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National Seminar 2017



on

LEADERSHIP
in 
digital
Age 



COMPENDIUM CUM SOUVENIR



Digital India
Power To Empower

COLLEGE OF BUSINESS STUDIES

Friday 17th & Saturday 18th February, 2017

Venue:

JP Auditorium, University Campus, Khandari
Dr. B.R. Ambedkar University, Agra

COLLEGE OF BUSINESS STUDIES

6TH NATIONAL SEMINAR 2017

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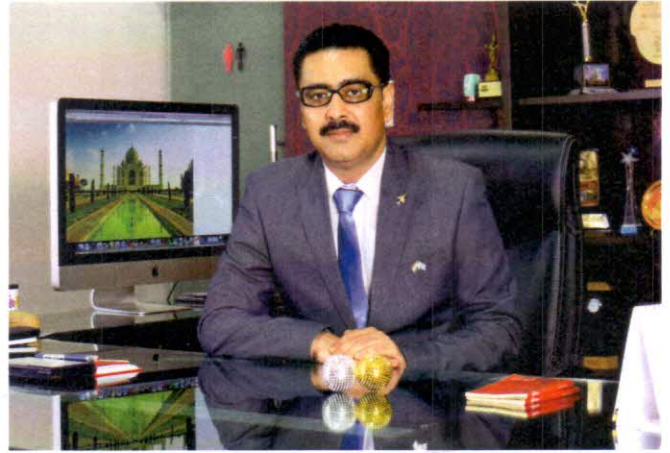
Dr. Arvind Kumar Dixit
Vice-Chancellor
Dr. B.R Ambedkar University, Agra

I am pleased to know that Dr. MPS Group of Institutions, Agra, which is a premier establishment in the field of education, is organizing Sixth National Seminar on 'Leadership in Digital Age' on Friday 17th & Saturday 18, 2017, which will bring together students, Academicians, First generation Entrepreneurs, Corporate leaders and Industrialist to share, discuss and enable Leaders of Digital Age to enhance their organization competitiveness and create value for society, As we see the use of technology in each human activity growing at a fast pace, we have to ride on the running band wagon and have to adapt ourselves in adopting techniques for making our system adept and rewarding.

I take this opportunity to convey my best wishes and blessings to the students, teaching faculty, administrative staff and college management on this occasion, My greetings and best wishes to all the participants and organizers of the Seminar 2017 and for their success in noble mission of promoting value based education. Let us move together to lighten the path of our youngsters and to brighten their future.

(Dr. Arvind Kumar Dixit)

Chairperson
Dr. MPS Group of Institutions
Agra



Greetings of the day!!

The level of a society's technology is set by the ability of its members to absorb, add to, and apply the existing stock of world knowledge of science and industrial techniques. Technology, organizational structures, and social expectations may get out of step and result in unpleasant, often traumatic, consequences for all concerned. The art of controlling this situation, by combining effective development of technology with institutional adaptation, constitutes the management of technology.

Few would deny that full exploitation of technical knowledge is the only way in which societies can raise the standard and quality of living of such a rapidly increasing population. The argument is not over the need for technology but over what should be developed and how the development should be organized.

In fact, present digital technology is now shaping new social values and day-today- activities of every age group and gender. Indeed, the impact can be seen in such diverse areas of human endeavour as religion, social organization, medicine, country governance, agriculture, education and also arts.

With present high rate of absorption of digital technology in corporate governance and operations, leaders and top management of corporate are now duty-bound to develop technical competency. They must create an organization climate that encourages adoption of digital revolution, accept some level of failure, discourage complacency and accommodate digitalization of corporate affairs.

Dr. MPS Group initiative to bring corporate leaders, leaders form academia, and students - leaders of digital age on an interactive platform through its two day 6th National Seminar on 'Leadership in Digital Age - Paradigm Shift in Leadership for Managing Digitally Transformed India's Corporate World' being held on 17th& 18th February 2017, is well timed and will conclude with real-world recommendations for nurturing and aligning technology with corporate leadership competency.

I extend warm welcome to all Speakers, Participants and Delegates in this interactive seminar and wish seminar to be productive and successful.

Squadron Leader AK Singh (Retd)
Chairperson



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Co Chairperson
Dr. MPS Group of Institutions
Agra

As India enters into digital era, we as India's corporate leaders can no longer look to the past as a guide to the future. In face of strong technological transformation, market forces created by digital technology and artificial intelligence governing the decision of corporate leaders and managers, ever dynamic macro forces and mounting competition, companies can no longer plod along historical tracks, or seek preservation of status quo. Companies are discovering that longstanding solutions do not work with new challenges. The business parameters have changed and so have the risk and pay-off.

