



STRATEGIC PLAN

2019-24

LEADERSHIP IN INTERNATIONAL BUSINESS MANAGEMENT





Foreword

The Indian Institute of Foreign Trade was established in 1963 and in the year 2002 the Institute was awarded the status of a 'Deemed to be a University' to award Master's and PhD degrees. Subsequently in 2006, the Institute added a second campus in Kolkata, which helped the Institute to expand its reach and activities. In addition, a series of research centres were opened with dedicated staff to carry out research for the external sector. Such initiatives of IIFT, helped the Institute to focus on quality research and superior teaching, justifying its position as a national Institution.

To accomplish the Institute's objectives, each division and centre drafted their charter which was translated into objectives and action plans. The Strategic Plan document collates and presents the goals, strategies and performance indicators of each division and centre. These indicators, in turn, have been translated into operating details for each of the functional divisions in terms of priorities, alignment of resources, implementation plan, reporting system and measurement of progress.

During the last 5 years in particular new centres, divisions and departments were added besides consolidation of executive programmes which; called for updates in the strategy document.

This plan has been prepared after detailed consultation with various groups and reflects the expectations and roadmap for scaling new heights of excellence. This document will help IIFT to continuously introspect, benchmark and innovate, a process that is imperatively necessary for continuous growth of the Institute.

29 November 2019

Prof. Manoj Pant

Director

Prelude



The Indian Institute of Foreign Trade (IIFT) was set up by the Government of India to facilitate India's external trade sector, at a time when India was a protected economy. The mandate given to the Institute was to carry out research and to help the Government of India in policy formulation process.

IIFT is a registered Society under the Indian Societies Registration Act, 1860, created as an autonomous body under the Ministry of Commerce and Industry, Government of India on 2nd May 1963 with an objectives, to develop the training activities for building up a cadre of competent export management personnel in the country; to facilitate research into various aspects of foreign trade; to initiate and implement overseas marketing research programmes and activities and to create a database on export information which may be required for effective export operations.

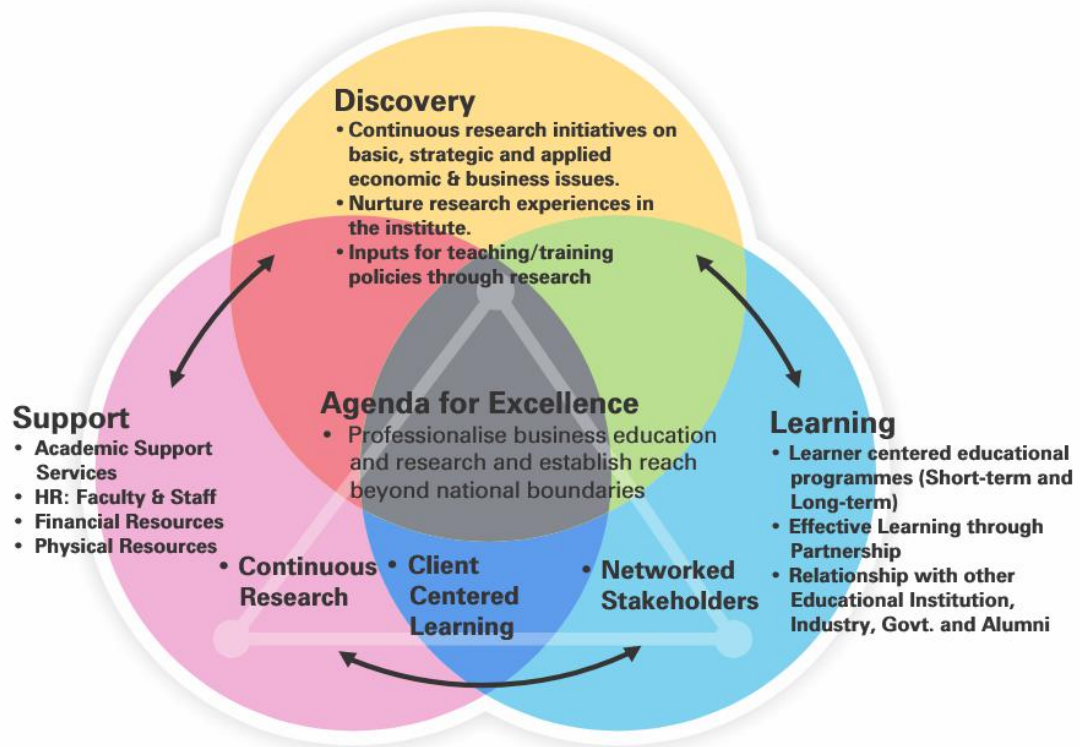
In the year 2002, the IIFT has accorded the status of a 'Deemed to be a University' by the University Grants Commission, to award Master's and Ph.D. degrees. IIFT has been ranked as one of the top business schools in the country on various parameters by the different agencies.



