

INDUSTRY REVIEW PROJECT

Study on the Performance of Mphasis limited a computer software industry

Submitted in partial fulfilment of the requirements for the award of the

Degree of Bachelor of Business Administration (Business Analytics)

Of Christ (Deemed to be University).

By

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Under the guidance of

Dr Prajakta Y



School of Business and Management

CHRIST (Deemed to be University) Pune Lavasa Campus

2022-23



CHRIST

(DEEMED TO BE UNIVERSITY)

PUNE LAVASA CAMPUS
The Hub of Analytics

CERTIFICATE

This is to certify that the project report, titled “*Study on the Performance of Mphasis limited a computer software industry*”, submitted to Christ (Deemed to be University), in partial fulfilment of the requirements for the award of the Degree of Bachelor of Business Administration (Business Analytics), is a record of original research work done by Bushra Parveen (21111417) during the period 2022 – 2023 of their study in the School of Business and Management at Christ (Deemed to be University), Pune, Lavasa Campus, under my supervision and guidance and the project report has not formed the basis for the award of any Degree/ Diploma/ Associateship/ Fellowship or other similar titles of recognition to any candidate of any University.

Signature

Dr. Prajakta Y

Date: 22/08/22

Place: Pune, Lavasa

DECLARATION

I, Bushra Parveen (21111417), hereby declare that the project report, titled “*Study on the Performance of Software Industry*,” submitted to Christ (Deemed to be University), in partial fulfillment of the requirements for the award of the Degree of Bachelor of Business Administration is a record of original and independent research work done by me during 2022 – 2023 under the supervision and guidance of Dr. *Prajakta Y*, School of Business and Management at Christ (Deemed to be University), Pune, Lavasa, has not formed the basis for the award of any Degree/ Diploma/ Associate/ Fellowship or another similar title of recognition to any candidate of any University.

Signature

Dr. Prajakta Y

Date: 22/08/22

Place: Pune, Lavasa

ACKNOWLEDGEMENT

I want to express my profound gratitude to all those instrumental in preparing this project report. I wish to place my deep appreciation for my project supervisor, Dr. Prajakta Y, for her advice and help. We would like to thank our Vice-Chancellor, Dr. Fr. Abraham V.M, Director, Pune, Lavasa campus Dr. Fr. Jossy P George, Academic Coordinator Pune, Lavasa campus Dr. Fr. Justin P Verghese, Head, School of Business and Management, Pune, Lavasa campus, Dr. Parameswaran S, Program Coordinator – Bachelor of Business Administration – Business Analytics, Pune Lavasa Campus, Dr. S Parameswaran for their support. Lastly, I would like to thank my friends for their constant support and help.

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Date: 22/08/22

Place: Pune, Lavasa

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1. INDUSTRY PROFILE

1.1 HISTORY OF THE COMPUTER SOFTWARE INDUSTRY

The software industry is one of the largest and most influential sectors in the world now. Charles Babbage's Analytical Engine launched it in the 1830s, but it was really founded in the late 1950s, as the usage of computers for business applications grew quickly and there was a great need for programmers. The innovative computer software and services businesses of the 1950s and 1960s gradually experienced remarkable growth through the 1970s and 1980s and eventually rivalled the market power of the computer hardware companies. It had evolved by the 1990s into the source of technical know-how that revolutionised the way people worked, played, and communicated on a daily basis.

Before 2000: The expansion of companies that export software.

Over the course of over 20 years, the majority of software companies have concentrated on providing software services to clients all over the world. Exports were prioritised, and the bulk of companies identified as software exporters. The companies started by assisting their clients with Y2K issues, and they then expanded their solutions to assist companies in managing their portfolios of legacy applications and infrastructure. The early years of the global Internet and dot-com era saw the development of intercontinental Internet infrastructure. With the use of this infrastructure, Indian companies may offer major foreign enterprises remote software development services.

Circa 2000-2010: The rise of Indian software multinationals and R&D centers.

After realising India's potential for software services, foreign firms started increasing their direct presence there by constructing IT, business process management (BPM), and R&D centres. To present, 1,250 organisations from all over the world have opened centres in almost all of the key industrial sectors. Software/Internet, telecom, semiconductor, automotive, and industrial are the top industries represented, with R&D being a prominent focus. Businesses across a range of industries, including banking, retail, and healthcare, started using their India development centres for their digital engineering projects.

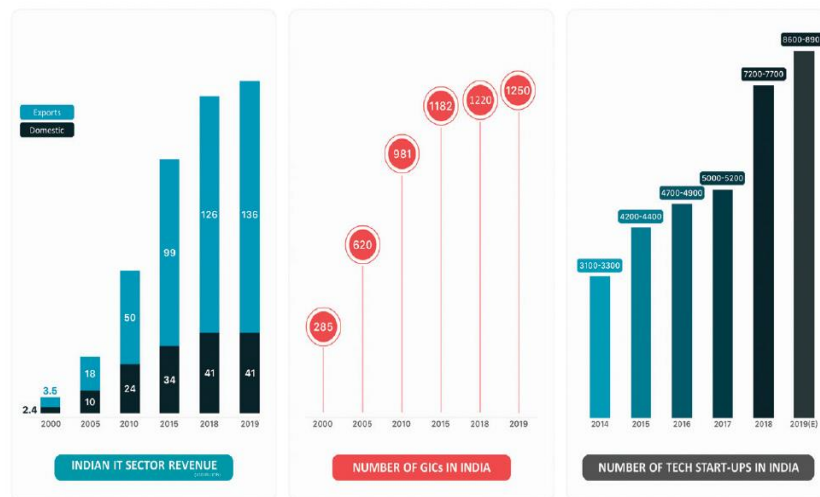


Figure 1 Graph of Indian IT sec rev, no. of GIC'S and start-ups

Growth of IT services, GICs, and tech start-ups in India.

From 2011 to the present: a thriving, innovative, and multifaceted industry.

The Indian software ecosystem has grown into a very vibrant and diverse sector of the economy that now designs and manages the most advanced IT systems for multinational corporations. Thanks to a combination of readily available talent, lower rates of brain drain to the United States, the presence of big technological businesses' R&D centres, and the involvement of international venture capitalists, the start-up ecosystem has grown more quickly. Roughly 1,200 of India's over 7,000 start-ups, which were established less than five years ago, are engaged in the technology industry.

In general, there are two categories of technological start-ups. The first is centred on the India market and is driven by consumers. At first, these were clones of American businesses, but they soon evolved into original ideas tailored to the Indian market.

1.2 MAJOR MARKET PLAYERS AND THEIR MARKET SHARES:

Tata Consultancy Services-

According to market value, TCS is the second-largest Indian corporation and one of the most valuable IT service brands globally. TCS, one of the top-ranked Indian corporations and an IT

services provider, was ranked 64th overall in the Forbes list of the "World's Most Innovative Companies" in 2015. It is listed as number 11 on the Fortune India 500 list as of 2018. Following Reliance Industries' achievement in 2007, TCS became the second Indian firm to ever cross \$100 billion in market capitalization in April 2018 when its market value on the Bombay Stock Exchange reached 6.793 trillion (equivalent to 7.7 trillion or US\$100 billion in 2020).

