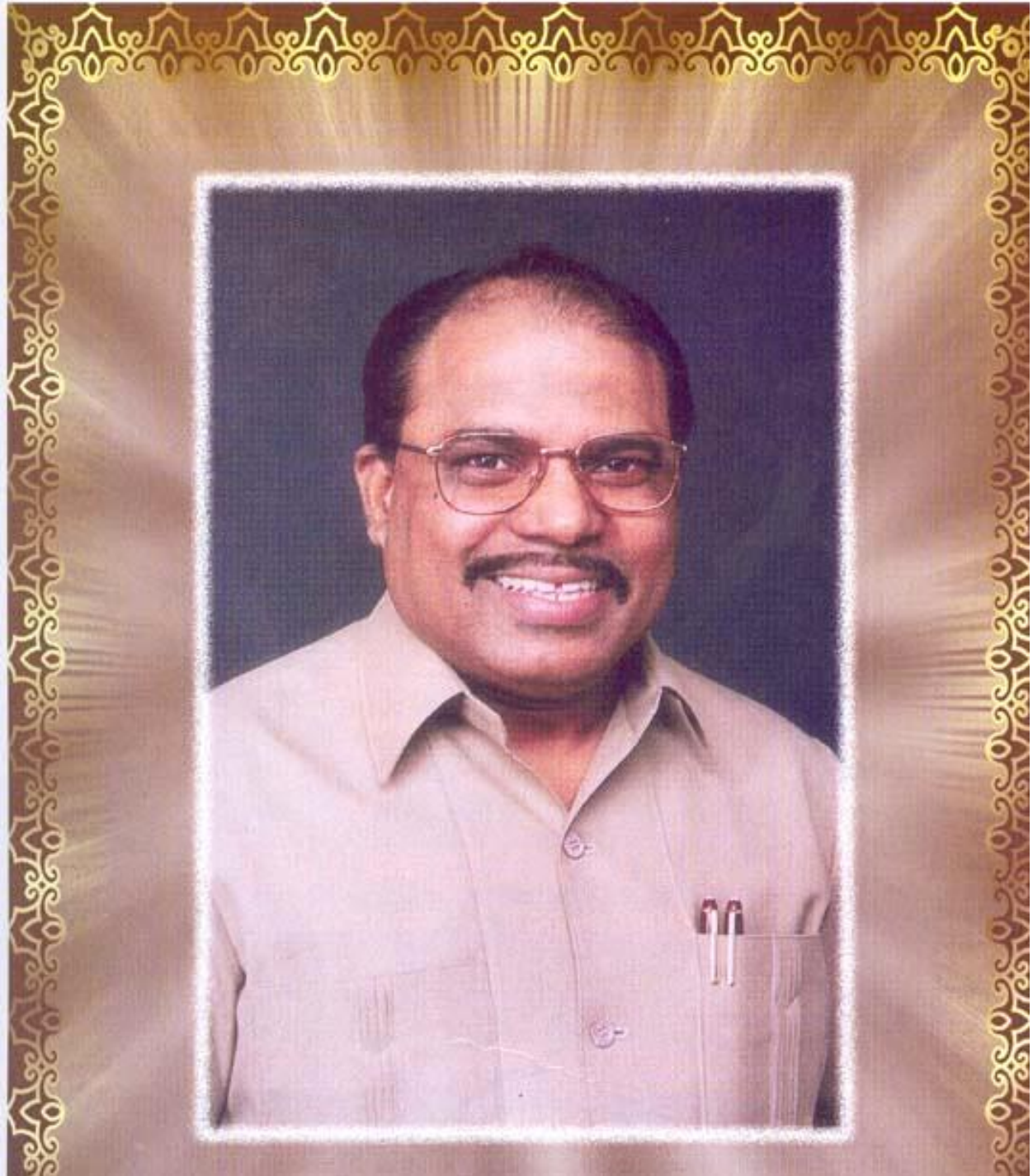
Phone : 26490404, 26490505, 26490717



**PANIMALAR AMMAL**



**Col. Dr. JEPPIAAR, M.A., Ph.D.,**  
**FOUNDER & CHAIRMAN**



**Dr. P.CHINNADURAI** M.A., Ph.D.  
Secretary and Correspondent



**Dr. C. SAKTHI KUMAR, M.E., Ph.D.,**

**DIRECTOR**

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**Col. Dr. JEPPIAAR, M.A., Ph.D.,**  
**FOUNDER & CHAIRMAN**

.....

**Dr. P. CHINNADURAI, M.A., Ph.D.,**  
**SECRETARY & CORRESPONDENT**

.....

**Tmt. C. VIJAYA RAJESWARI**  
**DIRECTOR**

.....

**Dr. C. SAKTHI KUMAR, M.E., Ph.D.,**  
**DIRECTOR**

.....

**Dr. SARANYA SREE SAKTHI KUMAR, B.E., M.B.A., Ph.D.,**  
**DIRECTOR**

.....

**Vice – Chancellor  
Anna university**



## **MESSAGE**

I am pleased to learn that **Panimalar Engineering College** is bringing out its MBA Departmental Magazine "**Zephyrom – 25**" which will definitely be a showcase of the talents of the budding managers and the contributions of the faculties in diversified spheres of business reflecting its current trends .It is sure that this Magazine will help in igniting the minds of the young managers striving for excellence in intellectual and personality development. I also believe that the Departmental Magazine will serve as a platform in flashing out the state-of-art facilities which will surely assist the forthcoming graduates to learn about the effervescent intellectual environment of the college.

I convey my appreciation to the Department Staff, Students and the Management for their relentless efforts for the publication and wish them all success in future endeavors.

Dr.JEPPIAAR, M.A., B.L., Ph.D.,  
Chancellor,  
Sathyabama University.



### MESSAGE

I feel mirthful to wish the Department of Master of Business Administration for bringing out its yearly magazine "**Zephyrom-25**". This magazine contributes with rich and wide variety of information which reflects the student's talents.

I flaunt the faculty, students and one and all who has made splendid efforts for this magazine.

I wish the magazine and department a grand success.

A handwritten signature in green ink, appearing to read 'JEPPIAAR', with a stylized flourish above the name.

**JEPPIAAR**

**Dr.P.CHINNADURAI** M.A., Ph.D.  
Secretary and Correspondent,  
Panimalar Engineering College.



MESSAGE

It gives me immense pleasure in conveying the message to the department of MBA for the diligent effort made by the faculty and students for the departmental magazine **“Zephyrom-25”**.

This magazine is a knowledge storehouse of innovative information, imaginative talents and unbounded skills of students. It is quite sure that this **“Zephyrom-25”** will take you into the highly dynamic corporate world.

I wish all the success for this magazine.

A handwritten signature in black ink, appearing to read 'P. Chinnadurai'.

