



48TH ANNUAL REPORT 2011-12



INDIAN INSTITUTE OF FOREIGN TRADE
DEEMED UNIVERSITY

(Set up by Ministry of Commerce & Industry, Govt. of India)

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The Year in Review

GLOBAL macro-economic conditions in 2011-12 have shown signs of modest improvement but the overall developments are far from satisfactory. The global economy grew by 4 per cent in the year 2011 and expected to decline to 3.5 per cent in 2012 due to poor performance of economic activities in second half of 2011 and first half of 2012, according to IMF's April 2012 update of *World Economic Outlook*. During the first quarter of 2011, the recovery by the advanced economies raised hopes for the prospects of high global growth, but their performance in the last quarter of 2011 clouded those expectations. The growth momentum got distracted due to the debt crisis in the Euro zone and fiscal fragilities dampening the consumer demand and business prospects. Though the sovereign debt crisis started in the periphery of Euro zone, it intensified and transmitted to the major economies of the globe in the later half of 2011 due to cross-border holdings of sovereign debt. Aftermath of such debt crisis adversely affected the global financial markets leading to a sharp rise in credit default swap (CDS) spreads and international capital flows. The Euro zone constituting one-fifth of global GDP put significant impact on global economic growth. Though the US economy expanded in the last quarter of 2011, the overall economic growth remained sluggish. The UK has remained on a weak expansion path. Japan has been worst affected in all successive quarters of 2011-12. Signs of a mild recession in the Euro zone, slowdown in the emerging and developing economies including China, and surging crude oil prices bring to the fore risks to recovery in global growth and inflation. The GDP growth of advanced economies declined to 1.6 per cent in 2011 and projected to decline further to 1.2 per cent in 2012. Similarly, the GDP growth of the emerging and developing economies is projected to be low compared to the 6.2 per cent growth of 2011.

The wake of such global crisis has triggered the problem of unemployment in advanced economies particularly in the Euro zone. Spain is caught with highest unemployment rate, i.e. 21.7 per cent in the last quarter of 2011, as per the report of OECD *Employment Outlook 2011*. The US exhibits 8.7 per cent unemployment rate during the same period. The spill-over effects of such global uncertainties in the advanced financial markets resulting in volatility in capital flows have adversely affected the exchange rate and thus the macro-economic management of the emerging and developing economies.

Growth is slowing in key emerging economies including China. After growing at 9.2 per cent in 2011, China is projected to grow at 8.2 per cent in 2012. Chinese economy is slowing down as the growth rate has been decelerating in four successive quarters of 2011-12. The Brazilian economy grew by 2.9 per cent in 2011, with decelerating growth in successive quarters of 2011-12, but revived with a strong monetary stimulus in the last quarter. The growth of Russia has been moderate in above-mentioned period due to fiscal stimulus, large credit expansion and high oil prices.

Apart from these economic factors that have shaken the global economy in 2011-12, certain natural calamities and geopolitical factors also disrupted the growth revival in 2011-12. These include the inherent flaws in the design of monetary unification in the Euro zone, the hostile debate on fiscal consolidation that undermined confidence within financial market in the US and supply-side disruptions due to natural calamities, viz. earthquake and tsunami in Japan, severe flooding in Thailand, etc. The political uncertainties in some Middle East and North African countries increased the crude oil prices resulting in inflationary rise in prices all over the globe. The continuous geopolitical tensions in

Iran Islamic Republic increases the possibility of further rise in crude oil prices, aggravating the inflationary situation and posing threat for stagflation in many countries. The inflation divergence between emerging and advanced economies also persisted. Since the former have a larger share of commodities in their consumption baskets, higher commodity prices exerted larger pressure on inflation in emerging and developing countries rising about 7.2 per cent in 2011 compared to 2.7 per cent in advanced economies.

The monetary policy focus across countries, both advanced and emerging has changed course significantly since mid-2011 as concerns about sustaining the recovery of economic growth in advanced economies and strength of growth impetus in emerging and developing countries have become major policy concerns for the central banks. Central banks in advanced economies have generally reduced their policy rates or kept them at near-zero levels, with the European Central bank (ECB) also resorting to long-term repurchase operations (LTRO). The central banks of emerging economies, which were earlier raising policy rates to control inflation, have reduced policy rates and eased liquidity conditions to address growth concerns. But, the global inflation fuelled by liquidity infusion and high crude oil prices has significant impact upon liquidity and financial stability around the globe.

The share of the emerging economies in particular the BRICS economies in global GDP, manufacturing and trade is found to be increasing and there is a significant shift towards Asian economies, e.g. rising shares of China, India and Indonesia in case of manufacturing value added. These economies are comparatively less vulnerable than their counterparts in advanced countries because of their stronger external financial position in the aftermath of global financial crisis. The shift is also evident in the distribution of savings and investment rates between the two. While the gross savings and investment rates of key advanced economies are

below 20 per cent of GDP, the same are almost more than 20 per cent of GDP for the emerging counterparts. Such high rates of investments and savings coupled with demographic factors and size of domestic markets are major drivers for future economic growth in such economies. Though the financial services continue to be concentrated in advanced economies, low savings and investment rates make them more vulnerable to future vicious cycle of lower growth and higher debt trajectory.

Indian Economy in 2011-12

A sharp decline in global demand along with economic downturn and monetary measures have reduced India's growth rate to below seven per cent in the last quarter of the financial year 2011-12. The repeated tensions in the Euro zone and global uncertainties have transmitted to developing countries along with India through the BoP route post September 2011. With a decelerated export growth and accelerated imports, Indian economy is facing high current account deficit, declining capital flows, and foreign institutional investment (FII) flows. Overall impacts of such fragilities are reflected in substantial drawdown of reserves and low rupee exchange rate that ended at Rupees 54.23 per US dollar in December 2011.

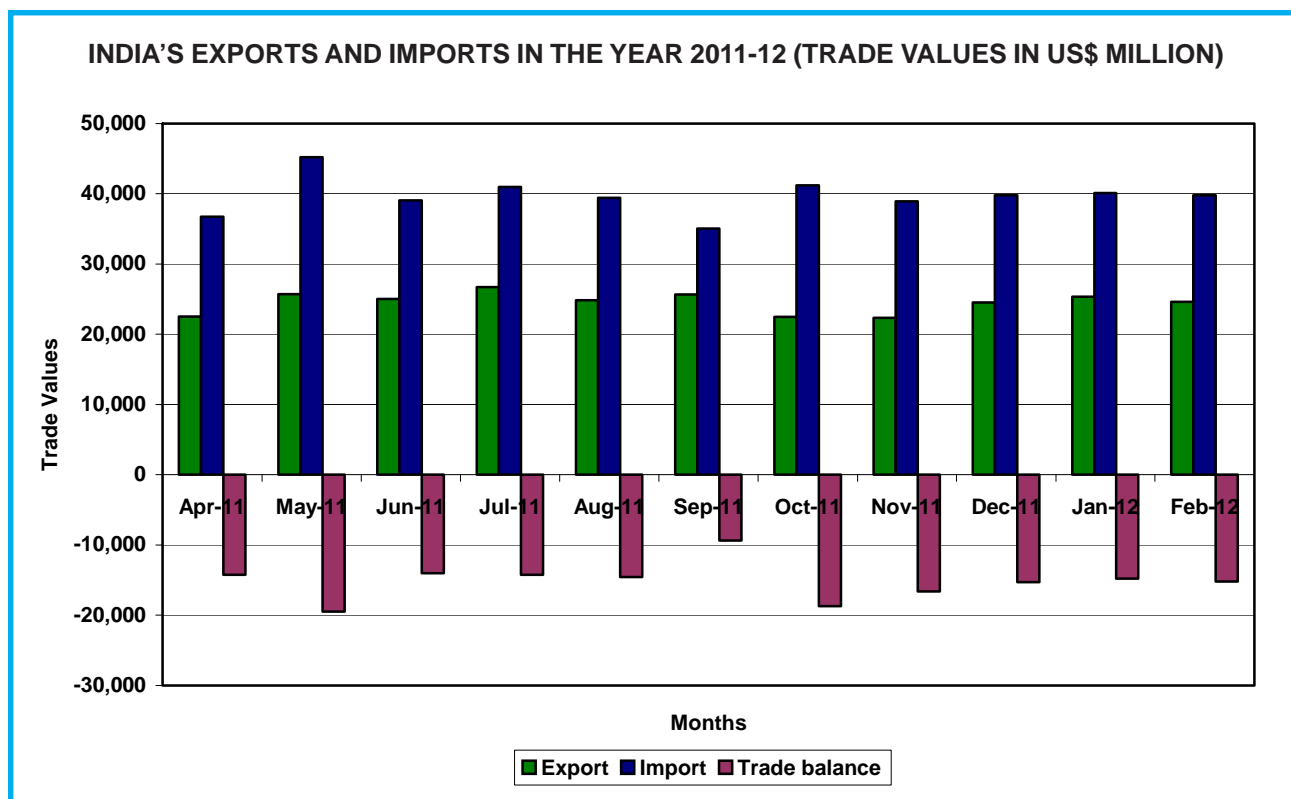
The GDP growth is estimated to be 6.9 per cent during 2011-12. All three sectors of the economy – agriculture, industry and services – slowed down during the year. Growth is estimated at 2.5 per cent, 3.9 per cent and 9.4 per cent in 2011-12 for agriculture, industry and services sector, respectively. Agriculture and allied activities accounted for 13.9 per cent of GDP with an all-time high food grains output. While the moderation of growth in agriculture was largely on account of the base effect and structural impediments, the services sector moderated reflecting the slowdown in construction, while industrial growth slackened due to the disappointing performance of mining and manufacturing sub-sectors. Industrial activity lost steam on account of weak demand

for consumer durables, reflecting interest rate sensitivity, deceleration in external demand and subdued investment demand due to decline in business confidence (Source: *Macroeconomic and Monetary Developments*, RBI Publication, 16 April 2012).

According to the RBI, high inflation in protein-rich food items along with significant upward revisions in Minimum Support Prices (MSP) and increases in rural wages have imparted upward push to food inflation. Besides the lagged supply response, input cost pressures have led to sustained double-digit inflation in protein-rich food items. A major concern on the inflation front continues to be high fuel prices driven by the increase in international oil prices. Domestic fuel group inflation that captures changes in energy prices has been in double-digit for 25 successive months (up to February 2012). The increase in fuel group inflation has largely been driven by increase in prices of mineral oils, besides moderate increases in coal and electricity prices.

Dampening of investment sentiment was manifested in the contraction of capital and intermediate goods. The growth rate of investment in the economy has registered a significant decline due to a sharp increase in interest rates resulting in higher costs of borrowings and other costs affecting profitability. A decline in gross domestic savings is also observed in 2011-12 accounting for a reduction in private savings, household savings, in particular in financial assets and certain reduction in corporate savings. The policy of fiscal consolidation has increased public savings.

During the first half of 2011-12, current account deficit was higher than indicates the impact of growth asymmetry between India and the other countries around the globe. India's share in world merchandise exports was 1.9 per cent by end of second quarter of the year. The crisis in Euro zone and its adverse impact on other advanced economies has caused a dent in India's merchandise trade as EU and US along with others have been among India's important export



Source: Handbook of Statistics on Indian Economy, RBI.

destinations. The Indian exports at US\$150.9 billion, surged by 40.6 per cent in the first half of 2011-12 compared to the imports growth of 34.3 per cent at US\$236.7 billion during the same period. The buoyancy in items such as engineering goods and petroleum products were the contributors to India's higher export growth. Other important items of exports were gems & jewellery, cotton fabrics made ups, electronics, readymade garments and drugs. Despite a significant growth in exports, trade deficit widened by 24.5 per cent to US\$85.8 billion that constitute 9.4 per cent of GDP due to rising crude oil prices and increase in gold and silver prices. The major import items were POL, gold & silver, machinery, electronics, fertilizer and coal.

India took major strides in diversifying its export markets in recent years. There is a shift in the share from traditional markets in advanced countries to new markets in the emerging economies. However, exports to all major trading partners declined in third quarter of 2011-12 due to the Euro zone crisis. While the share of Asia and ASEAN in India's total trade increased to 57.3 per cent in third quarter of 2011-12, the share of EU and US fell by to 42.5 and 30.8 per cent, respectively. UAE has become the largest trading partner of India followed by China replacing US in third position. The major changes in the direction of trade is the entry of Indonesia, Korea, Iran and Nigeria within top 15 trading partners of India list replacing, Italy, France, Australia and Malaysia. The overall growth of exports during April 2011-January 2012 registered at 23.5 per cent compared to import growth of 29.4 per cent during the same period. Consequently, trade deficit increased by 40.3 per cent and the balance of payments (BoP) came under significant stress in third quarter of 2011-12.

The turmoil at Euro zone and subdued global trends adversely affected India's net capital inflows that registered a moderate increase constituting 4.5 per cent of GDP during the first half of 2011-12. While the net FDI was higher at US\$35.3 billion, the share of net portfolio

investment substantially declined to US\$3.3 billion because of a decline in FII flows during first three quarters of 2011-12. External commercial borrowings (ECBs) and banking capital registered an increase during the above-mentioned period.

Despite being the sixth largest foreign exchange reserves holder around the world, the year 2011-12 jolted India's reserves in third quarter of the year reflecting the weakening of external resilience of Indian economy. The reserves stood at US\$296.7 billion in December 2011 due to the RBI's intervention to check rupee's slide against US dollar. Indian rupee went through various phases so far as its exchange rate is concerned. It showed an appreciating trend till the beginning of second quarter of 2011-12 after which it followed a reverse trend and continued depreciating from the end of third quarter of the financial year. Both the domestic and international factors contributed towards weakening of rupee against US dollar such as, supply-demand imbalance in the domestic foreign exchange market, accentuating current account deficit and higher inflation. Fluctuations in India's external debt front are evident from its changing composition. The stock of external debt increased by 6.6 per cent in the second quarter of 2011-12 to US\$326.6 billion due to increment in commercial borrowings and short-term debt. Keeping in view the developments in international financial markets and global economic conditions, RBI enhanced the all-in-cost ceiling on ECBs and deregulated interest rates on NRE and NRO accounts.

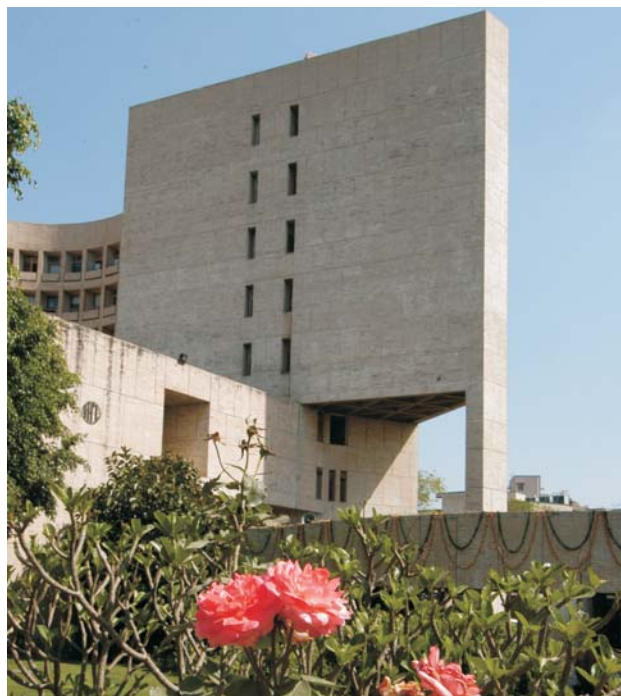
The recent initiatives by India in terms of Free Trade Agreements (FTAs) are significant to diversify and expand its markets for exports and thus fulfilling multilateral trade liberalization objective. The India-Malaysia Comprehensive Economic Cooperation Agreement (CECA) and India-Japan Comprehensive Economic Partnership Agreement (CEPA) became operational during the first half of 2011-12. India is engaged with negotiations for India-EU Broad-

based Trade and Investment Agreement (BTIA) and India-European Free Trade Association (EFTA), India-Canada CEPA, India-New Zealand FTA/CECA, and India-Australia CECA. These agreements and negotiations are expected to strengthen India's position in international trade.

The Institute

As a part of decisions taken at India Africa Forum Summit (8-9 April 2008), the Institute has been entrusted with responsibility of setting up of India Africa Institute of Foreign Trade (IAIFT) and conducting customized Capacity Building Programmes on International Business in various African countries.

An MoU between the African Union (AU) and the Government of the Republic of India was signed on 23 May 2011. Subsequently, a Stakeholders' Workshop was held at Kampala during 13-14 June 2011 so as to conceptualize the Vision, Mission and Strategy of the Institute wherein over eighty stakeholders participated representing government officials, academicians, exporters and entrepreneurs. On 23 August 2011, the Government of Uganda designated Uganda Management Institute (UMI) as the partner interim host Institute for India Africa Institute of Foreign Trade. The MoU between the Government of Uganda and IIFT, the implementing agency on behalf of the Government of India has already



been sent to the Government of Uganda by MEA on 13 October 2011. The concurrence for the same is yet to be received from Ugandan side.

During 2011-12, the Institute carried out Capacity Building Programmes in Burkina Faso, Sudan, Mauritius and in Delhi exclusively for the African participants. Also, the Institute has organized an International Conference in collaboration with OECD and ADBI.