Net income ₹38,449 crores (US\$5.0 billion) (2022)

Total assets ₹141,514 crores (US\$19 billion) (2022)

Total equity ₹89,139 crores (US\$12 billion) (2022)

Number of employees 5,28,748 (Dec 2021)

Wipro-

An Indian multinational organisation called Wipro Limited offers business process, consultancy, and information technology services. It was earlier known as Western India Palm Refined Oils Limited. Since July 2020, Delaporte has led Wipro as CEO and managing director. Bangalore, Karnataka, India is where its headquarters are located. Cloud computing, cyber security, digital transformation, artificial intelligence, robotics, data analytics, and other technology consulting services are among the skills offered by Wipro to clients in 67 different countries.

Total assets ₹83,143 crores (US\$11 billion) (2021)

Total equity ₹54,000 crores (US\$7.1 billion) (2021)

Number of employees - 231,671 (2021)

HCL technologies-

HCL Technologies, also known as Hindustan Computers Limited, is a Noida-based global provider of information technology (IT) services and consultancy. It is an HCL Enterprise division. When HCL entered the software services industry in 1991, the division that had previously been responsible for research and development became an independent entity. The corporation employs about 187,000 people and has offices in 50 different countries.

Total assets ₹86,194 crores (US\$11 billion) (2021)

Total equity ₹59,370 crores (US\$7.8 billion) (2021)

Number of employees 208,877 (2022)

Tech Mahindra-

An international provider of consulting and IT services, Tech Mahindra is an Indian firm. The business is based in Pune and has its registered office in Mumbai. It is a member of the Mahindra Group. Over 145,000 people work for Tech Mahindra, a US\$5.2 billion enterprise with offices in 90 different nations. On the 2019 Fortune India 500 list, the company came in at position #47 overall and at position #5 among Indian IT enterprises.

Operating income ₹6,126 crores (US\$800 million) (2021)

Net income ₹4,353 crores (US\$570 million) (2021)

Total assets ₹39,678 crores (US\$5.2 billion) (2021)

1.3 INDUSTRY GROWTH AND THEIR MARKET SHARES:

The size of the worldwide software market was estimated at USD 51.08 billion in 2021, and from 2022 to 2028, it is anticipated to grow at a CAGR of 8.7%. The three main factors driving the growth of digitalization, business process automation, and enterprise data volume growth are those of the software market.

Software Market Report Scope	
Report Attribute	Details
Market size value in 2022	USD 55.0 billion
Revenue forecast in 2028	USD 91.6 billion
Growth Rate	CAGR of 8.7% from 2022 to 2028
Base year for estimation	2021
Historical data	2017 - 2020
Forecast period	2022 - 2028
Quantitative units	Revenue in USD million and CAGR from 2022 to 2028
Report coverage	Revenue forecast, company ranking, competitive landscape, growth factors, and trends
Segments covered	Type, deployment mode, region
Regional scope	North America; Europe; Asia Pacific; Central & South America; Middle East & Africa
Country scope	U.S.; Canada; U.K.; Germany; France.; China; India; Japan; Brazil; Argentina; Saudi Arabia; South Africa
Key companies profiled	IBM Corporation; McAfee Corporation; NortonLifeLock Inc.; Microsoft Corporation; Oracle Corporation; SAP SE; Adobe Inc.; VMware Inc.; Square Inc.; Intuit Inc.
Customization scope	Free report customization (equivalent up to 8 analysts' working days) with purchase. Addition or alteration to country, regional & segment scope.

Table 1. Software Market Report Scope of the Computer Sector

1.4 GOVERNMENT REGULATIONS AND POLICIES:

IT Laws and Regulations in Connection with IPR

The IT industry and the IPR laws are closely related. Every IT sector makes every attempt to defend itself in the fast-moving world of new software invention. Software, site design, and data operations are some of the essential elements of the information technology sector. Additionally, diligent engineers labour tirelessly to produce new software every second in an effort to use it to achieve breakthroughs.

Under the IPR regime, the work is protected under three laws:

1. Patent Law
2. Copyright Law
3. Trademark Law

PATENT LAW

An innovation can only be used with a patent. The only power to prevent others from using, commercializing, or importing the protected items or procedures belongs to the owner of the patent. Patents are necessary to safeguard such software. Patent protection is advantageous in all fields of technology. Furthermore, the patent will prevent unauthorised copying and theft of certain computer programmes. from unauthorised usage as well. Additionally, only software that is integrated with hardware is eligible for a patent in India. hence making the patenting of all software difficult. But it's crucial to understand the difference between a script and a computer programme. Software that encourages developments in the IT sector is also accessible.

LAW ON COPYRIGHT

According to Section 2(o) of the Copyright Act, a computer program is considered a literary work. Section 13 also recognizes copyright for literary works. Therefore, a computer program would also be necessary. Additionally, Article 10 of the TRIPs covers computer applications. The Indian Copyright Act also protects the source code and object code of computer programs. Following are some important employment laws that bind software companies.

1) Shops and establishment act

All Indian states have improved the Shops and Establishments Act. IT and ITES companies are considered "commercial establishments" in that State as defined by the Shops & Establishments Act.

2) The Employees' Provident Fund and Other Provisions Act of 1952

Employees' stability and financial security are guaranteed under the Employees Provident Fund Act. Moreover, in the event that the individual has retired or becomes momentarily unfit for service. Additionally, Employee Provident Funds are managed by the Employees Provident Fund Organization (EPFO) of India (EPF).

3) The Employees' State Insurance Act of 1948

In the event of an emergency, such as sickness, pregnancy, death, disability, or a condition related to one's place of employment, the ESI Act enables self-funding social security to protect a worker's dependents. Employer payments will also be the key driver of development since the ESI funds are a self-financing programme. Additionally, employees receive monthly pay at a certain percentage of remuneration.

- 4) The Employees' Compensation Act of 1923, which offers benefits to workers and staff for a range of accidents, including fatal ones, that happen while they are doing their jobs.

- 5) The Bonus Payment Act of 1965

The Act lays out a mechanism for calculating bonuses and their maximum payment. Additionally, bonus deductions, the minimum bonus, etc. A larger group of workers are now covered by the Act's protections after the wage threshold that determines an employee's eligibility was recently increased from Rs. 10,000 to Rs. 21,000 per month.

- 6) Section 6 of the Equal Remuneration Act of 1976

Employers are prohibited by the Act from making hiring distinctions between men and women. A notice dated March 1977 states that the government also offers "Data processing and tabulating services." The IT and ITES industries are now included in the Act's purview.

- 7) The Industrial Employment Act of 1946 (standing orders)

Employers of industrial establishments are subject to the obligations of the Act. It also requires that the rules and guidelines governing employment be clearly defined. to put them under them and to make them known to personnel In several states, like Karnataka, the IT and ITES businesses are exempt from the application of this Act.

In addition to the laws mentioned above, additional laws that apply to IT and ITES businesses include the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, the Minimum Wages Act, and the Payment of Gratuity Act.

1.5 PORTER'S FIVE FORCES ANALYSIS OF THE INDUSTRY:

- 1) BUYERS – How much of an impact do consumers have on the IT sector?

