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The Year in Review

IN the year 2007-08 following the outbreak of the US subprime crisis, the global economy was adversely affected but it didn't turn out to be a major global crisis till then. Activity slowed due to strict credit conditions, with advanced economies falling into mild recessions by the middle quarters of 2008, but with emerging and developing economies continuing to grow at fairly robust rates global economic recession was yet to be a phenomenon. The situation deteriorated rapidly after some devastating chain of actions in September 2008, following the default by a large US investment bank (Lehman Brothers), the rescue of the largest US insurance company (American International Group, AIG), and intervention in a range of other systemic financial institutions in the United States and Europe. Emerging markets – which earlier had been relatively less affected due to their limited exposure to the US subprime market were badly affected and came into the arena of the financial crisis, which by then truly turned into a global one. New securities issues came to a virtual stop, bank-related flows were curtailed, bond spreads soared, equity prices dropped, and exchange markets came under heavy pressure.

The advanced economies faced a drastic 7.5 per cent decline in real GDP during the fourth quarter of 2008. Though US economy may have suffered most from financial strains and the continued fall in the housing sector, Western Europe and advanced Asia have been affected badly by the collapse in global trade, as well as by rising financial problems of their own and housing corrections in some national markets. Emerging economies too are suffering badly and contracted 4 per cent in the fourth quarter in the aggregate. The damage is being inflicted through both financial and trade channels, particularly to East Asian countries as they depend heavily on manufacturing exports and the emerging European and Commonwealth of Independent States (CIS) economies, which have depended on strong capital inflows to fuel growth. Industrial production and

merchandise trade decreased considerably during fourth quarter of 2008 and continued to fall rapidly in early 2009 across both advanced and emerging economies.

A major side effect of the financial crisis has been a sharp fall in the commodity prices from mid-year highs, causing an especially large loss of income for the Middle Eastern and CIS economies and also for many other commodity exporters in Latin America and Africa. As a result, 12-month headline inflation in the advanced economies fell below 1 per cent in February 2009, although core inflation remained in the 1.5-2 per cent range, with the notable exception of Japan. Inflation has also decreased significantly across the emerging economies, although in some cases falling exchange rates have nullified the downward pressure to some extent.

Another important side effect of the financial crisis has been a flight to safety and return of home bias, which have had an impact on the world's major currencies. With aggregate demand for US goods falling and interest rates falling at the same time, a depreciation of dollar would seem to be a foregone conclusion. Yet that is not what happened: between end-March 2008 and 14 October 2008, US dollar appreciated by 15 per cent against the Euro, 13.1 per cent against the Pound sterling, 2.7 per cent against Japanese yen, 26.3 per cent against Korean won and 19.4 per cent against Indian rupee. The US has been the world's most dynamic economy since 1990s, and with the US economy in trouble, prospects elsewhere looked at least as bleak. US financial markets continue to be of crucial importance to the rest of the world: more than \$4 trillion of reserves are held in US currency. With global financial crisis, there is a 'flight to safety' and investors all over the world are buying US treasury bills even at near zero interest rates. Thus there is a huge demand for US dollar and it is appreciating against all floating currencies.

Though there have been some signs of improving since the Group of 20 (G20) meeting in early April, confidence in financial markets is still low, weighing against the prospects for an early economic recovery. The April 2009 *Global Financial Stability Report* (GFSR) estimates write-downs on US-originated assets by all financial institutions over 2007-10 will be \$2.7 trillion, up from the estimate of \$2.2 trillion in January 2009, largely as a result of the worsening prospects for economic growth. Total expected write-downs on global exposures are estimated at about \$4 trillion, of which two-thirds will fall on banks and the remainder on insurance companies, pension funds, hedge funds, and other intermediaries. The *World Economic Outlook (WEO)* projections assume that financial market stabilization will take longer than previously envisaged, even with strong efforts by policymakers. In the short run, the three priorities identified by GFSRs are (1) ensuring that financial institutions have access to liquidity, (2) identifying and dealing with distressed assets, and (3) recapitalizing weak but viable institutions.

The Indian Economy

According to the CSO estimates (released on 29th May 2009), GDP at factor cost at constant prices (Base 1999-2000) in the year 2008-09 is estimated at Rs. 33,39,375 crore, showing a growth rate of 6.7 per cent, which is a considerable slowdown compared to the earlier years. The sectors which registered growth rates of 5 per cent or more, include 'construction' (7.2%), 'trade, hotels, transport and communication' (9.0%), 'financing, insurance, real estate and business services' (7.8%), and 'community, social and personal services' (13.1%). The growth rate in per capita income is estimated at 4.9 per cent during 2008-09.

India's current account deficit increased to US\$22.3 billion during April-September 2008 (US\$11.0 billion during April-September 2007) mainly due to widened trade deficit. This could be attributed to higher import payments reflecting high international commodity prices, particularly crude oil prices. Net invisibles (invisibles receipts minus invisibles payments) increased by 45.3 per cent

during April-September 2008 mainly led by higher growth in private transfers and software exports. At this level, the invisibles surplus financed about 67.7 per cent of trade deficit during April-September 2008 (74.6% during April-September 2007).

The surplus in the capital account moderated during April-September 2008 which was US\$19.8 billion, against US\$51.4 billion for the same period in 2007. This reflects increased gross capital outflows following the global financial turmoil. The gross capital inflows were higher on account of higher FDI inflows and NRI deposits during the period. FDI broadly comprising equity, reinvested earnings and inter-corporate loans was the major contributor to the capital inflows to India in net terms. While the net inward FDI (net direct investment by foreign investors) remained buoyant reflecting relatively strong fundamentals of the Indian economy and continuing liberalization measures to attract FDI, net outward FDI (net direct investment by Indian investors abroad) also remained high during April-September 2008.

During 2008-09, the Indian rupee generally depreciated. Rupee moved in the range of Rs. 39.89 (end March 2008) – Rs. 51.11 (end February 2009) per US dollar, falling over 25 per cent during the period, being the second-worst performing currency in Asia after the Korean won. The most obvious reason behind the recent rupee depreciation is the global financial crisis and the ensuing massive unwinding of foreign portfolio investors (US\$7.3 billion during 2008-09, up to 10 October) to fund their domestic liquidity requirements. This was in contrast to net FII inflows (US\$18.9 billion) during the corresponding period of 2007-08. If any set of developments encourages an unusually high outflow of FII capital from the market, it can impact adversely on the value of the rupee and set off speculation in the currency that can in special circumstances result in a currency crisis.

In the recent global financial crisis, the spread between three-month LIBOR and the 90-day US treasury bill attained unprecedented values – rising sharply from 1.24 percentage points on 11/09/2008 (failure of Lehman Brothers) to a peak of 4.58

percentage points on 10 October. Prior to financial crisis, it was cheaper for Indian multinationals (both financial and non-financial) to establish global treasury operations in London primarily for fund raising. When LIBOR rose sharply – reflecting the rise in credit risk in London – the rates at which Indian firms borrowed went up. Indian firms who were borrowing in London found themselves structurally short of dollars. They responded by borrowing in Indian short-term money market, converting funds into dollars, using the proceeds to meet external debt obligations. This further increased both the demand for domestic liquidity and that for foreign exchange, exerting downward pressure on the rupee exchange rate.

To stem the sharp depreciation of the rupee, the RBI has intervened quite regularly, although in modest amounts, in the spot exchange market. The level of RBI's foreign exchange reserves, which were on a secular uptrend till May 2008 to reach \$315 billion, have been waning since then. However, RBI's intervention in foreign exchange market creates the problem of "impossible trinity". When RBI sells dollars, this would diminish reserve money. Reportedly, between early-September – early-October, the RBI sold around \$10 billion dollars, which would have reduced reserve money by Rs. 45,000 crore – reducing short-term liquidity in the market, particularly at a time when liquidity crunch is a global problem.

India's inflation spurted to double digits in June 2008 – higher than the rate of economic growth – on the back of high crude oil and commodity prices. However, the subsequent fall in aggregate demand in 2008-09 following global economic meltdown reduced the rate of inflation drastically. The annual inflation rate in terms of WPI (Base 1993-94=100) was 0.26 per cent for the week ended 28 March 2009 as compared to 7.75 per cent a year ago.

During the first nine months of 2008-09, the government's decisions to raise subsidies rather than pass on the high global prices of crude oil and fertilizers have dramatically increased the fiscal deficit. Besides, the Government has to make provisions for waiving agricultural loans, and other rural development and welfare schemes launched in the recent past. The gross tax receipts of the

Centre were sufficient to cover only 63.5 per cent of the expenditure leaving a fiscal deficit of Rs. 2,18,262 crore. This is higher as compared with the fiscal deficit of Rs. 77,578 crore reported last year during the same period. The revenue deficit up to December 2008 was Rs. 1,73,830 crore. This is also higher as compared to the figure of Rs. 39,210 crore reported up to December 2007. The non-debt receipts (excluding acquisition of RBI stake in SBI) increased by 4.9 per cent over the corresponding period last year.

To sum up, while any macroeconomic crisis in India is highly unlikely in the current context, policy-makers need to be cautious on two counts. *First*, current foreign exchange reserves of \$250 billion indicate a 7.3 per cent drawdown from the peak, but they are still at high levels, considering India's history of having reserves equivalent to around 12 months of import. However, the structure of India's foreign capital inflows has changed dramatically in the past few years. While India's total capital inflows have increased at a compounded annual growth rate (CAGR) of 58.4 per cent over the past five years, the 'hot money' inflow – through portfolio investments and short-term credit has grown at 89 per cent. *Secondly*, today India is much more integrated with the world economy through both the current and capital accounts. Thus any global downturn is likely to have greater negative impact on India today than has been seen in the past.

The Institute

The Institute has achieved commendable heights in the year that went by. During the year one of the most significant developments was the review of the Institute by an Expert Committee of the University Grants Commission for continuing the Deemed University status of IIFT. The Institute was granted the status of Deemed University in May 2002 subject to a review after five years. The Expert Committee of the UGC visited the Institute campuses at Delhi and Kolkata on 3rd and 6th October 2008 and was satisfied with the academic standards and milestones achieved by IIFT.

The overwhelming response to the two-year full time MBA (International Business) continued

with around 41,500 candidates applying for the Degree Programme where the annual intake is only 235. This was the second year when the students graduating from Kolkata Campus also participated in the placement process. The year 2008-09 was a tough year globally. Meltdown of the markets led to layoffs across sectors all over the world and most organizations seemed to be putting their growth plans on hold. The signs looked ominous for the recruitment season across B-Schools, but IIFT rose to the challenge, achieving 100 per cent placements for its students. This year IIFT added 20 per cent more recruiters. In times like these, when very few companies were recruiting in large numbers, IIFT stood out for its diversity of recruiters across various sectors, and the variety of profiles offered. The year saw a rationalization in pay structures across the country, thus the average salary offered at IIFT also dipped marginally. However, the students attached significance to the roles and the profiles being offered, even if it meant compromising on the pay package. The highest annual salary offered this year was Rs. 19 lakhs and the average salary was around Rs. 8.09 lakhs.

The Kolkata Campus of the Institute, set up during 2006 is presently running from rented premises. So far as the construction of Kolkata Campus is concerned, the work relating to land development including construction of boundary wall was awarded at a total cost of Rs. 3.12 crore. It is expected that the financial bids for construction of civil works of the campus will be finalized shortly.

Thrust was provided to international networking by the Institute with the creation of a separate Division for International Collaborations and Capacity Development in 2007. Capacity development is a major initiative which IIFT has undertaken and the faculty members are being sent to leading universities for higher level of academic exposure. The Institute continued to organize two-year MBA (International Business) in Tanzania in collaboration with the Institute of Finance Management (IFM), Tanzania. International linkages of the Institute were further expanded during the year. The Institute signed MoUs with

(i) Ajou University, Suwon, Korea; (ii) Edhec Business School, Lille Cedex and Nice Cedex, France; (iii) Universitate des Saarlandes, Germany; (iv) Bangladesh Foreign Trade Institute, Dhaka, Bangladesh; (v) The University of Newcastle, Newcastle, Australia; (vi) Bradley University, Peoria, Illinois, USA; (vii) Chartered Institute of Logistics & Transport, London, UK; (viii) Department of Trade & Industry, Pretoria, South Africa; (ix) The University of Akron, Akron, Ohio, USA; and (x) University of Sao Paulo, Brazil. The activities that will be covered under those MoUs include exchange of students and faculty, joint research and conferences.

The Centre for International Trade in Technology (CITT), set up at IIFT with the support of Department of Scientific & Industrial Research (DSIR) continued its activities relating to policy research, education and training in promoting technology trade.

Recognizing that the SME sector would continue to play a crucial role in the economy, the Institute set up an SME Centre in May 2005. Centre has been successfully conducting research and various capacity building programmes for SMEs at national and international levels.

Research is one of the core activities of the Institute. Apart from studies sponsored by the Government and other national and international organizations, the Institute undertakes research studies in various areas at its own initiative. The Institute has also been successfully bidding for international projects.

Management Development Programmes (MDPs) of the Institute have successfully been addressing the need of the participants to meet the challenges emerging in today's fast changing business environment. During the year under review, MDP Division conceptualized and conducted a large number of training programmes customized to meet the need of specific client organization. These programmes served as a platform for cross learning by interacting and exchanging experiences with fellow participants having diverse skills and knowledge.

Education and Training

THE IIFT School of International Business reaches out to young graduates as also to corporate world through a portfolio of programmes, based on wide variety of themes, which are of relevance to the contemporary business world. Our clientele group consists of students seeking awareness about the changing business environment, middle-level executives trying to upgrade their skills and of course, the government officials, drawn from India and abroad, eager to participate in refresher courses. Broadly, the segmentation of the Training Programmes is thus:

- Foundational Programmes (including Certificate Courses)
- Research Degree Programme
- Management Development Programmes (including Sponsored and Collaborative Programmes)

FOUNDATIONAL PROGRAMMES

The Institute organized the following Graduate Studies Programmes during the year 2008-09.

1. Two-year Full-time MBA (International Business)

The two-year full-time MBA (International Business) 2008-10 commenced on 1 July 2008. One hundred thirteen students were admitted at Delhi Centre and sixty students were admitted at Kolkata Centre on the basis of an All-India selection comprising written test, group discussions and interviews.

2. Three-year Part-time MBA (International Business)

The 9th batch of three-year part-time MBA (International Business) at Delhi Centre for working executives started on 28 June 2008. Fifty-seven participants were admitted to the Programme on the basis of essay writing test, group discussions and interviews.

The 3rd batch of three-year part-time MBA (International Business) at Kolkata Centre for working executives started on 28 June 2008. Forty-seven participants were admitted to the Programme on the basis of essay writing test, group discussions and interviews.

3. Executive Post Graduate Diploma in International Business (EPGDIB)

Executive Post Graduate Diploma in International Business (September 2008-February 2010) programme started on 15 September 2008 with sixty-seven participants drawn from corporate sector, export promotion & service institutions/organizations and government departments.

4. Executive Post Graduate Diploma in International Business (thru VSAT)

Executive Post Graduate Diploma in International Business (VSAT) (January-December 2009) programme started on 12 January 2009 with one hundred and six participants drawn from corporate sector, export promotion & service institutions/organizations and government departments.

5. Off-Campus MBA (International Business) at Dar-es-Salaam, Tanzania

IIFT, in collaboration with the Institute of Finance Management, Tanzania commenced next batch of MBA (International Business) at Dar-es-Salaam, Tanzania. Sixty students were selected and registered for this course for MBA (IB) 2008-10 programme through the same admission process being followed at IIFT. The course commenced on 6 October 2008.

6. Certificate Programme in Export Management (CPEM)

Certificate Programme in Export Management (Evening) (April-July 2008) commenced on 2 April 2008. Fifty-seven students joined the Programme.

The first weekend batch of Certificate Programme in Export Management (Nov 2008-Feb. 2009) commenced on 15 November 2008. Thirty-four students joined the Programme.

7. Certificate Course in International Business Language (CIBLA)

Certificate Course in International Business Language (Evening), July-December 2008, commenced on 7 July 2008. Sixteen students were admitted to the Chinese programme, seventeen to Spanish programme, nineteen to French programme and fourteen to German programme.

Certificate Course in International Business Language (Evening), March-June 2009, commenced on 2 March 2009. Eight students were admitted for Spanish programme and sixteen for French programme.

8. Certificate Programme in Capital and Financial Markets (CPCFM) in collaboration with Bombay Stock Exchange.

Certificate Programme in Capital and Financial Markets (August-November 2008) commenced on 23 August 2008. Forty-nine students joined the Programme.

MANAGEMENT DEVELOPMENT PROGRAMMES

OPEN PROGRAMMES

1. Export-Import Procedure and Documentation

This Programme was organized four times in the Institute's premises during

- 27-29 May 2008
- 16-20 June 2008
- 25-29 August 2008
- 15-19 September 2008 (Kolkata)

The programme was designed to develop an integrated approach to the International Trade Transactions at Corporate Level within the framework of new trade regime. Emphasis was given on dealing with different elements of export-

import management process and the related paperwork.

The programme content included: implications to the export-import trade, export-import planning at corporate level, export-import documentation framework, export promotion schemes (EPCG, and duty exemption including advance authorization) incentives & benefits, finance for export-import trade. Altogether, 55 participants were benefited with this programme.