The Institute has worked in providing significant inputs for development of Export



Stakeholders' Workshop in connection with the India-Africa Institute of Foreign Trade at Kampala (Uganda), 13-14 June 2011.

Strategy for Africa under the Task Force set up by Ministry of Commerce and Industry. IIFT is coordinating the activities of the Task Force for identifying the markets and products for developing India's Export Strategy for Africa.

The overwhelming response to two-year MBA (International Business) Degree Programme continued with more than 35,000 applicants applying for 280 seats in the Programme. The Campus Recruitment Programme for the students of MBA(IB) 2010-12 Batch reached greater heights in geographical spread maintaining 100% placements with 80 companies offering coveted profiles. There were 34 new recruiters of various domains and most of the students were successful in getting the functional profile of their choice.

The construction of own premises for the Kolkata Campus of the Institute is progressing fast and it is expected to shift operations of the campus in the next academic year. Currently apart from the structural work, other support activities for the infrastructure like IT, furnitures and fittings, etc. have also been taken up. The Kolkata campus offers, apart from the MBA Full Time and Part Time programmes, the Executive Programme also.

The Institute continued to introduce new Management Development Programmes (MDPs) during the year in the areas of Finance, Exports & Trade Operations, Stocks, Human Resource, IT and Software Management so as to empower its clientele from the corporate, public and financial sector with the dynamics of the international business developments. In addition, the Institute conducted a series of programmes on Corporate Social Responsibility, E-Governance, Special Economic Zones, etc. As far as the programmes for officers of central services are concerned, IIFT conducted programmes for IFS, IPS, IES, ITS, IRS and ISS officers.

Research continues to be a core activity at the Institute. The research activity holds great significance in the growth of the Institute as it

provides a strong pervasive interface between research and training. Apart from studies sponsored by the Government and other national and international organizations, the Institute on its own, began series of research studies on topics of national and international importance followed up with seminar and workshops for wider dissemination of findings of the studies. In addition, it has developed substantial consultancy capacity in analyzing international business situations and developing appropriate corporate strategies. The Institute has also been successfully bidding for projects, nationally and internationally. The Institute has scheduled its 3rd International Conference on Empirical Issues in International Trade and Finance during 10-11 January 2013 at its Kolkata Campus. The year 2013 being the Golden Jubilee year of IIFT, the Third Conference is being posited as the first of a series of programmes that has been planned to celebrate the Golden Jubilee.

International Collaborations and Capacity Development (ICCD) continues to play a pivotal role in developing collaborations with academic institutions in different parts of the world, imparting education through Online and VSAT mode and identifying opportunities for its human resource development. The faculty regularly participates in International and National Conferences/Training Programmes/Seminars/Workshops. During the last year, new collaborations with the Chinese and Singaporean institutions have been made and efforts are made to increase its presence in Europe. Thus, new institutions like UIBE-China, SMU-Singapore and ESC Rennes School-France along with existing institutions with which IIFT has entered into collaborations will be engaged with the Institute for different academic programmes like joint training programmes, joint research programmes and student & faculty exchange. In the area of student exchange, 33 students of the Institute went to partner institution for 3-month period. Similarly, 14 outbound students came to the Campus from reputed international universities based in Europe. A number of foreign delegations visited IIFT during the year.

Education and Training

FOUNDATIONAL PROGRAMMES

The Institute organized the following Graduate Studies Programmes during the year 2011-2012.

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

The two-year full-time MBA (International Business) 2011-2013 (26th Batch) commenced on 1 July 2011. One hundred and fifty-two students were admitted at Delhi Campus and sixty students were admitted at Kolkata Campus on the basis of an all-India selection comprising written test, group discussions, essay writing and interviews.

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

The 12th batch of three-year part-time MBA (International Business) Delhi Campus for working executives started on 2 July 2011. One hundred and six participants were admitted to the Programme on the basis of essay writing, group discussions and interviews.

The 6th batch of three-year part-time MBA (International Business) Kolkata Campus for working executives started in July 2011. Forty-two participants were admitted to the Programme on the basis of essay writing, group discussions and interviews.

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

Executive Post Graduate Diploma in International Business (September 2011 – February 2013) programme started on 12 September 2011 with seventy-five participants drawn from corporate sector, export promotion & service institutions/organizations and government departments.

4. Executive Post Graduate Diploma in Industrial Marketing (EPGDIM)

The third batch of Executive Post Graduate Diploma in Industrial Marketing (August 2011-February 2013) started on 29 August 2011 with thirty-three participants drawn from corporate sector predominantly companies in the B2B segment of the industry and aspiring for higher level of responsibilities in the Industrial Marketing function.

5. Executive Post Graduate Diploma in Capital & Financial Markets (EPGDCFM)

The third batch of Executive Post Graduate Diploma in Capital & Financial Markets (August 2011-January 2013) started on 27 August 2011 with twenty-seven participants drawn from corporate sector, financial institutions/organizations and government departments.

6. Certificate Programme in Capital & Financial Markets (CPCFM)

Certificate Programme in Capital & Financial Markets (April-July 2011) commenced on 30 April 2011. Sixteen students joined the Programme.

7. Certificate Programme in Export Management (CPEM)

The weekend batch of Certificate Programme in Export Management (November 2011-February 2012) commenced on 13 November 2011. Forty-five students joined the Programme.

8. Certificate Programme in Global Trade Logistics & Operations (CPGTLO)

The second batch of Certificate Programme in Global Trade Logistics & Operations (November 2011 – February 2012) commenced on 13 November 2011. Twenty-five students joined the Programme.



Chief Guest Shri Anand Sharma, Hon'ble Minister of Commerce, Industry & Textiles, at IIFT's 46th Annual Convocation, 27th March 2012.

9. 46th Convocation

46th Convocation of the Institute was held on 27 March 2012. Shri Anand Sharma, Hon'ble Minister of Commerce, Industry & Textiles, Government of India delivered the Convocation Address and awarded medals/prizes and certificates to the meritorious students securing first, second and third positions in the different Programmes organized by the Institute during the last one year.

Shri Anand Sharma and Shri K.T. Chacko, former Director, IIFT awarded degrees & diplomas to the passing out students of different Programmes of IIFT. Hundred and forty-nine (149) students of two-year full time MBA (IB) 2010-12 for Delhi campus; fifty-four (54) students of two-year full time MBA (IB) 2010-12 for Kolkata campus; fifty-one (51) students of three-year part time MBA (IB) 2009-2012 Delhi campus; thirty-five (35) students of three-year part time MBA (IB) 2009-2012 Kolkata campus; sixty-four (64) students of Executive Post Graduate Diploma in International Business (2010-12); seventy (70) students of Executive Post Graduate Diploma in International Business (VSAT) 2010-11;

twenty-four (24) students of Executive Post Graduate Diploma in Industrial Marketing (2010-12); twenty-one (21) students of Executive Post Graduate Diploma in Industrial Marketing for L&T Executives (2010-11); and twenty-four (24) students of Executive Post Graduate Diploma in Capital & Financial Markets (2010-12) were awarded degrees & diplomas.

MANAGEMENT DEVELOPMENT PROGRAMMES

During the year 2011-12, MDP Division has conducted 51 Management Development Programmes for managers and executives of all levels. Out of which, 22 programmes were open for all organizations, 4 programmes for Indian Civil Service Officers, 21 programmes for public sector undertakings and 4 programmes on Corporate Social Responsibility in collaboration with Business & Community Foundation (BCF). A total of 1,235 participants benefited from all these training programmes.

OPEN PROGRAMMES

1. Training and Capacity Development of SEZ Officers/ Developers/ Units

A series of training and capacity development programmes for SEZ officers/developers/units was initiated in the year 2009-10. In continuation of the same, various training programmes were conducted at SEZ zonal headquarters across the country. Based on the last year's feedback, the duration of these programmes was extended from one day to two days. The programmes aimed at familiarizing the participants with the various provisions of SEZ Act 2005/SEZ Rules 2006 and provide an in-depth insight into fiscal issues for SEZ and various compliance measures and overview of issues and challenges of international marketing in global competitive environment. The programme content also included the nuances of international finance and trade finance, what is international finance, how it is different from domestic finance, trade finance regime, provisions of FEMA for SEZ, foreign exchange risk management, the risk of foreign exchange: types and nature, various ways and instruments to manage the risk, management of transactions costs, and market identification process in international business.

The dates & venues of the programme conducted with number of participants are listed below:

<i>Date</i>	<i>Venue</i>	<i>No. of participants</i>
• 1 April 2011	Mumbai	44
• 27-28 April 2011	New Delhi	27
• 26-27 May 2011	New Delhi	24
• 23-24 Sept. 2011	Sri City (AP)	30
• 21 Oct. 2011	Chennai	41
• 22-23 Dec. 2011	Bengaluru	52
• 19-20 Jan. 2012	Hyderabad	36
• 29-30 March 2012	Kolkata	27

2. International Financial Reporting Standards

A three-day MDP on "International Financial Reporting Standards" was held at Institute's premises during 27-29 April 2011.

The Institute of Chartered Accountants of India (ICAI) has mandated convergence with IFRS for listed and other public interest entities such as banks, insurance and large-sized entities. The level of technical preparedness of industry, accounting professionals' experience with international standards and economic environment prevailing in the country would



Management Development Programme on Capacity Development of SEZ Officers/ Developers/Units, New Delhi, 27-28 April 2011.

pose challenges to convergence. The programme aimed at understanding IFRS and its impact in depth and compare with GAAP of USA, knowing requirements to be met for instituting IFRS. The programme content included journey to IFRS, financial statement under IFRS, fair value accounting under IFRS, revenue recognition under IFRS, lease accounting, and accounting for derivatives under IFRS, etc. Eight participants from various sectors attended the programme.

3. Project Appraisal and Management

A three-day MDP on “Project Appraisal and Management” was held at Institute’s premises during 22-24 June 2011.

The programme aimed at understanding and analyzing the stages required for practical, financial and business appraisals of projects and capital expenditure. The major topics covered in this programme were to: conduct risk analysis of projects, identify potentially feasible projects, monitor progress of the project using project management techniques. Seventeen participants from various PSUs, banks, etc., attended the programme.

4. Effective School Management for the Principals of CBSE Schools

A three-day MDP on “Effective School Management for the Principals of CBSE Schools”

was held at Institute’s premises during 28 June – 02 July 2011.

The programme aimed at developing the skills for effective school management in the participants. Some of the major topics were: management and operational issues, enhancing group dynamics fundamentals and effective counseling process, etc. Twenty-one participants (the principals of CBSE schools) from various states attended the programme.

5. Logistics Management for International Business Development

A three-day MDP on “Logistics Management for International Business Development” was organized at the Institute’s premises during 6-8 July 2011.

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 contents included logistics management in india’s context, mode of transport in international logistics, transport documents for international trade logistics, unitization, palletization & containerization in trade logistics, increasing role of multimodalism in global trade logistics, liner shipping & freighting practices,



Management Development Programme on Logistics Management for International Business Development, New Delhi, 6-8 July 2011.

tramp shipping & chartering clauses, customs clearance of export & import cargo, transit risks management: cargo insurance policies and claims procedure. Twenty-eight participants from various organizations attended the programme.

6. E-Governance Strategies

A two-day MDP on “E-Governance Strategies” was conducted at the Institute’s premises during 3-4 August 2011.

The programme aimed at developing various strategies for implementation of e-governance so that the benefits of technology can be experienced at the grassroots level. The programme content included e-governance: linking policy and information technology, Govt. online in India: where we stand today, next generation e-governance, etc. Twenty-nine participants from various sectors attended the programme.

7. Export-Import Management

A two-day MDP on “Export-Import Management” was conducted at the Institute’s premises during 4-5 August 2011.

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 paper-work. The programme content included: export-import documentations, letter of credit & UCP 600, foreign exchange risk management, duty exemption & remission schemes including claims & procedures with case study related export challenges, etc. Nineteen participants from various sectors attended the programme.

8. Managing Supply Chain for International Competitiveness

A one-day MDP on “Managing Supply Chain for International Competitiveness” was held at the Institute’s premises on 26 August 2011.

The programme aimed at developing the basic understanding of supply chain

management in the global business environment and to create awareness of its contributions to the organization. The major topics were: gaining competitiveness through supply chain management and measuring supply chain, management of suppliers in international environment, inventory & information: drivers of success in global supply chain, distribution management in global supply chain, etc. Fifteen participants attended the programme.

9. Financing of International Trade

A two-day MDP on “Financing of International Trade” was held at Institute’s premises during 15-16 September 2011.

The programme was focused to enable the participants to enhance their understanding of the nuances of financing of international trade. They were taken through the range of options available, the cost-benefit analysis thereof, the risks associated and the regulatory environment. The programme content included overview – regulatory framework, bank finance – methods & style, international payment terms, W.C. finance for exports, pre and post shipment, Rupee and foreign currency, other options, commercial and regulatory documents, documentary credits and collections, UCP 600 and URC522 & discrepancy management in letters of credit caselets, financing of project exports – lines of credit – buyer and supplier credit, country risk assessment – policies and covers – issues in factoring, currency risk management – critical issues, etc. A total of 33 participants attended the programme.

10. International Payment Methods & Letter of Credit with Implications to UCP 600

A one-day MDP on “International Payment Methods & Letter of Credit with Implication to UCP 600” was conducted at the Institute’s premises on 19 September 2011.

The programme objectives were to understand the changes in UCP 600 and their practical implications on export and import

payment & transactions. The programme content included mechanism of letter of credit, understanding & commentary on UCP 600, UCP 600 simplified for exporters, importers, banks, concepts under UCP 600, discrepancy management of letter of credit transaction, case study covering implications of new rules & sub-rules of UCP 600, etc. A total of 45 participants from various organizations attended the programme.

11. Export-Import Procedure and Documentation

A five-day MDP on “Export-Import Procedure & Documentation” was conducted at Institute’s premises during 26-30 September 2011.

The programme was designed to develop an integrated approach among participants from Industry/State Trading Enterprises and Public Sector Undertakings towards international trade operations & trade supply chain management in ever-changing and emerging global trading regime. The programme content included: framework of international marketing: scanning global market, product planning and branding strategies, getting started in export-import: step by step, commercial & regulatory documentation for foreign trade: preparation & handling, international payment system: letter of credit & implication of UCP 600, currency risk management in international trade, foreign currency loan schemes for exports & imports, cost reduction approach discussion on financial un-layering of export chain, etc. A total of 41 participants attended the programme.

12. Psychometric Testing and its Application in Business

A two-day MDP on “Psychometric Testing and its Application in Business” was organized at Institute’s premises during 17-18 November 2011.

The programme sought to educate the participants about the varied psychological tests and their application in the industry and help

identify the right psychometric tools for specific HR functions and to understand the current practices regarding psychometric testing in the industry. The programme content included psychometric testing: introduction, psychometric testing in behavioural assessment, interactive session on corporate expectations and selection of tools for optimal results, understanding people to achieve success, construction and standardization: customization of psychological tests, conceptualizing and measuring leadership style, 16 personality factors and its application in business organization, the role of NEO 5 in employee empowerment and succession planning, psychometric laboratory visit, etc. Twenty-one participants from various sectors attended the programme.

13. Agricultural Commodity, Trading and Risk Management

A two-day MDP on “Agricultural Commodity, Trading and Risk Management” was organized at Institute’s premises during 8-9 December 2011.

The programme aimed at educating the participants about basic facts of agriculture and the Indian agricultural scenario including regulations in agri commodity business (APMC regulations, Forward Markets Commission, WD & R Act). The programme content included basic facts about agriculture and agri trade in India and globally, current issues in agricultural trading: risks involved and their impact on participants, fundamentals of derivatives, basic principles of hedging using futures and options, managing agri trade logistics: innovative models and practices, etc. Twenty participants attended the programme from various agro companies, banks, institutions, etc.

14. International Financial Reporting Standards

A three-day MDP on “International Financial Reporting Standards” was held at the Institute’s premises during 10-12 January 2011.

The programme aimed at understanding IFRS and its impact in depth and compare with GAAP of USA, knowing requirements to be met for instituting IFRS. The programme content included introduction to IFRS and presentation of financial statements, revenue recognition, accounting for income taxes, accounting for intangibles, derivative accounting, borrowing costs, accounting for plant, property & equipment, consolidation, share based payments, foreign exchange transactions under IFRS, etc. Fourteen participants from various sectors attended the programme.

15. Success Strategies in International Business

A one-day MDP on “Success Strategies for International Business” was held at the Institute’s premises on 6 March 2012.

The programme aimed to provide an in-depth understanding of dynamic business environment and evolve effective strategies for success in times of turbulence. The programme content included emerging challenges and success strategies in international business, global e-business, cross-cultural and CSR issues in international business, an insight into post crisis global business scenario, etc. Sixteen participants from various organizations attended the programme.

SPONSORED TRAINING PROGRAMMES FOR CIVIL SERVICE OFFICERS

1. MDP on International Economic & Business Management for IFS Probationers

A six-week MDP on “International Economic & Business Management” for the Indian Foreign Service (IFS) Probationers was conducted at IIFT Campus, New Delhi during 13 June-22 July 2011.

The main focus of the programme was to provide insights into the regional trading agreements and trade blocs, human resource development issues, international financial management, India’s macro and micro economic scenario, implications of the WTO on international business, issues related to international economics and business strategy, and international marketing, etc. Twenty-five participants attended the programme.