In 2021, it is projected that the IT sector would grow by 4.2 percent over the current year to \$5 trillion. Technology and digital transformation have aided this expansion.

The IT industry satisfies both consumer and business needs. According to study published in December 2020, 3.5 billion people, or 44.69 percent of the world's population, are

smartphone users. In 2019, there were more than 2 billion computers in operation worldwide, including servers, desktops, and laptops. We use PCs at work to do our tasks, despite the fact that we might prefer our cellphones at home. Buyers thus have significant negotiating power.

2) SUPPLIERS What kind of impact do suppliers have on the IT sector?

13,000 American companies provide Microsoft. Being included on the list is an amazing accomplishment. But bear in mind that every two years or so, Microsoft issues requests for proposals, or RFPs, for the market. This suggests that Microsoft would look for new vendors who can provide cutting-edge products or services based on its current requirements.

Being a supplier to Microsoft entitles you to a share of the \$14.5 billion annual budget that the software giant spends.

Microsoft is one of the leading international IT companies. Any software vendor can be proud of their work with Microsoft. However, not every vendor is qualified to collaborate with Microsoft as a partner. The biggest software firm in the world has high expectations for all of its partners. And the fight is far from finished once they are on the list. Every supplier must undergo an annual evaluation, during which they will receive a score between 1 and 5 based on how well they performed in the areas of value, delivery, innovation, organisational health, quality, and service supply-chain management.

3) Threat of alternative products: The computer software sector is a significant one. It provides a good that is essential to everyone in the world. Furthermore, it cannot be simply replaced by any comparable products available outside the industry. The threat of substitutes is therefore too little.

4) Industry competition

From 1.2% in 1998 to 7.7% in 2017, the IT industry's contribution to India's GDP has increased. According to NASSCOM, the industry generated total revenues of US\$160 billion in 2017, with US\$99 billion from exports and US\$48 billion from domestic sources—an increase of nearly 13%. Although the industry is seeing growth, competition has also grown. Considering the long tenure of organisations like TCS, Infosys, and Tech Mahindra in the industry. Companies like Happiest Minds, which are new and emerging, are undoubtedly challenging the market.

We see the following characteristics of a perfect competitor in the IT industry:

All businesses sell the same thing

Every company is a price taker.

Price changes are unaffected by market share.

5) The likelihood of new players entering the market

According to a report by the industry association Nasscom and the multinational consulting firm McKinsey, India's technology services sector has the potential to generate \$300–350 billion in annual revenue by 2025 if it can take advantage of the rapidly expanding business opportunities in the cloud, artificial intelligence (AI), cybersecurity, and other emerging technologies. Due to the sector's ideal competitive characteristics, new businesses can enter the market with lower entry and exit costs. A number of businesses that were founded ten years ago have earned 100cr+ revenue, demonstrating how new entrants can pose a challenge to the market while simultaneously advancing the IT sector.

According to Porter's Five Forces business framework, the IT industry landscape has the following features:

- High competition
- High bargaining power of buyers
- Low threat of new entrants
- Low bargaining power of suppliers
- Low threat of substitutes

2 COMPANY PROFILES

2.1 COMPANY: MPHASIS LIMITED.

About the company

An international provider of consultancy and information technology services, Mphasis Limited is situated in Bangalore. The business offers architecture consulting, application development and integration, and application management services in addition to outsourcing services for infrastructure technology and applications. It benefits the technology, communication, logistics, and financial services sectors. Mphasis was placed #189 overall and #7 among Indian IT businesses in 2019's Fortune India 500. Hewlett Packard Enterprise sold Blackstone Group LP the bulk of its ownership in Mphasis in April 2016 for about US\$1 billion.

2.1.1 HISTORY OF THE COMPANY:

- Mphasis was formed in June 2000 after the merger of the US-based IT consulting company Mphasis Corporation (founded in 1998 in Santa Monica by Jerry Rao and Jeroen Tas.) and the Indian IT services company BFL Software Limited (founded in 1992)
- For \$380 million in June 2006, Electronic Data Systems (EDS) acquired a 42% controlling stake in the business, allowing it to operate as a separate EDS division.
- As a Hewlett-Packard company:
Hewlett-Packard announced on May 13 that it has struck an agreement to buy Electronic Data Systems for \$13.9 billion. The transaction was finished on August 26, 2008.
- After HP retired the EDS Brand to become "HP Enterprise Services," Mphasis altered its brand identification in September 2009 by eliminating the EDS affiliation to become "Mphasis, an HP Company." Mphasis continued to be listed on Indian markets as "Mphasis Limited" and functioned as a separate HP company with its own board. Nearly 62 percent of Mphasis was owned by HP, which also provided about half of the company's income.
- Mphasis became the sixth Indian company to reach \$1 billion in revenue when it reported consolidated revenue of Rs. 50.37 billion (\$1,099.3 million) for the year ending October 31, 2010.
- Mphasis updated its brand name and logo to Mphasis Unleash the Next in February 2014 in an effort to gain business from sources other than its main client, parent company

Hewlett-Packard.

- Mphasis announced the execution of a legally binding agreement to transfer a sizable piece of its domestic company to Hinduja Global Solutions on June 30, 2015. (HGS). Mphasis said on July 10th, 2015, that as part of a contract inked to partially sell its domestic outsourcing company to Karvy, it will transfer 2,000 personnel to KDMSL.
- Under Blackstone Group:
Tech Mahindra, Apollo Global Management, and Blackstone Group all entered the bidding war to purchase Mphasis in 2016 after Hewlett-Packard announced plans to sell its controlling shares in the company. Prior to deciding to withdraw in order to prevent a bidding battle with other corporations, Tech Mahindra had emerged as the front-runner. It was revealed in April 2016 that Blackstone had paid between \$1825 million and \$2.32 billion for 84 percent of Hewlett-interest Packard's in Mphasis.
- Nitin Rakesh began working as the chief executive officer and director of Mphasis on January 29, 2017. On 7 Aug 2018 Mphasis Board announced a buyback offer for its shareholders at an approximate premium of 17.4 percent.
- Blackstone committed up to \$2.8 billion in April 2021 to buy a majority share in Mphasis. UC Investments, another long-term investor, the Abu Dhabi Investment Authority (ADIA), and Blackstone will all co-invest alongside this.

2.3.2 SERVICE PROFILE:

Mphasis offers information technology (IT) services, such as application services, infrastructure technology, and business process outsourcing. The company provides application development, maintenance, and support as part of its application services. The company serves the financial services and insurance, healthcare, manufacturing, government, transportation, communications, consumer, and retail industries, as well as the manufacturing and government sectors.

2.3.3 CLIENT PROFILE

Mphasis Limited has a KYC which is an integral part of any banking function. It is initiated either prior to establishing a new relationship while opening an account, or when there are

changes to signatories, mandate holders, or beneficial owners, or if there is negative news to a corporate client.

It helps establish the customer's identity, understand their financial activities, or assess the risks associated with a particular customer. For corporate clients, there is an increased need to comprehensively understand the nature of their legal entities and their associations.