2. Letter of Credit and Implementation of UCP 600

A one-day Programme was held in the Institute's premises on 6 June 2008. The programme content included: mechanism of letter of credit, understanding & commentary on UCP 600, UCP 600 simplified for exporters, UCP 600 simplified for importers, UCP 600 simplified for banks, concepts under UCP 600, management of letter of credit transaction, understanding of new international standard banking practices, frequently asked questions on UCP 600, case study covering implications of new rules & sub-rules of UCP 600, issues and problems clarification for successful implementation of UCP 600. It was a well responsive programme and 44 participants attended and benefited.

3. International Commodity Trading and Risk Management

A two-day Programme was held in the Institute's premises during 10-11 July 2008. This programme is a unique offering to guide investors in their long-term asset allocation decisions.

The programme content included a wide range of issues such as commodity sector, derivatives, commodity markets, commodity futures and options, and trading strategies. Eleven participants attended this programme.

4. Financial Strategies for Global Firms

A one-day Programme was held in the Institute's premises on 25 July 2008. The programme aimed to develop a systematic understanding of the corporate value creation for global firms (money

valuation, investment valuation & business valuation tools), growing need for procurement and investment in capital market and alternate investments in a global economy, behavioural finance for global manager, currency & forex related issues. Seventeen participants from various private and public sector companies attended the programme.

5. Logistics Management for International Business Development

A three-day Programme was held in the Institute's premises during 4-6 August 2008. The programme aimed to develop a systematic understanding of the role of logistics management, shipping operations and related commercial practices in international trade, in the backdrop of globalization and fast changing global business environment.

The programme content included: supply chain linkages for global competitiveness; logistics management for international trade, 3P logistics, international transportation systems, international/national logistics infrastructure, structure of shipping services; liner shipping-freighting practices; tramp shipping-chartering practices; containerization and multimodal transport; international commercial practices and Incoterms; transit risk management, freight forwarding and customs clearance of exim cargo. Sixteen participants from various sectors attended the Programme.

6. Cross Cultural Communication and Presentation Skills in International Business

A two-day Programme was held in the Institute's premises during 15-16 October 2008. The programme focused on identifying cultural differences that may affect negotiation, leading from the front – managing negotiations, strategies for successful cross-cultural communication in cross-cultural negotiation situations, communicating persuasively for negotiation and making winning presentations. Eight participants from various sectors attended the Programme.

7. International Business Negotiations

A three-day Programme was held in the Institute's premises during 26-28 November 2008. The main objective of the programme is to equip the managers with the necessary business negotiation skills. The programme addresses the long felt need of the Indian executives, in the light of both inward and outward internationalization of Indian businesses, for a training programme that encapsulates the strategic issues as well as the finer nuances of negotiation skills, configurations and strategies in the international setting. The programme also covers the issues concerning corporate diplomacy, business protocol and etiquettes in a cross cultural environment. Eight participants from various sectors attended the Programme.

8. Contemporary Issues in International Marketing

A one-day Programme was held in the Institute's premises on 16 January 2008. This programme packages a wide range of issues that help to develop a conceptual understanding among the participants on the emerging issues in international marketing and evolve a response strategy for international marketing in the present context. The programme covered the issues such as globalization of national markets, impact of WTO on global marketing, impact of information and communication technology on international marketing strategies, strategic response for international marketing decisions with specific reference to India. This programme was attended by sixteen participants.

SPONSORED PROGRAMMES

1. Post Graduate Certificate Programme in International Business

IIFT in collaboration with NIIT conducted six-day programme for the participants of the Post Graduate Certificate Programme in International Business in the Institute's campus during 7-12 July 2008. Thirty-two participants attended the programme.

2. Export Marketing Procedure & Documentation for the members of ACMA

A two-day Programme was conducted for the members of the ACMA in the Institute's campus on 11-12 July 2008. The course content of the programme was: export import procedures and documentation, cross-cultural communication in international business, forex management strategies, international business diplomacy and negotiation programmes. Twenty-three participants attended the programme.

3. Export Marketing Procedure & Documentation for Khadi & Village Industries Commission (KVIC)

A three-day Programme was conducted for the delegates of KVIC in the Institute's campus during 22-24 December 2008. The objective of the programme is understanding the foreign trade policy 2004-09 and incentives & benefits to exporters, selection of the right market for KVIC product of HMPFI, technique of pricing for exports, arranging finance for pre and post export activity, procuring an export order and incoterms 2000, customs regulations and clearance formalities for exports and processing of an export order. Twenty-seven participants attended the programme.

4. Five days In-service Training Programme on WTO and New Trade Regime for the Officers of Indian Administrative Service

A week-long training programme for Indian Administrative Service Officers was held in the Institute's premises on 12-16 January 2009. The objective of the programme is to give an overview of the WTO and New Trade Regime and its institutional structure; to analyze the implementation issues with reference to various agreements; to examine current negotiations and experience sharing with reference to Agreement on Agriculture and General Agreement on Trade in Services; to highlight implications of Dispute Settlement Mechanism for India; to understand the position of developing countries in general and India in particular; and to discuss outlines of possible national and sub-national response

strategies. Seventeen IAS Officers participated in the programme

5. Five days In-service Training Programme on Advanced Course on WTO for the Officers of Indian Administrative Service

A week-long training programme for Indian Administrative Service Officers was held in the Institute's premises on 9-13 February 2009. The objective of the programme is to analyze the implementation issues with reference to various agreements; to examine mandated negotiations and experience sharing with reference to Agreement on Agriculture and General Agreement on Trade in Services; to highlight implications of Dispute Settlement Mechanism for India; to understand the position of developing countries in general and India in particular; and to discuss outlines of possible national and sub-national response strategies. The programme was attended by twenty-seven IAS Officers.

6. Five days In-service Training Programme on Project Appraisal and Management for the Officers of Indian Administrative Service

A week-long training programme for Indian Administrative Service Officers was held in the Institute's premises on 23-27 February 2009. The objective of the programme is to improve the quality of the appraisal process in the widest sense – demonstrating how the process of project and capital expenditure appraisal can be used; to dramatically improve cost control and deliver as risk-free as possible; and to improve the quality of project management – from planning to execution and control phase. The programme was attended by twenty-five Officers from Indian Administrative Service.

7. Capacity Building Programme on WTO & Related Issues (for officials from the CIS countries, Lao PDR & Yemen)

The Institute and Ministry of External Affairs, Government of India organized a three-week capacity building programme with twenty-three senior government officials from the CIS Countries,

Lao PDR and Yemen under the India Technical and Economic Cooperation (ITEC) Scheme. The programme built around the theme “WTO & Related Issues” was conducted at the Institute’s Campus in New Delhi during 16 March-3 April 2009. The programme is also a gesture on the part of the Government of India to assist the developing countries, specially the ones seeking accession to WTO, in gaining competence in trade policy matters. The programme encompasses classroom session on different facets of the working of the World Trade Organization and contemporary issues pertaining to trade policy and the Doha Development Round of talks.

8. Capacity Building Programme on International Business for African Countries

The Institute and Ministry of External Affairs, Government of India under the scheme of India Technical and Economic Cooperation (ITEC) organized a three-week capacity building programme at Addis Ababa, Ethiopia during 23 March-3 April 2009. The objective of the programme is to provide the participants an orientation of international business which includes the key concepts and issues so as to facilitate them in effective and efficient decision making and enhance their skills in the area of international business. Thirty-two participants attended the programme.

9. Capacity Building Programme on International Marketing, Export Management and Trade Promotion for Exporters of Leather and Leather Products

A week-long Capacity Building Programme on “International Marketing, Export Management and Trade Promotion” for exporters of leather and leather products was organized by IIFT and Council for Leather Exports at Kanpur on 16-21 March 2009. The basic objective of the programme is to provide training to Indian exporters of leather & leather products in the field of marketing management, advertising & sales promotion and export marketing. Seventeen participants from the leather industry attended the Programme.

COLLABORATIVE PROGRAMMES

1. Corporate Social Responsibility

IIFT in collaboration with Business & Community Foundation (BCF) conducted a two-day MDP on Corporate Social Responsibility in the Institute’s premises on 22-23 April 2008. The objective of the programme is to develop the CSR knowledge base & skills of professionals so that they may play an important role in envisioning and planning the CSR initiatives in their organizations; to give an overview of the CSR available teaching & learning literature; understanding the different aspects of CSR with the aim to make it practical and responsive in different strategic and operational environments; and for integrating CSR with corporate strategy & decision making to make for sustainable initiatives that benefits the triple bottom line of People, Planet, Profit in the context of India’s developmental priorities. Thirty-seven participants from various sectors attended the Programme.

2. International Commodity Trading and Price Risk Management

A two-day Programme was conducted in Bangladesh (Dhaka) on 1-2 December 2008 jointly by the Institute and Bangladesh Foreign Trade Institute, Dhaka. The programme aimed for introducing new opportunity of investments and to create awareness amongst participants about nuances of the commodity trading at the commodity exchanges. The contents of the course aim to provide insights for commodities trading with focus on hedging through derivative products like futures and options. The main focus was on providing understanding of the futures market, the genesis of futures and option markets, their location, and their function and role in commodity price risk management. Thirty-three participants attended the Programme.

3. Foreign Currency Loans & Forex Risk Management - A Cost Reduction Approach

The Institute in collaboration with State Bank Academy (SBA), Gurgaon conducted a two-day

MDP on “Foreign Currency Loans & Forex Risk Management - A Cost Reduction Approach” in the Institute’s premises on 10-11 December 2008. SBA conducts training programmes for the senior officials of SBI and also for officers of other banks and development financial institutions from India and abroad in areas covering credit, international banking, marketing and human resources development. The programme attempted to look at the various schemes and options available to corporates for raising foreign currency funds by way of debt and equity, the implication of foreign currency exposure, forex risk management strategies and the use of derivatives to hedge interest and currency risks. The programme was attended by twenty-four participants.

MDPs ON EXPORT MARKETING, PROCEDURE AND DOCUMENTATION ORGANIZED IN HINDI

1. Management Development Programme on Export Marketing, Procedure and Documentation in Hindi was organized during 22-25 May 2008 at Ludhiana by the IIFT Hindi Cell in association with Sportking Institute of Fashion Technology. Fifty participants attended the Programme.
2. A three-day Programme on Export Marketing, Procedure and Documentation was conducted during 7-9 July 2008 at Srinagar in association with J&K Entrepreneur Development Institute. Fifty-one participants attended the Programme.
3. A three-day Programme during 1-3 November 2008 was conducted at Gangtok (Sikkim) jointly by the Institute’s Kolkata Centre and Sikkim Manipal Institute of Technology. Forty-three small entrepreneurs got benefited with this programme.
4. The Institute’s Kolkata Centre conducted a three-day Hindi Programme jointly with Directorate of Industries, Government of Meghalaya during 16-18 March 2009 at Shillong. Thirty-four participants attended the Programme.
5. A four-day Hindi Programme was conducted by Institute’s Hindi Cell and Allahabad University jointly during 16-19 March 2009 at Allahabad. The Programme was attended by fifty-nine participants.
6. A four-day Hindi Programme was organized by the Institute in association with Shreenath Ji Institute of Technology, Nathdwara at Udaipur (Rajasthan) during 30 March-2 April 2009. Fifty-six participants attended the programme.

PROGRAMMES CONDUCTED DURING 2008-09 – AT A GLANCE

| Sl. No. | Programme | Venue | Dates/ Duration | No. of participants |
|--|---|----------------------------|--|----------------------------|
| A. FOUNDATIONAL PROGRAMMES | | | | |
| 1. | Ph.D. Programme | Delhi | As on 31-03-2009 | 29 |
| 2. | MBA (International Business) | Delhi | 2007-09 2008-10 | 118 113 |
| | | Kolkata | 2007-09 2008-10 | 54 60 |
| 3. | MBA (International Business) – Part Time | Delhi | 2006-09 2007-10 2008-11 | 61 56 57 |
| | | Kolkata | 2006-09 2007-10 2008-11 | 62 53 47 |
| 4. | MBA (International Business) | Dar-es-Salaam (Tanzania) | Oct. 2008-Sept. 2010 | 60 |
| 5. | Executive Post Graduate Diploma in International Business | Delhi | Sept. 2007-Feb. 2009 Sept. 2008-Feb. 2010 | 67 67 |
| 6. | Executive Post Graduate Diploma in Industrial Marketing for Executives of L&T | Delhi | Dec. 2007-June 2009 | 22 |
| 7. | Executive Post Graduate Diploma in International Business <i>thru</i> VSAT | All over India (91 cities) | Jan.-Dec. 2009 | 106 |
| B. PART-TIME CERTIFICATE COURSES | | | | |
| 1. | Certificate Programme in Export Management | Delhi | April-July 2008 Nov. 2008-Feb. 2009 | 57 34 |
| 2. | Certificate Programme in Capital and Financial Markets | Delhi | Aug.-Nov. 2008 | 49 |
| 3. | Chinese Language Course | Delhi | July-Dec. 2008 | 16 |
| 4. | French Language Course | Delhi | July-Dec. 2008 Feb.-June 2009 | 19 16 |
| 5. | Spanish Language Course | Delhi | July-Dec. 2008 Feb.-June 2009 | 17 08 |
| 6. | German Language Course | Delhi | July-Dec. 2008 | 14 |
| C. EXECUTIVE DEVELOPMENT PROGRAMMES | | | | |
| (i) OPEN PROGRAMMES | | | | |
| 1. | Export Import Procedure & Documentation | Delhi | 27-29 May 2008 | 07 |
| 2. | Export Import Procedure & Documentation | Delhi | 16-20 June 2008 | 11 |
| 3. | Export Import Procedure & Documentation | Kolkata | 15-19 Sept. 2008 | 15 |
| 4. | Export Import Procedure & Documentation | Delhi | 25-29 Aug. 2008 | 22 |

| <i>Sl. No.</i> | <i>Programme</i> | <i>Venue</i> | <i>Dates/ Duration</i> | <i>No. of participants</i> |
|---------------------------------------|--|----------------------|----------------------------|----------------------------|
| 5. | Letter of Credit and Implementation of UCP 600 | Delhi | 6 June 2008 | 44 |
| 6. | International Commodity Trading and Risk Management | Delhi | 10-11 July 2008 | 11 |
| 7. | Financial Strategies for Global Firms | Delhi | 25 July 2008 | 17 |
| 8. | Logistics Management for International Business Development | Delhi | 4-6 Aug. 2008 | 16 |
| 9. | Cross Cultural Communication and Presentation Skills in International Business | Delhi | 15-16 Oct. 2008 | 8 |
| 10. | International Business Negotiations | Delhi | 26-28 Nov. 2008 | 8 |
| 11. | Contemporary Issues in International Marketing | Delhi | 16 Jan. 2009 | 16 |
| (ii) SPONSORED PROGRAMMES | | | | |
| 1. | Export Marketing Procedure & Documentation for the members of ACMA (Sponsored by: ACMA, Delhi) | Delhi | 11-12 July 2008 | 23 |
| 2. | Export Marketing Procedure & Documentation for Khadi & Village Industries Commission (Sponsored by: KVIC) | Delhi | 22-24 Dec. 2008 | 27 |
| 3. | Training Programme on WTO and New Trade Regime for the IAS Officers(Sponsored by: DOPT) | Delhi | 12-16 Jan. 2009 | 17 |
| 4. | Training Programme on Advanced Course on WTO for the IAS officers(Sponsored by: DOPT) | Delhi | 9-13 Feb. 2009 | 27 |
| 5. | Training Programme on Project Appraisal and Management for the IAS Officers(Sponsored by: DOPT) | Delhi | 23-27 Feb. 2009 | 25 |
| 6. | Capacity Building Programme on WTO and Related Issues for Officials from the CIS Countries, Lao PDR & Yeman(Sponsored by: Ministry of External Affairs under ITEC) | Delhi | 16-23 April 2009 | 23 |
| 7. | Capacity Building Programme on International Business for African Countries(Sponsored by: Ministry of External Affairs under ITEC) | Addis Ababa Ethiopia | 23 March-3 April 2009 | 32 |
| 8. | Capacity Building Programme on International Marketing, Export Management and Trade Promotion for Exporters of Leather and Leather Products(Sponsored by: Council for Leather Exports, Kanpur) | Kanpur | 16-21 March 2009 | 17 |
| (iii) COLLABORATIVE PROGRAMMES | | | | |
| 1. | MDP on Corporate Social Responsibility (in collaboration with: Business and Community Foundation) | Delhi | 22-23 April 2008 | 37 |
| 2. | MDP on International Commodity Trading and Price Risk Management (in collaboration with: Bangladesh Foreign Trade Institute) | Dhaka | 1-2 Dec. 2008 | 33 |
| 3. | MDP on Foreign Currency Loans & Forex Risk Management – A Cost Reduction Approach (in collaboration with: State Bank Academy) | Delhi | 10-11 Dec. 2008 | 24 |

| Sl. No. | Programme | Venue | Dates/ Duration | No. of participants |
|---------------------------|--|------------------|----------------------------|----------------------------|
| (iv) MDPs IN HINDI | | | | |
| 1. | Export Marketing, Procedure and Documentation (in association with Sportking Institute of Fashion Technology) | Ludhiana | 22-25 May 2008 | 50 |
| 2. | Export Marketing, Procedure and Documentation (in association with J&K Entrepreneur Development Institute) | Srinagar (J&K) | 7-9 July 2008 | 51 |
| 3. | Export Marketing, Procedure and Documentation (in association with Sikkim Manipal Institute of Technology) | Gangtok (Sikkim) | 1-3 Nov. 2008 | 43 |
| 4. | Export Marketing, Procedure and Documentation (in association with Directorate of Industries, Government of Meghalaya) | Shillong | 16-18 March 2009 | 34 |
| 5. | Export Marketing, Procedure and Documentation (in association with Allahabad University, Allahabad) | Allahabad | 16-19 March 2009 | 59 |
| 6. | Export Marketing, Procedure and Documentation (in association with Shreenath Ji Institute of Technology) | Udaipur | 30 March-2 April 2009 | 56 |

Research

1. India-Mexico Economic Cooperation: Challenges and Opportunities

In the era of globalization a number of bilateral and regional trading arrangements are coming up. The current study was commissioned by Department of Commerce, Ministry of Commerce and Industry, Government of India. The Government of India is initiating dialogue with the Mexican Government for a Free Trade Agreement (FTA). The objective of the study was to serve as a background paper while negotiating with the Mexican counterpart. Apart from covering the various dimensions of the FTA, this study looked into some of the specific sectors like Chemicals, Pharmaceuticals, Textiles & Clothing, Bio-fuels and Tourism. The objective of the study were

- To look at the overall trade and investment relations between India and Mexico;
- To analyze the current tariff structure in Mexico;
- To look into the tariff barriers and non-tariff barriers in Mexico as perceived by the Indian exporters;
- To analyze the potential of industrial dialogue, especially in the sectors of chemicals, pharmaceuticals, bio-fuels, textiles and tourism;
- To look into the issues of standard and regulation including that of SPS ;
- To look into Customs cooperation, especially of procedures & regulation;
- To analyze briefly Mexico's FTA with others; and
- To explore the broader issues of India's access to NAFTA through Mexico.