**(Dr. P. CHINNADURAI)**

**Dr. C. SAKTHIKUMAR** M.E.,Ph.D.,  
Director,  
Panimalar Engineering College.



MESSAGE

***“It is not your Aptitude, but your Attitude,  
That determines your Altitude”***

*On this occasion, I wish to congratulate everyone who was involved with the dawn of this MBA Departmental magazine “Zephyrom-25”. The hidden potentialities of the budding managers who have proved themselves as corporate thinkers and powerful writers are showcased in their articles. This tool of edutainment stands as an epitome for the search for knowledge by the youngsters. I wish you all success in each of your endeavors.*

*May we strive together in pursuit of excellence indeed!*

  
**Dr. C. SAKTHIKUMAR**

# **EDITORIAL BOARD**

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**Mrs. Jayasree K, M.B.A.,M.Phil.,  
(Ph.D)**

**Dr.M.Pradeep, M.B.A., Ph.D.,**

## **CO-ORDINATING TEAM**

**Mr. S. SakthiKumar**

# I YEAR INAUGURATION (04.09.2025)



OUR SECRETARY & CORRESPONDENT ADDRESSING THE GATHERING



AUDIENCE WITNESSING THE OCCASION

**CONVOCATION – 2024**  
**ANNA UNIVERSITY RANK HOLDERS**  
**BATCH (2022 - 2024)**



**SRIPRIYA S**  
211422631161  
CGPA : 9.36  
RANK : I



**ASIQA  
SHAREEN M**  
211422631011  
CGPA : 9.35  
RANK : II



**DINESH V**  
211422631028  
CGPA : 9.19  
RANK : III



**SOWNDARYA**  
211422631159  
CGPA : 9.18  
RANK : IV



**ANGEL  
SHEFRINE T**  
211422631003  
CGPA : 9.17  
RANK : V



**LAKSHMI K**  
211422631072  
CGPA : 9.06  
RANK : IV



**RUPA RANI P**  
211422631128  
CGPA : 9.01  
RANK : VII



**JEEVITHA**  
211422631056  
CGPA : 8.99  
RANK : VIII



**SWETHA K**  
211422631175  
CGPA : 8.99  
RANK : VIII

# END SEMESTER RESULTS

## III SEMESTER – TOPPERS

(NOV-DEC 2025)

**BATCH (2024 - 2025)**

I SEMESTER (NOV /DEC 2024)



**SWATHI BAI B**

2114246310198

GPA : 9.40

RANK : I



**LOGESWARI B**

2114246310091

GPA : 9.26

RANK : II



**LAKEYA U**

2114246310061

GPA : 9.20

RANK : III

**BATCH (2023 - 2025) (NOV /DEC 2024)**

## III SEMESTER



**JOAN ALOSIA MARY**

**S** 211423631081

GPA : 9.27

RANK : I



**GOKILA D**

211423631046

GPA : 9.2

RANK : II



**JACULINE K**

211423631068

CGPA : 9.15

RANK : II

# END SEMESTER RESULTS

I SEMESTER – TOPPERS

(NOV-DEC 2023)

**BATCH (2024 - 2026)**

**BATCH (2024 - 2026)**

II SEMESTER (MAY/JUNE 2025)



**ILAKEYA U**

2114246310061

GPA : 9.48

RANK : I



**REETHIKA V**

2114246310152

GPA : 9.4

RANK : II



**DHARANI S**

2114246310037

GPA : 9.39

RANK : III

**BATCH (2025 - 2027)**

I SEMESTER (NOV /DEC 2025)



**CHITRA DEVI P**

2114256310029

GPA : 9.47

RANK : I



**HEMALATHA M**

2114256310057

GPA : 9.10

RANK : II



**HEMAPRIYA A S**

2114236310068

GPA : 9.07

RANK : III

# END SEMESTER RESULTS

II SEMESTER – TOPPERS

(APR-MAY 2024)

**BATCH (2023 - 2025)**



**JOAN ALOSIA  
MARY S**  
211423631081  
CGPA : 9.48  
RANK : I



**JACULINE K**  
211423631068  
CGPA : 9.26  
RANK : II



**BHUVANESHWARI  
D**  
211423631032  
CGPA : 9.10  
RANK : III



**RAMYASHREE**  
211423631161  
CGPA : 9.10  
RANK : III



**RESHMA PRINCY A**  
211423631162  
CGPA : 9.10  
RANK : III

# **ZEPHYROM -2025**

The Word ‘ZEPHYR’ signifies a soft gentle wind which everyone naturally enjoys, loves, longs and in short develops a passion for it. This soft wind provides a great pleasure by nurturing the human minds with its fresh, cool and enthusiastic sensation. Similarly, our ‘ZEPHYROM -2025’ of Management inspires and stimulates the minds of the readers by the energizing contributions of its managerial aspirants. With great aspirations and efforts ‘ZEPHYROM -2025’ has been brought out with flying colors and hope that this fresh gentle wind will nourish and ignite the minds of its readers with the revolutionary thoughts of our budding managers.

# DEPARTMENT OF BUSINESS ADMINISTRATION

## OUR VISION

- ❖ *Emerge as a leading business school by empowering the next generation of managers to be globally adept, innovative, and industry-ready, while fostering responsibility and contributions to the nation.*

## OUR MISSION

- ❖ *M1: Foster critical thinking and decision-making in managerial aspirants through quality education.*
- ❖ *M2: Cultivate industry-ready leaders, blending professional competence with intellectual acuity.*
- ❖ *M3: Empower students to master diverse managerial skills and competencies across functional areas.*

### *PEOs of the Department*

- ❖ *PEO1: Shall possess a robust understanding of core business practices, enabling them to adeptly analyze situations and strategize effectively in decision-making.*
- ❖ *PEO2: Shall be well-versed in emerging technologies and will acquire the skills necessary to meet evolving industry competencies.*
- ❖ *PEO3: Shall be equipped with a comprehensive perspective, empowering them to tackle complex business challenges through innovative solutions.*
- ❖ *PEO4: Shall have leadership prowess, a strong ethical foundation, and a lifelong commitment to learning.*

### *Program Outcomes of MBA Department*

- ❖ *PO1: Domain Knowledge - Apply knowledge of management theories and practices to solve business problems*
- ❖ *PO2: Problem Analysis - Foster analytical and critical thinking abilities for data-based decision making*
- ❖ *PO3: Leadership - Ability to develop value-based leadership ability.*
- ❖ *PO4: Environmental Sustainability - Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.*
- ❖ *PO5: Team Collaboration - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.*
- ❖ *PO6: Life Long Learning - Display commitment to continuous learning in all functional management domains in a technology-based environment.*
- ❖ *PO7: Ingenious Skills - Ability to prioritize and demonstrate resourcefulness in taking up challenging assignments in a dynamic organizational context.*
- ❖ *PO8: Social Responsiveness and Ethics - Ability to understand the significance of social responsibility and ethics values in business for its long run sustainability in a competitive scenario.*