2. In-Service Training Programme for Indian Trade Service (ITS) Officers

An eleven-month In-Service Training Programme was conducted for ITS probationers at the Institute’s Campus in New Delhi. The programme began in July 2011.



Management Development Programme on International Economic & Business Management for IFS Probationers, New Delhi, 13 June-22 July 2011.

The objective behind the programme was to: enhance awareness about international business environment, help them develop and understand international business strategies, sharpen overall skills and competency in international business among the participants, increase proficiency in issues related to international business and trade diplomacy, etc. Fifteen ITS probationers were enrolled for the programme.

3. Vertical Interaction Course on Leadership and Building High Performance Team for IPS & Other Senior Police Officers of BPR&D

At the instance of Bureau of Police Research and Development (BPR&D), the Institute organized a five-day Vertical Interaction Course on “Leadership and Building High Performance Team” for IPS and other Senior Police Officers at Institute’s Campus during 25-29 July 2011.

The programme was designed with the objective of providing leadership, fostering team building, morality, ethics and integrity, familiarizing with the issues of governance and e-governance, change management, decision making, and emotional quotient, etc. The programme ended with a special address by former Home Secretary Shri G.K. Pillai, who made the participants aware about the nuances of lobbying in governance and specific ways to handle that. Twenty-one participants attended the programme.

4. In-Service Training Programme on WTO & the New Trade Regime for the IAS Officers

A five-day in-service training programme on “WTO & the New Trade Regime” for the officers of Indian Administrative and Allied Services was organized at IIFT Campus during 8-12 August 2011 under the sponsorship of DOPT.

This programme aimed to examine current negotiations and experience sharing with reference to Agreement on Agriculture and

General Agreement on Trade in Services and to highlight implications of Dispute Settlement Mechanism for India. Thirty-one participants attended the programme.

5. In-service Training Programme on Advance Course on WTO for IAS Officers

A five-day in-service training programme on “Advance Course on WTO and Related Matters” for the officers of Indian Administrative and Allied Services was organized at IIFT Campus during 12-16 December 2011 under the sponsorship of DOPT.

This programme was designed with the objective of giving an insight into the scope and depth of the issues that are at the centre of the contemporary debate, impact of WTO on agriculture, sectoral issues in services, World Trade Organization: the structure and the dynamics, and India’s experience with the negotiations at the WTO, etc. Thirteen IAS Officers from DOPT attended the programme.

SPONSORED TRAINING PROGRAMMES FOR GOVERNMENT/PSUs

1. MDP on International Standard Banking Practices for the Officers of MMTC

A two-day MDP on “International Standard Banking Practices” for the Officers of MMTC was organized at MMTC Community Centre, New Delhi during 12-13 May 2011. The objective of the programme was to understand international standard banking practices, uniform rules for collection. Twenty-seven participants attended the programme.

2. MDP on Logistics Management for International Business Development for the Officers of MMTC

A three-day in-house training on “Logistics Management for International Business Development” was conducted during 18-20 May 2011 for the officers of MMTC at their

training centre. The programme aimed at developing a systematic understanding on the role of logistics management, shipping operations and related commercial practices in international trade among business executives against the backdrop of globalization and fast changing global business environment leading to integration of physical and financial supply chains. Twenty-eight participants attended the programme.

3. MDP on Export Management Skills for Coir Exporters

Two 2-day programmes on “Export Management Skills for Coir Exporters” sponsored by Coir Board were held on the following dates:

- 22-24 June 2011 at Alleppey with 29 Participants
- 27-29 June 2011 at Pollachi with 40 Participants

The objectives of the programme were to assess the European market survey of coir products and its implications; and to understand international marketing-segmentation, EXIM documentation, letter of credit, pre shipment and post shipment finance, and currency valuation & risk management, export benefits/incentives for coir exports in Foreign Trade Policy in 2009-10, etc.

4. Training and Capacity Development Programme for Custom Officers of SEEPZ SEZ Mumbai

A one-day MDP on “Training & Capacity Development Programme” for the Custom Officers of SEEPZ SEZ, Mumbai was organized at Mumbai on 29 July 2011.

The programme aimed at highlighting SEZ Act and Rules, re-defining roles and responsibilities of specified/authorized officers, nuances of FTWZ and issues relating to power SEZ, and to know the relevance of e-governance for SEZ, etc. Thirty-one participants attended the programme.

5. MDP on International Business, Trade & Finance for the Officers of STC of India Ltd.

A five-day MDP on “International Business, Trade & Finance” for the Officers of State Trading Corporation of India Ltd. was conducted at IIFT Campus during 23-27 August 2011.

The programme covered topics on India’s Foreign Trade Policy 2009-14 – highlights & understanding, understanding and implication of INCOTERMS on international business transactions, regional trade blocs & economic integration, international foreign exchange markets, insight into logistics & movement of cargo, understanding of custom regulation, dispute resolution mechanism, international arbitration under ICC mechanism, jurisdiction & applicability of law in international contracts, Sales of Goods Act & Contract Acts, FEMA & Negotiable Instruments Act – key issues case study, role of commodity & risk management, international competitive & bidding procedures – multilateral funding & international competitive procedures adopted by World Bank, etc. Twenty-three participants attended the programme.

6. MDP on Export-Import Management for the Officers of ECGC

Two five-day programmes on “Export-Import Management” for the officers of ECGC of India Ltd were conducted at IIFT Campus during:

- 8-12 August 2011 with 29 Participants
- 14-18 November 2011 with 28 Participants

The programme focused on export promotion, custom regulations and clearance formalities for export & imports, export promotion schemes under the foreign trade policy (EPCG and duty exemption), understanding the Foreign Trade Policy (2009-14) of India, financing for exports & FEMA, role of IRDA & analysis of Indian insurance market, transit risk management, INCOTERMS, etc.

7. MDP on International Trade towards Enhancement of Competitiveness of Indian Agriculture

A five-day programme sponsored by Department of Agriculture & Cooperation (DAC), Ministry of Agriculture, Government of India was organized by the Institute. The programme aimed at building capacity of state level institutions dealing in the area of international trade in agriculture in order to enhance the competitiveness of Indian agriculture by way of developing requisite skills in the area of international trade and WTO compatibility through a series of capacity building programmes. The programme was divided into two phases:

Phase I: Capacity building on “International Trade” for state level institutions from amongst various training institutes under DAC, under state Department of Agriculture, agricultural cooperatives, state agriculture universities, ICAR institutes and export promotion agencies and associations as Tier I partners (PI).

Phase II: Participants from PIs trained in each of the three training programmes in Phase I acted as master trainers and then took up the task of imparting the training to farmers, officials, traders, exporters and other stake-holders at regional/state level as Tier II partners.

The content of the programme focused on enhancing awareness about emerging business opportunities for agro exports; understanding issues in production and marketing of agro products for exports; develop an understanding about export import procedures & documentation; understanding the international trade logistics and SCM for agriculture; institutional framework for promotion of agro exports at Central and State level; analyzing the implementation issues with reference to various WTO agreements affecting agricultural exports from India; and defining the role of the State Governments.

Three programmes were conducted by IIFT during 5-9 September 2011, 9-13 January 2012 and 27 February-3 March 2012 training approximately 100 Master Trainers across 14 states followed by

replication of 5 programmes at the state level by the master trainers.

8. MDP on International Trade Law for the Officers of PEC Ltd.

Five half-day MDPs on “International Trade Law” were organized for the officers of PEC at their premises during 17-21 October 2011.

The major theme of the training was International Commercial Law. The programme covered on legal aspects affecting contract formation (Indian Contract Act 1872 & CISG 1980), legal aspects affecting payments & transfer of title (Negotiable Instruments Act 1881 with special reference to Section 138), legal aspects affecting transportation of goods (MMT Act 1993 & Carriage of Goods by Sea Act 1925), Convention of International Sales of Goods and Sales of Goods Act 1930, legal dimensions of Customs Act/Excise & FEMA affecting foreign trade, etc. Twenty participants attended the programme.

9. MDP on International Business & Perspective Plan for the Officers of Power Grid Corporation

A three-day programme on “International Business & Perspective Plan” for the officers of Power Grid Corporation was held at IIFT Campus during 18-20 October 2011.

The programme included sessions on international marketing, key dimensions of CRM and customer experience management, developing the CRM strategy, sales negotiation, financial strategy, differential pricing and price bundling, etc. Fifteen participants attended the programme.

10. MDP on Marketing Scientific Research and Innovation in International Business for DST Officers

A five-day training programme on “Marketing Scientific Research and Innovation in International Business” was organized at IIFT Campus during 28 November-2 December 2011 in association with DST.

This programme aimed to get hands-on experience in developing R&D and innovation in international business which can help scientists in understanding the nature of competition, segmenting, targeting and positioning, branding, customer value assessment, forecasting and new product or service design, developing marketing strategies, new market entry, business development, vendor management, new product and service marketing to both existing and new clients. Sixteen participants attended the programme.

11. MDP on Trade Policy Analytical Tools for the Officers of Nepal Government

IIFT (Indian Institute of Foreign Trade) and UNESCAP (UN Economic and Social Commission for Asia and the Pacific) jointly organized the training course on “Trade Policy Analytical Tools” for government officials of Nepal during 5-9 December 2011.

The Ministry of Commerce and Supplies (MOCS), Government of Nepal, has planned to establish a “Trade Policy Analytical Wing (TPAW)” as envisioned by the country’s Trade Policy 2009. The proposed TPAW aims to provide the MOCS with updated information and statistics required for trade policy formulation and management, furnish the MOCS with updated and substantive policy feedback on trade and transit related policies and practices periodically, and carry out strategic analysis for trade negotiations at large.

With this background, ESCAP implemented the EC-Nepal WTO Assistance Programme. The Programme aimed to assist Nepal in developing institutional and legal capacity to effectively implement its WTO obligations and commitments and to bring its national legislation in line with the WTO requirements and to enhance the awareness and knowledge of government officials and other stakeholders, including the private sector and the public at large, on development implications and other issues related to the WTO membership and

implementation of the WTO commitments and agreements. Five participants attended the programme.

12. MDP on Project Appraisal and Management for the Officers of MMTC

A two-day in-house training programme on “Project Appraisal and Management” for the officers of MMTC was conducted during 13-14 December 2011 at MMTC Training Centre.

The programme mainly focused on topics like project management: conceptualizing a project, operationalizing a project, financing and risks attached with a project and issues like policy framework and the market trend of solar and wind energy in india, coal policy, using M.S. project, etc. Twenty-two participants from MMTC attended the programme.

13. MDP on Marketing of Services for the Officers of Power Grid Corporation of India

A three-day MDP on “Marketing of Services” for the Officers of Power Grid Corporation of India Ltd. was held at the Institute’s premises during 19-21 December 2011.

The contents of the programme were: introduction to issues in services marketing, managing service promotion and customer education, price bundling and differential pricing strategies, marketing of project & consultancy services, issues in service distribution and customer service, productivity and quality issues in services, etc. Twenty participants from PGC Ltd. attended the programme.

14. MDP on Export Document & Procedure for International Management Centre (IMC)

A five-day MDP on “Export Document & Procedure” for the students of International Management Centre (IMC) was organized at IIFT Campus during 9-13 January 2012.

The programme covered topics on getting started in export import – step by step, methods of realizing payments and process of L/C, managing currency risks, product planning & market selection in international markets, export import document in foreign trade, etc. Thirty participants attended the programme.

15. MDP on Customer Relationship Management for the Officers of Power Grid Corporation of India

A three-day programme was conducted for the officers of Power Grid Corporation of India Ltd on “Customer Relationship Management” at the Institute’s premises during 18-20 January 2012.

The programme included sessions on introduction to key concepts and role of CRM in B2B marketing, CRM strategy, price building, assessing CRM readiness and customer focus, customer life time value (CLV), linking CRM to business strategy, key dimensions of CRM and customer experience management, CRM implementation, etc. Seventeen participants from PGC Ltd. attended the programme.

16. MDP on Currency Risk Management & Hedging Strategies for the Officers of MMTC

A two-day training on “Currency Risk Management & Hedging Strategies” for the executives of MMTC was conducted at their premises during 5-6 March 2012.

The main focus of the programme was to understand currency exchange rate systems, forex derivatives -- forward, futures, options, swaps and hedging strategies used by corporates. Concepts were explained with the help of case study covering Indian Auto, IT and Pharma sectors. Emphasis given to study and learn forex derivative, structures and hedging strategies from experiences of Indian companies to meet challenge of change in Rupee value against major foreign currencies. Twenty-six participants from MMTC attended the programme.

COLLABORATIVE PROGRAMMES

1. MDP on Corporate Sustainability & Responsibility (in collaboration with Business and Community Foundation)

The Institute conducted a two-day MDP on “Corporate Sustainability & Responsibility” in collaboration with Business & Community Foundation (BCF) at Institute’s premises during 19-20 April 2011.

The programme aimed to give an overview of the CR available teaching, learning & background literature, develop the sustainability and CR knowledge base & skills of professionals so that they may play an important role in envisioning and planning of their CR initiatives, and the business case for integrating CR with corporate strategy & decision making to make for sustainable initiatives that benefit the triple bottom line of People, Planet, Profit in the context of India’s developmental priorities, etc. Twenty-two participants from various organizations attended the programme.

2. MDP on Corporate Social Responsibility for Public Sector Undertakings

In the series of conducting training programmes for CSR heads of some selected PSUs in collaboration with Business & Community Foundation (BCF), the Institute conducted a two-day training on “Corporate Social Responsibility” at IIFT Campus during:

- 10-11 October 2011 with 19 Participants,
- 19-20 January 2012 with 12 Participants, and
- 26-27 March 2012 with 10 Participants

The programme was designed with the objective to develop CSR knowledge base & skills of professionals so that they may play an important role in envisioning and planning of their CSR Projects and initiatives that benefit triple bottom line of People, Planet, Profit in the context of India’s developmental priorities, and to give an overview of the CSR available teaching, learning & background literature based on CSR guidelines by Department of Public Enterprises.

PROGRAMMES CONDUCTED DURING 2011-12 – AT A GLANCE

<i>Sl. No.</i>	<i>Programme</i>	<i>Venue</i>	<i>Duration</i>	<i>No. of participants</i>
A. FOUNDATIONAL PROGRAMMES				
1	MBA (International Business)	IIFT Delhi	2010-12	149
			2011-13	152
		IIFT Kolkata	2010-12	54
			2011-13	60
2	MBA (International Business) Part Time	IIFT Delhi	2009-2012	63
			2010-2013	99
			2011-2014	106
		IIFT Kolkata	2009-2012	46
			2010-2013	30
			2011-2014	42
3	Executive Post Graduate Diploma in International Business (On Campus)	IIFT Delhi	Sept. 2010-Feb. 2012	71
			Sept. 2011-Feb. 2013	75
		IIFT Kolkata	2011-13	22
4	Executive Post Graduate Diploma in Industrial Marketing	IIFT Delhi	Aug. 2010-Jan. 2012	31
			Aug. 2011-Jan. 2013	33
5	Executive Post Graduate Diploma in Capital and Financial Markets	IIFT Delhi	Aug. 2010-Jan. 2012	29
			Aug. 2011-Jan. 2013	27
B. PART TIME CERTIFICATE COURSES				
1.	Certificate Programme in Export Management	IIFT Delhi	Nov. 2011-Feb. 2012	45
2.	Certificate Programme in Capital & Financial Markets	IIFT Delhi	April-July 2011	16
3.	Certificate Programme in Global Trade Logistics & Operations	IIFT Delhi	Nov. 2011-Feb. 2012	24

<i>Sl. No.</i>	<i>Programme</i>	<i>Venue</i>	<i>Dates</i>	<i>No. of participants</i>
C. MANAGEMENT DEVELOPMENT PROGRAMMES				
(i) OPEN PROGRAMMES				
1.	MDP on “SEZ: Capacity Development” for SEEPZ, Mumbai	Mumbai	1 April 2011	44
2.	MDP on “International Financial Reporting Standards (IFRS)”	IIFT, New Delhi	27-29 April 2011	8
3.	EDP on “Training and Capacity Development of SEZ Developers & Co-developers/SEZ Units of NOIDA SEZ”	IIFT, New Delhi	27-28 April 2011	28
4.	MDP on “SEZ: Capacity Development”	IIFT, New Delhi	26-27 May 2011	26
5.	MDP on “Project Appraisal & Management”	IIFT, New Delhi	22-24 June 2011	17
6.	MDP on “Effective School Management” for Principals of CBSE Schools	IIFT, New Delhi	28 June-2 July 2011	21
7.	MDP on “Logistics Management” for International Business Development	IIFT, New Delhi	6-8 July 2011	28
8.	MDP on “E Governance Strategies”	IIFT, New Delhi	3-4 Aug. 2011	29
9.	MDP on “Export-Import Management”	IIFT, New Delhi	4-5 Aug. 2011	19
10.	MDP on “Managing Supply Chain for International Competitiveness”	IIFT, New Delhi	26 Aug. 2011	15
11.	MDP on “Financing of International Trade”	IIFT, New Delhi	15-16 Sept. 2011	33
12.	MDP on “International Payment Methods & Letter of Credit with Implication of UCP-600”	IIFT, New Delhi	19 Sept. 2011	45
13.	MDP on “Training & Capacity Development for SEZ Officers”	SRI City (A.P.)	23-24 Sept. 2011	30
14.	MDP on “Export-Import Procedure and Documentation”	IIFT, New Delhi	26-30 Sept. 2011	41
15.	Training & Capacity Development Programme on “Special Economic Zones” for SEZ Officers/Developers/Units	Chennai	21 Oct. 2011	41
16.	MDP on “Psychometric Testing and its Application in Business”	IIFT, New Delhi	17-18 Nov. 2011	21
17.	MDP on “Agricultural Commodity Trading and Risk Management”	IIFT, New Delhi	8-9 Dec. 2011	20
18.	Training and Capacity Development Programme for SEZ Units/Developers/Officers of Cochin SEZ	SEZ, Bengaluru	22-23 Dec. 2011	52
19.	MDP on “International Financial Reporting Standards – Application & Implications”	IIFT, New Delhi	10-12 Jan. 2012	14
20.	Training and Capacity Development Programme for SEZ Units/Developers/Officers of VSEZ	Hyderabad	19-20 Jan. 2012	36
21.	MDP on “Success Strategies in International Business”	IIFT, New Delhi	6 March 2012	16
22.	Training and Capacity Development Programme for SEZ Officers/Developers/Units of FSEZ	Kolkata	29-30 March 2012	27