India's trade with Mexico has been increasing through the years. India's bilateral trade with Mexico has increased more than four times from 1996 to 2005. Mexico and India do not share a strong trade relationship. Both the countries are gradually opening up. Mexico is defined as one of the most open economies of the world, considering the value of merchandise trade and the number of regional trade agreements signed. Following the

global trend, India has also started opting for various liberalizing initiatives at the regional level. One such is that of looking into possibilities of entering into FTA with Mexico. While full-fledged FTA with Mexico is not recommended, sectoral trading arrangement with Mexico may be of India's interest. Sectors like automobiles, electrical machinery and products related to nuclear reactor can be taken up in the first phase. The service sector in Mexico has lot of potential for India. The policymakers of Mexico are of the opinion that financial and educational services hold good potential for India. Further, sectors like finance and tourism have good potential for Indian investment.

2. Study on India-SACU PTA (Preferential Trade Agreement)

The study was carried out for the FTA Division of Ministry of Commerce, Government of India. Major objectives of the study were to: Prepare macroeconomic profile of SACU member nations; Analyze the external sector of SACU i.e. analysis of trade policy, South Africa's approach to RTAs, its engagement with other countries; Identify and understand the impact of existing trade barriers i.e. tariff and non-tariff barriers to trade flows, covering goods and services; and Identify potential area of trade and economic cooperation between India and SACU and make conclusions and recommendations for future action. The SACU offers tremendous potential for cooperation in trade, investment technology and human resources. With an appropriate agreement India and SACU would gain from the trade, investment and technology transfer.

3. India-Canada Free Trade Agreement: Challenges & Opportunities

This study was conducted for the Department of Commerce, Government of India. The objectives of the study were to study: the existing economic relation between India and Canada; the potential areas of investment in Canada; the sectors that might get adversely affected from the possible FTA with Canada;

the products and services that would register gains; and the overall growth in exports and imports as well as the consequent economic impacts and opportunities. The study finds that as far as FTA with Canada is concerned, there may be marginal benefit in trade in goods to India. Canada's MFN tariff is much lower than that of India. Therefore, the effective cut in tariff will be low from Canadian side in comparison to India. In this backdrop, utmost care should be taken by the Indian policymakers and negotiators while dealing with Canada. This can further act as a basis for the negotiators, for getting deeper commitment from Canada while dealing with trade in services. Canada's major service imports include, Travel Services, Other Business Services, Royalties and Licenses, Insurance Services and Financial Services. However, India's major service exports include Computer and Informational Services, Travel, Transportation, Other Business Services and Communication Services. Therefore, the existing avenues of potential trade (India to Canada) are Travel and Other Business Services. Since India is a major exporter of Computer and Informational Services, Transportation and Communication Services, trade possibilities in these industries can be explored. The study also finds that, high investment potential exists in Canada mainly in sectors like Manufacturing, Mining, Finance and Insurance.

4. India's Development Cooperation – Opportunities and Challenges for International Development Cooperation

This study was undertaken by IIFT for the German Development Institute, Bonn (Germany). Main objectives of the project were to study : Experience/foundations of Indian development cooperation; India's role in ensuring regional and cross-regional economic integration; and India's assistance to Africa's development. Findings of the study reveal that India's development cooperation with developing countries in general and particularly with African countries has shown a consistency of purpose, though it cannot be slotted into any existing established models of development cooperation whether practised by other developed countries through the DAC or by the multilateral aid agencies. It is *sui generis*. It is evolving with the

change realities of the world. Recent initiatives taken by India are driven on an equal partnership basis instead of traditional relation of donor and recipient. It is likely that Indian Development Cooperation will play crucial role in future. Capabilities of India to provide advanced but relatively low cost technology and the commonality of interest on global issues like the Millennium Development Goals will be major catalyst for Indian Development Cooperation.

5. Compendium on Technology Exports 2008

A Compendium on Technology Exports – 2008 was prepared, approved by DSIR and printed for wider circulation. This Compendium was released by Shri Subodh Kant Sahai, then Hon'ble Minister of Food Processing Industries, in a Workshop held at IIFT on 24 October 2008. This publication contains compilation and analyses of technology intensive exports data for 303 firms in India, besides an overview of the technology intensive exports in India and abroad.

6. Compendium for SMEs

There have been numerous efforts to provide support to the SME segment through various organizations and institutions involved in the promotion and development of the SSI sector existing at different levels, through various promotional schemes. In the absence of efforts towards the compilation of these schemes extended to SMEs at central and individual state levels, under one umbrella, IIFT along with FISME with funding from UNCTAD aimed at developing a Compendium for SMEs on Export Promotional Schemes and Institutions in India. This would later be converted into a software format and placed on the website of both IIFT SME Centre and FISME. The analysis of such tabulation (scheme-wise / sector-wise and region-wise) would help the policymakers to further enhance the efficacy of such schemes.

7. Barriers on India's Services Export and Outbound Investment

This study was conducted for the Department of Commerce, Government of India. The objective

of the study was to understand the degree and nature of barriers faced by the Indian services exporters and investors in the major markets. India is increasingly inclined to develop comprehensive economic cooperation agreement with several countries which includes services and investment. The barriers faced by service exporters and outbound investors do not occur at the border. They are mainly camouflaged with various types of regulatory and operational complexities. The study finds that India is facing quite significant barriers in the Middle East, EU, and South East Asia in outbound investment. The barriers may be summed up into following categories: strict entry restrictions, local partner requirement, restriction on quantum of investment and functions, etc. The major barriers in services exports are quantitative restrictions, price-based instruments (tax to foreign players or subsidy to local players), licensing or certification requirements, discriminatory access to foreign service providers, etc. The detailed classifications of the barriers are given in the report.

8. Technology Branding in SMEs

The study conducted for DSIR focuses on the area of branding and need for branding in the context of SME sector. The stigma attached to the sector, based on price-based differentials, price undercutting and lack of product and image differentiators are typical traits through which the sector is known. The study attempts to explore the efforts made by the sector in respect of branding activities and if there is a need for branding activities for the sector. Keeping the scope and nature of operation of the sector into account, what are the specific activities that are required to pursue towards branding activities. The major findings from the secondary and primary surveys show clusterization of the SMEs and they operate more as a cohesive unit. The study also showed lack of proactive marketing efforts from the SMEs and the limited efforts are carried out at the owner's level. Market is price driven with absence of R&D efforts. Price undercutting is another common problem. Suggested recommendation includes Cluster branding to Process branding to Product branding. Efforts required more at the cluster level and gradually moving towards the individual level.

9. Indo-ASEAN FTA: Concern for West Bengal

FICCI, New Delhi has assigned IIFT to carry out a study on West Bengal in respect to the Indo-ASEAN FTA. The objective of the project is to identify the commodities which are going to be affected by the Indo-ASEAN FTA both positively and negatively.

10. Strategic Plan for CAPEXIL

CAPEXIL has assigned IIFT a study to analyze the External Environment to measure the performance of domestic industry, exports, global trends, identification of the broad changes in the factor conditions, industry structure and demand conditions, identification of major drivers affecting global trade (like WTO policies, tariff and non-tariff barriers and RTAs) in CAPEXIL related products. The next step performed is the analysis of the Internal Environment to assess the past performance of CAPEXIL services related to promotion and development efforts. Strategic options & choices in terms of thrust products and thrust markets for the related products have also been identified. The report has given a detailed plan of action for CAPEXIL for the five years ending 2012.

11. Textiles & Clothing: Synergizing the Value Chain among SAARC Countries

The Ministry of Commerce, Government of India, has assigned IIFT a study to explore the possibilities of synergy among the different elements of textiles and clothing value chain among the SAARC countries in the global trade.

12. Enhancing Competitiveness of Unregistered Manufacturing Units in India – Best Practices

National Manufacturing Competitiveness Council has assigned a study to IIFT to analyze the determinants of competitiveness through identifying prime factors of constraints and pressures under which small units are operating. The study covers primarily four industries, namely: Surgical Units (Baruipur, West Bengal), Chemical Units (Ankleswar, Gujarat), Knitwear and Handloom (Tirupur, Tamil Nadu), and Food Processing (Patna, Bihar).

Seminars/Workshops

- Workshop on “India’s Development Cooperation - Opportunities and Challenges for International Development Cooperation” was jointly organized by IIFT and DIE (German Development Institute), Bonn on 6 August 2008 at IIFT campus. About 50 participants representing academia, industry, foreign embassies, etc. participated. The Workshop was addressed by Shri K.T. Chacko, Director, IIFT; Dr. (Mrs.) Vijaya Katti, Chairperson (Research), IIFT; and Dr. Tatjana Chahoud, Sr. Researcher, DIE-German Development Institute.
- A one-day workshop was organized at German Development Institute, Bonn on 27 August 2008 in connection with research project on “India’s Development Cooperation - Opportunities and Challenges for International Development Cooperation”. Shri K.T. Chacko, Director and Dr. (Mrs.) Vijaya Katti, Chairperson, Research and Project Leader participated in the workshop.
- The Conference on “Empirical Issues in International Trade & Finance” was held during 23-24 December 2008 at Science City Convention Centre, Kolkata. The Conference was organized by Indian Institute of Foreign Trade and supported by Centre for WTO Studies, IIFT, New Delhi. The main objective of the Conference was to bring together empirical researchers in international economics working in diverse disciplines and different locations. The major themes of the Conference were: testing trade theories, trade indices, facilitation mechanisms for international trade, regional economic integration, firm level issues in international business, foreign investment & financial integration, trade-FDI linkage, FDI & firm performance, implications of portfolio investment for government policy, linkage between capital flow & financial markets, political economy of international trade & finance. Distinguished academicians from India and abroad participated in the two-day Conference and a large number of quality papers were presented and discussed.

General

Meetings of the Board of Management, Finance Committee and Academic Council

During the year, two meetings of the Board of Management were held on 26 September 2008 and 18 March 2009 and two meetings each of the Finance Committee and Academic Council were also held.

International Cooperation

INTERNATIONAL Collaborations and Capacity Development have been identified as two strategic areas for IIFT and to strengthen efforts in this direction, International Collaborations and Capacity Development (ICCD) was set up as a separate Division in December 2006.

In order to retain its position as a premier B-school and a highly rated research organization, IIFT has been successfully strengthening its relationship with regional as well as international organizations.

The Institute is a member of the following international organizations:

Academy of International Business (AIB), USA

The Academy of International Business (AIB) is an association of scholars and specialists in the field of international business. Members include scholars from the leading global academic institutions as well as consultants, researchers, and NGO representatives. The Academy has thirteen chapters established around the world to facilitate networking as well as the facilitation and exchange of knowledge at a more local level.

Association of Management Development Institutions in South Asia

The Association of Management Development Institutions in South Asia (AMDISA), networks management development centers across seven nations and promotes partnership between business schools, business leaders and policy administrators for enhancing the quality and effectiveness of management education in South Asia.

Eduniversal Officials Selection

Indian Institute of Foreign Trade (IIFT, New Delhi) has been selected for the 2007/2008 Eduniversal Official Selection – the first universal panorama of the 1000 business schools that count on Earth considering their international influence and recognition.

European Foundation for Management Development (EFMD), Brussels

With more than 650 member organizations from academia, business, public service and consultancy in 75 countries, EFMD provides a unique forum for information, research, networking and debate on innovation and best practice in management development.

International Association of Trade Training Organizations (IATTO), UK

IATTO was incorporated in 1996. Membership of IATTO enables individuals and organizations to network with and learn from fellow international trade educators and specialists operating in other parts of the world. It also provides access to an international accreditation system with unique features aimed at enhancing the marketability of international trade training programmes and certification.

Swiss Agency for Development and Cooperation (SADC), Berne, Switzerland

SADC is an international agency which pursues three principal objectives to reduce poverty worldwide to guarantee human safety and security, and to safe globalization in a way that fasters development. In its pursuit to achieve these objectives, IIFT has been tied up to work as a partner in helping the Inter Regional Trade in the Greater Mekong Sub-Region.

United Nations Conference on Trade and Development (UNCTAD)

UNCTAD promotes the development-friendly integration of developing countries into the world economy. It functions as a forum for inter governmental deliberations, supported by discussions with experts and exchanges of experience, aimed at consensus building and provides technical assistance tailored to the specific requirements of developing countries, with special attention to the needs of the least developed

countries and economies in transition. IIFT has carried out some research studies which were funded by UNCTAD.

Key Activities undertaken by the ICCD Division in 2008

1. Faculty participation in International Conferences/Workshops:

1. Dr. B.K. Sahu, Assistant Professor, presented a paper at 6th ASAE International Conference, Manila during 28-30 August 2008.
2. Dr. Pinaki Dasgupta, Associate Professor, presented a paper at the conference organized by FLO & Hans Stiftung Foundation, Indonesia on 27 November 2008.
3. Dr. R.P. Sharma, Associate Professor, attended the International Marketing Congress during 16-17 Jan. 2009 at Paris, organized by The European School of Management, Paris (ESCP-EAP), France.
4. Dr. Sunitha Raju, Professor & Chairperson (ICCD Division), was invited by the Kyushu University, Fukuoka, Japan to participate in a Workshop on Agricultural Policies in Asia during 27-29 January 2009. She presented a paper on Indian Agricultural Policy – An Analysis based on PSE Estimates.
5. Dr. Biswajit Dhar, Formerly Head, Centre for WTO Studies, was invited by Yokoma National University, Japan to participate as a Speaker in International Symposium on the Doha Development Round held during 11-14 February 2009 in Tokyo.
6. Dr. (Mrs.) Vijaya Katti (Chairperson – Research), and Dr. Ravi Shanker, Professor, then Chairperson, ICCD Division were invited by the German Development Institute to attend a conference on “Managing Global Governance” during 16-18 April 2008.
7. A Paper by Dr. Saikat Banerjee, Associate Professor, was discussed during the Research Paper Conference organized by Academy of International Business in collaboration with Bocconi University in Milan, Italy during 30 June-3 July 2008.
8. A training programme on Foreign Exchange

and Trade Finance Management was conducted by Prof. Harkirat Singh and Dr. Raveendra Saradhi, Associate Professor, during 6-9 April 2009 in the BFTI premises, Dhaka.

2. Collaborations

Currently, IIFT has 30 MOUs with business schools across Europe, North America, Africa and South East Asia.

2.1 Partner Institutions added in 2009

University of New Castle, Australia: MOU signed on 27 November 2008 covering exchange of students and faculty members, collaboration in joint research projects, joint conferences and cultural programmes besides supervision of Ph.D scholars and evaluation of Ph.D thesis work.

Bangladesh Foreign Trade Institute (BFTI): MOU signed on 1 December 2008, under which IIFT will offer Certificate Programme in Export Management in collaboration with BFTI and conduct MDPs and Research.

A two-day MDP on International Commodity Trading and Price Risk Management was conducted by IIFT at Dhaka on 1-2 December 2008 and 33 participants from the Government, Stock Exchange, Banks and Micro Finance Companies participated in the programme. This programme was funded by the European Commission.

Bradley University, Peoria, Illinois, USA: An MOU covering student and faculty exchange, joint research projects, joint cultural programmes and organization of joint conferences was signed at IIFT on 15 March 2009.