About the same time in the year 2002, IIFT started working on its first Strategic Plan; keeping in focus the objectives for which it was setup and the first Strategic Plan document was approved by the Board of Management on 21 October 2006. Subsequently, the Institute added a second campus in Kolkata. In addition, new research centres were added to expand the profile of IIFT activities, which were captured in the Strategic Plan 2019-24.

This document is the Strategic Plan of IIFT, which sets out the agenda for the coming years.

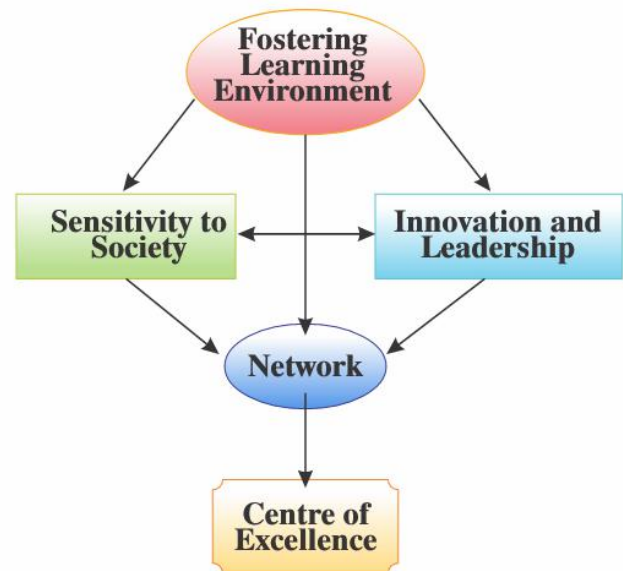
Concepts of the Strategic Plan



The liberalized economic environment and the increasing globalised business activities within and outside the country offer IIFT a challenge as well as opportunity to look beyond the national boundary.

Thus, the Strategic Plan concept is built around Discovery, Learning and Support Services which focuses on the proper use of current strengths and traditions while responding to the new opportunities offered by the changes in the environment.

The Agenda for Excellence is nurturing Discovery, Learning and Support wherein academic teaching and training programmes are synergized with creative research, with applications and support services. The Strategic Plan highlights the Goals, Strategies, Performance Metrics and Output in the core operational and support functions along with mission outcomes.



The Goals, Strategic Actions, Performance Metrics and Output are aligned to the Institution's Mission through the above grid.