However, today's adoption of digital technology is becoming critical in four unified dimensions: Customer to Business interaction, Intra-Business interactions, Business to Business interaction and above all facilitating leadership and organizational model that is characterized by the shift from conventional leaders traits and leadership styles, from a hierarchical command-and-control organization to the information based- organization.

This emerging form of techno-organizational structure involve transformation in leadership style and role, change in managerial responsibilities, communication and information flows, and work group structures.

In face of precipitous acceptance and infusion of technology, in this digital age, companies can no longer be narrow-minded in nature. Leaders and management cannot operate effectively without major re-gauging of mind sets, attitudes, skills, and knowledge.

'Leadership in Digital Age - Paradigm Shift in Leadership for Managing Digitally Transformed India's Corporate World' the big question for brainstorming at two day 6th National Seminar being organized by Dr. MPS Group, on 17th and 18th February 2017, will chart out the road ahead for India Inc. I am sure that the interaction and brain teasing sessions will help Entrepreneurs, Academician, Policy makers, and student understand the dynamics and implications of digital technology in India's corporate sustainable growth and leadership excellence.

I extend my gratitude to all for joining us at this National Seminar and all the best wishes to management for making this seminar fruitful.

Neelam Singh
Co-Chairperson

Col (Dr) C K Singh
Ph.D

Chief Advisor
Dr. MPS Group of Institutions



In the present era of Digital revolution, a leader needs to maintain balance and synthesize between human psychology and upcoming technology. In the digital era leader need to either match or have an edge over their adversaries. The digital technology has made significant impact on society. Digital age may weave together large number of ideas and thoughts into a single comprehensive vision so that each seen as a part of larger goal. With the advancement in digital technology there will be gradual shift in leadership style from Traditional and Transactional to Democratic and Transformational. Leadership in digital age would also impact future trends not only in business but also in future political and military leadership.

Our Prime Minister Shri Narendra Modi Ji launched Digital India on 01 July 2015 with the vision of inclusive growth in the areas of electronic services, products, manufacturing and job opportunities with the objective of improving digital literacy. Digital age aim to transform India into digitally empowered society with focus to making technology central to enabling change for knowledge future and is transformative. Recent demonetization has also given further boost to digital age.

It is indeed a great pleasure for the college of Business Studies, Dr. M P S Group of Institutions to organize National seminar on "Leadership in Digital Age". The impact of digital technology has made significant impact on society in general and on leadership in particular. Digital age will increase connectivity and make country digitally empowered in the field of technology. It will help the country to transform into knowledge driven economy. Digital age will enhance growth in multiple fronts and will further reinforce universal access to internet, e-Governance, e-Kranti, Information to all and IT for jobs. In the digital age in our democratic set up and keeping our basic principles of our constitution- By the people and for the people- there will be citizen's engagement in governance through Discuss, Do and Disseminate approach which happens to the existing top management leadership approach of Dr. M P S Group i.e. Discuss-Deliberate & Dis-Agree.

My heartfelt welcome to all invited guests & speakers who would share their knowledge and experiences with the delegates, participants and students should be a great leap in the direction of bringing synergy amongst guest speakers, professionals, delegates and students across the country.

A handwritten signature in black ink, appearing to read 'C K Singh', with a horizontal line drawn underneath it.

C K Singh)



Dr. Rajiv Ratan

Director

Dr. MPS College of Business Studies (Agra)

I accord a warm welcome to all the delegates and participants for the sixth National Seminar 2017 on 'Leadership in digital Age : Paradigm shift in leadership for managing digitally transformed India's corporate world ', being conducted on Friday 17th & Saturday 18th February, 2017 by Dr MPS Group, College of Business Studies in the city of Taj, Agra. Dr MPS Group of institutions has come a long way since its inception; it has to keep pace with the changing needs and expectations of the society. It has to successfully perform the multiple roles of creating new knowledge, acquiring new capabilities and producing an intelligent human resource pool for the promotion of economic growth, cultural development, social cohesion, equity and justice. Apart from strengthening the teaching-learning process, research and extension programmes, special focus is also on extracurricular, sports and other similar activities to foster global competencies among the students is our priority. The objective of this great institution is not only serve as a beacon light for all the stakeholders, but should also inspire our students. The mission of Dr MPS Group of educational institutes is to nurture the youth and develop them into educated, skilled and enlightened citizens.