The University of Akron, Akron, Ohio, USA: The MoU was signed in February 2008 which provides for exchange of students and faculty members, joint research project, cultural programmes and joint conferences.

2.2 Other Partner Institutions in Academic Collaboration with IIFT

1. Edhec Business School, Lille Cedex and Nice Cedex, France
2. Aberystwyth University, Aberystwyth, UK
3. Ajou University, Suwon, Korea

4. Brock University, St. Catharines, Ontario, Canada
5. CERAM Sophia Antipolis, French Riviera Chamber of Commerce and Industry, Sophia Antipolis Cedex, France
6. Export Edge Business College (EEBC), Dublin, Ireland
7. Foreign Trade Training Centre (FTCC), Nasr City, Cairo, Egypt
8. Foreign Trade University, Hanoi, Vietnam
9. Grenoble School of Management, Grenoble Cedex, France
10. HANKEN-Swedish School of Economics and Business Administration, Hanken University, Helsinki, Finland
11. IECS-Strasbourg Graduate School of Management, Université Robert Schuman, Strasbourg Cedex, France
12. IESEG – School of Management, Lille Catholic University, Lille, France
13. Institute for Trade Studies & Research (ITSR), Tehran, Iran
14. Institute of Finance Management (IFM), Dar-es-Salaam, Tanzania
15. International Institute for Trade and Development, Bangkok, Thailand
16. Keio University, Japan
17. Leeds Metropolitan University, Leeds, UK
18. Newcastle University, Newcastle, UK
19. Oakland University, Rochester, MI, USA
20. Pamplin College of Business, Virginia Polytechnic Institute & State University, Blacksburg, VA, USA (Virginia Tech)
21. Pforzheim University, Pforzheim, Germany
22. School of Public Policy (SPP), George Mason University, Fairfax, Virginia, USA.
23. The International University in Geneva, Geneva, Switzerland
24. Università Commerciale L. Bocconi, Milano, Italy
25. Universität des Saarlandes, Germany
26. University of São Paulo, Brazil

3. Student Exchange Programme

3.1 Outbound Students

This year the number of IIFT students visiting other B-Schools as exchange students went up to 25. The Partnering Institutions for exchange programme in January 2009 are as follows.

- (i) Virginia Polytechnic Institute and State University, USA
- (ii) CERAM Sophia Antipolis, France
- (iii) Hanken Swedish School of Economics, Finland
- (iv) Pforzheim University of Applied Sciences, Germany
- (v) Grenoble Graduate School of Business, France
- (vi) IESEG School of Management, France
- (vii) IECS-Strasbourg Graduate School of Management, Robert Schuman University, France
- (viii) University of Bocconi, Milan, Italy
- (ix) Aberystwyth University, UK
- (x) Newcastle University, UK
- (xi) Edhec School of Business, Paris
- (xii) International University, Geneva
- (xiii) Brock Business School, Canada

3.2 Inbound Students

During the academic year July 08-June 09, 12 foreign students visited IIFT for a trimester. These students represented the following B-Schools:

- (i) CERAM Sophia Antipolis, France
- (ii) IECS-Strasbourg Graduate School of Management, Robert Schuman University, France
- (iii) Edhec School of Business, Paris
- (iv) University of Bocconi, Milan, Italy
- (v) Grenoble Graduate School of Business, France
- (vi) IESEG School of Management, France
- (vii) HANKEN-Swedish School of Economics and Business Administration, Hanken University, Helsinki, Finland

Placements

The year 2008-09 was a tough year for placements globally due to slow down of the economy. The meltdown of the markets was witnessed from October 2008 onwards with many organizations putting their growth plan on hold. The signs looked ominous for the recruitment season across B-schools, yet IIFT managed to rise to the challenge, ensuring 100% placements for its 168 students of MBA (IB) Batch 2007-09 of both the Centres, i.e. Delhi and Kolkata.

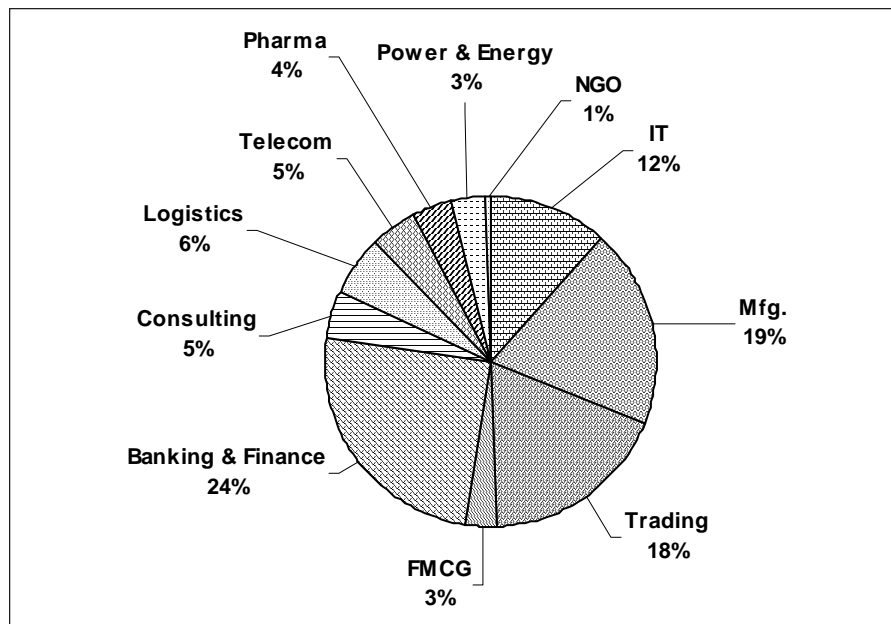
The placements witnessed 38 new companies including PSUs and NGOs out of 63 recruiting companies of this year. The highest salary was Rs. 19 lacs per annum with an average salary of Rs. 8.09 lacs per annum.

The Pre Placement Offers were received by 19 students based on their performance of summer internship but only 11 students availed the offers. The sectoral break-up of placements is as follows.

Social Awareness Programme (SAP)

38 NGOs (20 NGOs in Delhi for 116 students and 18 NGOs in Kolkata for 52 students) were identified as partner NGOs under Social Awareness Programme. The interaction with the NGOs started from August 2008 onwards with the three weeks field projects during February 2009. The Programme carried 3 credits.

SECTORAL PLACEMENTS - MBA(IB) 2009



Interaction

THE Institute provides an excellent platform for sharing experiences and knowledge of various industry leaders and experts with the students which help them to broaden their horizon and improve their learning curve. Some eminent speakers during the year were:

| <i>Speaker</i> | <i>Designation</i> | <i>Organization</i> |
|---------------------------|---|--|
| Dr. A.P.J. Abdul Kalam | Former President of India | |
| Prof. Mukul Asher | Professor of Public Policy | National University of Singapore |
| Mr. Sudhir Bhasin | Director | Rockfort Trading Co., Dubai |
| Dr. Shunliyao | Research Fellow, China Center for Economic Research | Peking University, China |
| Mr. J.K. Dadoo | Secretary, Environment, Forest & Wild Life | Govt. of NCT of Delhi |
| Mr. Donald Asher | Managing Partner | ASHER Associates |
| Dr. Biswajit Dhar | Head, Centre for WTO Studies | Ministry of Commerce & Industry, Govt. of India |
| Mr. Rohit Sarkar | Special Consultant | Planning Commission, Govt. of India |
| Mr. Kunwar Sachdeva | Managing Director | Su-Kam |
| Dr. Shushanta Mallick | Associate Professor in International Finance | Queen Mary, University of London |
| Mr. Mohit Satyanand | Entrepreneur and | Self Employed Investment Advisor |
| Mr. Devram | Entrepreneur | Self Employed |
| Ms Jaya Jaitley | Social Entrepreneur | Self Employed and Politician |
| Mr. Chandra Shekhar Ghosh | CEO | Bandhan India |
| Mr. Borris Schueler | Head, International Operations | Hoffman Group |
| Mr. R.C. Nandrajog | Executive Director | TRF Limited |
| Mr. Saikat Bandyopadhyay | Chief, Corporate Business Strategy | Tata Martrade International Logistics Ltd |
| Mr. Anil Dhawan | General Manager & Chief of Communication | SAIL |

Student Activities

The International Management Forum (IMF)

The International Management Forum is an elected body of the students of two year full time MBA (IB) Degree Programme. It consists of ten elected members – five from each Campus, i.e. Delhi and Kolkata. The IMF coordinates all the students activities such as organizing National Symposiums, Conclaves, Sports, Quiz Competitions, and interactions with leaders in knowledge sphere.

The Events Organized during 2008-09

1. National Trade Symposium

National Trading Symposium was organized in association with PHD Chamber on 31 July 2008 at IIFT, New Delhi on the theme “**The Changing Facets of Commodity Trading**”. Prominent speakers participated in the symposium.

2. National Consulting Symposium

National Consulting Symposium was organized in association with PHD Chamber and Consulting Development Center on 11 August 2008 on the theme “**Role of Consultants in Emerging Knowledge Based Economy**” at IIFT, New Delhi. The Symposium was inaugurated by Hon’ble Dr. APJ Abdul Kalam, former President of India. Prominent speakers addressed the symposium.

3. National IT Symposium

National IT Symposium was organized in association with NASSCOM in Kolkata having theme as “**Indian IT at Crossroads: Finding New Dimensions, Exploring New Avenues**” on 28 August 2008. The symposium was inaugurated by Mr. Debesh Das, Minister in Charge, Department of Information Technology, West Bengal. Prominent speakers shared their views at the symposium.

4. Trade Winds

The annual event “Trade Winds” was held on 19 November 2008 at Kolkata. The theme of the

event was “**Sustaining Indian Growth Story.**” Prominent speakers addressed the participants at the event.

5. National Finance Symposium

The National Finance Symposium was organized in association with Mumbai Chamber of Commerce and Industry. The theme of symposium was “**Indian Banking – the Road Ahead**”. Keynote Speaker at the symposium was Ms Meera Sanyal, Country Head, ABN Amro Bank and the Chief Guest was Mr. Vinod Rai, Comptroller and Auditor General of India. Prominent speakers from the Financial Sector addressed the participants.

6. Quo-Vadis 2008

Quo-Vadis is an annual event which was organized during 14 to 16 November 2008 at Delhi. The event witnessed participation of students from various B-Schools of the country in a variety of events based on Marketing, Finance, Consulting and Corporate Social Responsibility.

7. The AI Gore Sustainable Technology Venture Competition

The AI Gore Sustainable Technology Venture Competition focuses on prominent new sustainable technologies to market through entrepreneurship. It involves participation in competition of students from management and other graduate students. The event was held on 11 February 2009 at IIFT, Delhi.

8. B.T. Accumen

This event was initiated by *Business Today* in 2002. It is a National Level B-School competition focusing on debating and quizzing skills. The event consists of four regional rounds at Delhi, Mumbai, Bangalore and Kolkata followed by final in Mumbai. This year again, IIFT hosted the North Zone round on 23 August 2008 which witnessed active participation from other B-Schools.

9. Koshish

The Club by IIFT students focuses on assistance to underprivileged, mentally challenged people and senior citizens of the society. Koshish organized a Blood Donation Camp on 10 September 2008 in association with Rotary and Innerwheel Club of Delhi Panchshila Park. During the year, the students joined hands with Innerwheel Club of Delhi Panchshila Park in organizing seminar

on “Environment Management”, visited old age home and collected used clothes, which were sent to the flood affected victims through NGO—*Goonj*.

10. Live Projects

Many students worked on live projects with different companies. Some of them being: Olam International, IMRB, Nokia, Siemens Network, Piaggio Motors, Bajaj, Lifeblob, *Dilli Haat*, Zeecare.

AWARDS WON BY IIFTIANS IN NATIONAL/INTERNATIONAL EVENTS IN 2008-09

| Event | Prize | Winners |
|---|-------------------------|--|
| 1. LMJ Case Study Contest | 1 st | Kinshu Sinha Kohinoor Banerjee |
| 2. IMI's Annual Finance Summit Prahelika '08 | 1 st | Abhishek Lohia Amandeep Matta |
| 3. SCMHRD's M&A Strategy Competition 'Anschluss' | 2 nd | Abhishek Lohia Shruti Mehrotra Raveesh Bhatnagar |
| 4. Strategy Game at Quo Vadis '08, IIFT | 1 st | Abhishek Lohia Amandeep Malhari |
| 5. AI Gore Sustainable Technology Venture Competition, 2008 | Runners Up | Shashank Agnihotri Arghya Roy Chaudhari Samik Sarkar |
| 6. McGinnis Venture Competition, Tepper Business School, Carnegie Mellon University, 2009 | International Finalists | Arghya Roy Chowdhuri Samik Sarkar Shashank Agnihotri |
| 7. IT BHUMagnum Opus '09 – Brand Aid, A Marketing Plan Contest | 2 nd | Kedar Madhekar Karthik Subramaniam |
| 8. ICFAI, Hyderabad, Desh Videsh Marketing Strategy | 2 nd | Pooja Arya |
| 9. ICFAI, Hyderabad, Trishna '09 Paper Presentation | 1 st | Pooja Arya |
| 10. Department of Financial Studies, DU, Arvneeti'09 | 1 st | Pooja Arya |
| 11. Online Simulation in Strategy Game for IIT Madras Biz Fest - Samanvay 2009 | 1 st | Saurabh Sipani |
| 12. Corporate Boardroom Discussion - Sangathan as part of Ojas '09, SPJIMR | Top 4 teams | Swati Maheshwari Saurabh Sipani Varun Bajla |
| 13. On-floor Trading in ICFAI, Hyd's Fest – Trishna '08 | Best Seller | Swati Maheshwari |
| 14. Product Marketing in Destination India, Trishna '08 | 1 st | Swati Maheshwari |
| 15. Wordsworth, a literary event in Trishna '08 | 1 st | Swati Maheshwari |
| 16. DHL Discover Logistics Competition (final held in Bonn and Berlin, Germany) | 1 st | Vinay Bohra |
| 17. Capstone International Business Challenge | International Rank: 38 | Mohit Malik Neha Gupta |
| 18. Standard Chartered Best Summers Project Contest, Prerna 2008 NITIE, Mumbai | 1 st | Diptangshu Chatterjee |
| 19. Genesis Paper Writing Contest, Consulting Vertical, Fiesta '08 FMS, Delhi | 1 st | Diptangshu Chatterjee |

| Event | Prize | Winners |
|---|------------------------|--|
| 20. Roomaa Investments - " Equity Trading on Basis of Technical Analysis" | 1 st | Ankit Chhabra |
| 21. Debate Competition by Indian Institute of Population and Health Welfare | 2 nd | Rahul Bhardwaj |
| 22. Mahindra & Mahindra's National level War-Room Contest on "Micro Finance Sectoral Strategy." | 2 nd | Maxlin Thomas Mathew |
| 23. SAYANTRIK-06, Task Completion Event in National Level Symposium | 3 rd | Maxlin Thomas Mathew |
| 24. Cygnus, National Level Case Study Competition at IIT Delhi | 1 st | Tarunesh Mathur |
| 25. Adapt, National Level Marketing Case Study Competition at IIM Indore | Finalist | Tarunesh Mathur |
| 26. Sustainable Technology Competition by AI Gore Sustainable Future Foundation, San Francisco, USA | Finalist | Siddharth Jain |
| 27. Prix Galilee Award 2008, by Cote De Azur Chamber of Commerce, France | Won International Tour | Siddharth Jain |
| 28. Bedevere, IMI, Delhi, 2009 | 2 nd | Ruchit Misra |
| 29. Brandmile, MICA 2009 | 2 nd | Ruchit Misra |
| 30. National Case Study Competition by i-Marketing Advantage | Finalist | Ruchit Misra |
| 31. Business Plan Competition by ISB, Hyderabad | 1 st | Ankur Mittal |
| 32. Karma Summer Project Contest, IMI Delhi | 1 st | Ankur Mittal |
| 33. Big Bang Strategy Contest, IIT Delhi | 1 st | Ankur Mittal |
| 34. Aditya Birla Group – Prerana Summer Project Contest – IT, NITIE | 2 nd | Ankur Mittal |
| 35. "Brain Dump" at IMI Delhi | 1 st | Suyash Mehrotra |
| 36. "Kuruksheetra", XIM Bhubaneswar | 1 st | Suyash Mehrotra |
| 37. "Elevator Pitch", IMI Delhi | 1 st | Suyash Mehrotra |
| 38. "Lakshya", Amity Business School, NOIDA | 1 st | Suyash Mehrotra |
| 39. "Serve Preneur", FMS, Delhi | 2 nd | Suyash Mehrotra |
| 40. "Tatva" at SP Jain, Mumbai – Virginia Tech Management Fest. | 2 nd | Suyash Mehrotra |
| 41. "TBR Research Scholar Project" at MDI, Gurgaon | 2 nd | Suyash Mehrotra |
| 42. "Anveshan Paper Presentation Context" Amity Business School, NOIDA | 2 nd | Nipun Gupta Suyash Mehrotra |
| 43. "Ran NITI", Business Simulation Game by AIMA | 3 rd | Shweta Dogra |
| 44. International B-Plan Competition at NILM | 2 nd | Shweta Dogra |
| 45. Mousetrap – Entrepreneurial Business Simulation Game, Confluence 2008, IIM Ahmedabad | Finalist | Shruti Mehrotra Rajitha Swaminathan |
| 46. Anschluss – the Merger and Acquisitions Game, NEEV 2008, SCMHRD, Pune | 2 nd | Shruti Mehrotra Rajitha Swaminathan |
| 47. Merger & Acquisition Finance Competition, IIM Lucknow | 1 st | Rajitha Swaminathan |
| 48. Paper presentation on "Synergism; The Value of Synergy in Merger & Acquisitions", IIM Kozhikode PE Summit 2008 | 1 st | Mohit Lohia |
| 49. National Whitepaper Competition on "Role of Private Equity & Infrastructure Financing" at IIT Kanpur | 1 st | Rekha Devarpalli Taranpreet Singh Kohli |
| 50. National level Competition on Business Strategy for "Mobil Virtual Network Operator" in India at IIT Kharagpur. | 1 st | Rekha Devarpalli Taranpreet Singh Kohli |

Foreign Trade Library

DELHI CAMPUS

The Foreign Trade Library of IIFT is one of the largest of its kind (specializing in International Business) in India. It continued with its endeavour to add to its collection of specialized publications and expand and improve its services. Foreign Trade Library is a vast knowledge bank with an impressive collection of 97,352 resources that comprises 70,636 book-volumes, 16,888 bound periodicals, and 683 periodicals. In addition to these, its collection comprises databases and online sites, research reports, company reports, CD-ROMs, videocassettes in the field of Management, Foreign Trade and WTO related issues. Further, the Library continuously enriches itself with the publications from national and international organizations such as United Nations Agencies, ITC/UNCTAD/WTO, International Monetary Fund, World Bank, Ministries and Departments of the Government of India, Export Promotion Councils, Commodity Boards and other Trade Promotion Organizations. The 'WTO Resource Centre' in the Foreign Trade Library exclusively provides information on WTO and related issues.