<i>Sl. No.</i>	<i>Programme</i>	<i>Sponsors</i>	<i>Venue</i>	<i>Dates</i>	<i>No. of participants</i>
(ii) SPONSORED PROGRAMMES					
1.	MDP on “International Standard Banking Practices” for the Officers of MMTC	MMTC	MMTC New Delhi	12-13 May 2011	27
2.	MDP on “Logistics Management for International Business Development” for the Officers of MMTC	MMTC	MMTC New Delhi	18-20 May 2011	18
3.	Training Programme for Indian Foreign Service Probationers on “International Economic & Business Management”	FSI	IIFT, New Delhi	13 June-22 July 2011	25
4.	MDP on “Export Management Skills for Coir Exporters”	Coir Board	Alleppey	22-24 June 2011	29
5.	MDP on “Export Management Skills for Coir Exporters”	Coir Board	Pollachi, Coimbatore	27-29 June 2011	40
6.	In-Service Training for ITS Probationers	DGFT	IIFT	July 2011-June 2012	15
7.	Vertical Interaction Course on “Leadership and Building High Performance Team” for the IPS and other Senior Police Officers	Bureau of Police Research & Development, MOHA	IIFT, New Delhi	25-29 July 2011	21
8.	Training and Capacity Development Programme for the Custom Officers of SEEPZ SEZ,	SEEPZ SEZ, Mumbai	Mumbai	29 July 2011	31
9.	MDP on “International Business, Trade & Finance” for the Officers of STC of India Ltd.	STC	IIFT, New Delhi	23-27 Aug. 2011	23
10.	MDP on “Export-Import Management” for ECGC Officers	ECGC	IIFT, New Delhi	8-12 Aug. 2011	29
11.	In- Service Training Programme on “WTO & the New Trade Regime” for the Officers of Indian Administrative Service	DOPT	IIFT, New Delhi	8-12 Aug. 2011	31
12.	Capacity Building Programme on “International Trade towards Enhancement of Competitiveness of Indian Agriculture”	Ministry of Agriculture	IIFT, New Delhi	5-9 Sept. 2011	24
13.	MDP on “International Trade Law” for the Officers of PEC Ltd. (Five ½-days MDPs)	PEC Ltd.	PEC Ltd. New Delhi	17-21 Oct. 2011	20
14.	MDP on “International Business & Perspective Plan” for the Officers of Power Grid Corporation	Power Grid Corpn. of India	IIFT, New Delhi	18-20 Oct. 2011	15
15.	MDP on “Export Management” for the Officers of ECGC	ECGC	IIFT, New Delhi	14-18 Nov. 2011	28
16.	MDP on “Marketing Scientific Research and Innovation in International Business	DST	IIFT, New Delhi	28 Nov-2 Dec. 2011	16
17.	MDP on “Trade Policy Analytical Tools for Govt. Officials of Nepal”	UNESCAP	IIFT, New Delhi	5-9 Dec. 2011	5

<i>Sl. No.</i>	<i>Programme</i>	<i>Sponsors</i>	<i>Venue</i>	<i>Dates</i>	<i>No. of participants</i>
18.	In-Service Training Programme on “Advance Course on WTO” for IAS Officers”	DOPT	IIFT, New Delhi	12-16 Dec. 2011	13
19.	MDP on “Project Appraisal and Management” for Officers of MMTC	MMTC	MMTC, New Delhi	13-14 Dec. 2011	22
20.	MDP on “Marketing of Services” for the Officers of Power Grid Corporation of India	Power Grid Corpn. of India	IIFT, New Delhi	19-21 Dec. 2011	20
21.	MDP on “Export Document & Procedure” for Students of IMC, New Delhi	UNESCAP	IIFT, New Delhi	9-13 Jan. 2012	30
22.	Capacity Building Programme on “International Trade towards Enhancement of Competitiveness of Indian Agriculture”	Ministry of Agriculture	IIFT, New Delhi	9-13 Jan. 2012	20
23.	MDP on Customer Relationship Management for the Officers of Power Grid Corporation of India	Power Grid Corporation of India	IIFT, New Delhi	18-20 Jan. 2012	17
24.	MDP on Capacity Building Programme “International Trade towards Enhancement of Competitiveness of Indian Agriculture”.	Ministry of Agriculture	IIFT, New Delhi	27 Feb.-3 March 2012	31
25.	MDP on “Currency Risk Management & Hedging Strategies”	MMTC	MMTC, New Delhi	5-6 March 2012	26

(iii) COLLABORATIVE PROGRAMMES

<i>Sl. No.</i>	<i>Programme</i>	<i>Collaborative Organization</i>	<i>Venue</i>	<i>Dates</i>	<i>No. of participants</i>
1	MDP on “Corporate Sustainability & Responsibility”	This Programme was jointly organized by IIFT & BCF	IIFT, New Delhi	19-20 April 2011	22
2	MDP on “Corporate Social Responsibility” for PSUs	This Programme was jointly organized by IIFT & BCF	IIFT, New Delhi	10-11 Oct. 2011	19
3	MDP on “Corporate Social Responsibility” for PSUs	This Programme was jointly organized by IIFT & BCF	IIFT, New Delhi	19-20 Jan. 2012	12
4	MDP on “Corporate Social Responsibility” for PSUs	This Programme was jointly organized by IIFT & BCF	IIFT, New Delhi	26-27 March 2012	10

Research

1. Initialization of Import of Coal by the Coal India Ltd.

The Study was entrusted by Coal India Ltd. to enable them to understand the process flow and the issues in import of coal. The project aimed at preparing the draft NIT (notice inviting tender) document for import of coal, selection of inspection agencies, stevedores and cargo handling agents. Four deliverables were submitted. These included the process flow and country analysis (Indonesia and South Africa) for sourcing coal; draft tender document for import of coal, selection of inspection agencies, stevedores and cargo handling agents. The major findings included identification of primary stakeholders and agencies and their roles in the process. Apart from concluding on terms and conditions of the tenders, the project identified the right INCOTERM, mode of payment, and method of evaluating tenders. It suggested the advantages and disadvantages of two plausible sources of coal, namely Indonesia and South Africa. The role and *modus-operandi* of Transchart, the government mandate was suggested along with the best practices in chartering of vessels.

2. Analysis of Export Performance of Handicrafts by Vietnam

The Study was conducted for the Office of the DC (Handicrafts). One of the findings of the report was that Vietnam and China had been rapidly increasing their market share in handicrafts across the world during the last one decade. The DC (H) further entrusted IIFT with a research project to find out the reasons for success of Vietnam in promoting its handicraft exports. The team carried out detailed surveys across major handicraft manufacturing areas of Vietnam as well as major trading centers. Artisans, domestic traders and exporters have

been surveyed. Major findings of the study are:

- Vietnamese handicraft sector boasts of a huge domestic market (about 50% of the production are sold in the domestic market). As opposed to this, Indian handicraft sector depends predominantly on foreign markets.
- Most artisans in Vietnam have adopted craft-making as their sole profession, as it is quite remunerative. Indian artisans, on the other hand, usually take up craft-making activities mainly when other economic activities are not feasible. Vietnamese artisans maintain and develop their skill on a continuous basis, while Indian artisans fail not only to develop the skill but the existing skills are also disappearing as newer generations are not joining their parental profession.
- Consequently, Vietnam has considerably improved the skill-content of its handicraft products, whereas the same has deteriorated significantly for Indian handicrafts. India has moved towards lower-value items, and Vietnam has moved towards higher-value items in exports. Previous surveys (conducted in 2009 and 2010) revealed that exports of a number of high-value handicraft items like Bidriware, gold and silver filigree works, etc. by India have all but stopped. There is rarely any export of high-value handicraft item by India except carpets.
- A mix of historical-cultural factors and government intervention has led to a very high degree of clusterization of handicraft production in Vietnam which, in turn, has led to several benefits including lower involvement of intermediaries, higher efficiency of every government intervention measures, and so on. This has also led to the development of an extremely important linkage – tourism and craft villages.

The report has made several recommendations aimed at developing domestic market for handicrafts in India, to promote clusterization of craft production, and to enhance design and aesthetic aspects of handicraft products.

3. Bilateral Investment Flows & Potential Opportunities in Select South Asian Countries

The study has the objective to provide information to International Finance Corporation (IFC), World Bank in facilitating formal trade and investment in the South Asian region, particularly its north-eastern sub region. Initiatives undertaken by IFC in South Asia aim at enhancing access to finance in partnership with local banks, improving the business enabling environment and encouraging the growth of SMEs. In the current context, to accentuate the FDI in the region the study aimed to evaluate the current FDI situation in Bangladesh, Bhutan, India, Nepal and Sri Lanka collecting baseline data of FDI especially bilateral investment flows among these countries and assess further cross border investment opportunities. Through this study data have been collected from the national sources in these countries. Several policy oriented matters were also discussed with concerned government officers. Current business and FDI related issues such as supply chain integration, cultural issues, trade and investment interface, etc were also highlighted through discussion with the private sector.

4. Study on Agricultural Outsourcing (AO)

The Study was conducted for Department of Agriculture & Cooperation, Horticulture Division, Ministry of Agriculture. The Study aims to examine all relevant aspects, including the strategic dimension, to enable the Ministry of Agriculture to design an appropriate policy framework. The following Terms of Reference

(TOR) were designed to assess the Study:

- Examine the likely demand-supply gap in India over the next 10 years in important food crops, taking into account various scenarios.
- Assess the situation of international trade in the identified crops with the objective of considering whether India's requirements can be met in a secure and stable manner through imports.
- Prepare an overview of availability of surplus agricultural lands on offer in various parts of the world, especially in Central Asia, Africa and Latin America and their suitability for addressing India's needs.
- Examine if countries in Africa with surplus arable lands but which themselves are facing food shortages, which require a different approach. What should be the objectives of possible Indian interventions in such countries?
- List the potential countries for AO initiatives based on various criteria like economic feasibility, political sensitivity, investment friendliness, social compatibility, etc.
- Explain the role the Government should play in facilitating AO. In this connection, also examine the need for, and the nature of, inter-governmental arrangements to anchor such initiatives.
- Chalk out the possible initiatives to be taken by Government to encourage responsible and capable Indian business entities to invest in AO.
- Examine the legal, commercial and trade policy issues involved in possible arrangements for exporting the products of AO into India.
- Find out possible Health and Safety issues associated with AO, including Seed Laws, GM Crops, etc.
- In the light of the above, make recommendations regarding the role the Ministry of Agriculture will need to play once the policy framework for AO is in place. This will include administrative arrangements to be put in place in India and abroad.

5. Study on Open House Sessions with Industry Associations for Facilitating India-Israel FTA Negotiations

IIFT on behalf of Department of Commerce, Government of India had conducted a study titled “Comprehensive Economic Cooperation between India and Israel” in 2010. This study in the backdrop of entering into a Free Trade Agreement (FTA) with Israel aimed to develop negotiating stands for India in goods sector identifying India’s defensive and offensive positions. The study had also attempted to identify relevant non-tariff barriers (NTBs) in operation in Israel on various goods sector. Several rounds of negotiations occurred between India-Israel alternatively in India and Israel. The major thrust of these discussions has been to identify how both the countries could move forward with their negotiations in goods sector. It was felt there was a strong need for exchanging exclusion list of India’s goods sector as well as staggered reduction of tariffs. To that regard, the Department of Commerce had taken a major initiative by organizing Industry Stakeholder Consultation in different major cities, namely Delhi, Bengaluru and Mumbai. The purpose was to build awareness for Indian trade and industry about the potential export prospects for goods, knowledge sharing, industry requirements and the threats that they perceived from opening up to Israel’s competition. Three consultations were held at New Delhi, Bengaluru and Mumbai respectively on 8 & 11 November, and 5 December 2011. The industry

participation in all three major cities was responsive and encouraging. The discussions emanating out of these consultations essentially focused on the need for encouraging technical tie-ups with Israel and encouraging service imports from Israel. To a large degree, there was no threat perception from Israel with reference to goods sector.

6. Compendium on Import Policy of India for ASEAN, Korea and Singapore Region

World trade has expanded rapidly over the past decades. This has been driven, in large part, by the changing nature of both production and increased competition in international commerce. Another important factor contributing to the growth in trade has been the periodic rounds of successful multilateral trade negotiations which have led to a considerable reduction in tariffs on goods crossing national borders. Today, as the role of traditional trade barriers gradually vanishes, the focus of trade policy has shifted to non-tariff barriers including trade facilitation. India has entered into trading agreements with various countries of the world with the objective of boosting its external trade. Particularly, notable is the number of trade agreements that India has concluded and is in the process of negotiating with the other Asian countries. Trade facilitation is one of the main features of all these agreements. Given the growing exports from the other Asian countries to India and the rising emphasis on trade facilitation across the globe, Indian Institute of Foreign Trade has prepared “The Compendium



Industry Stakeholders Consultation on India-Israel FTA Negotiations on 8 November 2011 at IIFT-Delhi.

on Import Policy for ASEAN, Korea and Singapore” with the objective to help facilitate India’s trade, particularly its imports from the countries of Korea, Singapore and ASEAN region. This compendium is in the form of a web portal that provides detailed information on current & updated import policies corresponding to the various products imported into India. This portal provides one-stop knowledge base for the exporters particularly, in the countries of Korea, Singapore & ASEAN region who export different products to India. The portal gives user-friendly access to all the information related to import of specific products into India in the digital format. These include information on basic customs duty (MFN), preferential tariff for the goods at eight-digit level classification for Korea, Singapore & ASEAN countries, Rules of Origin requirement as per AIFTA, information on Singapore CECA preferential duty and CECA Rules of Origin, and the Rules of Origin requirement for Korea.

7. Impact of External Capital Flows on MFI Performance

Microfinance has shown a lot of promise in delivering the much needed products specifically designed for the poor. In many countries Microfinance has reached a state where commercialization of operations seems to be the way forward. This phenomenon has given rise to a debate between outreach and efficiency of Microfinance Institutions (MFIs). It is alleged by many studies that commercialization is causing a ‘mission drift’ in the sense that MFIs are increasingly sacrificing their goal of outreach in favour of efficiency. The study estimated the effect of external capital flows on MFI performance. MFI performance includes both outreach and efficiency variables. It also includes other variables like domestic sources of finance, financial development indicators related to the countries where the MFIs are located and lending methodology used by the MFIs as the other indicators of MFI performance. This cross-country study was complemented by a case study on MFIs in India. A survey of MFIs was carried out to understand their financing decisions. Choice of capital structure by MFIs in India was

then linked to the determinants of capital structure like assets, growth, profitability, objectives of MFIs, regulatory environment, etc. The study sought to find the effect of external capital flows and other sources of finances on MFI performance as well as through some light on choice of capital structure at the MFI-level.

8. Setting Up a Coastal Waterway Connecting North Kerala to South Kerala

The National Innovation Council had constituted a Committee to follow up on the proposal to connect North Kerala to South Kerala through coastal waterway. The members of the Committee were as follows:

- (i) Shri K.T. Chacko, former Director (IIFT) {Chairperson}
- (ii) Shri S. Hajara, Chairman, Shipping Corporation of India
- (iii) Shri S.D. Kaushik, Nominee of the Ministry of Shipping, GOI
- (iv) Dr. Jacob Thomas, Director, Ports, Kerala
- (v) Smt B.G. Sreedevi, Director, NATPAC
- (vi) Dr. Sunitha Raju, Professor, IIFT {Member Secretary}
- (vii) Shri Samuel Thomas, IIFT

The committee took cognizance of the Government of Kerala’s sponsored study on “Preparation of Strategy Road Map-Cum-Action Plan for Development of Coastal Shipping in Kerala”. The Terms of Reference of the study were as follows:

- Detail the global experience and develop India’s national agenda towards Coastal Shipping.
- Economic analysis of Coastal Shipping underlining the environmental and other benefits.
- Infrastructure requirement for developing coastal shipping in the Indian context with specific reference to Kerala.
- Examine the coastal shipping policy and highlight the necessary legal and regulatory framework.

International Cooperation

Student Exchange Programme

Inbound Students

During the 2011-12 academic session, 36 students came from different universities and institutions across Europe to the Institute in quest of academic learning and sharing.