- ✚ Impartation of high quality education & training with international standards to the managerial aspirants.
- ✚ More emphasis on industry –institute interface.
- ✚ To create aspirations in the future decision makers through continuous growth in knowledge and skill set
- ✚ To nurture the spirit of professional ethics, morale through student career and Personality Development Programmes
- ✚ Provision of start –of- the- art infrastructural facilities
- ✚ To strive for continual improvement in institutional processes and services
- ✚ Bench making with the best practices of premier B-Schools
- ✚ Dynamic approach in upgrading faculty competencies through faculty development programmes and channelizing them towards professional development
- ✚ To provide all round practical exposure to the managerial aspirants in pursuit of managerial excellence

## ALUMNI ACTIVITIES

### Alumni Visit to Institution and Interaction with Students

S. No.	Date	Name of Alumni	Batch	Topic
1.	17-03-2025	MR. GODS SHERIL	2012-14	“Importance of Concurrent Audit of Banks”
2.	24-07-2025,	MS. J. SUTHANDHARA RAJA MALAR	2022-24	Fostering a supportive organizational culture,
3.	25-08-2025	MR ANISH PAULOSE	2023-25	“Latest Trends in Human Resource Recruiting”
4.	12-02-2026	MR. SANJAY SARAVANAN	2023-25	“Workshop on IPR as a Catalyst for Startup Success”
5.	08-08-2025	MS.VASUNDARYA	2023-25	“Public Speaking Skills for Managers”
6.	29-07-2025	MR. SANTHOSH KUMAR G	2021-23,	“Global Career Opportunities for Managers”
7.	12-02-2026	MR. RIYAS R	2023-25	“Modern challenges, technology, and service excellence in Hotel Industry”

# PANIMALAR ENGINEERING COLLEGE

JAI SAKTHI EDUCATIONAL TRUST

POONAMALLEE, CHENNAI-600123

MASTER OF BUSINESS ADMINISTRATION- II YEAR A

2023-2025



**BEST WISHES FROM**

# PANIMALAR ENGINEERING COLLEGE

# PANIMALAR ENGINEERING COLLEGE

JAI SAKTHI EDUCATIONAL TRUST

POONAMALLEE, CHENNAI-600123

MASTER OF BUSINESS ADMINISTRATION- II YEAR B

2023-2025



**BEST WISHES FROM**

**PANIMALAR ENGINEERING COLLEGE**

# PANIMALAR ENGINEERING COLLEGE

JAISAKTHI EDUCATIONAL TRUST

POONAMALLEE, CHENNAI-600123

MASTER OF BUSINESS ADMINISTRATION- II YEAR C

2023-2025



**BEST WISHES FROM**

**PANIMALAR ENGINEERING COLLEGE**



# PANIMALAR ENGINEERING COLLEGE

JAI SAKTHI EDUCATIONAL TRUST

POONAMALLEE, CHENNAI-600123

MASTER OF BUSINESS ADMINISTRATION- II YEAR D

2023-2025



**BEST WISHES FROM**

**PANIMALAR ENGINEERING COLLEGE**

**PLACEMENT CELL DETAILS**  
**PLACEMENT DETAILS (2023 - 2025)**

**List of candidates selected through Campus Recruitment**

<b>SR. NO.</b>	<b>STUDENT NAME</b>	<b>ORGANIZATION PLACED IN</b>
1	AJITH M	BNY MELLON
2	AKASH KUMAR M	XPHENO
3	AKASH S	N.S BARGHAVA &CO
4	AKSHAYA T	COGNIZANT
5	ALANKIRTHA A	VGP HERITAGE
6	AMARVANJITHA S	TEMENOS
7	ANCY BRITTA A	INFOSYS
8	ANISH B	DUSI POLYTECHNIC
9	ANISH PAULOSE P	FOXCON
10	ANJALI A	COVENANT SOLUTIONS
11	ANTO CELCIYA P R	RAAD
12	ANU S	INFOSYS
13	ANUSURYA B	GULF ASIA ENGINEERING AND PROJECTS
14	ARUN KUMAR V	KOTAK
15	ARUN M V	KOVAI MEDICAL CENTER AND HOSPITAL LIMITED
16	ARUNACHALAM U	NOVAC
17	ASHVITHA B	CMS
18	ATHIRA G	BNY MELLON
19	BALAJI K	CMS
20	BALAJI V	HONDA
21	BALAMURUGAN S	CAMS
22	BHARATH M	XPHENO
23	BHARATHI V	OFFICE FRAMEWORK OPERATION CENTREPVT LTD
24	BHUVANESHWARI C	CMS
25	BHUVANESHWARI D	ARMSOFTECH
26	DAISY JENITA J	INFOSYS
27	DEEPIKA P	NOVAC
28	DEEPIKA S	HCL TECH

29	DEVA DHARSHINI S	AVINASH INDUSTRY
30	DEVADHARSHINI D	KOTAK
31	DHANUSH RAHUL M	M.GOPAL @CO AUDIT FIRM
32	DILLIP KUMAR P	INDIAMART
33	DINESH KUMAR N	INFOSYS
34	DIVYA B	CIEL
35	GANESH P	XPHENO
36	GIRIJA A	TEMENOS
37	GANESH P	XPHENO
38	GIRIJA A	TEMENOS
39	GOKILA D	KRG TECHNOLOGIES
40	GOKUL K	KOTAK
41	GOPINATH V	APJ ADVISORY SERVICES
42	GREESHMA SHEREEN R I	CITY UNION BANK
43	GUBENDRAN S	BNY MELLON
44	GUNA SEELAN R	NAF
45	HARI PRIYA K	INFOSYS
46	HARIHARAN M	LUBI INDUSTRIES
47	HARINI B	NOVAC
48	HARINI D	XFORIA
49	HARISH S	TEMENOS
50	HASEENA PARVEEN A	CAMS
51	HEBA JENY A	BNY MELLON
52	HEMARSHINI R	NOVAC
53	HEMASRI M	COVENANT CONSULTANT
54	HUBASH A	SREEVARI ENTERPRISES
55	HUKASH A	LIASON PASSION FOR PRECISION
56	INDRAPATHY A N	CITY UNION BANK
57	IRISH J	XPHENO
58	JACULINE K	AAI CARGO LOGISTICS & ALLIED SERVICES PVT LTD
59	JAGANBABU T	DAYSRING IT SERVICES
60	JAI VIGNESHWAR M B	NOVAC
61	JANANI B	CITY UNION BANK
62	JANANI M	INFOSYS
63	JAYAVIGNESH M	COGNIZANT
64	JEEVAN KUMAR V	SEECO WEALTH
65	JOSHNA K	XPHENO