Section-wise distribution of the Library acquisitions during 2008-09 is given in the Table.

In order to facilitate online access to information, the Library has also subscribed to *twenty-three* trade related online and offline databases like Blackwell Synergy (*21 E-Journals*), Capataline Plus, CMIE databases (*Prowess, India Trade and Industry Analysis Service*), Commodity Price Bulletin, DGCIS Statistics, EBSCO, Emerald Management Extra,

Epharmail, IFS, India Stat.com, Infotrac Custom Journal Package, Inside Trade.com, ISI Emerging Market (*World Services*), JSTOR, NextLinx, ProQuest, Suns Magazine, Trade Map, World Bank Online Databases, World Trade Atlas, WITS.

Research Scholars from various universities both Indian and foreign made use of the Library for their doctoral and post-doctoral research work.

KOLKATA CAMPUS

Kolkata Library was established in July 2006. Since then, Kolkata Library is in its growing stage with resources of traditional type as well as electronic and online information. It includes books in almost all areas relevant to management and over hundred national and international periodicals. Almost all business dailies published in India are also available in its Newspaper section. The collection comprises of textbooks, reference books, annual reports, statistical index, trade policies, handbooks, cartographic materials, project reports, etc. in the field of Management, Statistics, Economics, Mathematics, Marketing, International Trade, Psychology, Operation Research, Business Communication, Advertising, etc.

The library is very rich by its online resources and its collection of reference books. The 21 online and offline databases subscribed by Delhi Campus are also accessible at Kolkata Campus.

Further, the Library is planning to provide more modern facilities and access to more research based information to its users in near future.

Sector-wise distribution of the Kolkata Library acquisitions during 2008-09 is as follows:

POSITION OF LIBRARY ACQUISITIONS DURING 2008-09

| Section | Acquisition in 2008-09 | Total as on 31.3.2009 |
|---|------------------------|-----------------------|
| Books, Reports, Video Cassettes & CD-ROMs and Documents | 1,199 | 79,758 |
| Bound Volumes of Periodicals and Journals | 250 | 16,888 |
| New Titles of Journals Added | 4 | |
| Complimentary/Purchased Journals | - | 683 |
| Databases/Online Sites | 5 | 23 |
| Total | 1,458 | 97,352 |

POSITION OF LIBRARY ACQUISITIONS DURING 2008-09

| Section | Acquisition in 2008-09 | Total as on 31.3.2009 |
|---|------------------------|-----------------------|
| Books, Reports, Video Cassettes & CD-ROMs | 236 | 1,426 |
| Journals/Periodicals | 46 | 104 |
| Databases/Online Sites | - | 23 |
| Total | 282 | 1,553 |

Computer Centre

DELHI CAMPUS

There are well equipped Computer Centres exclusively for the students and for training and research activities of the Institute. The computer centres for the students are open round-the-clock and have access to all IT facilities, including internet. The Institute has 4 mbps lease line to provide internet access to all the terminals. The network facilities have been extended to all possible places in the campus through wired and wireless devices. The class-rooms are equipped with LCD projectors and PCs for presentation.

The following services are being carried out in the Institute:

- E-mail
- Web services
- SME Resource Centre
- RDBMS
- Library Information System
- Audio Communication facilities
- Online Quiz Test
- Result Processing
- Feedback Processing
- File & Print Server
- Financing Accounting
- Employee Information System
- Learning Resource Centre for students
- Campus Network for students activities.

The Institute has the following IT infrastructure:

Servers

IBM Blade Centre with 5 Blade Servers connected to SAN Storage.

Network

The local area network comprises CISCO Switches, CISCO Router, Firewall, McAfee Appliances at gateway, etc. with fibre optic connectivity in different building blocks. Wi-Fi

connectivity is also available in Hostels. IIFT Delhi and Kolkata Campuses are connected with 2 mbps MPLS link.

Video Conference

Video Conference facilities are available between Delhi and Kolkata campuses.

Nodes

P4 computers with colour monitor, Logitech-mouse with Windows 2000/XP, MS-Office 2000/XP - 300 Nos.

Printers

1. HP 2550 and 5550 colour laserjet printers
2. HP 8150/9040 DN network printer
3. HP LaserJet 1022/1015

Scanners

1. HP 7400/8390 scanners

Database

India Trade and Prowess database from CMIE are available on the Institute's network.

KOLKATA CAMPUS

The Kolkata Campus has a Computer Centre with 15 PCs available for all students. All services including internet, email, databases, etc. available at Delhi Campus are also provided at Kolkata through MPLS link.

The Centre has the following IT infrastructure:

Servers

1. HCL WIN 2003
2. HP Proliant DL 380

Nodes

Fifty-three computers with 15" colour monitors installed with Windows XP and MS Office 2003 software.

Publications

THE Institute brought out the following periodicals during the year 2008-09, in addition to various brochures, prospectuses and folders:

Foreign Trade Review

The Institute's quarterly journal, *Foreign Trade Review*, continues to be the platform of diverse views and objective analysis of the foreign trade in the context of economic development. It carries papers by IIFT faculty and outside experts.

Focus WTO

With the establishment of World Trade Organization (WTO) in 1995, the entire gamut of international trade has undergone a sea change. Hence, providing analysis and information about the WTO and how it helps, promotes and affects exports, imports and entire business operations and transactions, for Indian trade and industry is a matter of serious concern. Since there had been no bulletin or magazine available in the country dealing exclusively with WTO issues, the Institute launched in May 1999 a bi-monthly News and Views Magazine, entitled *Focus WTO* to fill this void.

Each issue of *Focus WTO* is dedicated to a particular theme. Six issues were brought out during the year. The magazine has three sections – the first section carries Lead Article(s) while the second section presents a snapshot of news appearing in the domestic and international Press; the third section provides excerpts or complete official document(s) that are not easily available to trade and industry, as well as to the academia and other researchers.

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Sheeba Kapil, contributed chapter titled, “Garnering Supply Chain Advantage through Mergers and Acquisitions: A Case of Telecomm Sector”, *Supply Chain Management for Competitiveness*, Macmillan Advance Research Series, 2008. ISBN 10:0230-63657-8, ISBN 13:978-0230-63657-6.

Vijaya Katti, “Bhartiya Videsh Vyapar Sansthan: Jahan Utkrishtta Hi Jeevan Shaili Hai”, *Lok Panchayat*, Monthly newspaper, December 2008.

Vijaya Katti, “Infrastructure and Export” - to appear in *MOC Annual Report 2008-09*.

Vijaya Katti, Tatjana Chahoud & Atul Kaushik, “India’s Development Cooperation - Opportunities and Challenges for International Development Cooperation”, Briefing Paper, German Development Institute (DIE), March 2009.

राजभाषा हिंदी की गतिविधियां

संस्थान अपने मूल उद्देश्य शिक्षण, प्रशिक्षण एवं अनुसंधान की ही भांति संघ की राजभाषा नीति के कार्यान्वयन के प्रति पूरी तरह सचेत और जागरूक है। राजभाषा हिंदी का प्रयोग न केवल दिन-प्रतिदिन के कार्यालयीन कामकाज में है अपितु विदेश व्यापार संबंधी प्रशिक्षण भी हिंदी माध्यम में प्रदान किया जाता है। वर्ष 2008-09 के दौरान संस्थान द्वारा हिंदी के प्रगामी प्रयोग से संबंधित कार्यों का विवरण निम्न प्रकार है :

1. **शिक्षण एवं प्रशिक्षण कार्यक्रम** - संस्थान द्वारा अंग्रेजी न जानने वाले अतिलघु, लघु व मध्यम दर्जे के महिला एवं पुरुष उद्यमियों और छात्रों को विदेश व्यापार संबंधी जानकारी प्रदान करने के लिए प्रबंधन विकास कार्यक्रम (**एमडीपीज**) हिंदी माध्यम में भी आयोजित किए जाते हैं। संस्थान के हिंदी एमडीपीज पूरे देश में लोकप्रिय हैं। वर्ष 2008-09 में संस्थान ने राजभाषा हिंदी में कुल 6 प्रबंधन विकास कार्यक्रम आयोजित किए जिनका विवरण निम्न प्रकार है :

संस्थान द्वारा आयोजित हिंदी प्रबंधन विकास कार्यक्रम की सूची (वर्ष 2008-09)

| कार्यक्रम | दिनांक/अवधि | प्रायोजक |
|--|------------------------|---|
| हिंदी प्रबंधन विकास कार्यक्रम - लुधियाना | 22-25 मई 2008 | स्पोर्टिंग इंस्टीट्यूट ऑफ फैशन टेक्नोलॉजी |
| हिंदी प्रबंधन विकास कार्यक्रम - श्रीनगर | 07-09 जुलाई 2008 | जे. एंड के. उद्यमिता विकास संस्थान |
| हिंदी प्रबंधन विकास कार्यक्रम - सिक्किम | 01-03 नवम्बर 2008 | सिक्किम मनीपाल इंस्टीट्यूट ऑफ टेक्नोलॉजी |
| हिंदी प्रबंधन विकास कार्यक्रम - शिलॉंग | 16-18 मार्च 2009 | डारेक्टोरेट ऑफ इंडस्ट्रीज मेघालय सरकार |
| हिंदी प्रबंधन विकास कार्यक्रम - इलाहाबाद | 16-19 मार्च 2009 | इलाहाबाद विश्वविद्यालय |
| हिंदी प्रबंधन विकास कार्यक्रम - उदयपुर | 30 मार्च 2 अप्रैल 2009 | श्रीनाथ जी इंस्टीट्यूट ऑफ टेक्नोलॉजी, नाथद्वारा |

ये कार्यक्रम राजभाषा हिंदी के प्रचार प्रसार के साथ-साथ विदेश व्यापार के बारे में आम लोगों में जागरूकता पैदा करने और उन्हें विदेश व्यापार के लिए प्रेरित करने में काफी सहायक सिद्ध हुए हैं। प्राप्त रिपोर्टों से पता चला है कि अनेक उद्यमी इस कार्यक्रम से मिली जानकारी के आधार पर अपना निर्यात व्यापार आरंभ करने में सफल रहे हैं।

2. **धारा 3(3) का अनुपालन** - संस्थान में सभी कार्यालय आदेश, परिपत्र, अधिसूचनाएं आदि द्विभाषी रूप में जारी किए जाते हैं। इसके

अलावा, अवकाश आवेदन, भविष्य निधि, चिकित्सा प्रतिपूर्ति बिल, यात्रा रियायत बिल, वाहन व्यय इत्यादि के फार्म पूरी तरह हिंदी और अंग्रेजी में समान रूप से उपलब्ध हैं। इसके अनुपालन के लिए संस्थान द्वारा जारी होने वाले सभी प्रवेश पत्रों को द्विभाषी कर दिया गया है। जिससे संस्थान में हिंदी पत्राचार की स्थिति अच्छी है।

3. **संस्थान की द्विभाषी वेबसाइट** - संस्थान की वेबसाइट हिंदी व अंग्रेजी दोनों भाषाओं में है।

4. **प्रशिक्षण कार्य** - राजभाषा के वार्षिक कार्यक्रम के शत प्रतिशत लक्ष्य को पूरा करने को ध्यान में रखते हुए संस्थान के कर्मचारियों को हिंदी आशुलिपि व टंकण के प्रशिक्षण हेतु संस्थान में प्रशिक्षण की व्यवस्था की गई।

5. **हिंदी कार्यशाला** - संस्थान में हिंदी कार्यशाला का नियमित आयोजन किया जाता है। इस कार्यशाला में कर्मचारियों को हिंदी में कार्य करने के लिए प्रेरित एवं प्रशिक्षित किया जाता है।

वर्ष 2008-09 में हिंदी कार्यशाला का आयोजन

| तिमाही कार्यशाला | आयोजन की तिथि |
|----------------------|-----------------|
| जुलाई-सितंबर 2008 | 24 सितंबर 2008 |
| अक्टूबर-दिसम्बर 2008 | 23 दिसम्बर 2008 |
| जनवरी-मार्च 2009 | 27 मार्च 2009 |

6. **हिंदी पखवाड़े का आयोजन** - प्रत्येक वर्ष की भांति इस वर्ष भी संस्थान में 15-30 सितंबर 2008 के दौरान हिंदी पखवाड़े का आयोजन किया गया। पखवाड़े के दौरान कवि सम्मेलन व हिंदी कार्यशाला के अतिरिक्त निबंध लेखन प्रतियोगिता, वाद-विवाद प्रतियोगिता एवं टाईपिंग प्रतियोगिताएं भी आयोजित की गईं। इस अवसर पर संस्थान के 22 कर्मचारियों को पुरस्कृत किया गया।

7. **हिंदी प्रोत्साहन योजना** - हिंदी में काम करने वाले कर्मचारियों को प्रत्येक छमाही ₹ 1,000 की प्रोत्साहन राशि दी जाती है। दिसंबर 2008 को समाप्त छमाही के लिए संस्थान के 25 कर्मचारियों को प्रोत्साहन पुरस्कार प्रदान किए गए हैं। इस प्रोत्साहन योजना से हिंदी के प्रगामी प्रयोग में तेजी आई है।

8. **हिंदी में प्रकाशन** - संस्थान की वार्षिक रिपोर्ट का हिंदी में प्रकाशन किया गया।

Auditors' Report

To

The Members
Board of Management,
Indian Institute of Foreign Trade
New Delhi

- A. We have audited the annexed Balance Sheet of **Indian Institute of Foreign Trade (Society Registered under Societies Registration Act, 1860)**, as on 31st March 2009 and also the annexed Income & Expenditure Account and Receipts & Payments Account for the year ending on that date annexed thereto. These financial statements and books of accounts are the responsibility of the management of the company. Our responsibility is to express an opinion on these financial statements and books of accounts based on our audit.
- B. We conducted our audit in accordance with auditing standards accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material mis-statement(s). An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis of our opinion.
- C. The income earned and expenditure incurred, as referred in Accounting Policy 1(f) and 1(h) during the year has been accounted on the cash basis, which is not in accordance with the AS-9 of the Institute of Chartered Accountants of India. If the same had been accounted for on accrual basis the surplus for the year would have been higher. However, the effect of the same is not quantifiable.

Subject to our comments above we report that:

- (a) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.
- (b) In our opinion, the Society has kept proper books of account as required by law so far, as appears from our examination of the books.
- (c) The Society's Balance Sheet and the Income & Expenditure Account and Receipts & Payments Account dealt with by this report are in agreement with the books of account.
- (d) In our opinion and to the best of our information and according to the explanations given to us, and subject to the comments given above the accounts give the information required by the law and in the manner so required and give a true and fair view:
- (i) in the case of the Balance Sheet, of the state of affairs of the Society as on 31st March 2009,
- (ii) in the case of the Income & Expenditure Account, of the surplus for the year ended on that date, and
- (iii) In the case of Receipts & Payments Account, of the receipts and payments for the year ended on that date.