2.3.4 ORGANIZATION STRUCTURE

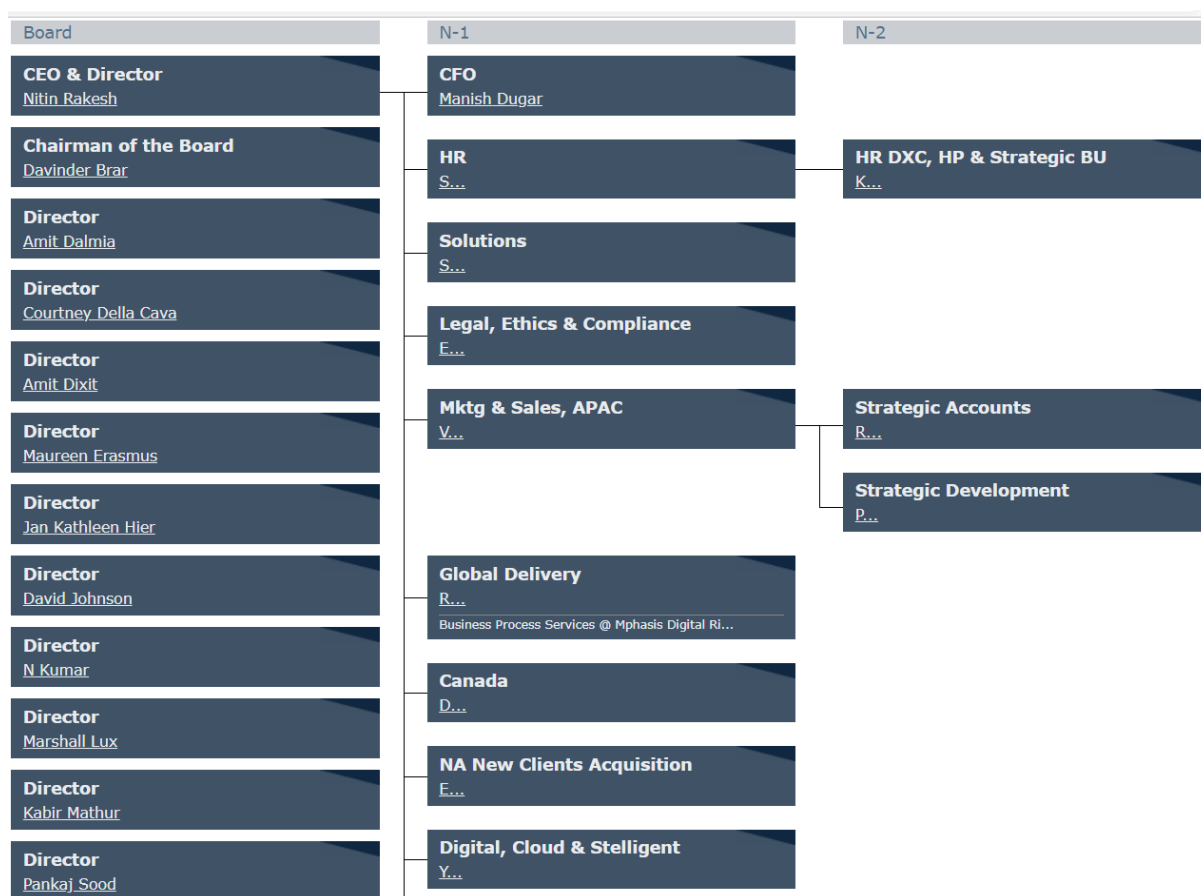


Figure 2 Organizational structure of Mphasis Limited

2.3.5 PRESENT MARKET SHARE

The present market share of Mphasis Limited is 2,375.75 rupees.

2.3.6 FINANCIAL INFORMATION:

Mphasis Limited is a listed public company incorporated on 10 August 1992. It is classified as a public limited company and is located in Bangalore, Karnataka. Its authorized share capital is INR 245.00 cr and the total paid-up capital is INR 188.08 cr.

FINANCIALS

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BALANCE SHEET OF MPHASIS (in Rs. Cr.)	MAR 22	MAR 21	MAR 20	MAR 19	MAR 18
	12 mths	12 mths	12 mths	12 mths	12 mths
EQUITIES AND LIABILITIES					
SHAREHOLDER'S FUNDS					
Equity Share Capital	187.83	187.05	186.54	186.23	193.27
TOTAL SHARE CAPITAL	187.83	187.05	186.54	186.23	193.27
Reserves and Surplus	4,259.83	4,123.00	3,490.66	3,077.40	3,714.16
TOTAL RESERVES AND SURPLUS	4,259.83	4,123.00	3,490.66	3,077.40	3,714.16
TOTAL SHAREHOLDERS FUNDS	4,447.65	4,310.05	3,677.20	3,263.62	3,907.42
NON-CURRENT LIABILITIES					
Long Term Borrowings	0.00	0.00	0.00	0.00	0.00
Deferred Tax Liabilities [Net]	0.00	0.00	0.00	0.00	0.00
Other Long Term Liabilities	523.80	510.31	616.87	90.97	55.74
NON-CURRENT LIABILITIES					
Long Term Borrowings	0.00	0.00	0.00	0.00	0.00
Deferred Tax Liabilities [Net]	0.00	0.00	0.00	0.00	0.00
Other Long Term Liabilities	523.80	510.31	616.87	90.97	55.74
Long Term Provisions	0.00	0.00	0.00	0.00	5.00
TOTAL NON-CURRENT LIABILITIES	523.80	510.31	616.87	90.97	60.74
CURRENT LIABILITIES					
Short Term Borrowings	352.00	188.11	234.56	238.31	129.96
Trade Payables	839.38	504.34	503.31	332.60	311.44
Other Current Liabilities	682.42	390.46	474.89	343.89	233.28
Short Term Provisions	73.28	40.84	5.53	8.32	23.10
TOTAL CURRENT LIABILITIES	1,947.08	1,123.75	1,218.30	923.12	697.78
TOTAL CAPITAL AND LIABILITIES	6,918.53	5,944.11	5,512.36	4,277.71	4,665.95

Table 2 Balance Sheet of Mphasis Limited

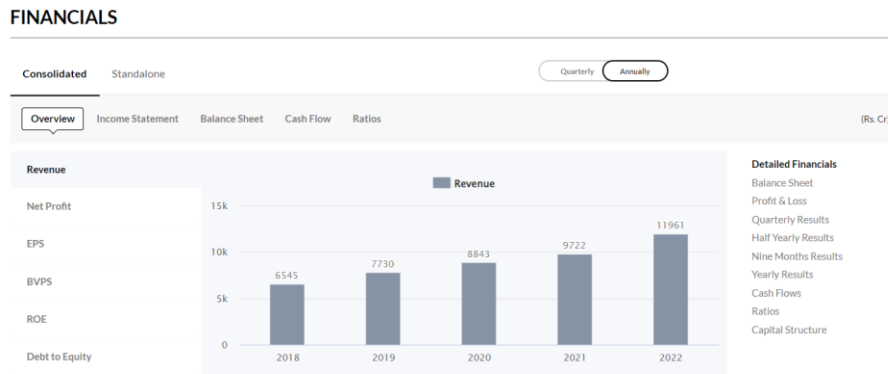


Figure 3 Detailed Financials of Mphasis Ltd



Figure 4 Present market share

2.3.7 SWOT ANALYSIS:

Mphasis's SWOT analysis examines the brand's opportunities, threats, opportunities, and weaknesses. The internal factors of the Mphasis SWOT Analysis are the strengths and weaknesses, while the exterior factors are the opportunities and threats.