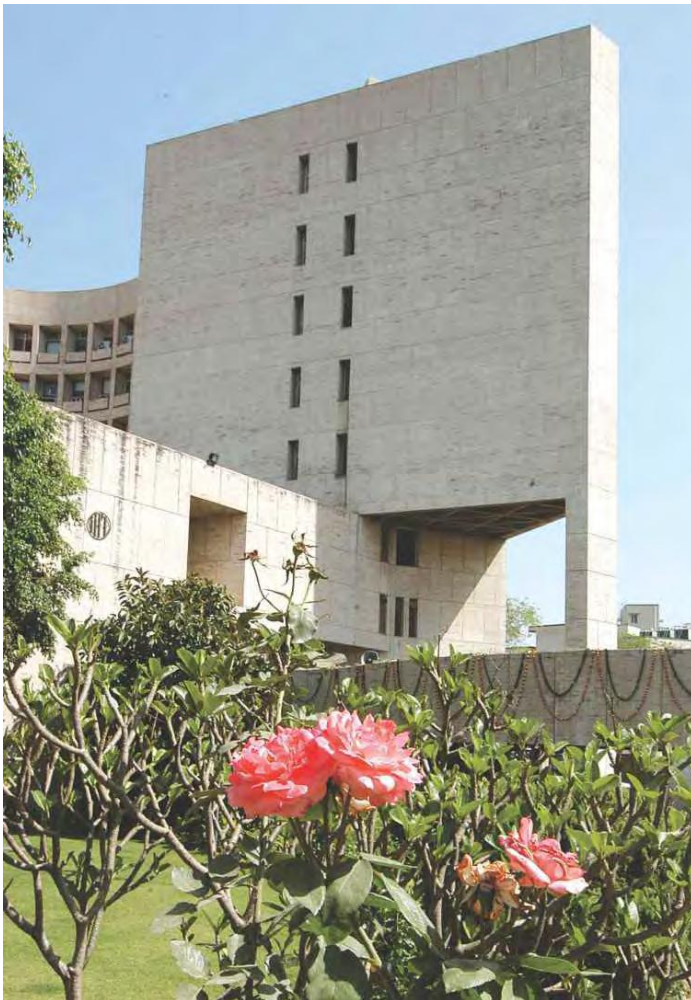
Vision

To be an Academic Centre of Excellence in international business research, training and education.

The vision of IIFT is reinforced in terms of its beliefs which are based on a sense of commitment from our internal players to serve all our clients to their satisfaction.

Beliefs

- **Knowledge brings all gains**
(*Vidhyeya Labhathe Sarvam*)
- **Learning is preserved by application**
(*Vidhya Yogena Rakshyate*)



Mission

To create and foster a learning environment that enables participants to be leaders in international business with sensitivity towards society.

The mission of IIFT is reinforced in terms of its core values derived from the sense of commitment of internal stakeholders to serve through the institution.

IIFT recognizes the importance of the fact that excellence in the creation of knowledge must be aligned with excellence in transmitting that knowledge.

Mission – Expected Outcomes

The institute is positioned along the axis that links professional business education to applied research. It focuses on enhancing this linkage so that education and research reinforce each other.

- Deliver research output that addresses domestic as well as world trade and business issues.
- Act as a think tank for different Government organizations as well as for trade & industry to provide policy inputs to them.
- Provide professional business education and training through structured programmes to graduate students and working executives, individuals and institutions including Government, corporate world and international trade organizations.
- Network with both domestic and international organizations, institutions and universities for mutual benefits.
- Nurture socially responsive and inclusive institutional culture insulating organizational values in all activities among the stakeholders.
- Encourage creativity and experimentation in all activities to be innovative.

Components of Mission Statement



The mission of IIFT focuses on the following terms as detailed:

1. **Fostering Learning Environment:** IIFT would continue to pursue delivering globally competitive business education programmes incorporating contemporary business issues and learning - friendly pedagogy that suits the relevant target groups. The target groups would continue to cover fresh graduates, working executives, policy makers and entrepreneurs.

In delivering business education it would benchmark itself against globally leading Business Schools. As a think-tank in International Business, IIFT would actively pursue business research on its own and for its national and international clients. It would also raise issues impacting International Business through relevant National and International forums by organizing and participating in seminar/ conferences/ workshops/ symposia across the Globe.

2. **Network:** Effective delivery of services and outreach will be strengthened by creating a strong network relationship with all stakeholders and competing Institutions. IIFT will evaluate and continue

its network relationship with Institutions across the Globe and will also bring in new network partners with mutual benefits.

3. **Innovation & Leadership:** Continuous innovation will help IIFT in establishing relevant and superior services in International Business education, training and research. This would also help IIFT to establish as a pioneer International Business Education institute in the country. Accordingly, IIFT would undertake experimental initiatives through new programmes in emerging areas. Also, it will experimenting the technological advancements in different activities.

4. **Sensitivity to Society:** IIFT fosters a congenial Institutional Culture, wherein, all stakeholders respect each other and pursue unity within diversity. The Institute also engage itself with social organizations to spread the benefits of International Business education.

5. **Centre of Excellence:** IIFT aims to excel as an International Business School pursuing Learning, Networking, Innovation and nurturing inclusive Institutional Culture. It benchmarks itself with the Business Schools in the International Business Education across the globe and tries to achieve its own unique position.

Linking Mission with Divisions and Centres

Graduate Studies in Management Division

Executive Management Programmes Division

Management Development Programme Division

Research Division

Centers

- **Centre for WTO Studies (CWTOS)**
- **Centre for Trade and Investment Law (CTIL)**
- **Centre for Regional Trade (CRT)**
- **Centre for North Eastern Studies (CeNEST)**
- **Centre for Trade Facilitation & Logistics (CTFL)**

Corporate Relation and Placement Division (CRPD)