For **N.C. Mittal & Co.**
Chartered Accountants

Behl House, 13, Daryaganj
New Delhi-110002
Dated: 24 September 2009

sd/-
(CA Rekha K Mittal)
Partner
M.No. 502843

INDIAN INSTITUTE OF FOREIGN TRADE
BALANCE SHEET AS AT 31ST MARCH 2009

(Amount : Rs)

| Particulars | Schedule | 31-03-2009 | 31-03-2008 |
|--|----------|--------------------|--------------------|
| CORPUS/CAPITAL FUND AND LIABILITIES | | | |
| Corpus, Capital & Other Funds | 1 | 607,374,328 | 568,977,780 |
| Earmarked/Endowment Funds | 2 | 24,952,312 | 23,077,400 |
| Current Liabilities and Provisions | 3 | 116,431,159 | 52,204,215 |
| TOTAL | | 748,757,799 | 644,259,395 |
| ASSETS | | | |
| Fixed Assets | 4 | 168,387,899 | 155,938,586 |
| Investments in Earmarked Funds | 5 | 24,952,312 | 23,077,400 |
| Investments in Others | 6 | 395,927,251 | 324,200,690 |
| Current Assets, Loans, Advances, etc. | 7 | 125,369,739 | 141,042,719 |
| Interest Accrued on Investments | 7A | 34,120,598 | – |
| TOTAL | | 748,757,799 | 644,259,395 |
| Significant Accounting Policies | 16 | | |
| Contingent Liabilities and Notes on Accounts | 17 | | |

K.T. CHACKO
Director

L.D. MAGO
Registrar

In terms of our report of even date annexed.

For N.C. Mittal & Co.
Chartered Accountants

sd/-
 (Rekha K Mittal)
 M. No. 502843
Partner

Place: New Delhi
 Dated : 24 September 2009

INDIAN INSTITUTE OF FOREIGN TRADE
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount : Rs)

| Particulars | Schedule | 31-03-2009 | 31-03-2008 |
|---|----------|--------------------|--------------------|
| A. INCOME | | | |
| Income from Services | 8 | 226,042,229 | 184,892,343 |
| Grants | 9 | – | 16,578,220 |
| Grant – Centre for WTO Studies | 9A | 22,173,520 | 13,645,551 |
| Fees/Subscriptions | 10 | 124,411 | 125,695 |
| Income from Royalty, Publications, etc. | 11 | 4,790 | 11,917 |
| Interest Earned | 12 | 10,122,448 | 6,278,976 |
| Interest Accrued on Investments | 12A | 31,286,673 | – |
| Other Income | 13 | 1,935,778 | 2,820,909 |
| Prior-Period Income | 13A | 1,241,167 | 510,171 |
| TOTAL (A) | | 292,931,016 | 224,863,782 |
| B. EXPENDITURE | | | |
| Establishment Expenses | 14 | 79,102,624 | 61,653,322 |
| Other Administrative Expenses, etc. | 15 | 156,917,658 | 114,525,513 |
| Depreciation – (Corresponding to Schedule 4 excluding on funded assets) | | 18,441,684 | 17,213,524 |
| Prior-Period Expenses | 15A | 1,522,060 | 700,522 |
| Expenses for Centre for WTO Studies | 15B | 22,173,520 | 9,307,215 |
| TOTAL (B) | | 278,157,546 | 203,400,096 |
| Balance being excess of Income over Expenditure (A – B) | | 14,773,470 | 21,463,687 |

K.T. CHACKO
Director

L.D. MAGO
Registrar

In terms of our report of even date annexed.

For N.C. Mittal & Co.
Chartered Accountants

sd/-
(Rekha K Mittal)
M. No. 502843
Partner

Place: New Delhi
Dated : 24 September 2009

INDIAN INSTITUTE OF FOREIGN TRADE

RECEIPTS AND PAYMENTS FOR THE YEAR ENDED ON 31ST MARCH 2009

(Amount : Rs)

| RECEIPTS | 31-03-2009 | 31-03-2008 | PAYMENTS | 31-03-2009 | 31-03-2008 |
|--|-------------|-------------|--|-------------|-------------|
| I. Opening Balances | | | I. Expenses | | |
| (a) Cash and Stamps in Hand | 41,764 | 56,504 | (a) Establishment Expenses | 67,973,172 | 46,655,207 |
| (b) Bank Deposits | | | (b) Administrative Expenses | 275,412,851 | 104,689,359 |
| (i) Current Accounts | (7,903,265) | 20,705,957 | | | |
| (ii) Deposit Accounts (STD) | 96,729,144 | 67,130,819 | II. Investments and Deposits made | | |
| (iii) Savings – Mediclaim A/c | 337,500 | 325,322 | Out of own Funds (Investments - Others) | 123,907,285 | 59,560,132 |
| II. Grants Received | | | | | |
| (a) From Government of India | 134,800,000 | 46,983,810 | III. Expenditure on Fixed Assets & Capital Work-in-Progress | | |
| | | | Purchase of Fixed Assets | 27,368,005 | 6,598,802 |
| III. Income on Investments from | | | IV. Other Payments | 146,134,662 | 65,888,787 |
| (a) Earmarked/Endowment Funds | 166,130 | – | V. Closing Balances | | |
| IV. Interest Received | | | (a) Cash & Stamps in Hand | 46,305 | 41,764 |
| (a) On Bank Deposits | 10,517,583 | 6,220,913 | (b) Bank Balances | | |
| (b) Loans, Advances, etc. | – | – | (i) Current Accounts | 34,439,030 | (7,903,265) |
| V. Other Income | | | (ii) Deposit Accounts (STD) | 17,863,111 | 96,729,144 |
| (a) Market Survey/Seminar Fee, Training Fee/Property Income | 217,034,956 | 181,841,113 | (iii) Savings – Mediclaim A/c | – | 337,500 |
| VI. Other Receipts | | | TOTAL | 693,144,422 | 372,597,430 |
| (a) Maturity of FD | 110,536,487 | 5,000,238 | | | |
| (b) Miscellaneous | 130,884,122 | 44,332,754 | | | |
| TOTAL | 693,144,422 | 372,597,430 | | | |

K.T. CHACKO
Director

L.D. MAGO
Registrar

In terms of our report of even date annexed.

For N.C. Mittal & Co.
Chartered Accountants

sd/-
(Rekha K Mittal)
M. No. 502843
Partner

Place: New Delhi
Dated : 24 September 2009

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2009

SCHEDULE 1: CAPITAL, CORPUS FUND & OTHER FUNDS**(Amount : Rs)**

| Particulars | 31-03-2009 | | 31-03-2008 | |
|---|-------------|--------------------|-------------|--------------------|
| A. CAPITAL FUND | | | | |
| Balances as at the beginning of the year | | | | |
| Capital Grant for Land & Building | | 53,499,000 | | 53,499,000 |
| Capital Grant for New Building | | 107,289,068 | | 107,289,068 |
| Balance of other grants as at the beginning of the year | 170,356,758 | | 160,776,725 | |
| Additions during the year | 23,773,441 | 194,130,199 | 9,580,033 | 170,356,758 |
| Donated Asset Fund | | | | |
| Opening Balance | 29,342 | | 33,007 | |
| Less: Depreciation | 3,666 | 25,676 | 3,665 | 29,342 |
| Permanent Membership | 8,180,010 | | 7,731,529 | |
| Add: Interest (less adjustments) | 722,133 | 8,902,143 | 448,481 | 8,180,010 |
| Balances at the end of the year | | 363,846,086 | | 339,354,178 |
| B. CORPUS FUND | | | | |
| Balance as at the beginning of the year | | 211,631,140 | | 169,599,354 |
| Add: Interest on Investment | | | | 20,138,502 |
| Add: Balance of net income transferred from Income & Expenditure Account | | 14,773,470 | | 21,463,687 |
| Total | | 226,404,610 | | 211,201,543 |
| Less/Add: Transferred from Gratuity Reserve Fund and Leave Encashment Reserve Fund | | 3,537,304 | 222,867,306 | 429,597 |
| C. Gratuity Reserve Fund | | 16,353,347 | | 14,223,496 |
| D. Leave Encashment Reserve Fund | | 4,307,589 | | 3,768,966 |
| TOTAL | | 607,374,328 | | 568,977,780 |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2009

SCHEDULE 2 – EARMARKED/ENDOWMENT FUNDS

(Amount : Rs)

| Particulars | FUND-WISE BREAK-UP | | | | | | | | | | TOTAL |
|---|----------------------|------------------------|-------------------------|-------------------------|-------------|----------------------|-------------------------|---------------------|-------------------------|--|------------|
| | STC Chair | EDI Chair VSNL | EDI Chair Balmer-Lawrie | APEDA Chair | MMTC Corpus | PEC Corpus | Dun & Brad Street Award | A.K. Sengupta Award | BM Ghai Award | | |
| (a) Opening balance of the funds (As at 1.4.2008) | 4,109,357 | 5,273,637 | 1,216,321 | 3,082,815 | 7,203,792 | 1,529,165 | 60,640 | 5,219 | 19,435 | | |
| (b) Additions to the funds during 2008-09 | | | | | | | | | | | |
| (i) Income from investments made on account of funds | 260,558 | 434,955 | 86,991 | 260,946 | 869,820 | 139,171 | 4,732 | 522 | 1,740 | | |
| (ii) Other additions | | | | | | | | | | | |
| TOTAL (a+b) | 4,369,915 | 5,708,592 | 1,303,312 | 3,343,761 | 8,073,612 | 1,668,336 | 65,372 | 5,741 | 21,175 | | |
| (c) Utilisation/Expenditure towards objectives of the funds | | | | | | | | | | | |
| (i) Revenue expenditure | | | | | | | | | | | |
| - Salaries, wages and allowances, etc. (incl. programme expenses) | | | | | 277,000 | 15,000 | 4,880 | | | | |
| - Other administrative expenses | | | | | | | | | | | |
| - Adjustments (int. Reversal, etc.) | | | | | | | | | | | |
| TOTAL (c) | - | - | - | - | 277,000 | 15,000 | 4,880 | - | - | | |
| NET BALANCE AT THE END OF THE YEAR (a+b-c) | 4,369,915 | 5,708,592 | 1,303,312 | 3,343,761 | 7,796,612 | 1,653,336 | 60,492 | 5,741 | 21,175 | | |
| Particulars | FUND-WISE BREAK-UP | | | | | FUND-WISE BREAK-UP | | | | | TOTAL |
| | Sumitra Chisti Award | Srinivas Iyenger Award | Rangaswamy Award | Scholarship Receipt A/c | | Sumitra Chisti Award | Srinivas Iyenger Award | Rangaswamy Award | Scholarship Receipt A/c | | TOTAL |
| (a) Opening balance of the funds (as on 1.4.2008) | | | | | | 29,490 | 10,025 | 6,716 | 530,788 | | 23,077,400 |
| (b) Additions to the funds during 2008-09 | | | | | | | | | | | |
| (i) Income from investments made on account of funds | | | | | | 2,045 | 870 | 522 | 48,920 | | 2,111,792 |
| (ii) Other additions | | | | | | | | | 166,130 | | 166,130 |
| TOTAL (a+b) | | | | | | 31,535 | 10,895 | 7,238 | 745,838 | | 25,355,322 |
| (c) Utilisation/Expenditure towards objectives of the funds | | | | | | | | | | | |
| (i) Revenue expenditure | | | | | | | | | | | |
| - Salaries, wages and allowances, etc. (incl. programme expenses) | | | | | | | | | 106,130 | | 403,010 |
| - Other administrative expenses | | | | | | | | | | | - |
| - Adjustments (int. Reversal, etc.) | | | | | | | | | | | - |
| TOTAL (c) | | | | | | | | | | | |
| NET BALANCE AT THE END OF THE YEAR (a+b-c) | | | | | | 31,535 | 10,895 | 7,238 | 639,708 | | 24,952,312 |
| Previous Year | | | | | | | | | 106,130 | | 23,077,400 |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2009

SCHEDULE 3 : CURRENT LIABILITIES AND PROVISIONS**(Amount : Rs)**

| Particulars | 31-03-2009 | 31-03-2008 |
|---------------------------------|--------------------|-------------------|
| A. CURRENT LIABILITIES | | |
| 1. Sundry Creditors: | | |
| (a) Others | 3,289,585 | 1,543,166 |
| 2. Advances Received | 3,107,072 | 1,012,071 |
| 3. Other Current Liabilities | 89,103,416 | 31,504,384 |
| TOTAL (A) | 95,500,073 | 34,059,621 |
| B. PROVISIONS | | |
| 1. Gratuity | 16,353,347 | 14,223,496 |
| 2. Accumulated Leave Encashment | 4,307,589 | 3,768,966 |
| 3. Bonus | 270,150 | 152,132 |
| TOTAL (B) | 20,931,086 | 18,144,594 |
| TOTAL (A+B) | 116,431,159 | 52,204,215 |

INDIAN INSTITUTE
SCHEDULES FORMING PART OF THE

SCHEDULE 4: FIXED ASSETS

| Particulars | GROSS BLOCK | | | | |
|--|----------------------|--------------------|-------------------|-----------------------|--------------------|
| | Rate of Depreciation | As on 01.04.2008 | Additions | Deductions/ Transfers | As on 31.03.2009 |
| A. | | | | | |
| 1. Land | | | | | |
| (a) Freehold | – | 9,180,467 | 14,820,579 | – | 24,001,046 |
| (b) Leasehold | – | – | – | – | – |
| 2. Building | | | | | |
| (a) Freehold | – | – | – | – | – |
| (b) Leasehold | 5.00% | 127,443,752 | – | – | 127,443,752 |
| 3. Furniture & Fixtures, Electrical Equipment, Tape Recorder & Accessories, Audio-Visual Equipment | 4.76% | 76,980,454 | 4,529,472 | – | 81,509,926 |
| 4. Vehicles | 8.33% | 585,842 | – | – | 585,842 |
| 5. Typewriters, Duplicators, Air-conditioners, Transformers, Water Coolers & Office Equipment | 6.25% | 15,327,926 | 1,177,579 | – | 16,505,505 |
| 6. Computer Hardware | 25% | 84,053,036 | 6,930,568 | – | 90,983,604 |
| 7. Books | 33.33% | 17,910,272 | 3,436,465 | – | 21,346,737 |
| TOTAL (A) | | 331,481,749 | 30,894,663 | – | 362,376,412 |
| B. Other Fixed Assets | | | | | |
| (a) Assets SIDA | | | | | |
| (i) Photo Copiers, Books/Trade Directory, Printing Machine/ Lettering Machine & Typewriters | 6.25% | 568,982 | – | – | 568,982 |
| (ii) Audio-Visual Equipment and Micro Fiche Reader | 4.76% | 897,520 | – | – | 897,520 |
| (b) Donated Assets Fund | | | | | |
| (i) Computers | 25% | 2,136,508 | – | – | 2,136,508 |
| (ii) Fountain & Saraswati Idol | 4.76% | 77,000 | – | – | 77,000 |
| TOTAL (B) | | 3,680,010 | – | – | 3,680,010 |
| TOTAL (A+B) | | 335,161,759 | 30,894,663 | – | 366,056,422 |
| Previous Year | | 322,107,307 | 13,886,910 | 742,458 | 335,251,759 |

Note: Deductions are on account of disposal of assets.