The topic for the National Seminar 2017 on 'Leadership in digital Age : Paradigm shift in leadership for managing digitally transformed India's corporate world ', has been chosen as it has been observed that companies that manage their digital activities in a certain way are 26% more profitable than their industry peers, and outperform on other measures as well. Business leaders are recognising how digital transformation can help their companies innovate, grow and better serve customers. Across organisations in government, financial services, healthcare, education and other sectors, executives said their businesses are looking to new cloud, mobility and digital initiatives to help retain customers, improve innovation and better manage operational costs. Of course, each industry faces its own unique challenges and the seminar aims to highlight the challenges and opportunities in digitally transformed nation.

Greetings to all the visitors and Congratulations to all the participants and the stakeholders associated with the National Seminar 2017, and hope the deliberations on the topic will give insight to whether it is the effective leadership key to successful digital transformation or it is other way round.

A handwritten signature in black ink, appearing to read 'Rajiv Ratan'.

Dr. Rajiv Ratan

Director



Dr. AK Goyal

Dean

Dr. MPS College of Business Studies (Agra)

We are driven by the belief that every child deserves a high-quality education, and that educational opportunity is a basic human right. At the same time, we have tools available today that were unimaginable a generation ago, in the form of learning technologies and new insights into how the brain develops and functions, which together could change the very nature of teaching and learning. Education also has the full attention of the world.

We are witnessing an intersection of great challenge and great opportunity. No other institution has this opportunity, but with opportunity comes responsibility. We must accept this responsibility and seize this moment.

The coming years will be a time of "Digital Leaders". Around the world, leaders in different fields have already started to embrace the digital revolution and recognize the power of game-changing technology.

Having acknowledged that digital technology will play a decisive role in our future, leaders cannot afford to show fear or reluctance in implementing it. Instead, they must embrace technology with a clear view of its potential. We must set sail for new, ambitious lands. We choose to go to Mars because our technology enables us to at least attempt the exploration on other planets by the 2030s. And we choose to develop other fantastic things every day - self-driving cars, more powerful batteries, the Apple Watch, drones - to name only just a few. A balanced mix of universal characteristics and digital leadership traits has the potential to guide us through years of transformation with optimism and idealism. Technology continues to prove that it can be used for the benefit of mankind, but only if we set sail on the right course and with the right companions. Of course, we cannot ignore the threat of new technologies.

With the above mission Dr. M.P.S. Group of Institutions, is going to organize 6th two days National Seminar on "Leadership in Digital Age" on 17 & 18 February 2017. India is now changing and has started to work digitally. A successful leader is one who communicates effectively with all stakeholders.

This Seminar will provide strategies and tools for digital leaders to build their community through effective communication strategies to market the highly rigorous and relevant student learning. This highly engaging and interactive session will allow leaders to practice using digital tools to create a culture focused on rigor, relevance and engagement. The digital age offers greater opportunities to take advantage of the innovation and leadership capabilities of an organization'.

It is a great pleasure to convey my best wishes to all the participants.

A handwritten signature in black ink, appearing to read 'Dr. AK Goyal', written over a faint, illegible stamp.

Dr. AK Goyal

Dean

Key Note Address

Leadership in a Digital Age

Kamal Kishore Jain,
Prof in OB & HR and Dean (Academic)
Indian Institute of Management, Indore



There is one certainty for us as leaders: we will leave a legacy. What is uncertain is what our legacy will be and how we will be remembered. We do, however, have the choice and the opportunity to uncover our leadership purpose and create a living legacy.

Legacy is about engaging our unique talents, skills, aptitudes, and character to make a life-enriching difference. Kevin Cashman

Time and again it has been proved that the leadership can make or break a nation, an organization, or a society. It is rightly said that guided missiles come from misguided leadership. A misguided leadership like that of Adolf Hitler can cause a tremendous damage to human kind. A value oriented leadership like that of Mahatma Gandhi and Mother Teresa can touch the heart of every human being. Corporate world is full of examples as to how a right kind of leadership can take a company to the dizzy heights. The success stories of GE, Chrysler, Microsoft, Apple, Alibaba, and others have always been a subject of great interest for people to understand the role of leadership in such companies. The great fall of companies like Enron, on the other hand, has also been a subject of similar interest.

If we accept that success is a function of leadership and leadership skills are the key to success of a leader then the question that we need to address is what skills would be necessary for a leader to be successful in this highly volatile environment. We have already moved into knowledge economy. Does the knowledge economy require a different approach to leadership? What would be necessary to be successful in a digital environment? How can a leader ensure human touch in this age of virtual organizations and virtual teams?