66	JOTHIKA P G	INFOSYS
67	JUSTIN RAJKUMAR A	CAMS
68	KATHIRVEL S	COGNIZANT
69	KAVIKA B	INFOSYS
70	KAVIYA A	INFOSYS
71	KAVIYAPRIYA S	FIRSTMERIDIAN GLOBAL SERVICES PRIVATE LIMITED
72	KEERTHANA G	BANDHANB BANK
73	KEERTHIVASAN B	NATWEST GROUP
74	KEERTHIYA A	THANGAM CORPORATE SERVICES PRIVATE LIMITED
75	KESHAV J P	MUTHOOT MONEY
76	KIRUBA N	TEMENOS
77	KISHORE SARAVANAMANI M	VY SYSTEM
78	KOWSALYA S G	COGNIZANT
79	KRISHNA P	BNY MELLON
80	KRITHIKA DEVI V	NOVAC
81	LAKSHMI PRIYA K	COGNIZANT
82	LASYA SRI V	INDIRA PROJECTS
83	LAVANYA K	BA CONTINUM INDIA PVT LTD
84	LAVANYA M	NOVAC
85	LAVANYA S	NAF
86	LIVITHA PRIYA M N	COGNIZANT
87	LOKESH S	HYDRA SPECTRA
88	LOKESH V S	CITY UNION BANK
89	LOKESHWARI M	RR DONELLEY INDIA OUTSOURCE PVT LTD
90	MADHUMITHA G	LEVARUS
91	MAHALAKSHMI B	CITY UNION BANK
92	MANASA S	PROPEL FINWAYS INSURANCE MARKETING LTD
93	MANIBALAJI G	KOTAK
94	MANISHA S	KUMARAM SYSTEMS
95	MANOJ R	DAYSPRINGIT SERVICES
96	MANOJ S	BNY MELLON
97	MARIYAM BEE S	NOVAC
98	MENAKA P	ACTE TECHNOLOGIES
99	MOHAMED NAWFAL A	KOTAK

100	MONICA R	INFOSYS
101	MONIKA.M (04/10/2002)	SRI VISHNU DISPOSABLES
102	MONIKA.M (28/07/2003)	CIEL
103	MONISH ANTO P P	PRIMOSOFT
104	MOURIYA K S	CMS
105	NANDHINEE S	TATA
106	NANDHINI M	CAMS
107	NAVEEN DEVIRA V M	COGNIZANT
108	NITHISH S	TEMENOS
109	NITHYA SHREE S	ACCENTURE
110	OM PRAKASH SOMAN S	GENLEAD SOLUTIONS PVT LTD
111	OVIYA S	MITHRIVE DIGITAL MARKETING
112	PADMINI M	HINDUJA TECH ENGINEERING MOBILITY
113	POOJA S	COGNIZANT
114	POOJHASHREE V	NOVAC
115	PRADHEEPKUMAR N	DAYSPRINGIT SERVICES
116	PRAMARAMBIGAI V J	INVOICE MART
117	PRETHISHAA K	AGRYA CONSULTING PVT LTD
118	PRIYADHARSHINI A	HDB FINANCIAL SERVICES
119	PRIYADHARSHINI V	SRM TECH
120	RAGAVI R	KOTAK
121	RAGESH KANNAN A	INDIAMART
122	RAGHUL S	CITY UNION BANK
123	RAKESH P	CITY UNION BANK
124	RAMALAKSHMI J	NOVAC
125	RAMYASHREE A	LEVARUS
126	RESHMA PRINCY A	NOVAC
127	REVATHY K	CITY UNION BANK
128	RIYAZ.R	KYUNG JOO HOTEL PVT LTD
129	ROHAN M	NOVAC
130	ROSHINI SD	PROPEL FINWAYS INSURANCE MARKETING LTD
131	ROSHNI.G	HEXAWARE
132	SABARISH KUMAR K E	CTTI
133	SAMUEL ABISHEK ANAND P	NOVAC
134	SANGAMITHA G	ACCENTURE

135	SANJOAY SARAVANAN	OFFICE OF CONTROLLER GENERAL PATENT ,DESIGN AND TRADE MARKS
136	SANTHOSH T	ACCESSHEALTHCARE
137	SARANYA K	COGNIZANT
138	SATHYA R	RR DONELLEY INDIA OUTSOURCE PVT LTD
139	SETHUPATHIRAJA M	CITY UNION BANK
140	SHAFIA FARHEEN M H	CIEL
141	SHAKTHI.V	COLLAR JOBSKART PRIVATE LIMITED
142	SHALINI P	PROPEL FINWAYS INSURANCE MARKETING LTD
143	SHAMREEN FATHIMA A,	SERVICE CARE INTEGRATED SERVICES
144	SHARAN E S	BNY MELLON
145	SHARMILA S	HINGE TECH INDIA PRIVATE LIMITED
146	SHARON D	KOTAK
147	SHARON REBACCA A	CIEL
148	SHARUMATHI D	SURMOUNT
149	SHIVANI R	BNY MELLON
150	SIVA VIGNESH R	KOTAK
151	SIVARANJANI P	COGNIZANT
152	SNEHA G	CAMS
153	SOLAIVALAVAN P	DAYSRING IT SERVICES
154	SONIYA M	A S POWER SOLUTION PVT LTD
155	SOUNDARYA.R	YDE SAVVY PVT LTD
156	SOWMIYA.S	AKASH INFUSIONS
157	SOWMYA LAKSHMI P V	PRECISION EQUIPMENTS
158	SOWMYA P	BNY MELLON
159	SRIDHANALAKSHMI K	KUN AEROSPACE PVT LTD
160	SUBHARNA T K S	SUNDARAM HOME
161	SUBHIKSHA.D	ACCELLIMITED
162	SUBIKSHA D	DXC TECHNOLOGY
163	SUNDAR R	KOTAK
164	SUREKA M	PARKSONS PACKAGING LTD
165	SURYA M	TEAMSPACE
166	SWETHA K	REDENCE ANALYTICS
167	THAVASI A	KOTAK
168	THULASIGOWRI S	LEVARUS
169	UME SALMA R	ACCENTURE

<b>170</b>	VALLARASU E	CITY UNION BANK
<b>171</b>	VARSHINI B	VOLTECH
<b>172</b>	VARSHINI M	DXC TECHNOLOGY
<b>173</b>	VASUNDARYA S	MIND MEDIA
<b>174</b>	VIGNESH N	KOTAK
<b>175</b>	VIKRAM P	FLEX
<b>176</b>	VINISHALINI P	PROPEL FINWAYS INSURANCE MARKETING LTD
<b>177</b>	VISHALI G	DXC TECHNOLOGY
<b>178</b>	VISWAJITH S	HR SOLUTIONS PVT LTD
<b>179</b>	YASHWANTH K	KOTAK
<b>180</b>	YUVARAJ S	INDIA MART
<b>181</b>	YUVASRI VENKATRAMANAN R	CITY UNION BANK

## GRADUATION DAY

Convocation for the students of 2023– 2025 Batch was held on 15-02-2025 at our college auditorium.

**Mr.Anand Kumar – Associate VP, CTS Chennai** conferred the degrees on the graduates. The University Rank holders were honored with a **10 gram gold medal**, Merit certificate and a shield, by the Management in appreciation of their efforts. The Rank holders 9 students are from the Department of Business Administration.