OF FOREIGN TRADE

BALANCE SHEET AS AT 31ST MARCH 2009

(Amount : Rs)

| DEPRECIATION | | | | | NET BLOCK | |
|---------------------|--------------------------|--------------|-------------|---------------------------|---------------------|---------------------|
| Up to 31.03.2008 | Deductions/ Transfers | For the year | Adjustments | Total as on 31.03.2009 | As at 31.03.2009 | As at 31.03.2008 |
| - | - | - | - | - | 24,001,046 | 9,180,467 |
| - | - | - | - | - | - | - |
| - | - | - | - | - | - | - |
| 57,016,414 | - | 3,522,094 | - | 60,538,508 | 66,905,240 | 70,427,334 |
| 25,664,112 | - | 3,597,062 | - | 29,261,174 | 52,248,752 | 51,316,342 |
| 76,478 | - | 46,286 | - | 122,764 | 463,078 | 509,364 |
| 4,864,885 | - | 822,912 | - | 5,687,797 | 10,817,708 | 10,463,041 |
| 72,068,653 | - | 8,708,793 | - | 80,777,446 | 10,206,158 | 11,984,383 |
| 15,881,958 | - | 1,744,537 | - | 17,626,495 | 3,720,242 | 2,028,314 |
| 175,572,500 | - | 18,441,684 | - | 194,014,184 | 168,362,224 | 155,909,245 |
| 568,982 | - | - | - | 568,982 | - | - |
| 897,520 | - | - | - | 897,520 | - | - |
| 2,136,508 | - | - | - | 2,136,508 | - | - |
| 47,659 | - | 3,666 | - | 51,325 | 25,675 | 29,341 |
| 3,650,669 | - | 3,666 | - | 3,654,335 | 25,675 | 29,341 |
| 179,223,169 | - | 18,445,350 | - | 197,668,519 | 168,387,899 | 155,938,586 |
| 162,465,195 | 459,216 | 17,217,190 | - | 179,223,169 | 155,938,586 | 159,552,112 |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2009

SCHEDULE 5 : INVESTMENTS IN EARMARKED/ENDOWMENT FUNDS**(Amount : Rs)**

| Particulars | 31-03-2009 | 31-03-2008 |
|------------------------|------------|------------|
| 1. Investments in FDRs | 24,952,312 | 23,077,400 |
| TOTAL | 24,952,312 | 23,077,400 |

SCHEDULE 6 : INVESTMENTS – OTHERS

| Particulars | 31-03-2009 | 31-03-2008 |
|----------------------------------|-------------|-------------|
| A. Corpus | 375,266,315 | 306,208,228 |
| C. Gratuity Reserve Fund | 16,353,347 | 14,223,496 |
| D. Leave Encashment Reserve Fund | 4,307,589 | 3,768,966 |
| TOTAL | 395,927,251 | 324,200,690 |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2009

SCHEDULE 7 : CURRENT ASSETS, LOANS, ADVANCES, ETC.

| Particulars | 31-03-2009 | 31-03-2008 |
|--|------------------------|-------------|
| A. CURRENT ASSETS: | | |
| 1. Inventories: | | |
| (a) Stock of books/stationery/photostat papers, etc. (At cost as certified by the Management) | 3,475,395 | 3,242,414 |
| 2. Sundry Debtors: | | |
| (a) Debts outstanding for a period exceeding six months Less: Provision for doubtful debts | 4,740,991 1,506,442 | 6,189,053 |
| (b) Others | 17,178,459 | 6,735,312 |
| 3. Cash & Stamps in Hand | 46,305 | 41,764 |
| 4. Bank Balances: | | |
| (a) With Scheduled Banks: | | |
| - Current Account (Withdrawal Account) | 642,664 | (7,903,265) |
| - Current Account (Deposit Account) | 33,796,367 | 96,729,144 |
| - Short Term Deposits | 17,863,111 | - |
| - Savings Accounts (Medi-Claim Insurance) | - | 337,500 |
| TOTAL (A) | 76,236,850 | 105,371,922 |
| B. LOANS, ADVANCES AND OTHER ASSETS: | | |
| 1. Loans: | | |
| (a) Staff (incl. advances) | 5,895,520 | 3,913,401 |
| 2. Advances and other amounts recoverable in cash or in kind or for value to be received: | | |
| (a) Prepayments | 35,981,993 | 29,330,416 |
| (b) Others | 7,255,376 | 2,426,980 |
| TOTAL (B) | 49,132,889 | 35,670,797 |
| TOTAL (A+B) | 125,369,739 | 141,042,719 |

SCHEDULE 7A : INTEREST ACCURED ON INVESTMENTS**(Amount : Rs)**

| Particulars | 31-03-2009 | 31-03-2008 |
|------------------------------|------------|------------|
| 1. On Long Term Investments | 33,075,130 | - |
| 2. On Short Term Investments | 1,045,468 | - |
| TOTAL | 34,120,598 | - |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2009

SCHEDULE 8 : INCOME FROM SERVICES

(Amount : Rs)

| Particulars | 31-03-2009 | 31-03-2008 |
|---|-------------|-------------|
| 1. Income from Services | | |
| (a) Maintenance Services (Equipment/Property) | 11,262,218 | 9,796,701 |
| (b) Training/Research Programmes | 214,780,011 | 175,095,642 |
| TOTAL | 226,042,229 | 184,892,343 |

SCHEDULE 9 : GRANTS

| Particulars | | 31-03-2009 | 31-03-2008 |
|--|--------------|------------|------------|
| Grants received from Government of India for: | | | |
| 1. Plan Schemes of Delhi Campus | 19,500,000 | | 25,000,000 |
| Less: Expenditure on Capital Items | 19,500,000 | – | 8,225,584 |
| 2. Construction of Kolkata Campus | 35,000,000 | | 5,000,000 |
| Less: Expenditure | (19,477,657) | | 5,196,196 |
| Less: Carry forward to 2009-10 | (15,522,343) | – | |
| 3. Capacity Building Programme for African Nationals | 20,000,000 | | – |
| Less: Expenditure | (888,421) | | – |
| Less: Carry forward to 2009-10 | (19,111,579) | – | – |
| TOTAL | | – | 16,578,220 |

SCHEDULE 9A : GRANTS FOR CENTRE FOR WTO STUDIES

| Particulars | | 31-03-2009 | 31-03-2008 |
|--|--|------------|------------|
| 1 Grants received from Govt. of India for Activities of the Centre | | 44,338,336 | 15,000,000 |
| Less: Expenditure on Capital Items | | 4,273,441 | 1,354,449 |
| Less: Carry forward to 2009-10 | | 17,891,375 | – |
| TOTAL | | 22,173,520 | 13,645,551 |

SCHEDULE 10 : SUBSCRIPTIONS

| Particulars | | 31-03-2009 | 31-03-2008 |
|-------------------------|--|------------|------------|
| 1. Annual Subscriptions | | 124,411 | 125,695 |
| TOTAL | | 124,411 | 125,695 |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2009

SCHEDULE 11 : INCOME FROM PUBLICATIONS**(Amount : Rs)**

| Particulars | 31-03-2009 | 31-03-2008 |
|-----------------------------|------------|------------|
| 1. Income from Publications | 4,790 | 11,917 |
| TOTAL | 4,790 | 11,917 |

SCHEDULE 12 : INTEREST EARNED

| Particulars | 31-03-2009 | 31-03-2008 |
|--------------------------|------------|------------|
| 1. On Term Deposits: | | |
| (a) With Scheduled Banks | 9,963,211 | 6,220,913 |
| 2. On Loans: | | |
| (a) Employees/Staff | 159,237 | 58,063 |
| TOTAL | 10,122,448 | 6,278,976 |

SCHEDULE 12A : INTEREST ACCRUED ON INVESTMENTS

| Particulars | 31-03-2009 | 31-03-2008 |
|------------------------------------|------------|------------|
| 1. Interest Accrued on Investments | 31,286,673 | - |
| TOTAL | 31,286,673 | - |

SCHEDULE 13 : OTHER INCOMES

| Particulars | 31-03-2009 | 31-03-2008 |
|-------------------------|------------|------------|
| 1. Miscellaneous Income | 1,935,778 | 2,820,909 |
| TOTAL | 1,935,778 | 2,820,909 |

SCHEDULE 13A : PRIOR PERIOD INCOMES

| Particulars | 31-03-2009 | 31-03-2008 |
|-------------------------|------------|------------|
| 1. Programme Fee | 222,581 | 493,820 |
| 2. Publications Income | 22,965 | - |
| 3. Interest on RIPs | 596,231 | - |
| 4. Miscellaneous Income | 51,640 | 16,351 |
| 5. Hostel Fee | 347,750 | - |
| TOTAL | 1,241,167 | 510,171 |

SCHEDULE 14 : ESTABLISHMENT EXPENSES

| Particulars | 31-03-2009 | 31-03-2008 |
|--|------------|------------|
| 1. Salaries, Allowances and Wages | 58,167,781 | 46,831,888 |
| 2. Contribution to Provident Fund | 4,430,382 | 3,612,520 |
| 3. Staff Welfare Expenses | 2,711,558 | 1,757,137 |
| 4. Expenses on Employees' Retirement and Terminal Benefits | 8,314,122 | 1,971,715 |
| 5. Others (Faculty Development Programmes) | 2,329,111 | 1,893,814 |
| 6. Contingencies to meet deficit in IIFT CPF Trust | 3,149,670 | 5,586,248 |
| TOTAL | 79,102,624 | 61,653,322 |

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2009

SCHEDULE 15 : OTHER ADMINISTRATIVE EXPENSES, ETC.**(Amount : Rs)**

| Particulars | 31-03-2009 | 31-03-2008 |
|--|-------------|-------------|
| 1. Expenses on Security | 4,791,502 | 3,750,740 |
| 2. Electricity and Power | 10,537,703 | 10,597,106 |
| 3. Repairs and Maintenance | 8,173,554 | 4,963,220 |
| 4. Rent, Rates and Taxes | 16,203,812 | 11,490,152 |
| 5. Vehicle Running and Maintenance | 949,504 | 666,227 |
| 6. Postage, Telephone and Communication Expenses | 2,120,888 | 2,205,863 |
| 7. Printing and Stationery | 1,174,700 | 983,629 |
| 8. Travelling and Conveyance Expenses | 2,316,542 | 1,540,296 |
| 9. Expenses on Seminars/Workshops/Programmes | 74,045,208 | 47,822,560 |
| 10. Subscription Expenses (Publication Expenses) | 188,063 | 301,942 |
| 11. Auditors Remuneration | 33,243 | 26,967 |
| 12. Advertisement and Publicity | 3,433,969 | 1,567,596 |
| 13. Others | 32,948,970 | 28,609,215 |
| TOTAL | 156,917,658 | 114,525,513 |

SCHEDULE 15A : PRIOR PERIOD EXPENSES

| Particulars | 31-03-2009 | 31-03-2008 |
|---|------------|------------|
| 1. Salary and Staff Welfare Expenses | 43,180 | 35,362 |
| 2. Programme Expenses | 552,901 | 252,545 |
| 3. Telephone Expenses | 3,124 | 48,489 |
| 4. Travelling & Conveyance | - | 2,733 |
| 5. Printing and Stationery | - | 86,393 |
| 6. Computer/Internet Maintenance Expenses | 719,533 | - |
| 7. Postage & Telegram Expenses | 6,750 | - |
| 8. Library Expenses | 64,129 | - |
| 9. Repairs & Maintenance | 76,630 | - |
| 10. Legal and Consultancy Charges | 13,500 | - |
| 11. Miscellaneous Expenses | 42,313 | 275,000 |
| TOTAL | 1,522,060 | 700,522 |

SCHEDULE 15B : EXPENSES FOR CENTRE FOR WTO STUDIES

| Particulars | 31-03-2009 | 31-03-2008 |
|---|------------|------------|
| 1. Salaries & Wages | 9,252,384 | 3,577,841 |
| 2. General Expenses | 770,441 | 321,725 |
| 3. Magazines and Periodicals | 2,816,078 | 991,402 |
| 4. Seminars/Workshops/Conferences, etc. | 3,145,975 | 613,148 |
| 5. Lease Rent | 3,600,000 | 3,500,000 |
| 6. Others | 2,588,642 | 303,099 |
| TOTAL | 22,173,520 | 9,307,215 |

SCHEDULE 16: SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

- (a) The financial statements are prepared on the basis of historical cost convention unless otherwise stated and on the accrual method of accounting.
- (b) Grant-in-aid received for recurring and non-recurring expenses (other than for fixed assets) is treated as income as and when received. Grant-in-aid for expenditure on Fixed Assets is transferred to Capital Fund.
- (c) Income from various activities has been accounted for on accrual basis, except Membership Fee, which is accounted for as and when received.
- (d) Permanent Membership Fee received is not treated as income and instead transferred to a specific fund.
- (e) Application Fee is recognized as income as and when received.
- (f) Interest on Long Term Deposits / Short-Term Deposits with banks and advances given to employees are accounted for on accrual basis.
- (g) Interest received on investments made against specific funds and Permanent Membership Fee is transferred to the respective funds and are not treated as income.
- (h) Expenditure on Leave Travel Concession has been accounted for on Cash Basis.
- (i) Expenditure on software is expensed-off during the year of its acquisition.

2. FIXED ASSETS

Fixed Assets are stated at cost of acquisition (inclusive of inward freight, duties, taxes and incidental and direct expenses related to acquisition) less accumulated depreciation.

3. DEPRECIATION

- (a) Depreciation on building is charged @ 5% on written-down value method.
- (b) Depreciation on other assets is charged on straight-line method based on the age of the assets determined by the Institute. The effective rate of depreciation works out as follows:

| | |
|--|--------|
| (i) Furniture, Fixture, Electrical Equipment, Tape Recorders & Audio-Visual Equipment | 4.76% |
| (ii) Typewriters, Duplicators, Air-Conditioners | 6.25% |
| (iii) Motor Cars, Scooters & Cycles | 8.33% |
| (iv) Library Books | 33.33% |
| (v) Computers | 25.00% |
- (c) Depreciation is charged @ 50% of the applicable rate in case of assets acquired after 30th September.
- (d) Depreciation on assets created out of any specific fund is debited to the respective fund account.
- (e) Fees and Expenditure on short term Training Programmes/Market Functional Research activities are shown under Current Liabilities and Current Assets respectively and will be accounted for in the year of completion of Programme/Projects.

4. GOVERNMENT GRANTS/SUBSIDIES

Government grants/subsidies are accounted on realization basis.

5. RETIREMENT BENEFITS

Provision for Gratuity and accumulated leave is made on the basis of the actuarial valuation carried out for this purpose.

6. STOCK OF BOOKS, STATIONERY, ETC.

Stocks of Books, Stationery, etc. are valued at cost on "First-Come-First-Out" basis.

SCHEDULE 17: NOTES TO ACCOUNTS

1. Claims against the Institute not acknowledged as debts: Nil (Previous year: Rs Nil).
2. Provision for Gratuity Liability amounting to Rs.52,76,001/-(accumulating to Rs.1,63,53,347/-, Previous Year: Rs. 1,42,23,496/-) has been made as per actuarial valuation.
3. Provision for accumulated leave encashment benefit to the employees has been made to extent of Rs.22,59,721/- (accumulating to Rs.43,07,589 /-, Previous Year: Rs. 37,68,966/-) on actuarial basis.
4. In the opinion of the Institute, the current assets, loans and advances of the Institute have a realizable value to the extent shown in the accounts and the provision for all known liabilities including depreciation are adequate.
5. Provision of Rs.2,70,150/- at the revised rate has been made for bonus for the year 2008-2009. Bonus pertaining to the year 2007-2008 amounting to Rs. 2,93,841/- has been paid during the year.
6. During 2008-09 to meet hostel requirement the DDA has allotted a piece of land measuring 645.12 sq.m. at C-9 in Qutab Institutional Area, New Delhi. An amount of Rs.1,51,91,138/- towards premium charges, ground rent and documentation charges have been paid to DDA for the same.
7. Property Tax / Ground Rent amounting to Rs.15,36,594/- (including for land at C-9) has been paid to Municipal Corporation of Delhi / DDA. The same has been charged to Property Tax / Ground Rent Account.
8. The Balance Sheet, Receipts and Payments Account and Income and Expenditure Account have been drawn in accordance with the Common Format of Accounts prescribed vide OM No.G.20008/2/2002-B&A, dated 21st February 2002 of Govt. of India, Ministry of Commerce and Industry, Department of Commerce.
9. The audit of the IIFT CPF Trust for the FY 2008-09 has been completed. The liability of IIFT towards its deficit amounting to Rs.11,49,670/- as on 31.03.2009 has been provided in the books of account.
10. Debtors amounting to Rs.15,06,442/- are outstanding for more than 3 years. For such debtors provision for doubtful debts has been created from the FY 2008-09.
11. The Kolkata Centre of the Institute started functioning in the leased premises from the month of July 2006. The financial results include Income & Expenditure of Kolkata Centre for 2008-09 as below:

(Rs in Lakh)

| S. No. | Particulars | 2008-09 | 2007-08 |
|--------|-----------------------------------|-----------------|---------------|
| 1 | Income | 521.94 | 365.23 |
| 2 | Expenditure (before Depreciation) | 549.03 | 309.96 |
| 3 | Depreciation | 22.62 | 17.35 |
| 4 | Total Expenditure | 571.65 | 327.31 |
| 5 | Surplus/(-)Deficit | (-)49.71 | 37.92 |

12. During 2008-09, 40% of the total wage arrears to administrative staff and adhoc payment to faculty amounting to Rs.1,42,08,355/- has been paid out of the grant of Rs.2,03,00,000/- released by DoC. The balance amount of Rs.60,91,645/- has been carried over to FY 2009-10.
13. The Institute has obtained Defined Benefit Group Superannuation Pension Scheme from LIC for some of its employees. As on 31.03.2009 the Corpus with LIC had a certified balance of Rs.1,06,81,204.40 for serving remaining members. The amount is not adequate to meet the pension liability of remaining members. The Board of Management of IIFT has decided to discontinue the Scheme and has advised to manage payments by creating Corpus for Pension Liability. The Corpus is proposed to be created during 2009-10.
14. Previous year's figures have not been regrouped or rearranged.
15. The figures given in the Receipts & Payments Account, Income & Expenditure Account and Balance Sheet are rounded off to the nearest rupee.
16. Schedules 1 to 17 form an integral part of accounts and have been duly authenticated.