Knowledge Economy is the age of disruption. It is no more about incremental change - it is about disruptive change. Fortunes are made and destroyed in nano seconds. In the 1950s, it took 20 years for one-third of the Fortune 500 to be replaced, something that now happens about every five years. This fast-changing era is propelled by technology-driven transformation, and the impact is felt by individuals, corporations, industries and society itself. Consider following examples:

The most popular social media creates no content (Facebook), the fastest growing banks have no actual money (SocietyOne), the world's largest taxi company owns no taxis (Uber), and the largest accommodation provider owns no real estate (Airbnb). IBM Watson software provides much better legal advice and at much lower price than any lawyer could do. Driverless cars are on their way and if they cause no accident what will happen to insurance business. Therefore managing the unknowable will be the biggest challenge for leaders.

John Halt in his famous article on How Children Fail observed that, "The true test of intelligence is not how much we know how to do, but how we behave when we don't know what to do."

The sheer volume, velocity and variety of information being generated in today's world makes it impossible for one person to have all the answers. Digital age leaders need to acknowledge the limits of their expertise and build a reliable network of knowledgeable experts to help them navigate through the choices. Speed will become a source of competitive advantage.

IN THIS DIGITAL AGE"LEADERSHIP"WILL DRIVE THE CORPORATE GROWTH AND NOT DIGITAL TECHNOLOGY

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LEADERSHIP NOT THE DIGITAL TECHNOLOGY DRIVES THE CORPORATE GROWTH IN THIS DIGITAL AGE

ABSTRACT

A leaderships a style of providing directing, implementing plans, and motivating people at right time, right place in the right direction with a vision towards the achievement of the goal and objectives of the organisation.

Leadership as the word itself shows that from the ancient times we understand that to do any task or grow any business it need the right path to complete that particular task. It's the human efforts and their right decisions with proper execution will accomplish that task.

In this study our focus area is based on how the leader's strategies with human efforts have played a vital role in the corporate growth, and technology only gives the pace to the corporate growth. It's the leader whose vision and the execution of their strategies will work. In our study we have taken different examples of corporate world we have tried to justify that, the companies only with the technology are not the leaders in the market but it's the leaders with higher understanding of market, higher IQ, EQ and TQ/DQ is factors for the corporate growth.

Keywords: Leader's Strategies, Vision, Market

Presented by: Ajay Raj Singh and Jitendra Dubey

INTRODUCTION

This paper is based on the conceptual study. Success of any organisation of any industry depends upon the leadership capabilities of that particular company and their leadership strategies is an open-ended question or a debatable topic. That how they will make and implement with what kind of personnel. As we all see the scenario of the corporate world that the growth oriented companies are able to sustain their growth based on their ability to understand the market and the environment, understanding to compete with competitors and their rivalries. With the recent change in the global economies and the technological advancement, drastic changes took place in the leadership style and the hierarchy. In this study it is been found that the strategies will lead the organisation

What drives corporate growth?

As we all know that the vision and mission of any organisation is the key factor. To accomplish this objective the leaders in the organisation will look after the available resources, business environment and their limitation like human resource, finance, technology and many other factors to achieve their targets and will able to compete in this environment.

Government Digitalization Initiatives-A vehicle for MSME transformation in Digital Age

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ABSTRACT

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country.

The Sector consisting of 36 million units, as of today, provides employment to over 80 million persons. The Sector through more than 6,000 products contributes about 8% to GDP besides 45% to the total manufacturing output and 40% to the exports from the country. The MSME sector has the potential to spread industrial growth across the country and can be a major partner in the process of inclusive growth.

MSMEs are diverse in terms of size, products & services offered, turnover and technology adoption. The spectrum is broad.

This paper discusses how MSME can achieve sustainable growth in this age of digital technology, where government governance leadership is shifting toward e-governance leadership.

The paper also focuses on identifying the various challenges & opportunities faced by government in implementing digitalisation in MSME sector.

Key words-MSME, Leadership, Digitalisation, GDP, Transform, Opportunity

INTRODUCTION

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country.

Realigning Corporate Leadership Outlook in the Advent of Evolving AI

Varun Modi*

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Abstract

An acceleration of artificial intelligence (AI) capabilities will allow and enable a rapid adoption of automation and impact to radicalize the corporate organizational structure and in-turn have far-reaching effects on the global economy. This overhauling effect on the corporate leadership structure would mandate the need of devising broad strategies and developing institutions that could cushion the blow of such changes and would lead to an increase of the benefits of AI and would enable mitigation of its costs. This paper examines the impact of AI-led automation on the said corporate structures and the economy itself, and describes measures that could help leaders better acclimate themselves in this dynamic digital environment.