International Collaborations & Capacity Development (ICCD) Division

Economics Division

Division of Alumni Affairs

Publication Division

Administrative Services Division

Graduate Studies in Management Division

Goals	Strategic Actions	Output	Metrics	Outcome
Develop and deliver programmes/courses related to international business domain.	<p>Identifying appropriate foundation courses and management courses.</p> <p>Discipline group-wise course review and industry/external validation of course outlines in order to continually improve the relevance and rigour of the courses.</p> <p>Offer new electives in emerging areas of international business.</p> <p>Include industry inputs in management related courses.</p>	<p>Evolving structured educational programme in international business for young graduates.</p> <p>Exposure to industry practices in international business.</p>	<p>Student-faculty ratio and student drop out ratio.</p> <p>Number of new courses/improvements suggested in review meetings.</p> <p>Number of new electives offered & opted.</p> <p>Number of courses/modules taken by experts from industry/corporate executives.</p> <p>Number of live projects for students.</p>	<p>Grooming managers for international business.</p> <p>Grooming socially responsive leaders for international business.</p> <p>Providing opportunities for innovation and experimentation.</p>
Use technology for quality, pedagogy and learning.	Encourage case based/simulation/seminar courses in the programme.	Improvement in analytical skills through technology.	Number of simulation/case based seminar courses	
Provide strong conceptual and analytical skills to students and prepare them for leadership roles.	<p>Encourage students to organise and participate in co-curricular activities</p> <p>Develop a strong alumni and industry network to enable acceptability to the industry.</p>	Opportunities to demonstrate managerial traits.	<p>Number of co-curricular activities performed by students.</p> <p>Alumni involvement in students activities.</p> <p>Number of PPOs offered to students.</p>	
Sensitize the students to the social problems of society.	Attach students to social organization through a structured programme.	Avenues to understand social realities.	Percentage of students to undergo Social Awareness Programme (SAP).	
Provide opportunities to students for international learning.	<p>Invite distinguished faculty from abroad and to offer lectures/courses.</p> <p>Participate in exchange programmes of students with foreign universities.</p>	Exposure to different geographies to understand the cultural and social context in international business.	<p>Number of overseas distinguished faculty offered lectures/courses</p> <p>Percentage of students sent on foreign university for student exchange programme.</p>	

Executive Management Programmes Division

Goals	Strategic Actions	Output	Metrics	Outcome
Deliver international business education to working executives and young professionals.	Design & deliver career oriented diploma programmes in international business through on-campus and on-line modes.	International business learning opportunities to working executives.	Number of participants enrolled for the Executive Programmes.	Opportunities for career progression for working executives in international business. Inculcating leadership qualities to working executives.
Provide conceptual and analytical skills to participants.	Offer structured programmes with suitable pedagogy and interactive tools.	Improved analytical and conceptual international business skills.	Percentage of assignments requiring students to work in teams and apply knowledge across subject areas.	
Develop a strong alumni and industry network to grow acceptability to the industry.	Include industry/alumni input in the courses.	Strengthening industrial alumni network.	Number of interactions with alumni/industry during the programme.	



Management Development Programme Division

Goals	Strategic Actions	Output	Metrics	Outcome
Offer capacity development and awareness programmes in international business.	Conduct export awareness MDPs along with trade promotion organizations and industry associations.	Strengthening export awareness among stakeholders.	Number of open MDPs conducted on international business.	Increased exports from India.
Conceptualize and offer specialized MDPs in the emerging areas of International Business.	Conduct MDPs for Policy Makers and Government Officials. Sign MoUs with corporate for sponsored MDPs.	Capacity building for exports for specific product/s and specific market/s.	Number of Capacity Building Programme conducted along with TPOs/IAs. Number of MDPs conducted for Policy Makers and Govt. Officials.	Increased participants in export activities.
Use technology to maximize the reach of MDPs.	Conduct market/ product/ issue based MDPs. Conduct online MDPs using Direct to Desk platform.	Increase outreach through IT.	Number of MOUs signed with the corporate for sponsored MDPs. Number of market/product /issue based MDPs conducted.	
Increase the geographical reach of on-site programmes.	Conduct MDPs in class B & C cities.	Increase outreach through IT.	Number of online MDPs conducted. Number of MDPs conducted in class B & C cities.	