K.T. CHACKO
Director

L.D. MAGO
Registrar

Place: New Delhi
Dated : 24 September 2009

IIFT Faculty

| <i>Name</i> | <i>Qualification</i> | <i>Specialisation</i> |
|----------------------------|--|--|
| DIRECTOR | | |
| K.T. Chacko | M.A. (Economics) M.P.A (Harvard, USA) | Foreign Trade Policy & Trade Facilitation, International Trade, Monetary Policy, Public Finance. |
| CHAIRPERSONS/HEAD | | |
| Bhatia Dr. (Mrs.) Satinder | M.Com., M. Phil. (Organization Behaviour), Ph.D. (Financial Management) PMP (Project Management Professional) | Managerial Accounting, Financial Management, Project Appraisal and Finance and Commodity & Forex Derivatives. |
| Joshi Dr. Rakesh Mohan | M.B.A., E.M.I.T. (Gold Medalist) IIFT, Ph.D. | International Marketing, International Business, International Business Strategy, International Entrepreneurship. |
| Katti Dr. (Mrs.) Vijaya | M.A. (Economics), Ph.D., Post Doctoral Research | India's Trade with SAARC, Indo-Nepal Economic Relations, WTO & related issues, RTAs and Rules of Origin, Global Governance. |
| Raju Dr. (Mrs.) D. Sunitha | M.A., Ph.D. | Agriculture Trade Issues, Economic Environment & Policy, Industry Sector Analysis. |
| Rangarajan Dr. K. | M.Com., A.M.T., A.A.M.A. (Aus), Ph.D. | Strategic Management, Corporate Restructuring, Internationalization of SMEs. |
| Shanker Dr. Ravi | M.Sc., M.B.A., Ph.D. | Marketing of Services, Marketing Management and Strategy, Distribution Management. |
| PROFESSORS | | |
| Bhattacharyya Dr. Ranajoy | M.Sc. (Eco), M.Phil. (Eco), Ph.D. (Eco) | International Economics, Environment Economics. |
| Datta Dr. Radhika Prosad | B.Stat. (ISI), M.Sc. (IIT), M.S. (Colorado State University), Ph.D. (University of Texas at Arlington) | Management Information Systems, IT Applications in Management, E-Commerce, Mathematical Modelling and Simulation of Complex Systems. |
| Kapoor Ashok | B.Sc. (Hons), LL.B., CAIIB | International Financial & Forex Management, Banking and Financial Services, Export/Import Finance, International Payment Terms, Foreign Exchange Risk Management. |

| Name | Qualification | Specialisation |
|-----------------------------|---|---|
| Mehtani Rohit | B.S. (Delhi), M.S. (BITS, Pilani), M.Tech. Mgt. (Australia), M.B.A. (International Business), M.P.A. (Trade Policy & Commercial Diplomacy), M.A. Global Political Economy (England/British Chevening Scholarship), P.G.I.T. (IIFT), P.G.I.B. (IIM, Calcutta) | International Political Economy, International Business Diplomacy, International Business Negotiations, International Business Strategy, International Business Operations. |
| Sharma G.P. | M.A. (Eng.), LL.B., P.G. Diploma in Marketing Management PG Diploma in Personnel Management | International Trade Logistics, International Trade Operations, Global Sourcing for Business Development. |
| Singh Harkirat | M.Sc. (Chemistry), CAIIB, Diploma - International Marketing, CCEM (IIFT) | International Financial Management and Forex Management. |
| Srivastava Rajiv M. | B.E. (Hons), M.B.A. (Fin), M.B.A. (International Finance) | International Financial Management, Security Analysis & Portfolio Management, Corporate Finance, Derivates & Risk Management. |
| Wali Dr. O.P. | Master in Rural Management (IRMA), Certified Software Quality Professional Certificate Programme in Chinese Language, Certified in ITIL Foundation from CSEB (UK), Managing Global Governance (German Development Institute), Ph.D. (Jamia Millia Islamia University) | Marketing, Information System & Project Management. |
| ASSOCIATE PROFESSORS | | |
| Banerjee Dr. Saikat | B.A. (Eco. Hons), PGDPR, PGDM & SM, M.B.A. (Marketing), Ph.D. | Strategic Management/Strategic Marketing. |
| Chatnani Dr. Niti Nandini | B.Sc., M.B.A., Ph.D. | Finance: Security Analysis and Portfolio Management, Commodity Trading and Price Risk Management, and Microfinance. |
| Das Dr. Prabir Kr. | M.Sc. (Agri Statistics), Ph.D. | Business Statistics, Business Research Methods, Advanced Research Methods & Project, Marketing Research. |

| Name | Qualification | Specialisation |
|----------------------------|---|---|
| Dasgupta Dr. Pinaki | M. Com., M.B.A., Ph.D. | Marketing, Consumer Behaviour, Advertising and Promotion Management & Strategic Brand Management. |
| Dutta Dr. Gautam Kumar | B.E. (Mechanical), M.B.A., Ph.D (IIT) | Marketing & Entrepreneurship. |
| Goswami Ranjit | B.Tech., M.B.A., Diploma in Advanced Research, (Pursuing Ph.D.) | IT, ICTs, Digital Economy (Managerial Perspectives), Operations Management. |
| Kapil Dr. Sheeba | M.B.A. (Finance), Ph.D., UGC-NET | Corporate Finance, Investment Analysis, Investment Risk and Derivative Management, Behavioral Finance. |
| Lakhanpal Dr. Pooja | M.A. (Psychology), Ph.D. (Organization Behaviour) (IIT, Mumbai) | Psychology for Managers, Organizational Behaviour, Human Resource Management, Business Communication, Business Cultural Management. |
| Misra Dr. Anil | M.B.A., D.P.A., Ph.D. | Finance and Accounting. |
| Nag Dr. Biswajit | M.A., P.G. Diploma in Financial Management, Ph.D. (Economics) | Industrial Economics, Applied Econometrics, International Trade & Finance. |
| Paul Dr. Justin | M.A., M.Phil, Ph.D. | International Business Strategy, Strategic Management, Business Environment. |
| Rastogi Dr. Sanjay | M.Sc. (Stat.), Ph.D. | Business Statistics, Quantitative Techniques, Business Research, Marketing Research, Econometric Modeling and Forecasting. |
| Saradhi Dr. V. Raveendra | M.Com., Ph.D. (IIM-Ahmedabad) | International Trade & Finance, International Financial Management, Financial Management, Management Accounting. |
| Seal Dr. Jayanta Kumar | Ph.D., M.Phil., I.C.W.A. | Corporate Finance, Derivatives and Risk Management, International Finance, Security Analysis and Portfolio Management. |
| Seth Dr. Nitin | B.E. (Mechanical), M.Tech (Production IITD), M.E. (Industrial Engg. & Management), Ph.D. (IITD) | Operations Management, Service Operations, Supply Chain Management, Total Quality Management, Project Management. |
| Sharma Dr. Rajendra Prasad | M.A. (Geography), M.B.A., Ph.D. | Marketing Management, Retail & Distribution Management, Marketing of Services, Sales Management. |
| Sharma Ms Ruppal W. | Masters Programme in International Business (MBA), B.A. (Hons) in Economics | Brand Management, Marketing Communication, Strategic Marketing. |

| <i>Name</i> | <i>Qualification</i> | <i>Specialisation</i> |
|-----------------------------|--|---|
| Sinha Dr. Deepankar | M.Sc. (Physics), Dip. in Operations Research, M.B.A. Ph.D. (IIT, Kharagpur) | Supply Chain Management & International Trade Logistics, System Dynamics & IT Application in SCM, Business Process Re-engineering & Business Functions, MIS. |
| Tripathi Dr. Saswati | M.Sc. (App. Maths), M.Phil. (App. Maths), Ph.D. (Maths, NET Qualified CSIR Fellow) | Operations Research, Business Statistics, Supply Chain Management, Simulation & Modelling, Graph Theory, Numerical Methods, Linear and Non-Linear Differential Equations. |
| Venkatesan Dr. M. | M.A. (Psychology), M.Phil., Ph.D. (Social Psychology) | Organisational Behaviour, Behavioral Sciences, Psychometric Testing, Human Resource Management, Competency Mapping, Quantitative Research Methods, Change Management. |
| Wadhwa Dr. R.K. | M.A. (Economics), Ph.D. | Export-Import Procedure & Documentation, Foreign Trade Policy, International Marketing Management & Research, International Trade Logistics and Supply Chain Management. |
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| Arora Dr. Anshu Saxena | B.Tech. (Electronics & Telecommunication), M.B.A., Ph.D. (IIT, Delhi), PMP (PMI, USA), Visiting Faculty – 2007 (Thunderbird Business School, Arizona, USA) | Information Technology Applications in Management, Information Technology Project Management and Management Information & Decision Support Systems. |
| Chakraborty Debashis | M.A. (Economics), M.Phil. (Economics) | International Trade, World Trade Organization and Indian Agriculture. |
| Chaturvedi Tamanna | M.Sc. (Ag Economics), Ph.D. (WTO), IIFT (Pursuing) | Agricultural Economics: WTO & Trade Policy Issues (Agriculture), SME Studies. |
| Chaudhuri Dr. Bibek Ray | M.A. (Economics), M.Phil. (Economics), Ph.D. (Economics), NET-JRF | Macroeconomics, Productivity Analysis, Applied Econometrics, Survey (Export Potential, Competitiveness, etc.), Service Trade |
| Ghosh Dr. T.P. | M.A. (Eco.), M.Phil. Ph.D. | Financial Management, Derivatives and Risk Management, Infrastructure Financing, Excel Spreadsheet Modeling in Finance, Performance and Corporate Governance of Family Firms, Financial Markets and Institutions. |
| Gupta Dr. Himani | M.Sc. (Stats.), M.Phil. (Stats.), Ph.D. | Statistics Estimation Theory, Quantitative Techniques, Operations Research. |
| Majhi Dr. Bidyadhar | M.A. (Analytical & Applied Economics), Ph.D. (Economics) | Macroeconomics, Microeconomics, Quantitative Economics, and Public Economics. |

| Name | Qualification | Specialisation |
|----------------------------|---|--|
| Malla Dr. Sweta Srivastava | M.A., Ph.D. | Organisational Behaviour, Behavioral Science, Research Methods and Statistical Analysis. |
| Mishra Dr. Mridula Savitri | M.B.A (Marketing), M.E. (Internet Technology & E-Business), Ph.D. | Retail Operations, Retail Supply Chain and Retail Performance Measurement, Corporate Planning, E-Business |
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| Sahu Dr. Basanta K. | M.A. (Economics), M.Phil. (Economics), Ph.D. (Economics) | Teaching (Economic and Trade Policy: International Economics, Indian Economic Policy, Macro Economics, Global Business Environment). Policy Research: Non-farm Sector, Agriculture, Rural & Regional Development, Land Market, Poverty Analysis, Drought Policy in India, Social Sector Development & Livelihood Issues. |
| Sikdar Dr. Chandrima | M.Sc., M.Phil (Economics), Ph.D. | Microeconomics, Macroeconomics, International Trade, Business Statistics. |
| Singh Ms. Parul | B.Tech. (Computer Sc.), M.B.A. (HR), NET & JRF (UGC) | Information Technology, HR |
| Singh Dr. Ram | M.B.A., Ph.D. | International Trade Operations and Logistics. |
| Singla Dr. Ashim Raj | M.C.A., Ph.D. | Information Systems, Database Management Systems, E-Commerce, ERP Systems, System Analysis and Design. |
| Symss Dr. Jacqueline | M.Com., Ph.D. | Management Accounting and Management of Financial Services. |

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Dept. of Management Studies
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Dr. Srabani Roy Choudhury

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22. Bank of Madura Limited
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Mumbai
35. Cashew Export Promotion Council of India
Cochin
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Mumbai
37. Chase Bright Steel Co. Ltd.
Mumbai
38. Chartered Institute of Transport in India
New Delhi
39. Chillies Export House Ltd.
Virudhunagar
40. Cimmco International
New Delhi
41. CMC Limited
New Delhi
42. CMS Institute of Foreign Trade
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| 43. CAPEXIL Kolkata | 63. Electronics Trade & Technology Development Corporation Ltd. New Delhi |
| 44. Coffee Board Bangalore | 64. Engineers India Limited New Delhi |
| 45. Coir Board Kochi | 65. Excel Industries Limited Mumbai |
| 46. Commerce & Export Promotion Wing Govt. of Andhra Pradesh Hyderabad | 66. Export-Import Bank of India New Delhi |
| 47. Council for Leather Export Chennai | 67. Engineering Export Promotion Council New Delhi |
| 48. Camphor & Allied Products Ltd. New Delhi | 68. Ess Gee International New Delhi |
| 49. Carpet Export Promotion Council New Delhi | 69. Eagle Flask Industries Pvt. Ltd. Mumbai |
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| 52. Directorate of Industries Govt. of Madhya Pradesh Bhopal | 72. Ferns Exports Mumbai |
| 53. Directorate of Industries Govt. of Maharashtra Mumbai | 73. Food Corpn. of India New Delhi |
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| 55. Directorate of Export Promotion & Marketing Govt. of Orissa Bhubaneswar | 75. Fertilizers & Chemicals (Travancore) Limited Cochin |
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| 62. Electronics Corp. of India Ltd. Hyderabad | 82. Groundnut Extractions Export Development Association Mumbai |
| | 83. Gujarat Alkalies & Chemicals Ltd. Baroda |
| | 84. Guru Nanak Mercantile Co. Jalandhar |

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| 85. Gujarat International Trade Promotion Council Gandhi Nagar | 107. Indian Institute of Export and Import Management Mumbai |
| 86. Geekay Exim (I) Ltd. Mumbai | 108. Indian Bank Chennai |
| 87. Gandhi Institute of Technology and Management (GITAM) Visakhapatnam | 109. Indian Cotton Mills' Federation New Delhi |
| 88. G. Premjee Limited Bangkok | 110. Indian Overseas Bank Chennai |
| 89. Gitanjali Exports Corp. Ltd. Mumbai | 111. Indian Railway Construction Co. Ltd. New Delhi |
| 90. Gem & Jewellery EPC Mumbai | 112. Indian Rare Earths Limited Mumbai |
| 91. Gitanjali Gems Ltd. Mumbai | 113. Industrial Dev. Bank of India Mumbai |
| 92. Haryana State Small Industries & Export Corporation Limited Chandigarh | 114. India Sugar and General Industry Export-Import Corporation Ltd. New Delhi |
| 93. H.M.T. (International) Ltd. Bangalore | 115. Indian Institute of Export Management Bangalore |
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| 99. Hindustan Lever Limited Mumbai | 121. Kerala State Export Trade Development Council Trivandrum |
| 100. Hindustan Zinc Limited Udaipur | 122. Kissan Products Limited Bangalore |
| 101. Hyderabad Lamps Limited Secunderabad | 123. Kirloskar Pneumatic Co. Ltd. Pune |
| 102. IRCON International Ltd. New Delhi | 124. Kerala State Industrial Development Corpn. Trivandrum |
| 103. Indian Renewable Energy Dev. Agency Ltd. New Delhi | 125. Kerala State Civil Supplies Corporation Ltd. Kochi |
| 104. I.T.C. Limited Kolkata | 126. Karnataka State Industrial Investment & Development Corpn. Ltd. Bangalore |
| 105. India Trade Promotion Organization New Delhi | 127. Khushi Ram Behari Lal Ltd. Delhi |
| 106. India-CIS Chamber of Commerce & Industry New Delhi | 128. Kudremukh Iron Ore Co. Ltd. Bangalore |

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| 129. Lakshmi Machine Works Ltd. Coimbatore | 151. National Institute of Fashion Technology New Delhi |
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| 131. L.G. Balakrishnan & Bros. Ltd. Coimbatore | 153. Narula Udyog (I) Pvt. Ltd. New Delhi |
| 132. Liberty Footwear Company Karnal | 154. National Institute of Agricultural Extension Management Hyderabad |
| 133. Maruti Udyog Limited New Delhi | 155. National Mineral Dev. Corpn. Ltd. Hyderabad |
| 134. Mahindra & Mahindra Limited Mumbai | 156. National Building Construction Corporation Ltd. New Delhi |
| 135. Mazagon Dock Ltd. Mumbai | 157. National Textile Corpn. Ltd. Mumbai |
| 136. Magnum International Trading Company Limited New Delhi | 158. National Small Industries Corpn. Ltd. New Delhi |
| 137. Mysore Coffee Curing Works Ltd. Chikmagalur | 159. National Agricultural Cooperative Marketing Federation of India Ltd. New Delhi |
| 138. Marine Products Export Dev. Authority Kochi | 160. New Central Jute Mills Co. Ltd. Kolkata |
| 139. MSTC Ltd. Kolkata | 161. Nav Bharat Corporation Mumbai |
| 140. Metal Box Company of India Ltd. Chennai | 162. National Bank for Agriculture & Rural Development Mumbai |
| 141. Maharashtra State Textile Corpn. Ltd. Mumbai | 163. Ordnance Factory Board Kolkata |
| 142. MECON Ltd. New Delhi | 164. Overseas Construction Council of India New Delhi |
| 143. Mica Manufacturing Co. Pvt. Ltd. Kolkata | 165. Pan Foods Limited Panipat |
| 144. MMTC Limited New Delhi | 166. Powerloom Development & EPC Mumbai |
| 145. MSSIDC Limited Mumbai | 167. Paam Pharmaceuticals (Delhi) Ltd. Delhi |
| 146. Mohan Exports (India) Ltd. New Delhi | 168. PSG Institute of Management Coimbatore |
| 147. Maharashtra State Agricultural Marketing Board Pune | 169. PCI Ltd. New Delhi |
| 148. Maxwell Exim Ltd. Pondicherry | 170. Polyolefins Industries Ltd. Mumbai |
| 149. MVR Industries Ltd. Pondicherry | 171. Parekh Brothers Mumbai |
| 150. Metrochem Industries Ltd. Ahmedabad | |

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| 172. Punjab & Sind Bank New Delhi | 194. Seth Ghasiram Gopikishen Badruka Educational Society (Regd) Hyderabad |
| 173. Projects & Equipment Corpn. of India Ltd. New Delhi | 195. T. Abdul Wahid & Company Chennai |
| 174. Punjab National Bank New Delhi | 196. Tata Exports Limited Mumbai |
| 175. Raanee Agency Salem | 197. Tata Industries Pvt. Ltd. Mumbai |
| 176. Rubber Board Kottayam | 198. Technofab Engg. Ltd. New Delhi |
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