

**CHRIST**(DEEMED TO BE UNIVERSITY)
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Notice for the PhD Viva Voce Examination

Ms Maureen Primrose Lal, Registration Number: 2290055, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University), will defend her PhD thesis at the public viva-voce examination on Monday, 06 April 2026, at 10.30 am in the Discussion Room, Second floor, A Block, CHRIST (Deemed to be University), Delhi NCR Off-Campus, Ghaziabad - 201003, Uttar Pradesh, India.

Title of the Thesis	:	Exploring the Relationship of Artificial Intelligence Based Course Adoption on Competencies and Industry Leadership of Business Students
Discipline	:	Management
External Examiner - I	:	Dr Mani Jindal Associate Professor School of Management IILM University Knowledge Park II Greater Noida - 201306 Uttar Pradesh
External Examiner - II	:	Dr Venkataiah Chittipaka Associate Professor School of Management Studies University of Hyderabad Hyderabad - 600046 Telangana
Supervisor	:	Dr Ramji Assistant Professor School of Business and Management CHRIST (Deemed to be University) Delhi NCR Off-Campus Ghaziabad - 201003 Uttar Pradesh

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva-voce examination.

Place: Bengaluru
Date: 23 March 2026

Registrar (Academics)

ABSTRACT

In the past decade, the business education landscape has undergone a substantial transformation, with increasing emphasis on developing competencies that prepare students for industry leadership roles. However, educational institutions face challenges in identifying the key factors that effectively cultivate research and management capabilities among business students, highlighting the urgent need for evidence-based understanding to competency development. Understanding how student characteristics influence competency acquisition and subsequent career upgradation has become critical for educational institutions aiming to produce industry-ready graduates. This exploratory and descriptive study explores the role of student perceptions, attitudes, behaviors, and engagement in developing research and management competencies that ultimately shape industry leadership potential among business students in India.

The study employed a descriptive and exploratory study design targeting final-year MBA and BBA students from accredited business schools across India. A structured questionnaire was administered to collect data on student characteristics, competency development, and leadership potential. The analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine both direct and indirect relationships within the proposed conceptual framework. The measurement model demonstrated excellent reliability and validity, confirming accurate measurement of all constructs.

The findings of the study accentuate that student engagement emerged as the most significant factor influencing both research and management competency development, followed by perceptions, attitudes, and behaviors. All four student characteristics demonstrated strong positive effects on attaining competency. Secondly, the study reveals that management competencies significantly influence industry leadership potential, while research competencies showed marginal direct effects but operated through indirect pathways. Finally, the results suggested that engagement, attitude, and behavior directly enhance industry leadership potential, while perception operates primarily through competency development mechanisms.

In conclusion, the study contributes to educational psychology and career development theories by highlighting student engagement and competency development as essential factors for preparing graduates to thrive in competitive professional environments. This study contributes to the literature by empirically validating the comprehensive relationships between student characteristics, competency development, and industry leadership potential in the Indian business education context, providing robust empirical evidence of these effects. Based on the results, the study outlines managerial, theoretical, societal, and practical implications for educational administrators and curriculum designers in business schools, emphasizing the importance of engagement-enhancing initiatives, experiential learning approaches, and balanced development of analytical research skills and management capabilities to improve graduate employability and career success in India.

Keywords: Artificial Intelligence, AI, AIED, AI in Higher Education, Business Education, Management Education, Competencies and Leadership Skills.

Publications:

1. Lal, M. P., Nagariya, R., & Dawar, G. (2025). Unlocking the Path to Sustainable Development Through Higher Education: A Systematic Review. *Higher Education and Quality Assurance Practices*, 101-122.
2. Lal, M. P., Nagariya, R., & Siddh, M. M. (2025). Artificial intelligence in higher education: the challenges, opportunities and the road ahead. *International Journal of Intelligent Enterprise*, 12(3-4), 377-394.