### RANK HOLDERS MBA – APRIL-MAY' 2025

SL.No	REG. NUMBER	STUDENT NAME	CGPA	RANK
1	211422631161	SRIPRIYA S	9.36	1
2	211422631011	ASIQA SHAREEN M	9.35	2
3	211422631028	DINESH V	9.19	3
4	211422631159	SOWNDARYA M	9.18	4
5	211422631003	ANGEL SHEFRINE T	9.17	5
6	211422631072	LAKSHMI K	9.06	6
7	211422631128	RUPA RANI P	9.01	7
8	211422631056	JEEVITHA S	8.99	8
9	211422631175	SWETHA K	8.99	8

## GUEST LECTURES

ACADEMIC YEAR 2025

DEPT: MBA

SEMESTER: I, II & III

<b>S.No</b>	<b>Areas/ Field of GL</b>	<b>Speaker</b>
1.	Campus To Career'	Ms P R Anto Celciya
2.	Building Human Resource Resilience For Hr Students	Ms J Suthandhara Raja Malar GDS Indian Postal Department
3.	Linkedin Gameplan Building Personal Brand And Visibility	Mr. Muhammed H HR, Architect, Sutherland Global Services
4.	Campus To Corporate	Saranya J Founder/ Freelancer At Ecstasy Solutions, Project Manager At Spritle Software.
5.	Business Simulation Product	Mr.S. Jayaraam, Deputy General Manager, Business Standard.

**STUDENT ACTIVITIES**  
**STUDENTS PARTICIPATION IN NATIONAL**  
**PROGRAMS/ CONFERENCES / SEMINARS (2025)**

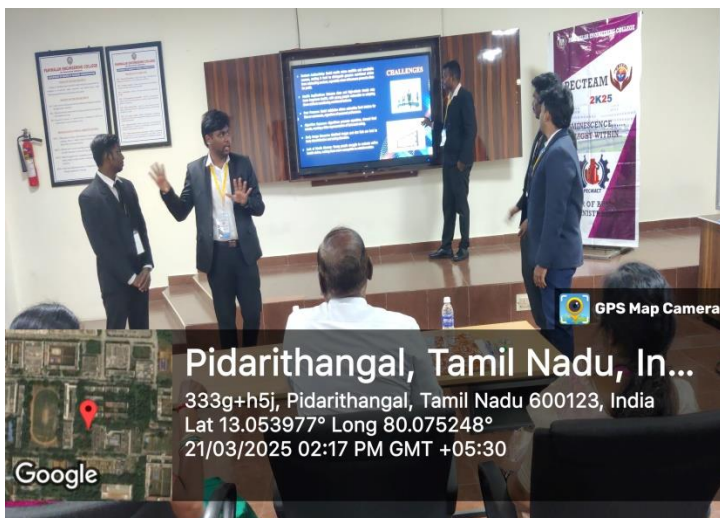
SNO	NAME OF THE STUDENT	NAME OF THE PROGRAM	ORGANIZED BY
	JAYAVARSHINI T	<b>B Plan Launchpad</b>	<b>XIME Bangalore</b> <b>15.12.2025</b>
	ILAKIYA		
	JESIMA YASMEEN		
	R.ARIKRISHNAN	<b>Corporate Conquerors, Manaso '25</b>	<b>SRM Valliammai Engineering College</b> <b>06.11.2025</b>
	V.PURUSHOTHAM		
	DHARANIS	<b>PARADIGM-ADZAP</b>	<b>ETHIRAJ COLLEGE FOR WOMEN</b> <b>(9/10/2025)</b>
	KEERTHANA.S.V		
	JAYA VARSHINI.T.V		
	PREETHI		
	SOUNDHARYA.M		
	PARNIKA		
	DISHA.R		
	SOWMIYA.M		
	NAVEENA.R		
	PRETHIKA.D		
	SWATHI BAL.B		
	SARANYA.S		
	MADHUMITHA.M		
	SWATHI BAL.B		
	SRIMATHI.A		
	JAYA VARSHINI.T		

	ILAKEYA.U			
	ANANDHI.S(006)			
	JESIMA JASMEEN.J(040)			
	SRIMATHI.B			
	SEETHAL RUKHANA.M			
	AKILAN	<b>CASE STUDY A NATIONAL LEVEL MANAGEMENT FEST ON 26TH APRIL 2025</b>	<b>EASWARI ENGINEERING COLLEGE, RAMAPURAM APRIL 2025</b>	
	MICHEL VARUN			
	ANISH GODSHALOM			
	AKILAN	<b>BEST MANAGER</b>		
	ARI KRISHNAN			
	DHARANI.S	BIZZLYTICS		<b>ANNA UNIVERSITY APRIL 2025</b>
	JAYA VARSHNI TV	BIZZLYTICS		
	JESSICA J	BIZZLYTICS		
	KEERTHANA SV	ANIME POTPOURRI		
	MADHUMITHA M	SHIPWRECK		
	ANANDHI SN	THE BEST MANAGER		
	VISHNU PRIYA B	KOLLYWOOD QUIZ		
	VISHNU PRIYA B	BUSINESS QUIZ		
	SAMYUKTHA SS	BUSINESS QUIZ		
	SAMYUKTHA SS	KOLLYWOOD QUIZ		
	VARSHA R	KOLLYWOOD QUIZ		
	VARSHA R	BUSINESS QUIZ		
	SHWETHA D	BUSINESS QUIZ		
	SHWETHA D	KOLLYWOOD QUIZ		
	JAYAVARSHINI T	VIVA LAS VENTURE		

	JESIMA YASMEEN J	VIVA LAS VENTURE	XIME CHENNAI APRIL 25 <sup>TH</sup> 2025
	ILAKEYA U	VIVA LAS VENTURE	
	MADHUMITHA M	VIVA LAS VENTURE	
	JAYA VARSHNI TV	VIVA LAS VENTURE	
	ALMAS FATHIMA	VIVA LAS VENTURE	
	EVANGELINE FLORENCE	VIVA LAS VENTURE	
	MOHANA PRIYA	VIVA LAS VENTURE	
	GAYATHRI A	STOCK MAFIA	
	GAYATHRI G	STOCK MAFIA	
	KALAIYARASI	STOCK MAFIA	
	HEMASHREE	RISK IT ALL	
	MAHALAKSHMI P	RISK IT ALL	
	AMRITHA S	TALENTINO	
	KAVYA B	TALENTINO	
	AMRITHA S	MARK A MILLION	
	KAVYA B	MARK A MILLION	
	KAVIYA K	MARK A MILLION	
	AGNES MARY	QUIZ GAMIT	
	CHARUMATHY	QUIZ GAMIT	
	MADHUMITHA M	TALENTINO	
	JAYA VARSHINI TV	TALENTINO	
	SOWMIYA M	STOCK MAFIA	
	PARNIKA S	STOCK MAFIA	
	SHERIN CHRISTINAL W	STOCK MAFIA	
	SARANYA S	FASHION WALK	

## INTERNATIONAL CONFERENCE 2025

The Department of Master of Business Administration organized 7<sup>th</sup> International Conference on 21 and 22<sup>nd</sup> March, 2025 titled “Pheonixes on Emerging Current Trends in Materials, Manufacturing , Management Practices and Construction Technologies PECTEAM 2K25. PECTEAM is the premier platform for Researchers to share their new and innovative ideas in management through high quality peer reviewed papers. The guest of honor was Dr.A.Palani, Professor Sathyabama Institute of Science & Technology Dr. Elantheraiyan, Associate Professor Veltech Deemed University. Four sessions were conducted and each session was awarded best paper with a memento and a best paper certificate to the student’s participants.