SWOT Analysis is a tried-and-true management paradigm that allows a company like Mphasis to compare its operations and performance to those of its rivals. One of the top companies in the technology and information business is Mphasis.

Strengths:

The major elements of Mphasis' business are examined in its strengths, giving it a competitive edge in the market. The strength of a brand can be attributed to a variety of things, such as its financial standing, skilled personnel, the distinctiveness of its products, and intangible assets like brand value. The following are Mphasis's SWOT Analysis strengths:

1. Low-cost-benefit
2. A wide range of services for research and development
3. Its position as an HP firm gives it strong brand equity.
4. High-quality requirements
5. Currently has 38000 employees and is present in 14 countries.

Weakness:

A brand's shortcomings are specific areas of its business that can be improved to strengthen its position. Some flaws can be described as qualities that the business lacks or in which the competition excels. The Mphasis SWOT Analysis has the following weaknesses:

- Margin pressure increased as direct sales increased.

Opportunities:

Any brand has the potential to improve in certain areas in order to grow its customer base. Opportunities for a brand can include geographic expansion, product enhancements, improved communication, etc. The opportunities in the Mphasis SWOT analysis are as follows:

1. Company has a good opportunity since the sector is growing
2. Can diversify in the brand product category and consulting services
3. Huge potential in the domestic market

Threats:

Any firm may face risks in the form of elements that could harm its operations. Threats can come from a variety of sources, including increased rival activity, shifting governmental priorities, alternative goods or services, etc. The following are the dangers identified in Mphasis' SWOT analysis:

1. slowdown in US economy as major client base is from US

2. Attrition and Employee loyalty
3. Increasing cost of Human capital

2.3.8 PESTEL ANALYSIS:

Mphasis strategy makers can utilize the strategic management tool PESTEL Analysis to make wiser choices. Political, Social, Economic, Technological, Environmental, and Legal (PESTEL) aspects have an impact on the whole environment in which a company operates.

Mphasis operates in a dynamic environment where it is impacted by factors such as: governmental decisions, consumer spending patterns, regulatory framework, collective social trends, increasing environmental regulatory framework, rising consumer environmental activism, technological advancements, and a constantly changing legal system.

Political factors:

The degree and type of municipal and federal government intervention in the commercial and economic environment are frequently influenced by political factors. The nature and goals of government policies are greatly influenced by the governance structure.

Other parties with an interest in the issue, such as non-governmental organisations, pressure and protest groups, and activist movements, are quite important in India. In order to more effectively support both business aims and community goals, Mphasis should work closely with these organisations.

The significance of local governments in India - Unlike in the majority of other nations, local governments are vital to the country's policy-making and regulatory processes. Rather of creating policy for the entire country of India, Mphasis must closely monitor the states and territories where it is present.

Governance System - Although it may produce leaders who can steer policymaking away from the historical norm, the current governance system in India has long since served its purpose, and I don't believe much will change in the process. In order to forecast trends, Mphasis must keep a close eye on the government priorities for the entire industry.

The new government policies in India may encourage more investment in the technology sector. - Government resource allocation and time frame. It is realistic to expect that the time frame of these policies will be longer than the statutory term of the current Indian administration given the widespread acceptance of the suggested policies among the populace.

Armed Conflict: The disruption of the corporate environment brought on by military policies, terrorist threats, and other political instability does not pose an immediate threat to India. Mphasis has experience managing operations in challenging situations.

Political stability in the current markets. Because Mphasis operates in so many nations, it is required to create regulations tailored to the needs of each nation's Software & Programming business. Given the current surge in populism around the globe, I think India can observe similar patterns and may cause more market volatility.

Economic factors:

Economic considerations include things like the nation's economic stage, the state of the labor market, interest rates, inflation rates, tax rates, exchange rates, the nation's economic performance, and consumer disposable income.

Inflation rate - The easy market liquidity following 2018's big recession would cause inflation to rise in the Indian economy.

The effectiveness of the Indian financial markets allows Mphasis to develop internationally by gaining access to thriving financial markets and simple liquidity in the Indian equities market.

A downward pressure on consumer spending - Although disposable income for consumers has remained consistent, the rising disparity in society will have a detrimental effect on consumer sentiment and, as a result, on consumer purchasing habits.

Economic Performance of India: Given government spending, stable demand due to disposable income, and rising investment in new industries, I think India's economy will continue to develop well over the next 5 to 10 years.

Government intervention in the software and programming sector of the technology sector, in particular, has the potential to affect the fortunes of Mphasis in India.

Core infrastructure is present in India. To facilitate and enhance the business environment, the Indian government has boosted investment in core infrastructure development over time. Mphasis has access to the current infrastructure and can help the Indian IT sector flourish.

Social factors:

Every group and culture conducts business in a unique way. These social elements can aid businesses like the company name in better understanding not only how to do business but also the preferences of customers in the country name's technology sector. Demographics, gender roles, culture, acceptance of the entrepreneurial spirit, attitudes toward particular goods and services, traditions, societal roles and norms, perspectives on health and safety, and leisure interests are just a few examples of social elements.

Attitude toward health and safety - As liberalisation progresses, there is a deterioration in attitude toward health and safety. In India, the risk of failure is too great, thus Mphasis needs to avoid these mindsets.

Migration: Migration is often viewed negatively in India. This may affect Mphasis' capacity to hire managers and leaders from abroad to run activities locally.

Power structure - India is experiencing an upward trend in economic disparity. The power structure that has persisted in society for the last six to seven decades has changed as a result of this.

Easy access to necessary services Over the past ten years, over half of India's population has gained access to basic services. Increased investment in public services is to blame for this.

Demographics - Mphasis has demographics on its favour when it comes to the technology products. India is a developing, young nation. This trend offers Mphasis a chance to appeal to a range of demographics.

Gender roles - In India, gender roles are changing. To accommodate and support these changing gender roles in Indian society, Mphasis can test a variety of notions.

Technological factors:

Different industries are being rapidly disrupted by technology, and technology is no exception. Technology is influencing Mphasis & Software & Programming in India in a variety of ways. The population's access to technology, innovation in customer services, the availability of mobile phones that empower people, the rapidity of technology-driven change, the availability of more information, and other aspects are some of the technological factors.

The potential of 5G - Mphasis must closely monitor the growth and improvement of user experience with rising speed and access. This has the potential to dramatically change how customers utilize software and programming.

Technology is still not mature in the software and programming sector, and the majority of players are searching for new developments that will help them gain a larger market share in India.

The most recent technological advancements made by Mphasis's rivals and adopted by them - This might give us a fair idea of what our rivals are considering and where the future of the software and programming business model lies.

Reducing production costs - The technology sector is quickly reducing manufacturing and maintenance costs. In order to better balance meeting client expectations and cost structures, Mphasis must revamp its supply chain.