Research Division

Goals	Strategic Actions	Output	Metrics	Outcome
Pursuing research on contemporary issues on international business.	<p>Participate in all relevant 'Research Bids'.</p> <p>Nurture relationship with the existing clients.</p> <p>Collaboration with other research institutions, think-tank and select industries to support research and development.</p>	Utilizing in conceptual and analytical skills in international business research.	<p>Number of research bids participated & won.</p> <p>Number of research reports completed.</p> <p>Number of repeated research request from the same client.</p> <p>Number of collaborative research undertaken.</p>	<p>Input for trade policies of India.</p> <p>Creating avenues for innovation in international business.</p> <p>Creating a network with international business researchers.</p>
Integrate research outcomes to teaching, learning, training and image building.	<p>Publish policy research for wider dissemination.</p> <p>Offer research degree programmes in research to new and existing researchers.</p> <p>Encourage faculty to offer MDPs based on research outcomes.</p>	Disseminating research output through publication and academic programmes.	<p>Number of working/ occasional papers published.</p> <p>Number of workshops/ FGD/ seminars on the research area conducted.</p> <p>Number of research programmes offered and enrollment.</p> <p>Number of drop-outs and awardees in each year.</p> <p>Number of MDPs based on research work conducted.</p>	
Promote the culture of research in the institute.	<p>Incentivize faculty for quality publications.</p> <p>Host national/ international conferences.</p>	Providing platform for international business research	<p>Number of papers published in ranked international journals.</p> <p>Number of countries represented in the international conference.</p> <p>Number of delegates and papers presented in the conference.</p>	



Centre for WTO Studies (CWTOS)

Goals	Strategic Actions	Output	Metrics	Outcome
Increase research-based knowledge in international trade and commerce.	Undertake and/or commission research and studies in international trade, commerce and industry.	Undertake and/or commission research and studies in international trade, commerce and industry.	Number of books published Number of research papers published.	Intellectual contribution profile of the Centre and its impact.
Integrate research outcomes to influence international discourse on WTO, FTA/PTA and CECA's.	Collaborate with research and/or industrial organizations in India and abroad for conducting studies, research, training on international trade and commerce.	Collaborate with research and/or industrial organizations in India and abroad for conducting studies, research, training on international trade and commerce.	Number of working/occasional papers and policy briefs. Number of conferences/seminars organized. Number of training programs/workshops/courses conducted.	Inputs in various trade negotiations at WTO, FTAs/PTAs and CECA's.
Effective participation in the WTO and multilateral trade negotiations.	Aid, advise and assist the Government of India and concerned agencies on WTO related issues.	Aid, advise and assist the Government of India and concerned agencies on WTO related issues.	Number of consultations undertaken Number of research papers/policy briefs/negotiating briefs/advisory notes prepared. Number of notifications for which inputs provided/analysed. Number of papers and submissions by other countries analysed.	Negotiation, review, modification, assessment and execution of multilateral and bilateral agreements.



Centre for Trade and Investment Law (CTIL)

Goals	Strategic Actions	Output	Metrics	Outcome
Pursuing research on trade policy and investment law issues.	Facilitate research projects on trade policy and investment law.	Dissemination of knowledge related to trade policy and investment law.	Number of books published. Number of research papers published. Number of general articles published.	Capacity building and building an intellectual foundation for initiatives on trade policy and investment law issues.
Integrate research outcomes to influence international discourse on trade and investment law issues.	To establish partnerships for policy oriented research with partner institutions, developing and developed countries.	Outreach programmes to cover Trade in Goods, Trade in Services, Investment Law, Technology and Development issues. Action and dispute settlement proceedings. Assessment of issues of compatibility of law with India's legal obligations under the WTO/FTAs.	Number of working/occasional papers and policy briefs. Number of conferences/seminars organized. Number of training programs/workshops conducted.	Number of working/occasional papers and policy briefs.
Provide legal and policy related advisory services to the Government of India and concerned agencies.	Enhance India's engagement in multilateral and bilateral trade and investment law agreements.		Number of consultation undertaken. Number of research projects undertaken.	Negotiation, review, modification, assessment and execution of multilateral and bilateral agreements. Influence international discourse on trade and investment law issues. Strengthen capacity within the region.
To enhance awareness of trade and investment law issues across regions. Enhancing the capacity of trade/investment law curriculum in national law schools and other institutions of repute.	Conduct activities with multi-stakeholders to improve the understanding of trade law issues Collaboration with different institutions for conducting colloquium, seminars, paper-presentations etc.		Number of capacity building/training programs organized. Number of events organized. Number of papers presented in international conferences. Number of participation in international/national debates.	