Outbound Students

During the 2011-12 academic session, 34 IIFT students went to various Foreign Universities.

IIFT Faculty Participation in National Conferences/Training Programmes

- (1) Prof. Dipankar Sinha attended International Conference on Management Cases during 1-2 December 2011 at BIMTECH, Noida.
- (2) Prof. Ruppall W. Sharma attended Marketing Analytics Workshop, organized by ISB Hyderabad on 2 December 2011.
- (3) Prof. Vijaya Katti attended a training programme titled "Innovating for Excellence: Programme for leaders in Management Education" during 12-17 December 2011 at IIM Ahmedabad.
- (4) Prof. Ashim Raj Singla attended a Conference on Facets of Business Excellence (FOBE 2011) at IMT Ghaziabad.
- (5) Prof. Ashim Raj Singla and Prof. Parul Singh attended SAP Business Intelligence Train the Trainer Workshop during 12-16 December 2011 at IMI, New Delhi.
- (6) Prof. R.K. Singh attended and presented a paper at the IIT Kharagpur Conference on Advances in Supply Chain and Manufacturing Management during 16-18 December 2011.
- (7) Prof. B.K. Sahoo attended and presented a paper at the Silver Jubilee International

Conference on Frontiers of Infrastructure Finance (ICFIF 2011) during 29-30 December 2011 organized by Vinod Gupta School of Management, IIT-Kharagpur.

- (8) Prof. Satinder Bhatia attended the 2nd Annual Summit on "Financial Markets" organized by ASSOCHAM on 12 January 2012.
- (9) Prof. Pinaki Dasgupta and Prof. Saikat Banerjee presented their papers at the IIML International Conference on Marketing organized by IIM Lucknow, Noida Campus, during 12-14 January 2012.

IIFT Faculty Participation in International Conferences/Training Programmes

- (1) Prof. Ravi Shankar attended ABR Conference during 14-16 November 2011 at Las Vegas, Nevada, USA.
- (2) Prof. R.P. Datta presented a paper at CPRSouth6, Communication Reform: From Research to Practice during 9-10 December 2011 at Bangkok, Thailand.
- (3) Prof. R.P. Sharma and Prof. Niti Nandini Chatnani attended the second phase of Global Colloquium (Harvard) case writing workshop organized by Harvard Business School, Boston during 5-8 February 2012.
- (4) Prof. Jayanta Seal attended a "Complete Course on Risk Management" organized by the Profession Risk Managers International Association and the University College London during 6-10 February 2012 in London.
- (5) Prof. P.K. Das attended the training programme on Web Analytics and Web Intelligence Using SAS, organized by SAS Training Center, New York during 12-16 February 2012.

Delegations from Abroad

- (1) Professor Piotr Ostaszewski, Head, Department of Political Studies from Warsaw School of Economics delivered a talk on “Challenges and opportunities related to the current Polish Presidency in the European Union in the broader context of the EU integration and economic cooperation between Poland and India” on 31 October 2011 to the participants of MBA 2011-13 batch.
- (2) Dr. Sebastian Domalski, Head of Economic Section at Ministry of Foreign Affairs, Embassy of the Republic of Poland in New Delhi visited IIFT on 31 October 2011.
- (3) Mr. Jari P. Ängeslevä, VP, International Sales from Smart Phone Solutions, Finland visited the campus on 9 November 2011 for discussion on technology innovations.
- (4) A 30-member delegation from Department of Escuela Politecnica Javeriana of the Republic of Ecuador visited IIFT on 1 December 2011. The delegation was here to discuss about faculty exchange and joint research.
- (5) A 2-member delegation from Eastern Michigan University, USA visited IIFT on 27 February 2012 for discussing the possibility of holding a 5-day module for EMBA students on “Doing Business in India”.
- (6) Mr. Keiji Nakajima from Misaki Plastic Technologies Pvt. Ltd. visited IIFT on 5 March 2012 for discussion on conducting Export Market Study with IIFT.

New Collaborations

- An MOU was signed with ESC Rennes Business School, France on 4 February 2012 in the area of Student Exchange & Faculty Exchange. *(see Photo)*

Off-Campus Programmes

MBA(IB) at IFM Tanzania

1. Admission process for MBA(IB) 2012-14 intake has commenced.

2. An IFM delegations visited IIFT on 26 March 2012 for attending Convocation in IIFT

VSAT Based Programmes

- **Executive Post Graduate Diploma in International Business (EPGDIB-VSAT)**

The 7th batch of EPGDIB (VSAT) (2011-12) programme was launched on 14 December 2011 with batch strength of 82 participants. Fifty per cent of the participants are having more than 9 years of work experience. The programme will be ending in December 2012.

- **Post Graduate Diploma in International Business for Young Managers**

The programme was launched in November 2010, through the VSAT platform. This 18-month course was specially designed to cater to the needs of the working professionals having 1-5 years of work experience. The first batch with the strength of 30 participants will be passing out in June 2012.

- **One-Year Bridge Programme for EPGDIB (VSAT) to EMBA**

A one-year Bridge Programme for EPGDIB(VSAT) to EMBA in collaboration with HCIL was launched with the contact week slated for 16-20 January 2012. Students who have



completed EPGDIB (VSAT) are eligible for participation in this programme. The programme is of one year duration and will be ending in December 2012.

- **Post Graduate Diploma in International Business Strategies (PGDIBS)**

The new batch of PGDIBS (2011-12) programme in collaboration with NIIT was launched on 19 December 2011 with batch strength of 46 participants. The programme will be ending in December 2012.



A Group photograph of the participants of PG Diploma in International Business Strategy 2011-12 batch.

International Projects

As a part of decisions taken at India Africa Forum Summit (8-9 April 2008), the Institute has been entrusted with responsibility of:

- Setting up of India Africa Institute of Foreign Trade (IAIFT)
- Conducting customized Capacity Building Programmes on International Business in various African countries.

Setting up of India Africa Institute of Foreign Trade (IAIFT)

- A series of discussions took place between the African Union (AU) and the Government of India and a basic modality to start the work was agreed upon. Uganda was identified as the host country for setting up of IAIFT by the AU.
- An MoU between the African Union (AU) and the Government of the Republic of India was signed on 23 May 2011.
- Subsequently, a Stakeholders' Workshop was held at Kampala during 13-14 June 2011 so as to conceptualize the Vision, Mission and Strategy of the Institute wherein over eighty stakeholders participated representing government officials, academicians, exporters and entrepreneurs.
- On 23 August 2011, Government of Uganda designated Uganda Management Institute

(UMI) as the partner interim host Institute for India Africa Institute of Foreign Trade.

- The MoU between Government of Uganda and IIFT, the implementing agency on behalf of Government of India has already been sent to Government of Uganda by MEA on 13 October 2011. The concurrence for the same is yet to be received from Ugandan side.
- A three-member delegations from Uganda visited IIFT, New Delhi during 17-19 October 2011 for expediting project implementation.
- The Ugandan Minister of Trade, Industry and Cooperatives, Hon'ble. Ms. Amelia Kyambadde visited IIFT on 20 March 2012 to expedite implementation of the project.

Capacity Building Programmes on International Business

- **Burkina Faso**

An Executive Development Programme on "International Business" was held in Ouagadougou, Burkina Faso during 27 June-1 July 2011 in collaboration with Ministry of Industry and Commerce, Promotion of Private Initiatives and Handicrafts.

- **Sudan**

An Executive Development Programme on "International Business" was held in Khartoum,

Sudan during 10-16 July 2011 in collaboration with Development Studies and Research Institute (DSRI), University of Khartoum. The programme was attended by participants from six different African countries including Egypt, Chad, Central African Republic, Eritrea, Mauritania and Sudan.

- **Mauritius**

An Executive Development Programme on “International Business” was held in Mauritius during 13-17 February 2012 in collaboration with Ministry of Foreign Affairs, Regional Integration and International Trade, Government of Mauritius. The programme received positive response from the participants as well as from the host country government.

- **India**

An Executive Development Programme on “International Business” for African Participants was held in IIFT, New Delhi during 12-23 March 2012 which was attended by participants from 22 African countries including Benin, Burkina Faso, Burundi, Ethiopia, Eritrea, Egypt, Ghana, Gambia, Uganda, Madagascar, Mozambique, Malawi, Mali, Namibia, Niger, Nigeria, Seychelles, Sudan, Tanzania, Togo, Tunisia and Zimbabwe. The programme received an overwhelming response.



Executive Development Programme on International Business for the Officers from African Countries.

International Conference / Interactive Meet

- IIFT in collaboration with OECD and Asian Development Bank Institute organized a 2-day International Conference on Services Trade in Selected Sectors during 18-19 January 2012 at IIFT Campus, New Delhi

which was inaugurated by Hon'ble Minister of State for Commerce & Industry Shri Jyotiraditya Scindia. The conference focused on audio-visual services, higher education, and financial services sectors. The conference was participated by 45 renowned national/international policy-makers, academics, and think tanks that made their expert contributions in the services sector. The Conference had detailed discussions of country and regional experiences of audio-visual services, tertiary education services, and financial services.

- A delegation from Uganda led by the Ugandan Minister of Trade, Industry and Cooperatives, Hon'ble Ms. Amelia Kyambadde, H.E. Ms. Nimisha Madhvani, High Commissioner to India, Minister of Agriculture, Permanent Secretary and other officials visited IIFT on 20 March 2012. The delegation interacted with the programme participants and also discussed various issues pertaining to the setting up of IAIFT.
- Also, a delegation from Burkina Faso led by Hon'ble Jean Bertin Ouedraogo, Minister, Department of Infrastructure, H.E. Idriss Raoua Ouedraogo, Ambassador to India and other officials visited IIFT on 20 March 2012.

Task Force Set up by Ministry of Commerce and Industry for Development of India's Export Strategy for Africa

- The Institute has worked in providing significant inputs for development of Export Strategy for Africa under the task force set up by Ministry of Commerce and Industry. IIFT is coordinating the activities for identifying the markets and products for developing export strategy.

Centres of IIFT

Centre for International Trade in Technology (CITT)

New initiatives were taken by the CITT to forge linkages between trade and technology through specialized studies as well as it continued its activities related to policy research, education and training. During the year the following major activities were taken up:

- (1) The Study on “Technology Support Services in Special Economic Zones (SEZs)” was completed. It was conducted in close association with the Department of Science and Technology (DST), Government of India. CITT team visited 8 SEZs across India and interacted with 118 units to ascertain the level of technology support they are sourcing from the SEZ. The Study concluded that most of the units need common technology support services like testing facilities, repairing, maintenance, skilled training, etc.
- (2) On the request of Planning Commission, a working group was constituted for boosting India’s manufacturing export for the Twelfth Five-Year Plan. CITT was given the nodal role of the expert committee for preparing the Report of a Sub-Group on “Technology Intensity in India’s Manufacturing Exports”. The Report was submitted to the Planning Commission in August 2011 providing some key inputs to the Commission.
- (3) In order to assess the impact of various R&D programmes undertaken by the Government and Industry in India, a pre-feasibility Study was taken up by CITT on “Key Output Indicators for Performance Evaluation of Scientific Research and Development Activities in India”.

The main emphasis of this Study, sponsored by DST is to prepare a reference framework for scientific R&D statistics to be validated by experts. This will serve as an input to develop a national R&D system and empower the government institutions like DST to publish internationally comparable R&D data.

- (4) CITT is a partner in the European Union (EU) sponsored project named “India Gate” with an objective of “Increasing the Dialogue between India and Europe by Improving EU Awareness and Access to Indian Research and Innovation Technology Programmes”. The progress of the project is as per schedule. The project has three partners from India and the fourth from EU. A review meeting of India Gate Project with partner organizations was organized by CITT in February 2012 at the Institute.
- (5) On a request from Dr. Sam Pitroda of the National Innovation Council, a Sectoral Innovation Council has been constituted on “Trade, Commerce and International Business Strategy” by the Department of Commerce. CITT has been asked to play the nodal role for this Sectoral Council. During the year, initial activities like preparing the approach note, contacting key stakeholders, etc. have been completed.
- (6) In order to disseminate key issues related to trade and technology, both in India and abroad, CITT is bringing out a weekly electronic newsletter, namely “E-Zine”. This is sent to around 3,000 readers across government, industry and educational institutions. During the year, 50 issues have been circulated and CITT has received a lot of appreciation for this initiative.

Centre for MSME Studies

IIFT's Medium Small & Micro Enterprises (MSME) Centre aims at providing continuous support to the SME sector by carrying out activities which are broadly classified into conducting Training Programmes, provision of Business Intelligence services through comprehensive information hub and acting as a catalyst for interfacing with other concerned and associated institutions and organizations, both within the country and abroad.

Some of the activities of the Centre towards targeting crucial issues for SMEs include various capacity building programmes at national and international levels which mainly focus on developing market awareness, policy initiatives taken by the Government at central and state levels, documentation and trade facilitation measures, entry level strategies, etc. While some of these issues are generic in nature across all SMEs, there are certain sector specific issues. These sector specific customized programmes have been undertaken in collaboration with relevant stakeholders like APEDA, Council for Leather Exports, Textiles Committee, etc. in the past. The Centre is entering into collaboration with NIFTAM for extending the knowledge support for its capacity development of food clusters. Other export promotion agencies/bodies with which the Centre is working closely include Coir Board of India, Development Commissioner (Handicrafts), etc.

The Centre has been identified as one of the stakeholders towards constitution of sub-group on "MSMEs" under the Planning Commission Working Group on "Boosting India's Manufacturing Exports" for the Twelfth Five Year Plan (2012-17). The Centre as knowledge partner has provided its inputs to FICCI MSME Committee towards its agenda for the year 2011-

12 on "Innovation and Clusters". It is actively associated with FICCI and CII for their initiatives targeting MSMEs.

At international level, the Centre has collaborated with Mekong Institute, Thailand, in assisting them towards "Trade and Investment Facilitation" within GMS Region and help the region to improve their trade competitiveness. The Centre in collaboration with CBI Netherlands (Centre for the Promotion of Imports from Developing Countries) has been conducting training programmes for IIFT students on certain core areas like export management, market knowledge, product and production improvement, etc. The Centre is also actively participating to work for the development of SMEs in Africa and the Middle-East.

Centre for WTO Studies

The Centre for WTO Studies was set up with the support of the Department of Commerce, Government of India, in the year 1999. The Centre for WTO Studies was established at Institute in November 2002. Over the years, the Centre has evolved into an institution conducting in-depth and independent research on trade-related issues including the WTO. One of the primary objectives of the Centre is to provide research and analytical support on the WTO and other trade negotiations to the Department of Commerce. The Centre also has its own body of publications, and conducts outreach and capacity building programmes by organizing seminars, workshops, subject specific meetings, etc. to disseminate its work, create awareness on topical trade issues and build consensus between stakeholders and policy-makers. An important activity undertaken by the Centre during 2011-12 was conducting the 12-week Regional Trade Policy Course in partnership with the WTO Secretariat.

Placement

The Placement Programme for MBA(IB) 2010-12 Batch at IIFT drew considerable attention this year from trade and industry maintaining 100% placement record with 80 companies. Despite economic downturn, existing recruiters recruited a large number of talents and reiterated their faith in IIFT. There were 34 new recruiters across domains and geographies including Duferco, Stemcor, Glencore, Shree Renuka Sugars in Trade and Supply Chain; KPMG and Technopak in Management Consulting; Goldman Sachs in Asset Management; and Flipkart in e-commerce to name a few.

The participation of recruiters from various industries underlines the strength of the MBA(IB) programme across all management and business functions.

Before the start of Placements, PPOs were offered by global organizations such as Procter & Gamble, Reckitt Benckiser, J&J Medical, Vodafone, Yes Bank, Tata Steel, Tata Motors, Titan Industries, Whirlpool, Global e Procure, ADM Agro, Idea Cellular, Madura, Genpact and Nomura Holdings.

About 8% students received international offers from firms across geographies of Singapore, Switzerland, Germany, Dubai and Africa. The overall average package increased by 3.7% over the last year. The highest domestic package of ₹ 19 lakh per annum was offered by a telecom company and the highest international package of ₹ 73,78,500/- per annum was offered by a trading company.