Customer expectations in the technology sector have changed as a result of the advancements and widespread use of mobile technologies. In order to be competitive, Mphasis must not only satisfy and manage these expectations but also innovate.

Technology transfer and licencing challenges for Mphasis - Companies frequently hesitate to transfer or licence inventions for fear of turning collaborators into rivals in the technology sector, which lacks a strong culture of technology transfer.

Environmental factors:

Sustainability and environmental concerns have grown in importance for businesses over the past ten years. Organizations are being urged to follow environmental standards by the government and pressure groups. Climate change, the growing emphasis on sustainability, safe waste disposal, reducing carbon footprints, insurance policies, safe water treatment, legislation

regulating pollution, safe disposal of hazardous materials, etc. are some of the environmental factors.

Customer activism - A rise in customer consciousness has also made environmental considerations a key component of Mphasis' approach. Customers anticipate that Mphasis will uphold all legal requirements and go above and beyond them in order to play a responsible role in the community.

The Mphasis's operational costs are also rising as a result of ongoing environmental agency inspections.

Realistic goals have been set by the Paris Climate Agreement for India's national government to follow. As a result, environmental regulations for Mphasis in India may be subject to more scrutiny.

phasis also finds renewable technology to be an intriguing field. It can take advantage of the current market trends. India is offering incentives to invest in the renewable energy industry.

Environmental standards are also changing how product innovation is prioritised. Many times, environmental regulations and expectations are taken into consideration while designing products rather than traditional value propositions.

Waste management has become increasingly important for players like Mphasis, especially for facilities near large centres. For trash management in metropolitan areas, the Indian government has established severe regulations.

Legal factors:

In any economy, the legal sector is crucial to the growth of the software and programming industry. Before entering the global market, Mphasis management must take the following legal considerations into account: the length of the legal process, data protection laws, the protection of intellectual property rights, the judicial system, copyright laws, discrimination laws, a bias in favour of domestic players, etc.

Business Laws - The procedure that India's business laws follow. Are these standards in line with those of global organizations like the World Trade Organization, the European Union, etc.

Environmental laws and guidelines: What Mphasis must do to comply with environmental laws and regulations in India.

Even if some nations adhere to international standards, the length of time it takes for commercial cases to be resolved in court can be years. Before entering a global market, Mphasis must give serious consideration to the typical length of time for individual cases.

In India, intellectual property rights, including patents, copyrights, and other IPR rights, are legally protected. Whether Mphasis will be affected if there is insufficient protection.

Data protection regulations have been a crucial component of both privacy issues and intellectual property rights during the past ten years. Mphasis must take into account if India has a reliable system in place to guard against data breaches.

2.3.9 MC KINSEY 7S FRAMEWORK:

Mckinsey 7S framework is used to analyze Mphasis – competitive strategy, organization structure, human resources framework, culture, mission vision, value statements, and technology and management information system.

Strategy

Mphasis must strike a compromise between preserving its primary competitive edge and short-term cost savings. Customers believe that Mphasis products and services offer "worth for money" and a little bit more. Mphasis should refrain from making cost-cutting decisions that could lead to the supply of subpar goods and services in its eagerness to increase market share through price competition.

Structure

The epidemic has called into question the company's current organisational setup and supply chain management. Diversifying suppliers regionally will help Mphasis become a more resilient organization and position itself for disruptions of comparable size in the future. This will help ensure that interruptions due to climatic, geopolitical, and other factors won't threaten the company's long-term survival.

Reduce your reliance on China - As the US and China's trade spat heats up, you should lessen your reliance on supply chains that originate in China. This will assist the organisation in reducing risks, avoiding legal issues, etc.

Mphasis must adjust its organizational structure in order to accomplish the two aforementioned objectives. Smaller teams, simple reporting to the headquarters, and the ability for teams to make decisions based on current events are all necessary.

Systems

Improve internal procedures, such as risk management, customer relationship management (CRM), web app optimization, and data visualization across the firm. Systems Mphasis has to concentrate on these areas.

For "work from home" personnel, Mphasis wants to set up a reliable system so that there may be more interaction between the staff members both online and in real life. It will strengthen data security and cyber security in addition to productivity.

Staff

Some of the steps Mphasis can take to improve human resources are –

Recruitment and remote onboarding - A lot of people are working from remote areas as a result of the epidemic. Mphasis should develop a system for remote onboarding that includes a library of quick videos, small group interaction, and technical demonstrations to make the workplace more inclusive for new hires.

People can approach those at different levels of the system in open talks. Building an open and transparent culture will benefit from it as well as allow senior management to communicate directly with those below them

Skills

Mphasis can build a structured training and development program for people working from remote locations.

Emphasis can hire fresh talent as more and more people are leaving their existing jobs because they are not challenging them enough.

Style / Leadership Style & Culture

In a remote setting vs, a physical place, fundamentally different leadership philosophies are needed. In a real-world setting, a manager can drop by a conversation, offer input, and review the work. Employees must work in much more of an isolated atmosphere in remote areas. Leaders should promote a collaborative and inclusive style of leadership to enhance workflow. Smaller teams should be formed by leaders as components of bigger teams.

Shared values:

On the foundation of its core principles, vision, and mission, the company has created a successful business model. In terms of common values, not much has to change. It may concentrate more on sustainability, for example. Investors place a lot of emphasis on environmental, societal, and governance issues; therefore applying the Triple Bottom Line idea in its ESG and financial reporting can increase transparency.

3.COMPARATIVE ANALYTICS

Table 3 Comparative Analysis between the three companies

Parameter	Company 1	Company 2	Company 3
Name of the enterprise	Mphasis Limited	Firstsource solutions	Accelya solutions India Limited
Year of Establishment	1998	2001	1976
Company Headquarters	Bengaluru	Mumbai, Maharashtra	Pune, Maharashtra
No. of. Present Employees	29,473	27000+	1201
Mergers and Acquisitions, Joint Ventures & Strategic Alliances/Tie Ups.	<p>Mphasis has acquired 4 companies of its own, including 2 in the last 5 years. A total of 1 acquisition came from private equity firms. It has also divested 1 asset.</p> <p>Mphasis' largest acquisition to date was in 2012 when it acquired Digital Risk for \$202M. Mphasis has been acquired in 3 different US states, and 2 countries. The Company's most targeted sectors include business services (25%) and financial services (25%).</p>	<p>Firstsource Solutions has acquired 5 companies, including 2 in the last 5 years. A total of 2 acquisitions came from private equity firms.</p> <p>Firstsource Solutions' largest acquisition to date was in 2007, when it acquired MedAssist for \$330M.</p>	<p>Mergers: ZOSS & ZORT</p> <p>Latest Acquisitions: Vista Equity Partners</p>
A brief profile of the CEO	Nitin Rakesh, an Indian-American businessman, author, and philanthropist, is currently the Chief Executive	Vipul Khanna is the MD and Chief Executive Officer of Firstsource Solutions	Gurudas Shenoy, aged 53 years, has been part of the Accelya Group for the last 17 years. Shenoy