Centre for Regional Trade (CRT)

Goals	Strategic Actions	Output	Metrics	Outcome
Pursuing research on trade and investment.	Facilitate research projects on trade and investment.	Dissemination of trade and investment research.	Number of books published Number of research papers published	Intellectual Contribution Profile of the Centre and its impact
Integrate research outcomes to influence international discourse on trade and investment issues.	To establish partnerships for policy oriented research with partner institutions, developing and developed countries.	Outreach programmes to cover Trade in Goods, Trade in Services, Investment, Technology and Developmental issues.	Number of working/ occasional papers and policy briefs. Number of conferences/ seminars organized. Number of training programs/ workshops/ courses conducted	Inputs for India's engagement with global economy in regional oriented and theme specific areas
Provide advisory services to the Government of India and concerned agencies.	To enhance trade and investment relations with other countries.	Tariff analysis, assessment on potential of trade in goods and inputs for trade investment reforms.	Number of consultation undertaken. Number of research projects undertaken.	Negotiation, review, modification, assessment and execution of multilateral and bilateral agreements
To enhance awareness of trade and investment issues across regions.	Conduct activities with multi-stakeholders to improve understanding of trade issues.		Number of capacity building/training programs organized. Number of event organized. Number of papers presented in international conferences. Number of participation in international/national debates.	



Centre for Trade Facilitation & Logistics (CTFL)

Goals	Strategic Actions	Output	Metrics	Outcome
To provide research and analytical support, and allied inputs on supply chain/logistics related issues to the Government/ Exporters/ Industry/ Policy Bodies.	Undertakes specific projects, conducts programmes by organizing seminars, workshops, on issues in supply chain/logistics	Strengthening the logistics competitiveness among all sector	Number of projects received	Developing an Index for measuring the logistics competitiveness across sectors (Leather, Electronics, Marine, Apparel, Agriculture, Gems & Jewellery, Chemical, and Engineering Goods.
	Enhancement of awareness on recent developments in logistics and build consensus between stakeholders and Policy Makers		Number of workshops conducted	



Centre for North Eastern Studies (CeNEST)

Goals	Strategic Actions	Output	Metrics	Outcome
Enhancing trade based connectivity of North-East region with South-East Asia in particular and world as whole envisioned in "Act East policy" of India.	<p>Undertaking capacity development programmes for officers and entrepreneurs.</p> <p>Research on enhancement of cross-border trade.</p> <p>Hand holding export oriented entrepreneurs for trade with South Asian countries.</p>	<p>Continuous innovations and improvements in Exports of North-East region.</p> <p>Bottle-neck for the cross border trade will be removed.</p> <p>Capacity development programmes for the entrepreneurs and officers.</p>	<p>Number of MDPs for the North-East region.</p> <p>Number of trade related research projects for the North-East region.</p>	Enhancement of cross border entrepreneurship by the people of the eight North-Eastern States.
Bridge the gap between the aspirations of the potential entrepreneurs and the ground realities, by supporting and nurturing the entrepreneurs.	<p>Conduct entrepreneurship level awareness programmes.</p> <p>Establishing an institutional network for collaborative training and consultancy services so as to provide the best knowledge to the North-East officers and entrepreneurs.</p> <p>Creating a network with other institutions of excellence within the North-East States in various subject areas.</p>	<p>Skills enhancement of the new and existing entrepreneurs.</p> <p>Capacity building for exports for specific product/s and specific market/s.</p>	<p>Number of new entrepreneurs emerging from the North-East region.</p> <p>Number of market /product/issue based awareness programmes conducted.</p>	Enhance knowledge base and develop the market to have a positive impact on the lives of people of North-East States.
Research work on Contemporary issues on international business of the North-Eastern region through proper and systematic documentation.	<p>Prepare potential surveys and strategies of the North-East districts.</p> <p>Nurture relationship with the exporters of North-East states.</p> <p>Collaboration with other research institutions, think-tank and select industries to support research and development in North-East states.</p>	<p>Disseminating the research outcomes to North-East officers.</p> <p>Continuous export related innovations and awareness among stakeholders.</p>	Number of collaborative research undertaken.	Facilitates the North-East states in policy making, strategic planning and effective implementation of various trade promotion schemes.



International Collaborations & Capacity Development (ICCD) Division

Goals	Strategic Actions	Output	Metrics	Outcome
Encourage continuous faculty development in the Institution.	Build relationships with universities/institutes/ associations worldwide through collaborations and partnerships in the areas of academic programmes.	Development of faculty resources through international networking.	Number of faculty participated in international faculty exchange, seminars, conferences, joint research and workshops.	Nurturing network in international relationships. Learning based practices from peers for quality improvement.
Foster global interaction and learning opportunities for the students.	Collaborate and set up equitable partnerships worldwide in student exchange programmes. Network with institutions to facilitate and support short visits of executive programme students.	Opportunities to students for international exposure.	Number of students participated in Student Exchange Programme in overseas universities Number of foreign students visiting IIFT. Number of short duration visits conducted and Number of students participated in each visit.	
Document and provide data for credible ranking programmes.	Participate in International and National rankings benchmarking with peers.	Validating performance through ranking.	Number of ranking initiatives undertaken.	