<b>S. No</b>	<b>Paper ID</b>	<b>Title Of The Paper</b>	<b>Name Of The Author</b>
1.	604	Augmented Reality Shapes The Future; Its Role In Digital Marketing And Advertising Is Revolutionizing Consumer Engagement And Brand Awareness.	Mrs. Jayasree K, Nandhini V, Nikitha C , Preethi M , Saranya .S
2.	612	Comparative Study Of Online Shopping Consumer Behavior: Assessing Preferences In Ambattur & Adjacent Areas	Agnes Mary S, Charumathy A , Hemashree A, Mahalakshmi P , Mahalakshmi k
3.	617	Fintech And The Future Of Digital Payments	Jayasree.K, Swathi.P, Prathyusha.P, Sumitha.S.M, Reshika.R, Preethi Disha.R
4.	620	Role Of Artificial Intelligence In Reinventing Human Resource Management 2.0	Dr.P.Shalini Parnika.S, Sherin Christinal.W, Sowmiya.M, Subhashini.R, Parameshwari G
5.	640	A Study On Customer Retention Strategies In Textile Industry	Dr.Chitra, Dr.M.S.Vinmathi
6.	650	The Impact Of Google Algorithm Updates On SEO Strategies	Dr.A. Elaiyaraja, Jayasree.K Nithish.S, Surya.M, Santhosh.T,
7.	654	Thematic Content Analysis-Importance Of Stem Education In 21st Century	J.Anisha K.Nandhini, R.Sandhiya, R.Sabitha, Mn.Luckisha,
8.	656	The Economic Ripple Effect Of Bt-Crops And Their Replacement: Ai-Driven Transformations Across Nations	Sakthikumar S F. Rehoboth Jonathan, Rajesh. K, Trino. S.T, Thanigaivel P, Praveen. S,
9.	664	Green Finance And Investment: Driving Sustainable Growth For A Greener Future	Dr. M Pradeep, Anusiya A, Akshaya P, Sevvanthi P, Reethika V, Vidhya V
10.	678	Exploring How Social Media Shapes Food Choices In Young People	Deepak G, Harish Kumar J, Jaisingh S, Balashriram S, Arikrishnan R

11.	683	A Sustainability Management On Business Organizations Around The Globe : A Survey Based Study	Akilan R, Arun A, Michael Varun V R, Anish Godshalom C, Lochan S
12.	686	Machine Learning-Driven Autonomous Harvesting Robots: Enhancing Efficiency And Reducing Post-Harvest Losses	Dr. N Venkateswaran
13.	710	Recruitment marketing strategic approach to attract talent	DR.P.Shalini , D. Prethipa , Sai Abinaya Sri .T , Rajana .M , Princy Ishavaa .T
14.	713	Ethical considerations in artificial intelligence driven recruitment decisions	Dr.P.Shalini , Sandhyaa.V, Subashini.R, Shree Guru Papitha.G, Nithyasree M
15.	720	A study on increasing standards of local products with imported products	Radhiga R, Rrenuka Devi P , Sujha S , vidhya L
16.	721	Donald trump intervention in Indian economy	Swathi bai b, Kanishkha t d, Beena jemima r, Monika m s, Nandhini m
17.	723	Technological Advancements In Agriculture And Their Contribution To The Indian Economy	Srimathi.A, Revathy.R, Pooja Rosary.L, Pravalika.K, Naveena.R
18.	724	A Study On Effectiveness Of Digital Marketing In Zepto	Atchaya D, Jessica J, Kaviya Sri V, Logeswari B, Megan Bertil C
19.	725	Research Paper: Factors Influencing User Adoption Of Digital Payment Apps	Mrs.B.Lakshmi, Seethal Rukshana M, Srimathi B, Pooja Priyadharshini , Rajalakshmi R, Revathi
20.	1003	The Role of AI in Assisting and Shaping Consumer Buying Decisions with Special Reference To Mobile Phones	Dr. Demelash Misgana Wase 1 , Dr. P. Elantheraiyan , Dr.N Venkateswaran , , Dr.A Elaiyaraja, Mrs.K Jayashree, Dr. M Pradeep

## STUDENTS AND FACULTIES ARTICLES

### CUSTOMER SEGMENTATION AS A GROWTH STRATEGY: A DATA-DRIVEN APPROACH -1st MBA

In an era where customers are constantly bombarded with choices, businesses can no longer afford to treat all customers the same. The traditional “mass marketing” approach is gradually losing its effectiveness, making way for more personalized and targeted strategies. At the heart of this transformation lies **customer segmentation** - a powerful, data-driven approach that enables businesses to understand, engage, and grow their customer base more effectively.

Customer segmentation refers to the process of dividing a large and diverse customer base into smaller, well-defined groups based on

shared characteristics. These characteristics may include demographics, purchasing behaviour, geographic location, or even psychological factors such as interests and values. By grouping customers with similar traits, businesses can design strategies that resonate more deeply with each segment, ultimately driving growth.

One of the primary reasons customer segmentation is critical for business success is its ability to enhance targeting. When businesses understand who their customers are and what they want, they can craft marketing messages that are relevant and impactful. Instead of sending generic campaigns to a broad audience, companies can deliver personalized content that speaks directly to specific customer needs. This not only improves engagement but also

significantly increases conversion rates.

Moreover, customer segmentation plays a crucial role in improving the overall customer experience. Modern consumers expect brands to understand their preferences and deliver tailored solutions. When customers receive personalized recommendations, offers, or communication, they are more likely to feel valued. This sense of personalization fosters trust and loyalty, encouraging repeat purchases and long-term relationships.

Another important advantage of segmentation is the efficient allocation of resources. Businesses often operate under budget constraints, making it essential to invest in strategies that yield the highest returns. By identifying high-value customer segments, companies can focus their

efforts where they matter most. This targeted approach minimizes waste and maximizes return on investment, contributing directly to profitability.

A data-driven approach is central to effective customer segmentation. In today's digital landscape, businesses have access to vast amounts of customer data from sources such as transaction records, websites, mobile apps, and social media platforms. This data provides valuable insights into customer behaviour, preferences, and purchasing patterns. By analysing this information, businesses can identify meaningful trends and group customers accordingly.

There are several key types of customer segmentation that organizations commonly use. Demographic segmentation focuses on factors such as age, gender, income, and education, providing a basic

understanding of the customer profile. Geographic segmentation categorizes customers based on location, which is particularly useful for businesses operating in multiple regions. Behavioural segmentation, one of the most powerful methods, examines customer actions such as purchase frequency, spending habits, and brand loyalty. Psychographic segmentation goes a step further by exploring customers' lifestyles, interests, and values, enabling businesses to connect on a deeper emotional level.