	Officer and Director of Mphasis. Prior to that, Rakesh was Syntel's CEO and President,[1] as well as CEO and Managing Director of Motilal Oswal Asset Management Company Ltd., and as Chief Executive of State Street Syntel Services, a joint venture between Syntel and State Street Bank	and is responsible for defining the strategic direction to accelerate growth for the organization and creating long-term value for the shareholders	holds a Master of Financial Management degree from Mumbai University.
Total Share Capital	187.8 crore	697 crores	14.93 Crores
Market Share in each product line [during last three years]	March 2022- 1878.18 March 2021- 1870.42 March 2020 -1865.36	Not mentioned	14.93%
Present Shareholding pattern	NoOfShares- 100% Promoters -55.72% ForeignInstitutions -20.48% Others- 0.82%	- 53.66% Promoters, 21.5% public, remaining divided by FIIs and DIIs	Promoters: 74.66% FII: 0.55% DII: 1.18% Public: 23.61%
Total Sales Turn Over including Export value.	7389.55 cores	50,46,792 million rupees	June 2021: 251.01
Major Competitors in primary business/es.	Zensar Technologies, Hexaware Technologies, Cognizant, UST Global	- Hinduja global, Vakrangee, ALLSEC Tech	<ul style="list-style-type: none"> • Tata Elxsi • Brightcom Group • Tanla Platforms

The annual Growth rate lasts five years.	<ul style="list-style-type: none"> • 2021: 22.5% • 2020: 18.56% • 2019: 16.2% • 2018: 14.75% • 2017: 10.86% 	<ul style="list-style-type: none"> • 2021: 14.6% • 2020: 7.1% • 2019: 8.2% • 2018: 16.95% • 2017: 11.2% 	<ul style="list-style-type: none"> • 2021: 37.02% • 2020: 5.52% • 2019: 13.20% • 2018: 15.03% • 2017: 9.25%
No. Subsidiaries (Plants/Branches)	<p>The Company has subsidiaries in</p> <ul style="list-style-type: none"> • Australia, • Belgium, • Canada, • France, • Germany, • India, • Ireland, • Mauritius, • Netherlands, • People's Republic of China, • Philippines, • Poland, • Singapore • the United Kingdom, and the United States of America. 	<p>43 locations spreadout in the world.</p> <p>18 in US</p> <p>14 in India</p> <p>8 in UK</p> <p>2 In Phillipines</p> <p>1 in Peurto Rico</p>	<ul style="list-style-type: none"> • Farelogix inc. • Anari Ltd • Zero Octa Ltd
Diversification and other businesses	<p>Other businesses include SYRMA SGS Technology Ltd, Sanmina-sci India private Ltd, Salcomp manufacturing India Private Ltd.</p>	<p>It is a subsidiary company of RP Sanjeev Goenka group. Other businesses include Saregama music company, Spencers</p>	N/A

		clothing brand, TOO YUM foods etc	
Nature of Business & main business& other businesses	There are 194 companies in the MPHASIS LIMITED corporate family. Industry: Computer Systems Design and Related Services, Software Publishers, Data Processing, Hosting, and Related Services, Computer software development and applications, Computer software development	Computer software. Mainly Platform based- Automation and analytics	The company specializes in solution for services industries particularly Banking Airlines and Healthcare industries
Product profile (Range of Products)	Products & Services: cloud, cognitive, and digital services; financial crime, financial risk, and governance solutions; application management, customer relationship management, enterprise resource planning, data engineering Category: Service provider	3 main services- platform based service, digital contact centres, Backoffice development	<ul style="list-style-type: none"> • Passenger • Cargo • Airline Industry
No. of Patents/ Trade Marks/ Copy Rights	Trademark applications and grants for Mphasis Limited. Mphasis Limited has 27 trademark applications.	77 Trademarks	Trade Marks: 59
Market capitalisation	As of August 2022, Mphasis has a market cap of \$5.67 Billion. This makes Mphasis the	- 7.13 thousand crores	20.2 crores

	world's 2149th most valuable company by market cap according to our data. The market capitalization, commonly called market cap, is the total market value of a publicly traded company's outstanding shares and is commonly used to measure how much a company is worth.		
Number of awards & Recognitions	Mphasis wins the '2017 Asia Edition Dream Companies Mphasis' Eldorado wins the Bronze STEVIE Award for 'Company of The Year'; in 2017 Rajesh Makhija wins Gold STEVIE Award for Executive the of the Year in 2017 Amer Mphasis CEO was named as CEO of the year at CEO Connection's 2016 Mid-Market Award.	14 awards combined in 2021-22	Accelya launches Analytics & Consulting Services for Global Airlines Accelya has been voted as the 'Readers' Choice' company for 2015 at the Air Transport News (ATN) Awards -LATAM Airlines Group selects REVERA® PRA to standardise revenue accounting process across the group
Latest Launch of Products	Mphasis NextSTEP Platform provides numerous integrated IPs for various services offered.	Firstsource Healthcare cloud launched in September 2021	Analytics & Consulting services of global Airline
CSR [Corporate Social Responsibility]	Mphasis F1 Foundation is an independent charitable trust with a charter to support	n/a	For ASIL, Corporate Social Responsibility firstly means responsible

Initiatives/Philanthropy	<p>innovative programs that work towards the inclusive development of society.</p> <p>As front-runners in technology-led solutions, Mphasis' corporate social responsibility (CSR) works for socially excluded and economically disadvantaged groups through disruptive and tech-based solutions in the areas of education, livelihood and inclusion.</p> <p>Mphasis CSR programs expand across its geographies of operation as well as disaster-affected regions in India.</p>		<p>business practices through the involvement of all stakeholders in the decision-making process and in operations. It entails having business policies that are ethical, equitable, environmentally conscious, gender sensitive and sensitive towards the differently abled.</p>
<p>Total Size of Balance Sheets of 3 years</p> <p>[Total Assets & Total Liabilities]</p>	<p>Assets 2022: 6,918.53</p> <p>Liabilities 2022: 1,947.08</p> <p>Assets 2021: 5,944.11</p> <p>Liabilities 2021: 1,123.75</p> <p>Assets 2020: 5,512.36</p> <p>Liabilities 2020: 1,218.30 (in crores)</p>	<p>2020- 4587 crores,</p> <p>2021- 4829 crores,</p> <p>2022- 5708 crores</p>	<p>2021:343 (Assets), 343 (Liabilities)</p> <p>2020: 369 (Assets), 369 (Liabilities)</p> <p>2019: 273 (Assets), 273 (Liabilities)</p>
Corporate Governance Issues at the company	5 Common Issues That Arise in Corporate Governance.	None recently	N/A

	<p>1) Conflicts of interest. Avoiding conflicts of interest is vital. A conflict of interest within the framework of corporate governance occurs when.</p> <p>2) Oversight issues.</p> <p>3) Accountability issues</p> <p>4) Transparency.</p> <p>5) Ethics violations.</p>		
Global Ranking/Country Ranking [Such as Fortune List/Forbes List]	Mphasis ranked No. 165 amongst the FORTUNE 500 companies in India and No. 7 in the INFOTECH segment	53rd in FinTech's global ranking	Placed in the prestigious Forbes Asia 200 list of companies
Litigations	Mphasis to pay \$171,300 to settle the discrimination lawsuit	none	None

4.CONCLUSION:

India's market for computer software is expanding rapidly. A few years ago, India was the hub of the west's outsourcing industry because it provided specific BPO services to global corporations. Since then, the nation has undergone an astounding transformation, becoming the world's centre for software development. Companies like Tata and Mahindra paved the road for India to become a global leader in the computer software industry, and now they are joined by new and emerging businesses offering a range of services to its customers. In 2020, the IT sector contributed 8% of India's GDP. Revenue for the IT and BPM sector is predicted to reach US\$194 billion in FY 2021, up 2.3% YoY. In FY 2021, it is projected that the IT sector will generate US\$45 billion in domestic revenue and US\$150 billion in export income. The Indian stock market values are consistent with the growth of the software sector. It's a sector where there are no restrictions on the admission of new rivals, giving the nation's youth better prospects.