This year marked the emergence of Supply Chain oriented roles as a preferred choice for students as most of the students got placed in such roles in procurement, logistics, operations and trading in organizations across sectors. Profiles in Procurement by telecom major Nokia, Product Supply by FMCG giant Procter and

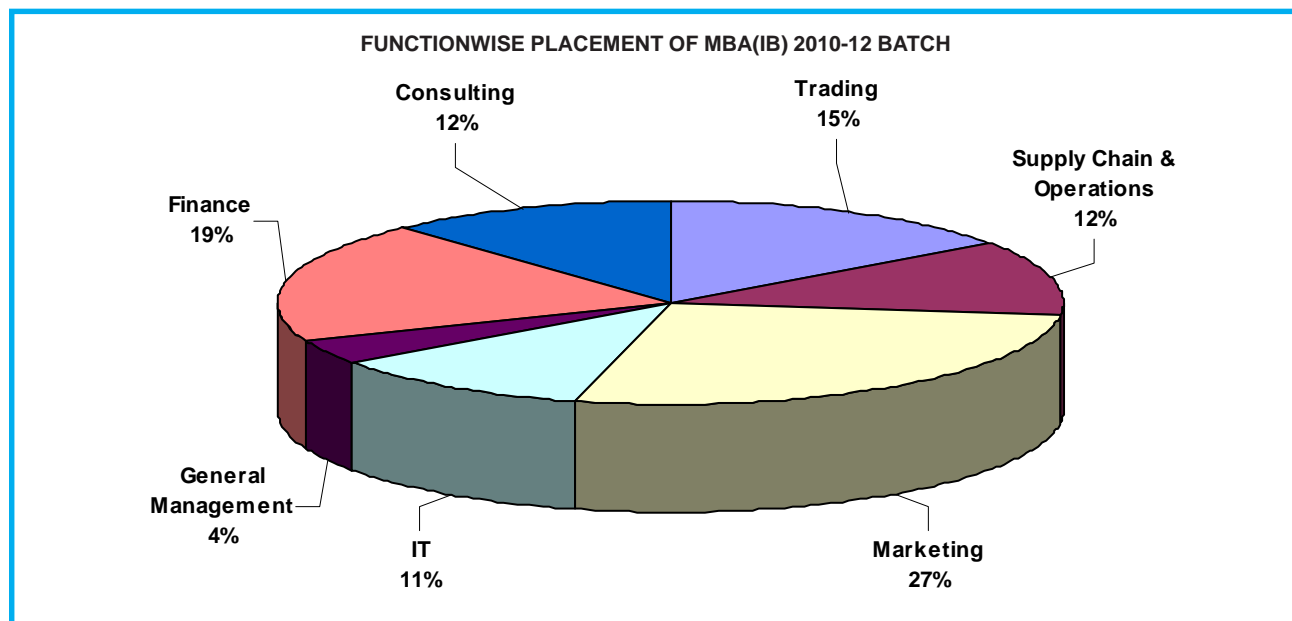
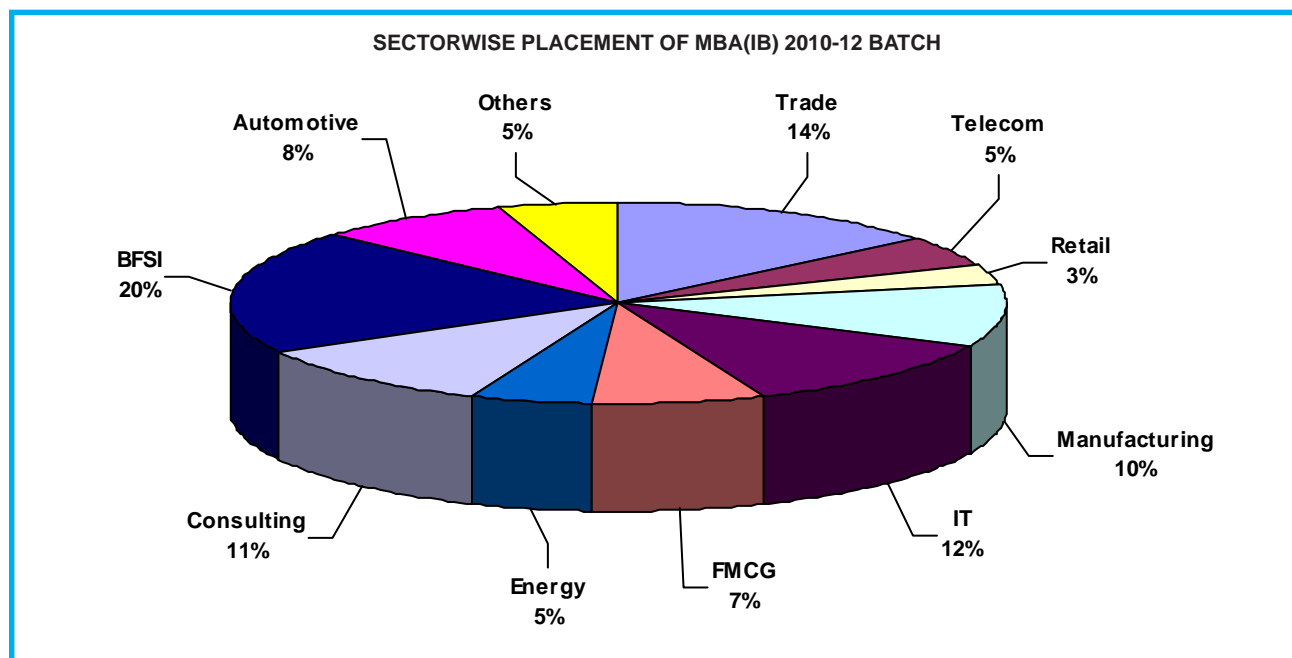
Gamble, Logistics role in Germany based logistics giant Deugro, Operations in Tata Steel, Tata Motors & Tata Hitachi, Supply Chain consulting in Bristlecone and Global e Procure and Operations in Sustainable Energy Major, Gadhia Solar reinforced the forte of IIFTians in Supply Chain. Like every year roles in supply chain and procurement of commodities like Cocoa, Cashew, Sugar and Oleo chemicals were offered to students.

About 27% students got placed in Marketing roles. In the FMCG sector, companies like ITC, Britannia, Pidilite, Emami participated in the placement process, while Auto sector had participation from Tata Motors, Bajaj Auto, Hero Motor Corp and Sonalika. Airtel, Vodafone and Idea Cellular in telecom, HT Media in Media and Madura F&L, Metro Cash & Carry and Jumbo Electronics in the retail sector also participated in the placement process.

In Finance, companies like Citibank, Deutsche Bank, HSBC, Indus Valley Partners and Nomura Holdings offered coveted profiles. PSUs like Power Finance Corporation, Union Bank of India, Central Bank of India and Bank of India competed head on with the Private Sector companies to lure IIFT students by offering coveted profiles ranging from Treasury and Project Finance to Corporate Banking. Yes Bank offered several profiles including Corporate Finance, Corporate Banking, Emerging Corporate Banking, Transaction Banking, Multi National Corporate Banking, etc. Further, Corporate Finance profiles by FMCG companies like Britannia and Sab Miller rounded out the finance domain.

Companies hiring in the IT space hired for specific profiles apart from the regular BFSI such as KPMG for IT Risk Advisory, Interglobe for IT in Travel Space, Wipro in Oil & Energy, Eco Energy, TCS for its Retail Division and HCL for Strategic Sales & Axon Division. Also, Product Management role was offered by Zycus.

The sectoral and functional Placement is as under:



Social Awareness Programme (SAP)

The objective of Social Awareness Programme (SAP) is to sensitize the minds of the students with social issues through presentation by partner NGOs and conducting projects so as to assist them in becoming good corporate citizen

and good human being. This programme carried four credits. This year 38 NGOs (21 in Delhi for 149 students and 17 NGOs in Kolkata for 54 students) were identified as partner NGOs under Social Awareness Programme.

Interaction

The Institute provides an excellent platform for leaders and experts from Industry to share their experience and knowledge with the students which help them to interact with luminaries from

the industry, gain better understanding of the corporate world and improve their learning curve. Some eminent speakers during the year were:

<i>Speaker</i>	<i>Designation</i>	<i>Company</i>
Shri Aditya Ahuja	Head	TAS
Shri Aditya Gokhale	VP	IMRB
Shri Ajit Ranade	Group Chief Economist	Aditya Birla Group
Shri Anindo Samajpati	AVP, Marketing, Soap Category	Godrej Consumer Products Ltd.
Shri Ashok Namboodiar	Head - Sales & Marketing	Nourish Co Beverages Ltd - A Tata Pepsico Group
Shri Atindra Sen	Director	Bombay Chamber of Commerce and Industry
Shri Avinash Gandhi	Chairman	FAG Bearings India Ltd.
Shri Basab Mitra	COO & Head of Group Strategy	Religare
Mr. Bob Erickson	COO	Walmart India
Shri D. S. Dhesi	Joint Secretary Africa	Govt. of India
Shri D. Shivakumar	Senior Vice President (Sales), India, Middle East and Africa Region	Nokia
Shri Dharmakirti Joshi	Director & Chief Economist	CRISIL
Shri G. Chokkalingam	Executive Director & CIO	Centrum Wealth Management Ltd.
Shri Ganesan Ramachandran	Head – SCM Practice	Accenture Management Consulting
Shri Gautam Kapoor	Sr. Manager	Deloitte
Ms. Gennet Zewdei	High Commissioner	Embassy of the Federal Democratic Republic of Ethiopia
Shri Girish Anantharaman	Associate Director	P&G India
Mr. Harold Adlei Agyeman	Head of Chancery	Ghana High Commission
Shri Hemant Pandey	Senior Member, President's Office	Videocon
Shri Jaijit Bhattacharya	Director	Hewlett-Packard India
Mr. Jardine Omar	Councillor	South African Embassy
Mr. Joseph Massey	CEO	MCX - Stock Exchange Ltd.
Shri K Ramakrishnan	President - Marketing	Café Coffee Day
Shri Kishore Chakraborty	VP	McCann Erickson India

<i>Speaker</i>	<i>Designation</i>	<i>Company</i>
Shri M.V. Tanksale	Chairman & MD	Central Bank of India
Shri Manish Khera	CEO	FINO
Mr. Nasser Okoth	First Secretary, Commerce,	Kenyan Embassy
Shri Niraj Seth	Chief Marketing Officer	Cleartrip.com
Shri R. Laxman	Director - Private Equity	Kotak Private Equity
Shri Raj Kumar Singhal	MD	Bank of America Merrill Lynch
Shri Rajat Madhok	MD & Head Commercial Bank	Citibank
Shri Rashesh Shah	Chairman & CEO	Edelweiss
Shri S. Parthasarthy	Sr. Director	Deloitte
Shri Salil Punalekar	VP	Cognizant
Shri Sandeep Choudhary	Head Marketing and Sales	South Asia
Shri Sanjay Choudhury	Chief Business Development Manager - Pan India	Berger Paints India Ltd.
Shri Sanjeev Gupta	Sr. VP	Accenture
Shri Saurabh Mehrotra	Head-SCM	Bharti Wal-Mart Pvt. Ltd.
Ms. Shalini Rao	Marketing & Product Management Director	Tetra-Pak India
Smt. Sheila Sudhakaran	Assistant Secretary General	FICCI
Shri Shyam Raghunandan	Head – Marketing	Hilti India
Shri Subramaniam R.V.	Asst. Brand Design Head	Allen Solly
Shri Subrata Mukherji	President	ICICI Foundation
Shri Sudeep Nehra	Partner	Deloitte
Shri Sudhir Aggarwal	Sr. Director	Oracle India
Shri Sudipto Ghosh	Chief Customer Support Officer	Acer India Pvt. Ltd.
Shri Sumeet Pahwa	DGM - Media	TATA Docomo
Shri Suneel Aiyar	Leader – Supply Chain consulting	PricewaterhouseCoopers
Shri Sunil Rekhz	CFO	Renault-Nissan India
Shri Uday Khanna	VP	Bombay Chamber of Commerce and Industry
Shri V. Buntly Bohra	MD & CEO	Goldman Sachs
Shri Vinay Pant	DGM - Market Research & Product Planning	Maruti Suzuki India Ltd.
Shri Vivek Upadhyay	Regional General Manager	Cummins India Ltd.

Student Activities

The International Management Forum (IMF) is an elected body of the students of MBA (IB) Programme of IIFT. It consists of 10 elected members - five each from Delhi and Kolkata Campus. IMF coordinates all the activities such as organizing international conclaves, national symposiums, conclaves, sports and other club activities. It also provides a platform for students to interact with the leaders of knowledge domain.

Events Organized During 2011-12

1. Koshish

Koshish Club of IIFT is a platform to enable the students to serve the under privileged and to sensitize them to the needs and problems of society. This year the student members of Koshish Club tried to promote the cause of girl child education by distributing free books, stationery and school bags to 180 girl students from about 5 Government Schools in Delhi for their higher education, on merit-cum-means basis. The Club was able to attract corporate sponsorship from TATA Motors for this event this year. Chief Guest for the event was Shri Amodh Kant (IPS Retd.), General Secretary, Prayas NGO. Year-round waste books and



Koshish Club of IIFT – Distribution of Educational Kits to Girl Students of Government Schools.

clothes collection drive was also carried out by the Club in Campus to help reuse the waste for the benefit of needy and underprivileged section of our society.

2. Singapore Conclave

International Trade Conclave was organized in association with SMX in Singapore on 26 August 2011. Theme of the conclave was “Asia: The Emerging Benchmark in Commodities” with presence of speakers from Financial Technologies, Singapore Business Federation, Noble Resources, Standard Chartered Bank, Bunge, Tata Power and MMTC.

3. IT Conclave

National IT Conclave was organized in association with NASSCOM on 1 August 2011 at Delhi and the theme of the event was “Indian IT/ITES - The Decade Ahead”. Ms. Rita Soni, CEO NASSCOM Foundation was the keynote speaker at the event.

4. National Marketing Symposium

The National Marketing Symposium 2011, organized by Brandwagon - the marketing fraternity at IIFT, witnessed 400 minds working at figuring out the ways and means to build Indian brands as strong as their foreign counterparts, in fact even stronger. The event was conducted on 19 August and graced by the presence of stalwarts from the marketing world. Ms. Suparna Mitra, Global Marketing Head, Titan Industries Limited, was the keynote speaker of the event and she took the audience through Titan’s arduous journey of establishing itself in Vietnam. Shri R.C. Bhargava, Chairman, Maruti Suzuki India Limited, was the Chief Guest of the event.



Dr. D. Subbarao addressing at the National Finance Symposium, Mumbai, September 2011

5. National Finance Symposium

The Institute in association with Bombay Chamber of Commerce and Industry concluded its 6th National Finance Symposium on the theme “Changing Phase of India’s Financial System – Embarking on New Growth Paths”.

The symposium was a grand success and saw enthusiastic participation from eminent personalities from the industry as well as the media. Dr. D. Subbarao, Governor, RBI, graced the occasion. Besides, the event was attended by senior delegates from Goldman Sachs, JP Morgan Chase, Central Bank of India, Centrum Capital, Religare, among others.

6. Africa Business Conclave

This conclave was an endeavour to explore the opportunities present in Africa and also to make the delegates and students aware about the challenges and social and cultural aspects of doing business in Africa. IIFT is the only Institute where students of the flagship MBA programme have institutionalized an Africa Business Cell dedicated to do business in Africa and understanding the challenges for the same.

7. Trade & Logistics Symposium

The Institute organized ‘Tradewinds’ on the theme “Realizing India’s Trading Potential” to

focus the discussion on the growth drivers and the challenges faced by the trading and manufacturing firms in India to unlock India’s economic and trading potential that still lies unexplored.

8. EOM Cell Launch

The Institute launched its Energy, Operations & Manufacturing Cell as the hub for energy and operations interest at the campus. The cell provides the platform for the interaction of students, faculty, alumni, business leaders and researchers. Various initiatives are undertaken to ensure the seamless transfer of knowledge and to tackle the challenges posed globally to these sectors.

9. QuoVadis 2011

Quo Vadis 2011, the annual management fest at IIFT which provides a meeting ground for the business schools and corporate, concluded on 20 November 2011 at the IIFT-Delhi campus. Participants from premier B-Schools of the country like IIM- (A, B, C, L, I, K, S), FMS, XLRI, MDI, SP Jain, NMIMS, JBIMS, XIMB, IMT, IMI, MICA, NITIE, IIT-D, IIT-B, KJ Somaiya, Great Lakes Institute attended the 3-day event. Apart from these, many prominent institutes of Delhi University, Jawahar Lal Nehru University and Universities of other states also participated in the event.