Implementing a data-driven segmentation strategy involves a structured approach. It begins with defining clear objectives, such as increasing sales, improving customer retention, or enhancing marketing efficiency. Once the objective is established, businesses must collect and organize

relevant data from various sources. The next step is to identify key variables that will be used to segment customers, such as buying behaviour or engagement levels.

After analysing the data, customers are grouped into distinct segments. For example, a company might identify high-value customers who contribute significantly to revenue, price-sensitive customers who respond to discounts, new customers who require onboarding support, and inactive customers who need re-engagement strategies. Each of these segments requires a different approach to maximize effectiveness.

The real value of segmentation lies in action. Businesses must develop targeted strategies tailored to each segment. High-value customers may be offered exclusive benefits or loyalty programs, while inactive

customers might receive personalized reactivation campaigns. Continuous monitoring and refinement are also essential, as customer behaviours evolves over time and strategies must adapt accordingly.

Consider the example of an e-commerce company that uses data analytics to segment its customers. By analysing purchase history, it identifies frequent buyers, premium customers, and dormant users. Instead of applying a uniform strategy, the company creates customized campaigns for each group - rewarding loyal customers, offering premium deals to high spenders, and sending reminders or discounts to inactive users. This targeted approach leads to higher engagement and increased sales, demonstrating the effectiveness of segmentation as a growth strategy.

Despite its advantages, businesses must be mindful of common pitfalls. Over-segmentation can lead to unnecessary complexity, making strategies difficult to manage. Relying on outdated or inaccurate data can result in ineffective decisions. Additionally, segmentation must always lead to actionable insights; otherwise, it serves little purpose. Regular testing and evaluation are crucial to ensure that strategies deliver the desired results.

In conclusion, customer segmentation is more than just a marketing technique - it is a strategic framework for sustainable growth. By leveraging data to understand customer differences, businesses can deliver personalized experiences, optimize resource allocation, and build stronger relationships. In a competitive marketplace, the ability to

connect with the right customer, in the right way, at the right time is what sets successful organizations apart. As businesses continue to evolve in a data-driven world, customer segmentation will remain a cornerstone of growth strategy. The message is clear: those who understand their customers will lead the market, while those who do not risk being left behind.

### **Title: Adaptive Management in the Age of Uncertainty: Building Resilient and Human-Centered Organizations**

#### **Abstract**

Rapid technological change, global competition, and evolving workforce expectations are reshaping the foundations of management. Traditional command-and-control approaches are increasingly inadequate in environments characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). This article explores adaptive management as a contemporary paradigm, focusing on resilience, data-driven decision making, and

human-centered leadership. It proposes an integrated framework that blends strategic agility, digital transformation, and employee empowerment to help organizations sustain competitive advantage.

## 1. Introduction

Management has evolved from efficiency-focused industrial models to knowledge-driven and innovation-oriented systems. Today's organizations operate in environments shaped by rapid technological disruption, shifting customer expectations, and global interdependence. In such contexts, success depends less on rigid planning and more on the capacity to adapt continuously.

Adaptive management refers to the ability of organizations to learn, experiment, and adjust strategies dynamically. It combines long-term vision with short-term responsiveness, ensuring that organizations remain resilient and relevant.

## 2. Drivers of the New Management Paradigm

### Technological Acceleration

Automation, artificial intelligence, and data analytics are transforming operations and decision making. Managers must now integrate technological capabilities with business strategy, ensuring that digital tools enhance productivity and innovation.

### Workforce Transformation

The modern workforce values flexibility, purpose, and continuous learning. Remote work, gig employment, and cross-functional teams demand new leadership approaches that prioritize trust, collaboration, and empowerment.

### Market Volatility

Globalization has intensified competition and increased exposure to economic disruptions. Organizations must respond quickly to changes in demand, supply chain challenges, and regulatory shifts.

### From Traditional to Adaptive Management

Traditional Management	Adaptive Management
Hierarchical decision making	Decentralized decision making
Fixed term	Continuous strategy review

Traditional Management planning	Adaptive Management
---------------------------------	---------------------

Focus on efficiency	Balance of efficiency and innovation
Risk avoidance	Controlled experimentation
Employee supervision	Employee empowerment

Adaptive management does not eliminate structure; rather, it promotes flexible structures capable of evolving with changing conditions.

### Organizational Resilience

Resilience refers to the ability to withstand shocks and recover quickly. It requires a combination of operational flexibility, financial stability, and cultural adaptability.

Strategies for building resilience:

- Diversified supply chains
- Flexible workforce models
- Strong communication systems
- Risk management and contingency planning

Resilient organizations treat crises as opportunities for learning and improvement.

## Challenges in Implementing Adaptive Management

Despite its advantages, adaptive management presents challenges:

- Resistance to change from employees and leaders
- Balancing short-term performance with long-term innovation
- Managing information overload
- Ensuring ethical use of technology and data

Successful implementation requires leadership commitment, clear communication, and gradual transformation.

## Managerial Implications

Managers must evolve from controllers to facilitators. Key competencies include:

- Systems thinking
- Emotional intelligence
- Digital literacy
- Change management
- Collaborative leadership

Training and development programs should reflect these competencies to prepare future leaders.

## Conclusion

The future of management lies in adaptability, resilience, and human-centered leadership. Organizations that embrace continuous learning, leverage data responsibly, and empower employees will be better positioned to thrive in uncertain environments. Adaptive management is not merely a trend but a necessary evolution for sustainable success.

## Strategic Financial Management in the Digital Era: Balancing Growth, Risk, and Value Creation

### Abstract

Financial management has evolved beyond bookkeeping and cost control to become a strategic driver of organizational success. In an era of digital transformation, volatile markets, and global competition, finance leaders play a central role in shaping business strategy. This article explores modern financial management practices, including value-based decision making, risk management, digital finance, and sustainable investment. It presents practical insights for managers seeking to align financial strategy with long-term organizational growth.

### Introduction

Finance is the backbone of any organization. It determines how resources are allocated, how risks are managed, and how value is created for stakeholders. Traditionally, financial management focused on budgeting, cost control, and reporting. Today, the function has expanded to include strategic planning, digital innovation, and sustainability.

Modern financial leaders are expected to act as strategic partners who guide decision-making and ensure long-term financial health.

## The Expanding Role of Financial Management

Financial management today encompasses three key roles:

1. **Stewardship:** Ensuring accuracy, compliance, and financial discipline.
2. **Operator:** Improving efficiency through automation and process optimization.
3. **Strategic Partner:** Supporting growth, innovation, and competitive positioning.

This shift requires finance professionals to combine technical expertise with

strategic thinking and leadership skills.

### Value-Based Financial Decision Making

Value-based management focuses on maximizing shareholder and stakeholder value rather than short-term profits.