Economics Division

Goals	Strategic Actions	Output	Metrics	Outcome
Prepare human resource and skill in the area of Economics with a focus on trade policy, international finance, etc.	<p>Identify and build course curriculum to offer Degree and Doctoral programmes in Economics integrating Trade Policy and Finance.</p> <p>Review the curriculum regularly to make it more contemporary.</p>	<p>Offering structured non-traditional educational programme in economics through MA (Economics) with specialisation in Trade Policy and International Finance.</p> <p>Offering Ph.D Programme in Economics.</p>	<p>Number of students in MA and PhD programme</p> <p>Number of PhD degree awarded</p>	Grooming young talents in economics to become Policy Makers, researchers and academicians.
Conduct research on different issues of economics including trade policy and related matters and disseminate the outcome.	<p>Host National / International Conferences/Seminars</p> <p>Incentivize faculty for quality publications.</p> <p>Collaborate with other Research Institutions, think-tanks and organisations to promote research.</p> <p>Encourage faculty to conduct Executive Development Programmes based on research outcomes.</p>	<p>Strengthening research capabilities of faculty</p> <p>Disseminating research outcomes to stakeholders</p>	<p>Number of collaborative research undertaken.</p> <p>Number of working/ occasional papers/ newsletters published</p> <p>Number of workshops / FGD / Seminars on the research area conducted</p> <p>Number of papers published in ranked international journals</p> <p>In-house training programmes conducted</p> <p>Number of countries represented, number of delegates and papers presented in the conference.</p>	<p>Strong research oriented faculty base</p> <p>Motivating researchers towards IIFT for policy related research</p>
Provide research based policy inputs to the Government and Industry	<p>Participate in all relevant bids to bag research projects.</p> <p>Re-bonding relationship with the existing clients.</p> <p>Publish Policy Research for wider dissemination.</p>	<p>Executing quality research for stakeholders using research inputs to update academic curriculum</p>	<p>Number of research bids participated & won</p> <p>Number of research reports completed.</p> <p>Number of repeated research requests from the same client.</p>	<p>Providing policy inputs to the Government and other agencies in trade policy related issues.</p>

Division of Alumni Affairs


Goals	Strategic Actions	Output	Metrics	Outcome
Foster a lifelong intellectual and emotional bond between the Alumni and the Alma Mater.	Plan and conduct National and International chapter meets for productive alumni participation.	National and International chapter meets.	Number of National and International chapter meets conducted and percentage of participation.	Creating mutually beneficial learning environment with alumni.
	Continuous updation of alumni database for effective communication.	Updated alumni database.	Number of new alumni records added.	Increasing institutional visibility through alumni bonding.
Support and cultivate mutually beneficial interactions among the alumni and existing students.	Engage alumni through social media platforms, reunion games, panel discussions, alumni portal and merchandising.	Alumni engagement.	Number of hits of the alumni across the social media platforms. Number of re-unions conducted. Value of merchandise sold for alumni.	
Pursue active and dedicated alumni involvement in the institute's activities and growth to enhance social utility of the Alma Mater.	Recognize alumni contribution to the institute and society.	Alumni recognition.	Number of alumni nominated for Alumni of the Year Award. Number of alumni achievements publicized by IIFT.	
Provide opportunities to the alumni for exchange of ideas on institutional development and growth.	Engage alumni in curricular and co-curricular activities of the Institutions.	Alumni academic engagement.	Number of alumni participated as guest faculty. Number of alumni involved in GD-PI and Viva. Number of guest lectures given by alumni.	