AWARDS WON BY IIFTIANS IN NATIONAL/INTERNATIONAL EVENTS DURING 2011-12

<i>Competition Name</i>	<i>Organized by: (college name/ organization, etc.)</i>	<i>Position</i>	<i>Student Name</i>
NATIONAL LEVEL EVENTS			
300-The Seminars, PARAGANA 2010	NMIMS	Other	• Amandeep Singh
A Marketing Case Study Competition	DMS, IIT Delhi	Finalist	• Partha Chandra
Adrenal Hike Marketing Case Study Event in Marketing World Cup	IMT Ghaziabad	Runners up	• Soumiran Banerjee
Aircel Indovation – marketing case study competition	FMS, Delhi	Finalist	• Renjith Menon
Al Gore Sustainable Technology Venture Competition	Foundation for Sustainable Future, Finals at Carnegie Mellon University	2nd	• Arun Pandit
All India Poster Designing Competition (Bougainvillea Hermitage, Goa)	Goa Institute of Management	Finalist	• Gagandeep Kaur
Ambush Marketing - Guerrilla Warfare	Jamnalal Bajaj Institute of Management Studies	Finalist (Top 5)	• Arun Pandit
Antaraaya – Abhyudaya'12	IFMR, Chennai	Top 3 finalist teams	• Riddhi Ahuja
Brand Vistaar – The Allen Solly Challenge – a Marketing Competition	IIFT Delhi	Finalist	• Gagandeep Kaur
Call for Arms	IIM Lucknow	Finalists	• Swati Jindal • Apurva Raj
Campaign for a Cause	IIM Ahmedabad	Finalist	• Apurva Joshi
CFA Global Investment Research Challenge	CFA Institute	Winners - North Zone	• Navin Babu • Thangaraj • Arul Vel Arasan • Maharajan • Pranav Bajoria
Chakravyuh – Public Policy Making Event	IIM Ahmedabad	Finalist	• Moksha Sharma
Chakravyuh – a General Management event held at Confluence	IIM Ahmedabad	Runners up	• Partha Chandra • Surjodeb Sarkar
Chanakya - Strategy Event	IIM Calcutta	Campus Finalists	• Swati Jindal • Apurva Raj
Cloud Connect	DMS, IIT Delhi	1st	• Arun Pandit
Colgate Plax Marksmen	IIM Lucknow	Finalist	• Dhruba Jyoti Chatterjee
Colgate-Palmolive sponsored marketing event – Marksmen	IIM Lucknow	Finalist	• Kumar Vivek
Corporate Combat - Strategy Event	IIM Ahmedabad	Campus Finalists	• Apurva Raj
Corporate Combat Flagship Competition	IIM Ahmedabad	National Finalist	• Arnav Kapur
Cricket Mafia: the ultimate test of strategy and cricket acumen, in OJAS 4.0 -	SPJIMR, Mumbai	National Finalist	• Jasmeet Singh

<i>Competition Name</i>	<i>Organized by: (college name/ organization, etc.)</i>	<i>Position</i>	<i>Student Name</i>
Deal-Devilry SPARK (IB quiz)	FMS, Delhi Delhi School of Economics	Other 1st prize	<ul style="list-style-type: none"> • Rajesh Beriwal • Anmol Chopra
EduNirvana Economist of the Year	IIM Lucknow	National Finalist	<ul style="list-style-type: none"> • Dhruva Jyoti Chatterjee
E-Summit 11, B-Plan Competition	Delhi Technical University	1st	<ul style="list-style-type: none"> • Arun Pandit
Final Cut – MICA	MICA	National Finalist	<ul style="list-style-type: none"> • Apurva Joshi
FinWizards Finance Quiz	SCMHRD, Pune	3rd	<ul style="list-style-type: none"> • Anil Kumar Kolla
Global Equity Research Competition	Great Lakes, Chennai	Campus Finalist	<ul style="list-style-type: none"> • Anshul Baranwal • Sakshi Garg
Godin's Wizards, the marketing event at Naissance 2012	SDMIMD, Mysore	Qualified for the final round	<ul style="list-style-type: none"> • Riya Bose
HUL Lime	Hindustan Unilever	Wildcard Winners	<ul style="list-style-type: none"> • Prince Goel, • Nishtha Anand • Sarvani Allu
IDIya Social Venture Business Plan	ISB	Top 10 teams in India	<ul style="list-style-type: none"> • Raghavendra
IIM Kozhikode Flagship Marketing Event: Rural Roulette	IIM Kozikode	Runners up	<ul style="list-style-type: none"> • Mahima Jain
IIM Kozhikode Flagship Marketing Event: Rural Roulette	Nirma University, Ahmedabad	Best Speaker	<ul style="list-style-type: none"> • Mahima Jain
IIT-D Nutcracker Case Study Competition	IIT Delhi	1st Prize	<ul style="list-style-type: none"> • Anmol Chopra
Indovation – Marketing Competition, Annual Fest (Fiesta)	FMS, Delhi	Finalist	<ul style="list-style-type: none"> • Renjith Menon • Shashank Malhotra • Adity Goel
Innolab – Social Entrepreneurship B-Plan Competition	TISS, Mumbai	Selected amongst the top 12 Social Innovations from across the country.	<ul style="list-style-type: none"> • Arun Pandit
Les Blocs de Construction, Prabandhan 2011, a Case Building Event	IIT Kanpur	Finalist	<ul style="list-style-type: none"> • Amandeep Singh
Les Relations Humaines, an HR Case Study competition	IIT Delhi	National Finalist	<ul style="list-style-type: none"> • Partha Chandra • Surjodeb Sarkar
Levi's: Change your world fellowship	Levi's India	Finalist: Result . awaited	<ul style="list-style-type: none"> • Arun Pandit
M&A Frenzy, investment banking pitchbook making competition	IIM Ahmedabad	Runners up	<ul style="list-style-type: none"> • Anshul Baranwal
Mahindra Call For Arms	IIM Lucknow	Campus Winners and 4th in the on campus round	<ul style="list-style-type: none"> • Swati Jindal • Apurva Raj
Mahindra War Room '2011	Mahindra & Mahindra Group	Campus Runners Up	<ul style="list-style-type: none"> • Mahima Jain • Anant Sharma • Avinash Shandilya • Arnav Kapur

<i>Competition Name</i>	<i>Organized by: (college name/ organization, etc.)</i>	<i>Position</i>	<i>Student Name</i>
Mahindra War Room '2011	Mahindra & Mahindra Group	Campus Winners	• Guneet & Suneet
Marketing Flagship Event	DMS, IIT Delhi	National Winner	• Prachi Mukhija
MBA-In-Progress Case Study Competition	Inter B-School	Won 2nd Prize in the First Phase of this competition	• Sidharth Nanda
Mercatus Maximus	SIBM, Pune	3rd	• Aditya Goel • Jasmeet Singh
Mercatus Maximus in association with Classmate, ITC in Trancend'12	SIBM, Pune	National Finalist	• Jasmeet Singh
MIND MINE	FORE School of Management, Delhi	1st	• Arun Pandit
Model UN Debate	MIB, Delhi School of Economics	Campus Round Finalist	• Akshay Gupta
Murphy's Laugh-Strategy Competition	IIM Calcutta	Runners Up	• Deepak Guddeti
National Paper Writing Competition- "Future Drivers of IT", ENVISION 2011	XIMB	Winner	• Lekhika Bhaskar
Niveshak – Sector Report Writing Competition	IIM Shillong	3rd	• Amandeep Singh
No News is Good News	DMS, IIT Delhi	Finalist	• Kumar Raunak
Nokia Green Mark – Strategy Event	IIFT Delhi	2nd Prize	• Harleen Singh Mann • Puneet Garg
Nut Cracker – Case Study Competition	IIMB	Campus Finalist	• Anshul Baranwal
Nut Cracker – Operations Case Event	IIMB	National Finalist	• Moksha Sharma
Nutcracker – Marketing online strategic event, "Entrepid"	IIT Delhi IIM Indore	2nd Prize 7th	• Apurva Joshi • Kumar Vivek
Operations event	XIMB	1st	• Harleen Singh Mann • Nikhil Sabharwal
Paragana Confluence, Clash of Ideas	NMIMS	Finalist	• Amandeep Singh
Perspective Extraordinaire	FMS, Delhi	Campus Finalist	• Anshul Baranwal
Project-o-Phile, Operations Strategy Event	IIMB	National Finalist	• Moksha Sharma
Public Policy Competition, 'Chakravyuh'	IIM Ahmedabad	Finalist	• Shashank Malhotra
Quarks	SCMHRD, Pune	Selected to represent at college	• Nikhil Kapoor
Quizzard (B-Quiz)	Nirma University, Ahmedabad	Finalist	• Anmol Chopra
Ranniti, Mahindra & Mahindra	IIFT Delhi	National Runners Up	• Anil Kolla • Shiva Kumar Aithagoni • Sai Praveen Ainapudi
Reveal	L'Oreal	Global Winner	• Harshit Verma
Sankalp: B-Plan Competition	TAPMI	1st	• Arun Pandit
SERVEPRENEUR	FMS, Delhi	Finalist	• Arun Pandit

<i>Competition Name</i>	<i>Organized by: (college name/ organization, etc.)</i>	<i>Position</i>	<i>Student Name</i>
SIBM Estrategia (Corporate Strategy Event)	SIBM, Pune	Campus Finalist (Top 8 in 1600 teams)	• Prachi Mukhija
SIBM's Last Man Standing 2012	SIBM, Pune	Runner up	• Shreyash Agarwal
Skill City, Flagship strategy event	XIMB	Winner	• Ritesh Gupta
STRIDES	IFMR, Chennai	Finalist	• Arun Pandit
Sumantra Book Club event Creative Writing	Nirma University, Ahmedabad	Finalist	• Riya Bose
Tata Finding NEO: identifying tomorrow's quintessential manager in OJAS 4.0-	SPJIMR, Mumbai	National Finalist	• Jasmeet Singh
The Economist of the Year in Manifest.	IIM Lucknow	Finalist	• Kumar Vivek
Uththaan, a Case Study competition in Fiesta' 2011	FMS, Delhi	1st	• Partha Chandra
Wild Card Round of Loreal Brandstorm	L'Oreal India Pvt. Ltd.	Finalist	• Soumiran Banerjee
Yojna - B Plan competition	IMI, Delhi	3rd	• Arun Pandit
INTERNATIONAL LEVEL EVENTS			
CFA Global Investment Research	CFA Institute	Winners - North Zone	• Navin Babu, • Thangaraj, • Arul Vel Arasan, • Maharajan, • Pranav Bajoria
Reveal	L'Oreal	Global Winner	• Harshit Verma



Mr. Arul Vel Arasan, MBA 2010-12 Batch (3rd from right) First Prize Winner of the Business Standard Best B-School Project Competition, Mumbai, August 2011.

Foreign Trade Library

DELHI CAMPUS

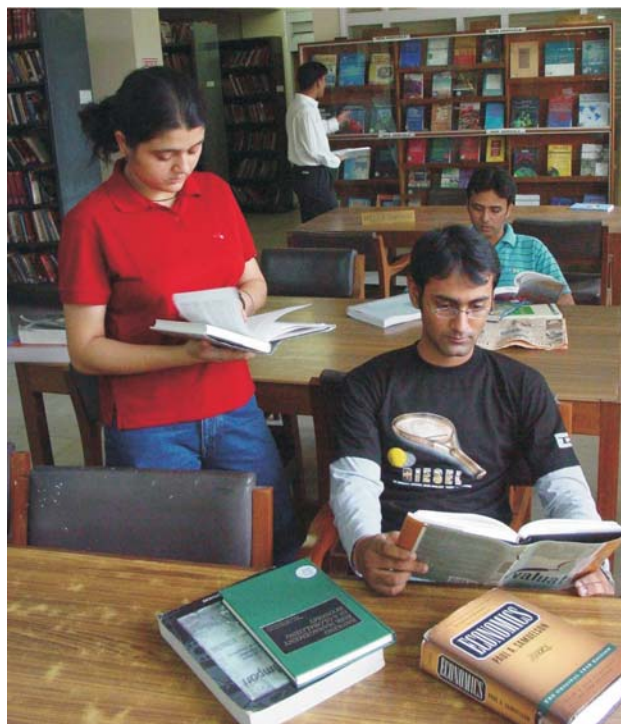
The Foreign Trade Library of IIFT is one of the largest of its kind having a focus on International Business in India. It continued with its endeavour to add to its collection of specialized publications and expand and improve its services. Foreign Trade Library is a knowledge bank with an impressive collection of 1,00,411 resources that comprises 73,354 book/CDs-volumes, 17,281 bound periodicals, and 623 periodicals. In addition to these, its collection includes research reports, company reports, CD-ROMs, video-cassettes in the field of management, foreign trade and the 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 Government of India, Export Promotion Councils, Commodity Boards and other Trade Promotion Organizations. The "WTO Resource Centre" continues to provide information exclusively on the WTO and related issues.

Section-wise distribution of the Library acquisitions during 2011-2012 is given below.

POSITION OF LIBRARY ACQUISITIONS DURING 2011-2012

Section	Acquisition in 2011-2012	Total as on 31.3.2012
Books, Reports, Video Cassettes & CD-ROMs (including complimentary publications)	789	73,354
Documents	NIL	9,122
Bound volumes of periodicals (including journals received free)	NIL	17,281
Subscribed/Complimentary Journals	7	623
Databases/Online Sites	4	31
Total	800	100,411*

* 27 Complimentary Journals discontinued by their publishers.



e-Resources

In order to facilitate online access to information, the Library has also subscribed to trade related *twenty seven* 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, OECD Online, Inside Trade.com, ISI Emerging Market (*World Services*), JSTOR, NextLinx, ProQuest, Suns Magazine, Trade Map, World Bank Online Databases, World Trade Atlas, WITS. These databases provide valuable information on countries studies; statistical data, market forecast, market reports; annual data of companies; stock market; WTO related disputes; cases and day to day development in WTO; indicators of different countries; data for Indian states; foreign trade; regional integration of India with different countries, etc.

In-House Publications

“Monthly List of Additions” of new books and reports (annotated) and “Artindex”. Fortnightly: List of Articles Related to Trade (annotated) is prepared regularly for in-house circulation.

WTO Resource Centre

WTO Resource Centre set up in the Library is a well recognized centre specializing in the field of exclusive WTO issues. It tries to fulfill the needs of research scholars, policy makers and academicians on the issues relating to WTO and its implications for India. The Centre has a rich collection of books, reports, journals, video-cassettes, CD-ROMs and news items/articles on WTO and related issues. The Centre brings out “WTO Documentation List” (monthly) (annotated) and “Additions to WTO Resource Centre” (monthly) (annotated) on a regular basis for in-house circulation and partially in Ministry of Commerce & Industry.

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

KOLKATA CAMPUS

The Library at Kolkata Campus is gradually growing with resources of traditional type as well as electronic and virtual information. It includes over 3000 books and CDs and around 120 national and international journals in the field of management and its related facets. Almost all business dailies are also available in its periodical section. The collection comprises of documents in the field of Management, Statistics, Economics,

IIFT KOLKATA LIBRARY AT A GLANCE 2011-12

Section	Acquisition in 2011-2012	Total as on 31.3.2012
Books (complimentary & purchased)	207	3,090
Journals (complimentary & purchased)	-	118
Bound Volumes	259	729
Databases/Online resources	Nil	Same as Delhi campus

Mathematics, Marketing, International Trade, Psychology, Operation Research, Business Communication, Advertising and light readings, etc. It is primarily intended for the faculty, students, scholars, staff members, consultants of the Institute. The library covers the resources available in languages like Bengali, Hindi, Spanish, German, Italian, French along with major resources in English.

The collection is fully automated with the facility of *Online Public Access Catalogue* and the *bar-coded* circulation system. The library extends its services throughout the year except the Govt. holidays to its users.

e-brary

The Library is enriched with its virtual resources, called the *e-brary*, which is accessible round the clock. A large number of full text *journal articles*, industry profile, country report, book, trade publication, newspaper, analytical commentary, annual reports, industry statistics and indicators, legislation, monetary data, news analysis, official gazette, press release, ranking and *statistical data* on Administrative Setup, Agriculture, Banks and Financial Institutions, Civil Supplies and Consumer Affairs, Companies, Cooperatives, Crime and Law, Demographics, Economy, Education, Electoral Data, Environment and Pollution, Foreign Trade, Forest and Wildlife, Geographical Data, Health, Housing, Industries, Insurance, Labour and Workforce, Market Forecast, Media, Meteorological Data, Mines and Minerals, Petroleum, Power, Social and Welfare Schemes, Sports, States and Union Territories, Telecommunication, Tourism, Transport, Urban Areas, Villages for India as well for the rest of the countries of the world are available through the *e-brary*.

These resources are available through the licensed databases like *EBSCO*, *Proquest*, *Emerald*, *Blackwell*, *CMIE*, *JSTOR*, *ISI Emerging Markets*, *Indiastat*, *World Trade Online*, *IMF databases*, *OECD online*, *World Trade Atlas* and many to list.

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

Computer Centre

DELHI CAMPUS

There are well equipped Computer Centres exclusively for the students and for training & 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 24 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

Following servers have been implemented in the Institute:

- Three CISCO Servers with EMC unified storage system
- Three HP Servers
- Two Dell Servers

Network

The local area network comprises CISCO Switches, CISCO Router, Firewall, McAfee

Appliances at gateway, etc. with fibre optic connectivity in different building blocks. Secured Wi-Fi connectivity is also available in the campus. IIFT Delhi and Kolkata Campuses are connected with two dedicated links (4 mbps & 2 mbps).

Video conference

Video conference facilities are available between Delhi and Kolkata campuses.

Nodes

Core 2 duo and i5 computers with colour monitors loaded with Windows-7/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 provided at Kolkata through dedicated 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 2011-2012, in addition to various brochures, prospectuses and folders:

Foreign Trade Review

The Institute's quarterly journal, *Foreign Trade Review*, is an international quarterly. The journal aims to address critical issues concerning international trade and business. In its more than four decades of existence it has remained the platform of authoritative views and objective analysis of the foreign trade in the context of economic development. It publishes papers from experts, researchers, trade and industry drawn from outside and faculty of the Institute.

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 brought out during the year, focused on "Bio-technology & WTO; Future of Doha Round; Special & Differential Treatment; Subsidies & Countervailing Measures; Trade & Sustainable Development and Progress on Doha Round". 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.

Research Papers published by IIFT Faculty

Dr. (Mrs.) Vijaya Katti, Professor & Chairperson (Graduate Studies Division)

- "Relationship between FDI and Trade: Evidence from Indian Economy" (Co-author: Pravin Jadhav, Research Scholar) research paper presented at International Conference on India-Canada Trade FDI Bilateral Flows Performance, Prospects and Proactive Strategies at MS University Vadodara, 10 January 2011.