Index Terms- Artificial Intelligence, Corporate Structure, Leadership Outlook, Economic Impact.

INTRODUCTION

Lately the progress in Artificial Intelligence (AI) has brought about a lot of attention to questions of how automation is impacting the social, economic and corporate structures. This bullish run of AI-fed enthusiasm started in, primarily motivated by the following factors: 1. Big data; 2. Improved machine learning approaches and algorithms; 3. Increased computing speed & power. This would lead to an increase of automation substituting jobs in various sectors. The experts have called this unprecedented rise of AI-driven automation as "one of the most important economic and social developments in history" (Balsvik, 2011). The World Economic Forum has characterized it as "the lynch pin of a Fourth Industrial Revolution".

Such transformations would open new opportunities for the individuals, society, and, the economy but they may also lead to a foreclosure of opportunities which are presently integrated in the leadership ladder. It is imperative to draw on economic theories and empirical studies of past technological transformations and apply these lessons to the current context. As Brynjolfsson (2014) notes "While there are many reasons to think that changes in the labor market prompted by AI-driven automation will be similar to what has been observed in the past, trends indicate that the current period could be different from previous technological revolutions."

Automation will continue to put an increased downward pressure on the towering corporate structural ladders and thus result in more flat hierarchical structures which in-turn, from an economic standpoint, would result in a downward pressure on remunerations and an upward pressure on intra-organizational remunerations.

In such a structural destabilizing environment, the outlook of corporate leaderships would have to be re-evaluated to take account of the various implications of the aforementioned factors.

RISING AUTOMATION DISRUPTING EXISTING ORGANIZATIONAL STRUCTURES

A steep rise in automation has led to a gradual decrease in the number of working hours per worker annually (Illustration 1). The continuation of this trend would lead to an altogether elimination of need of a majority of lowest rung workers in numerous domains and thus in-turn a reduced need of their supervisors, forcing the organizations to restructure their organizational hierarchies.

TECHNOLOGY - A PRE -EMINENT AND UNDISGUISED FACTOR FOR SUSTAINABLE GROWTH OF CORPORATE IN PRESENT DIGITAL AGE

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ABSTRACT

Information technology has been changing rapidly over the years than practically any other field. Digitalization has not limited itself only to internet and mobile communication technologies, rather IT as back-bone of digital technology has progressed at breakneck speed to become firmly entrenched in every aspect of the modern business operations models and plant & machines. The present published literature based conceptual study proposes that It is only with the widespread application of digital technologies that corporate around the globe has been able to network and synergize production facilities, plants and machines across different locations, supply chains within and across National boundaries. This development has served to bring about a boost to productivity comparable only to the advent of automation technology. This paper hypothesizes emergence of digital technology as the major factor governing the future of corporate sustainable growth.

It should be clearly known that it is the technology lead by digitalization that will play the crucial role in the driving the growth of the corporate and define the success of a leader.

KEY WORDS: manufacturing technology, digital technology, digital marketing, human resource technology

INTRODUCTION

Modern technology encapsulated in Digital science has been affecting every aspect of business operations are it marketing, research and development, product design, human resource management, training and development, and leadership in achieving corporate excellence. Enterprise resource planning (ERP) systems, (MIS, CIM , ICT) and the Internet, technology, and especially information technology from automation to use of robotics on the factory floor , is dramatically changing the way in which both manufacturing and service operations are being designed and managed.

In present and future, it is not about leadership styles and traits, but the adoption of technology that has and will bring a rapid enhancement in productivity, efficiency and competitiveness of its industrial sector. In present technologically transformed organizations factor like labour, capital cost advantages are being superseded by technology - related factors such as zero-defect product quality proposed by Mr. Philip Crosby in "Absolutes of Quality Management" and international certification of firms' quality assurance systems (e.g., ISO 9000) in determining international competitiveness. With the technological transformation specifically digital revolution around the globe, it is a crucial pre-requisite for companies to respond speedily and effectively to the dynamic and changing demand at both national and international market, as to sustain their competitiveness and Growth. Obviously for maintaining competitiveness the need to have the ability to respond speedily and effectively to the changing demands of the both national and international market hence driving and sustaining the growth of the corporate.

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