Mphasis uses cutting-edge technology to assist companies in transforming their industries globally. The Front2Back™ Transformation strategy used by Mphasis reflects the company's commitment to customer centricity. To give clients and their end customers a digital experience that is highly individualised, Front2Back™ harnesses the exponential potential of the cloud and cognitive computing. By applying digital technologies across legacy infrastructures within a company, Mphasis' Service Transformation strategy helps "reduce the core" and enables firms to stay ahead in a changing world. Building successful partnerships with high-profile clients requires Mphasis' fundamental reference architectures and tools, speed, and innovation with domain understanding and specialisation.

When it comes to Mphasis Limited, a sharp turning point is evident in the business, as seen by the stock price, which has increased significantly (up 93.5%) from Rs 500 on November 11, 2016 to Rs 968 as of November 12, 2018. The stock increased 30% over this time, outperforming the majority of its IT industry peers as well as the S&P BSE Sensex. Prior to this, Mphasis had declined 14% from Rs 581 per share in November 2010 to Rs 500 in November 2016, remaining stable for six years. During this time, IT stock gains have reached around 5,000%.

Business process management firm Firstsource Solutions Limited is based in Mumbai, India. The RP-Sanjiv Goenka Group is the owner. Business process management is offered by Firstsource in the telecom and media, healthcare, banking and financial services, and customer service industries. Financial services, telecommunications, and healthcare organizations are

among its customers. Operations for Firstsource are in the Philippines, the US, the UK, and India.

Businesses attempting a digital pivot must be guided by software services firms' course-setting. This sector, in my opinion, possesses both the technical know-how and the motivation to provide the software services that will help define the digital future of the planet. To be able to support client organisations on their digital journeys, it must also cultivate vision and expertise. This entails utilising their current IT knowledge while also developing new skills.

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ANNEXURES:**Daily Report:**

Date	Hours Spent	Detailed Description of Activity
04 – 07 – 2022	2 hours	Going through industry review project handbook, to learn deeply about the project its objectives, learning outcomes and the process of completing the tasks given.
05 – 07 – 2022	2.5 hour	Team Meeting. The objective of the meeting was to discuss about the initial stages of the industry review project. Roles were assigned to the team members.
06 – 07 – 2022	1.5 hour	Team Meeting. The progress of the project was reviewed. Confusions were addressed and cleared.
07 – 07 – 2022	1 hour	Follow up of the work assigned to the teammates. (As my task required the completion of my teammates' task)
08 – 07 – 2022	3 hours	Research on the government policies and regulations computer software industry. Also, compilation of information for the making the porter's five forces model was completed.
09 – 07 – 2022	4 hours	Completion of Industry analysis, by finishing the porter's five forces analysis. Also worked on interim project report. Final check on all documents that needed to be submitted.
11-07-2022	1	Team meeting to discuss the flow of analysis
12-07-2022	1	Researched and collected company information regarding the history, achievements, etc.

13-07-2022	3	Financial analysis of the company, getting information about balance sheets, P&L Statements, etc.
14-07-2022	2.5	SWOT Analysis of the company
15-07-2022	1	Creating a draft of the SWOT analysis
16-072022	0.5	Research about PESTLE Analysis and its importance
17-07-2022	3	PESTLE analysis for the company and the industry.
18-07-2022	2	Discussion of SWOT analysis and PESTLE analysis with team members. We helped each other with whatever information remained incomplete.
19-07-2022	1	Researched and collected information on Mckinsey's 7S framework
20-07-2022	4.5	Mckinsey's 7S framework- company analysis
21-07-2022	1.5	Discussion and completion of company profile
22-072022	1	Completed the final draft of the report.
30-07-2022	2	Team Meeting. The objective of the meeting was to discuss the initial stages of the industry review project. Roles were assigned to the team members.
31-07-2022	3	Put all the reports together to form the draft report and discussed what was left to do.

01-08-2022	3	Team Meeting. The progress of the project was reviewed. Confusions were addressed and cleared.
02-08-2022	2.5	Follow up on the work assigned to the teammates. (As my task required the completion of my teammates' task)
03-08-2022	1	Final research and comparison analysis.
04-08-2022	0.5	Filled the Interim report
<p>Supervisor's Comments:</p>		
<div> <div>Students' Signature</div> <div>Supervisor's Signature</div> </div>		

Project Progress Report

Report from: 04 – 07 – 2022 to 09 – 07 – 2022

Details of the work done to date

The industry analysis of the computer software industry has been completed. The history of the industry, government policies and regulations toward the industry, the firms of the industry and their market shares as well as the porter's five forces analysis on the industry were all part of the industry analysis. The preparation of the industry analysis took six days to complete. The first day was spent in going through the handbook individually, it was necessary in order to learn deeply about the project its objectives, learning outcomes and the process of completing the tasks given. The next day was a group meeting. This meeting was the first meeting that was organized, in this meeting roles and tasks were assigned to each member.

Challenges faced

The hardest challenge faced by our team was communication and time management. It was difficult to fix a time for team meetings, without disrupting each other's schedules. Managing time efficiently so as to complete the tasks given was deemed necessary. However, the team is beginning to adapt and is starting to be more efficient.

Any other issues or concern

Supervisor's Comments:

Student's Signature

Supervisor's Signature

Report from: 11-07-2022 to 22-07-2022

Details of the work done to date:

1) In Industry analysis, the team worked effectively and efficiently and divided the work. (2) in the company analysis, history, service, market share, organization structure, and then other analysis was made using SWOT, PESTEL, and Mc Kinsey 7s framework. (3) daily log and interim report filled.

Challenges faced:

Finding information about the company did not take much time but SWOT, PESTLE, and Mckinsey's 7S research did. We had to do a lot of team meetings to help each other out with the same as information was not available easily on the internet. Through a team effort, we were able to complete everything.

Any other issues or concern:

None

Supervisor's Comments:

Student's Signature
Signature

Supervisor's

Report from: 23-07-2022 to 30-07-2022

Details of the work done to date:

In comparative analysis, the team worked effectively and efficiently and divided the work. The comparative analysis, consisted of 25 parameters for each company. Each member did research on their respective companies and then we merged everything together in the form of a table for a better analysis. Then, I concluded the project by analysing the whole project

and writing the conclusion, which was derived by analysing the whole project especially the comparative analysis.

Challenges faced:

Any other issues or concern:
None

Supervisor's Comments:

Student's Signature

Supervisor's Signature