#### Key Principles

- Focus on long-term returns: Investments should generate sustainable value.
- Cost of capital awareness: Decisions must exceed the cost of financing.
- Performance metrics: Use metrics such as Economic Value Added (EVA), Return on Invested Capital (ROIC), and Free Cash Flow.

Organizations that adopt value-based management improve transparency, accountability, and strategic alignment.

#### Capital Allocation in Uncertain Markets

Effective capital allocation determines whether organizations grow or stagnate.

### Investment Decisions

Managers must evaluate projects based on:

- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Payback Period

### Funding Decisions

Balancing debt and equity financing is crucial. Excessive debt increases risk, while excessive equity dilutes ownership.

#### Dividend Policy

Organizations must decide how much profit to reinvest versus distribute to shareholders.

Strong capital allocation strategies enhance financial stability and investor confidence.

#### Risk Management as a Strategic Priority

Financial risk is unavoidable but manageable. Organizations face multiple risks:

Risk Type	Description
Market risk	Interest rate, currency, and commodity price changes

Risk Type	Description
Credit risk	Customer default or delayed payments
Liquidity risk	Inability to meet short-term obligations
Operational risk	Internal process failures or cyber threats

Modern risk management integrates forecasting, scenario planning, and stress testing to minimize potential losses.

#### The Rise of Digital Finance

Technology is transforming financial operations.

#### Automation and AI

Robotic Process Automation (RPA) reduces repetitive tasks such as invoicing and reconciliation.

#### Data Analytics

Real-time dashboards enable faster and more accurate decision making.

#### Cloud-Based Finance Systems

Cloud platforms improve scalability, security, and collaboration.

Digital finance enhances efficiency, accuracy, and strategic insight.

## Sustainable Finance and ESG Integration

Environmental, Social, and Governance (ESG) considerations are reshaping financial strategies.

Benefits of sustainable finance:

- Improved brand reputation
- Access to responsible investors
- Reduced regulatory and reputational risks
- Long-term value creation

Organizations increasingly integrate sustainability metrics into financial planning and reporting.

## Cash Flow Management: The Lifeline of Business

Profitability does not guarantee liquidity. Cash flow management ensures organizations can meet operational and investment needs.

Key practices include:

- Accelerating receivables collection
- Managing inventory efficiently
- Negotiating favorable supplier terms

- Maintaining adequate cash reserves

Effective cash flow management supports resilience during economic downturns.

## The Future of Financial Leadership

Finance leaders must develop new competencies:

- Strategic thinking
- Data analytics and technology literacy
- Risk and compliance expertise
- Communication and storytelling skills
- Sustainability awareness

The Chief Financial Officer (CFO) is increasingly seen as a strategic architect of organizational success.

## Conclusion

Financial management has become a strategic function that influences every aspect of organizational performance. By embracing digital tools, prioritizing sustainable growth, and adopting value-based decision making, organizations can achieve financial resilience and long-term success.

The future belongs to finance leaders who combine analytical rigor with strategic vision and adaptability.

## Global Management Best Practices Across Countries

### Lessons Organizations Can Learn Worldwide

In today's globalized economy, management practices are strongly shaped by culture, history, education, and economic priorities. Studying international management styles helps organizations adopt hybrid practices that improve productivity, employee satisfaction, innovation, and long-term competitiveness.

This article explores management best practices from major economies and what businesses can learn from them.

### 1. Japan – Continuous Improvement & Collective Decision-Making

Japan is globally admired for quality, discipline, and process excellence. Modern quality management systems worldwide draw heavily from Japanese practices.

#### Key Practices

##### 1. Kaizen (Continuous Improvement)

- Every employee contributes to improvement.
- Small, incremental changes create long-term gains.
- Focus on eliminating waste and improving efficiency. Kaizen is considered an “ongoing improvement involving everyone—top management, managers and workers.”

## 2. Just-in-Time (JIT) & Lean Thinking

- Reduce inventory and waste.
- Produce only what is needed when needed.
- Improves cost efficiency and responsiveness.

## 3. Hō-Ren-Sō Communication Culture

- Report → Inform → Consult.
- Emphasizes constant communication and collaboration.

## 4. Consensus Decision-Making (Ringiseido)

- Decisions are discussed widely before approval.
- Leads to strong employee buy-in and smoother execution.

Lesson for Global Managers: Build a culture where everyone improves processes continuously, not just top management.

## 2. Germany – Precision, Engineering Excellence & Long-Term Orientation

Germany’s management is associated with quality, structure, and reliability.

### Key Practices

1. Mittelstand Model  
German SMEs dominate niche global markets through:

- Long-term strategy
- Family ownership
- Strong governance and technical expertise

## 2. Strong Vocational Training System

- Apprenticeship programs link education with industry.
- Skilled workforce drives productivity and innovation.

## 3. Process Discipline & Punctuality

German work culture values efficiency, methodical planning, and punctuality.

## 4. Separation of Work & Personal Life

- Clear work boundaries prevent burnout.
- Encourages high productivity during working hours.

Lesson for Global Managers: Adopt long-term strategic thinking and technical excellence rather than short-term profit chasing.

## 3. United States – Innovation, Performance & Risk-Taking

The U.S. management style is known for entrepreneurship, speed, and results orientation.

### Key Practices

## 1. Performance-Driven Leadership

- Clear KPIs and measurable goals.
- Recognition and reward for achievement.

## 2. Entrepreneurial Risk-Taking

- Encourages experimentation and innovation.
- Failure is seen as learning.

### 3. Decentralized Decision-Making

- Employees empowered to act quickly.
- Faster response to market changes.

### 4. Market Share & Growth Mindset

- Focus on scalability and expansion.

Lesson for Global Managers: Encourage innovation, speed, and calculated risk-taking.

### 4. Sweden – Flat Organizations & Work-Life Balance

Sweden represents human-centered management.

#### Key Practices

#### 1. Flat Hierarchies

- Managers act as facilitators rather than controllers.
- Employees have high autonomy.

### 2. Consensus Leadership

- Decisions involve team participation.
- Promotes trust and collaboration.

### 3. Strong Work-Life Balance

- Flexible working hours.
- Emphasis on employee well-being.

Lesson for Global Managers: Build trust, empowerment, and sustainable productivity.

### 5. France – Intellectual Leadership & Centralized Decision Making

French management combines strategic thinking with formal hierarchy.

#### Key Practices

#### 1. High Value on Education & Expertise

- Leaders often come from elite institutions.

#### 2. Analytical Decision-Making

- Emphasis on debate, critique, and intellectual rigor.

#### 3. Centralized Authority

- Strategic decisions taken at top leadership level.

Lesson for Global Managers: Encourage critical thinking and strategic debate.

### 6. India – Resource Optimization & Adaptive Management

India's management style reflects resource constraints and diversity.

#### Key Practices

#### 1. Frugal Innovation (Jugaad)

- Creative solutions using limited resources.
- Cost-efficient innovation.

#### 2. Relationship-Driven Business

- Strong focus on trust and long-term partnerships.

#### 3. Agile & Flexible Workforce

- Ability to adapt quickly to uncertainty.