Publication Division

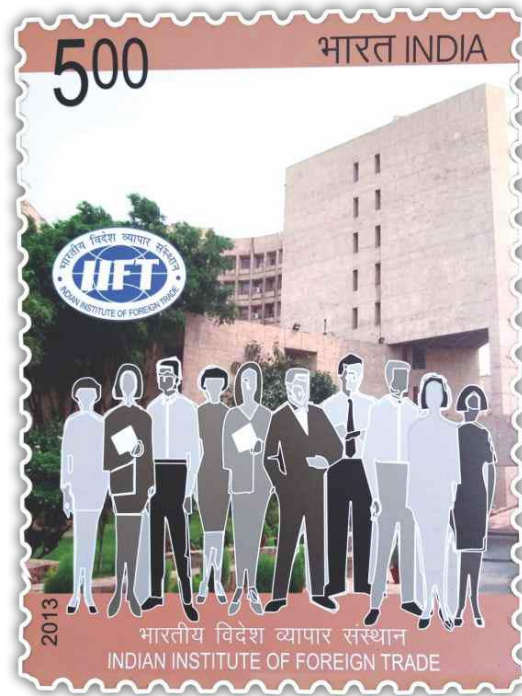
Goals	Strategic Actions	Output	Metrics	Outcome
Create and disseminate research-based knowledge in international business and management that influences scholars, practice and policy.	<p>Publish regular IIFT Research Newsletter on issues and events related to research and academic activities of IIFT faculty and students</p> <p>Publish occasional/working papers on topics of international business and management.</p> <p>Use the in-house Foreign Trade Review International Journal to publish blind refereed research papers on International Trade and Business issues</p> <p>Increase the visibility of Foreign Trade Review in the global research domain.</p>	Structural dissemination of international business research.	<p>Number of newsletters published and circulation base.</p> <p>Number of occasional/working papers published.</p> <p>Number of regular and special issues of Foreign Trade Review published.</p> <p>Impact factor of Foreign Trade Review.</p> <p>Number of listings of Foreign Trade Review in publication/ citation listings.</p>	<p>Creating a learning environment for researchers.</p> <p>Grooming and nurturing of research talents relevant for international business.</p> <p>Offer and motivate wide research of international business research.</p>
Utilize the knowledge and expertise to engage with scholars, faculty and management participants to contribute to the research environment.	Conduct lectures/ interactive sessions with eminent/young research scholars to share their research ideas.	Opportunities to update contemporary issues in international business research for the researcher and faculty.	Number of lectures/interactive sessions conducted.	
Facilitate dissemination of research which addresses questions which both serve and critically engage with international business, management, business practice and policy.	Use in-house FOCUS WTO IB journal for publishing research articles, doctoral thesis abstracts, case studies, book review, that engage in issues related to international business, management, business practice and policy.	Continuous engagement of researcher to discuss international business research issues.	Number of regular and special issues of FOCUS WTO IB published.	

Administrative Services Division

Goals	Strategic Actions	Output	Metrics	Outcome
<p>Create innovative work culture and team spirit.</p> <p>Provide timely administrative, maintenance, IT and financial support to the functional divisions of the Institute.</p>	<p>Create work teams and encourage open ideas.</p> <p>Regular monitoring and timely resolution of all pending files and issues related to administrative, maintenance, IT and financial services.</p>	<p>Nurturing team culture in administrative working.</p> <p>Timely initiation and disposal of administrative processes.</p>	<p>Number of new ideas shared and implemented.</p> <p>Number of complaints pending for resolution for more than 24 hours.</p>	<p>Providing all round administrative services for smooth functioning of core operating activities.</p>
<p>Ensuring well maintained infrastructure at existing campuses.</p>	<p>Expeditious identification and finalization of agencies for completion of the maintenance activities and other essential services.</p>		<p>Downtime percentage of all essential services.</p>	
<p>Ensure proper management of funds.</p>	<p>Ensuring updated budgetary norms and administrative policies and their adherence.</p>	<p>Efficient and effective fund management.</p>	<p>Number of orders pending for more than 72 hours after issuance of the financial approval.</p>	
<p>Induction and retention of qualified manpower.</p>	<p>Effective Performance Appraisal and Career Progression System.</p>	<p>Proper assessment of support service staff requirements.</p>	<p>Percentage availability of qualified manpower vis-à-vis requirements.</p>	
<p>Ensure regulatory compliance.</p>	<p>Training on regulations and procedures.</p>	<p>Compliance of all regulatory formalities and procedures.</p>	<p>Percentage of staff trained on professional matters.</p> <p>Number of cases for penalty for non-compliance of regulatory norms and procedures.</p>	
				



Back cover photograph is the Postage Stamp issued by the Department of Post, Government of India on 10th December 2013 to Mark the Golden Jubilee Year of the Institute.



INDIAN INSTITUTE OF FOREIGN TRADE

DEEMED TO BE UNIVERSITY

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