Dr. R.P. Datta, Professor

- "An Empirical Comparison of Rule Based Classification Techniques in Medical Databases", (Co-author: Sanjib Saha) Working Paper, Indian Institute of Foreign Trade, W.P.No. IT-11-07, August 2011, Available at <http://cc.iift.ac.in/research/Docs/WP/07.pdf>, Repec Link: <http://logec.repec.org/scripts/seriesstat.pf?item=repec:iift:wpaper>



- “Information and Data Privacy - An Indian Perspective”, presented at CPR South6 , Bangkok 9-10 December 2011, presentation and policy brief at <http://www.cprsouth.org/past-conferences/cprsouth6/cprsouth6-conference>, full paper at <http://ssrn.com/abstract=1976127>,

Dr. R.K. Mitra, Registrar

- “Interplay of Technology and Complimentary Assets in the Automobile Industry: How Competition Is Redefined” (Co-author: Varun Sharma, MBA(IB) 2010-12 Student) in *Indian Management*, March 2012.
- “Non-Strategic Way of Strategization” article included in the “Conference Souvenir” published on the occasion of National Conference on “Economic Growth & Sustainable Development” organized by St. Xavier’s College, Jaipur, Rajasthan, 24-25 March 2012. Also chaired a technical session on Emerging Issues in Management.
- “The Continuum of Business Strategy” (Co-author: Varun Sharma, MBA(IB) 2010-12 Student) presented at International Conference on Innovation Strategies for Contemporary Management, organized by Om Institute of Technology & Management, 24-25 March 2012, Hisar, Haryana. The article was published in the conference proceedings (ISBN – 978-81-923446-1-4).
- “Strategic Assets Hold the Secret: Dissecting Samsung” accepted for presentation at International Conference on Marketing and Business Strategy (ICOMBS) organized by IBS-Hyderabad, 10-11 May 2012.

Dr. Saikat Banerjee, Associate Professor

- “Effectiveness of E-Detailing as an Innovative Pharmaceutical Marketing Tool in Emerging Economies: Views of Health Care Professionals of India” (2011), *Journal of Medical Marketing: Device, Diagnostic and*

Pharmaceutical Marketing, Vol. 11 No. 3 pp. 204-214 (a Sage UK publication).

- “Factors Influencing Scope and Acceptability of E-Detailing as a Pharmaceutical Marketing Communication Tool in Emerging Economies Like India: Views of the Company Personnel” (2011), *International Journal of Pharmaceutical and Healthcare Marketing*, Vol. 5 No. 2, pp. 153-168 (an Emerald Publication).
- “Consumer’s Demographic, Self-Concept and Level of Involvement in Selection of Caller Ring Back Tones” –CRBT-(2011), *Journal of Marketing & Communication*, Vol. 7 No. 2, pp. 13-20.

Dr. Niti Nandini Chatnani, Associate Professor

- “Efficiency of Price Discovery in Agricultural Commodity Trading in India” (Co-author: Dr. Tanuj Nandan), paper presented at Symposium on “Agrarian Change and Small Farmers”, organized by Indian Council for Social Sciences and Research, New Delhi at the Govind Ballabh Pant Social Science Institute, Allahabad, 11-12 March 2012. This paper is also getting published in a book based on the proceedings of this symposium.

Dr. R.P. Sharma, Associate Professor

- “An Empirical Study of e-Commerce Practices of Indian Organizations” (Co-authors: Chittora and Saxena), *Management & Change* Vol. 14, Number 2. ISSN No. 0972-2149

Dr. R.K. Singh, Associate Professor

- “Supply Chain Management in SMEs: A Case Study” (Co-authors: R. Kumar and R. Shankar), *International Journal of Manufacturing Research*, Vol. 7, No. 2, pp. 165-180, 2012.
- “Performance Optimization of An Imbalanced Flexible Manufacturing System Using Taguchi Approach” (Co-authors: R.

Kumar, A. Haleem and S.K. Garg), *Global Journal of Flexible Systems Management*, Vol. 12, Nos. 1&2, pp. 81-89, 2011.

- “Analyzing the Interaction of Factors for Success of Total Quality Management in SMEs” *Asian Journal on Quality*, Vol. 12, No. 1, pp. 6-19, 2011.
- “Developing the Framework for Coordination in Supply Chain of SMEs” (2011), *Business Process Management Journal*, Vol. 17, No. 4, pp. 619-638, 2011.
- “Integration of Reverse Logistics Process into Supply Chain Management Approaches on e-Waste”, (Co-authors: N. Yuvaraj and S.K. Garg), paper presented at National Seminar on E-Waste Management and Recycling in India –Issues and Challenges, 17-18 March 2011, Jamia Millia Islamia University, New Delhi.
- “Prioritization of Factors for Vendor Selection in Supply Chain”, paper presented at International Conference on Advances in Supply Chain and Manufacturing Management (ICASCMM 2011), p. 27 of Abstract Book, 16-18 December 2011, Indian Institute of Technology Kharagpur, India.
- “Development of Framework for Analyzing Flexibility in Supply Chain” (Co-author: P.B. Sharma) at Eleventh Global Conference on Flexible Systems Management (IIMK-Glogift, 2011), 9-12 December 2011, IIM Kozikode.

Dr. Saswati Tripathi, Associate Professor

- “Solving Time Constrained Vehicle Routing Problem using Hybrid Genetic Algorithm” (Co-author: B. Minocha), *The Journal of Mathematics and Computer Science*, Vol. 3 Issue 2, pp. 192-201, 2011.
- “Country Level Strategies in Export Promotion: Gaps and Remedies (A Case Study of India)” (Co-authors: K. Rangarajan and Debarati Sarkar), *The Journal of*

International Business Education, Vol. 6, pp. 17-38, 2011.

- “Use of Hybrid Genetic Algorithm for Solving VRPTW Problems” (Co-author: B. Minocha), accepted for publication in *International Journal of Advances in Soft Computing and its Application*, 2011.
- “Solving Vehicle Routing and Scheduling Problem using Hybrid Genetic Algorithm” (Co-authors: B. Minocha, and C. Mohan), at IEEE Proceedings of 3rd International Conference on Electronics Computer Technology – ICECT 2011, Kanyakumari, India, 8-10 April 2011, Vol. 2, pp. 189-193.

Dr. Debashis Chakraborty, Assistant Professor

- *Environmental Scenario in India: Successes and Predicaments* (Co-editor: S. Mukherjee), Routledge, London, 2012.
- “Is India Turning into a Pollution Haven? Evidences from Trade and Investment Patterns”, in S. Mukherjee and D. Chakraborty (Eds.), *Environmental Scenario in India: Successes and Predicaments*, pp. 243-66, Routledge, London, 2012.
- “Is there any Interdependence between Economic Growth and Human Development? Evidence from Indian States” (Co-author: S. Mukherjee), *Indian Journal of Human Development*, 5(2), pp. 467-494, 2011.
- “South Asian Move towards Greater Connectivity Integration: Challenges and Opportunities” (Co-author: A. Bhattacharyya), in S. Soz, R.N. Srivastava and S. Gupta (Eds.), *SAARC: Trade and Investment Scenario*, pp. 33-54, Foundation for Peace and Sustainable Development, New Delhi, 2011.
- “The Three-pronged Strategy of India’s Preferential Trade Policy - A Contribution to the Study of Modern Economic Treaties” (Co-authors: J. Chaisse and B. Nag), *Connecticut Journal of International Law*, 26(2), pp. 415-455, 2011.

- “India’s Growing Presence in Health Services Trade? Challenges and Policy Options” (Co-author: A. Dilwaria), *Taiwanese Journal of WTO Studies*, 20, pp. 1-45, 2011.
- “The Trajectory of the Indo-ASEAN Trade: FTA and Beyond” (Co-authors: D. Sengupta and P. Banerji), *Taiwanese Journal of WTO Studies*, 20, pp. 131-180, 2011.
- “Emerging Sovereign Wealth Funds as Corporations in the Making Assessing the Economic Feasibility and Regulatory Strategies” (Co-authors: J. Chaisse and J. Mukherjee), *Journal of World Trade*, 45(4), pp. 837-75, 2011.
- “India’s Cross-Border Infrastructure Initiatives in South and Southeast Asia” (Co-author: A. Bhattacharyya), *International Spectator*, 46(2), pp. 109-125, 2011.
- “Doha Round Negotiations on Subsidy and Countervailing Measures: Potential Implications on Trade Flows in Fishery Sector” (Co-authors: J. Chaisse and A. Kumar), *Asian Journal of WTO & International Health Law and Policy*, 6(1), pp. 201-234, 2011.
- “Role of State versus Non-Market Institutions for CPRs in India: An Empirical Estimation based on NSS Data”, paper presented at the 48th Annual Conference of the Indian Econometric Society (TIES), 1-3 March 2012, Pondicherry University, Puducherry.
- “Cases of Widening the Gap of ICT Use in Rural India: An Analysis based on NSS and DLHS” paper accepted for presentation at the 2nd International Conference on “Towards a Digital Society: Quantitative Analysis” organized by Applied Econometric Association, Luxemburg, during 1-2 December 2011 and also published in their abstract booklet.
- “Are Non-Market Institutions Important for CPRs in Rural India? Indian State Level Analysis”, paper accepted for a poster session of the 18th Annual Conference of the European Association of Environmental and Resource Economists, Rome, Italy, 29 June-2 July 2011.
- “Some Explorations of Social Sector Expenditure in India” paper presented at the Seventh Four-week Refresher Course/Workshop in Public Economics for the South Asian Region during 23 May-17 June 2011, organized by National Institute of Public Finance and Policy (NIPFP), New Delhi.

P.C. Mohanty, Assistant Professor

- “Digital Divide to Digital Dividend: A Comparative Study of ICT in India and Canada”, in *Changing Economic Environment and Performance of the Nations: Canada and India*, Excel India Publishers, New Delhi, 2012, pp. 144-154, ISBN: 978-93-81361-83-2.
- “Information Asymmetry a Major Hindrance to e-Governance: A Study of Khurda and Mayurbhanj District of Odisha” published in the Compendium on selected articles on the occasion of 15th National Conference on e-Governance, 9-10 February 2012, organized by Dept. of Administrative Reforms & Public Grievances, Dept. of Information Technology, Govt. of India and Dept. of Information Technology, Govt. of Odisha, pp. 31-35, No. N-15015/9/2011-e-Gov (A), 2012.

Dr. Jaydeep Mukherjee, Assistant Professor

- “Emerging Sovereign Wealth Funds as Corporations in the Making: Assessing the Economic Feasibility and Regulatory Strategies”, (Co-authors: J. Chaisse and D. Chakraborty), *Journal of World Trade*, 45(4), pp. 837-75, 2011.
- “Financial Development, Investment and Economic Growth Nexus in India: Study in Perspective of Endogenous Structural Breaks”, presented at the 16th World Congress of the International Economics Association (IEA), 4-8 July 2011, Tsinghua University, Beijing, China.

- “Does Macroeconomic Performance Determine Foreign Direct Investment in India? Evidences from Indian Economy” (Co-author: B. Bhattacharya) presented at the 16th World Congress of the International Economics Association (IEA), 4-8 July 2011, Tsinghua University, Beijing, China.
- “Green IT Model: Analysis of Practices and Adoption Trends”, paper presented at International Conference on Facets of Business Excellence–FOBE 2011, organized by University of ESSEX and IMT Ghaziabad at New Delhi.

Dr. A.R. Singla, Assistant Professor

- “Designing a SOA Based Model” *ACM SIGSOFT Software Engineering Notes*, Vol. 36 Issue 5, September 2011 ACM New York, NY, USA, pp 5-12. (Available online at ACM digital library).
- “Evolution of Technology through Procedural, Object Oriented and Component Based to Service Oriented” in *JCT - Online Journal for Computing Teachers*, USA (an ISTE’s Special Interest Group for Computing Teachers (SIGCT)). Issue 6, Summer 2011. (<http://www.iste.org/learn/publications/journals/jct-abstracts.aspx>)
- “Data Warehousing Framework for Telecom Revenue Assurance”, paper presented at International Conference on Issues & Challenges in Networking, Intelligence & Computing Technologies, held at Krishna Institute of Engineering and Technology (KIET), Ghaziabad, 2-3 September 2011.

Research Papers published by IIFT Students

Sachit Arora (MBA-IB, 2011-13)

- “Impact of Variation of Consumer Brand Knowledge level on Consumer Brand Sentiment”, *Challenges of Globalization – Strategies for Competitiveness*, (Co-authors: Vandana Ahuja, Nidhi Sinha), Macmillan Publishers India Ltd. 2011.

Shriya Dhar (MBA-IB, 2011-13)

- “Large Scale Microwave Drying and Sintering of Ceramic Materials”, *Journal of Microwave Power and Electromagnetic Energy*, 2011.

Shashank Malhotra (MBA-IB, 2011-13)

- “Managing the Emotional Well-Being of the Employees”, *MBASKool Magazine*.

Kapish Kaushal (MBA-IB, 2011-13)

- “Rupee’s Ping Pong Against the Dollar”, *Project Firefly*, (<http://project-firefly.com/node/10370>)

General

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

During the year, four meetings of the Board of Management on 6 July 2011, 12 September 2011, 20 December 2011 and 19 March 2012; two meetings of the Finance Committee on 24 August 2011 and 16 March 2012; and two meetings of the Academic Council on 19 July 2011 and 2 December 2011, were held.

राजभाषा हिंदी की गतिविधियां



माननीय वाणिज्य एवं उद्योग राज्य मंत्री श्री ज्योतिर्दित्य माधवराव सिंधिया जी ने 7 फरवरी 2012 को राजभाषा कार्यान्वयन के क्षेत्र में किए गए उल्लेखनीय कार्यों के आधार पर संस्थान को "क" क्षेत्र में वर्ष 2010-2011 के लिए प्रथम पुरस्कार प्रदान किया। पुरस्कार प्राप्त करते संस्थान के पूर्व निदेशक श्री के.टी. चाको।

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। कार्यालयीन कामकाज में अधिक से अधिक राजभाषा हिंदी का प्रयोग किया जाता है। वर्ष 2011-12 के दौरान संस्थान द्वारा हिंदी के प्रगामी-प्रयोग से संबंधित कार्यों का विवरण निम्न प्रकार है :

1. धारा 3(3) का अनुपालन

संस्थान में सभी कार्यालय आदेश, परिपत्र, अधि-सूचनाएं, कार्यालय ज्ञापन, सभी साइनेज, अधिकारियों द्वारा प्रयोग की जाने वाली रबड़ की मोहरे, नाम पट्ट आदि पूर्ण रूप से द्विभाषी हैं। अवकाश आवेदन, भविष्य निधि चिकित्सा प्रतिपूर्ति बिल, यात्रा रियायत बिल, वाहन व्यय इत्यादि के प्रपत्र पूरी तरह हिंदी और अंग्रेजी में समान रूप से उपलब्ध हैं। उक्त के अनुपालन में संस्थान द्वारा जारी होने वाले सभी प्रवेश पत्रों को द्विभाषी कर दिया गया है। संस्थान के सभी अनुभागों/विभागों में प्राप्त हिंदी पत्रों का उत्तर हिंदी में ही दिए जाने के अतिरिक्त "क" और "ख" क्षेत्र में अधिक से अधिक पत्राचार हिंदी में

किया गया है। इस प्रकार संस्थान में हिंदी पत्राचार की स्थिति संतुष्टिपूर्ण है।

2. संस्थान में समय-समय पर खाली पदों को भरने हेतु दिए जाने वाले विज्ञापन पूर्णरूप से द्विभाषी दिए गए हैं।

3. संस्थान की द्विभाषी वेबसाइट

संस्थान की वेबसाइट हिंदी व अंग्रेजी दोनों भाषाओं में है तथा समय-समय पर इसका अद्यतन किया गया है।

4. प्रशिक्षण कार्य

राजभाषा नियमों के अंतर्गत सेवाकालीन प्रशिक्षण के लक्ष्य को शत प्रतिशत पूरा करने के लिए हिंदी शिक्षण योजना के आर के पुरम कार्यालय के दिशा निर्देशों में संस्थान में हिंदी आशुलिपि व हिंदी टंकण के लिए केन्द्र चलाए गए तथा सेवाकालीन प्रशिक्षण का लक्ष्य लगभग पूरा कर लिया गया है। सभी सफल प्रशिक्षणार्थियों से अधिक से अधिक हिंदी में काम कराने के लिए प्रोत्साहन के रूप में सरकार की ओर से मिलने वाले वित्तीय लाभ दिए गए।

5. तिमाही बैठक

राजभाषा नियमों के अनुपालनार्थ प्रत्येक तिमाही में निदेशक महोदय की अध्यक्षता में विभागीय राजभाषा कार्यान्वयन समिति की बैठकों का आयोजन किया गया। इन बैठकों के दौरान संस्थान में राजभाषा कार्यों की समीक्षा व प्रगामी प्रयोग संबंधी निर्णय लिए गए। वर्ष 2011-12 के दौरान आयोजित बैठकों की तिथि निम्न प्रकार हैं :

तिमाही	आयोजन की तिथि
अप्रैल-जून 2011	3 जून 2011
जुलाई-सितंबर 2011	28 सितम्बर 2011
अक्टूबर-दिसम्बर 2011	21 दिसम्बर 2011
जनवरी-मार्च 2012	10 अप्रैल 2012

6. हिंदी कार्यशाला

संस्थान में हिंदी कार्यशालाओं का नियमित आयोजन किया गया। इन कार्यशालाओं में कर्मचारियों को हिंदी में कार्य करने के लिए प्रेरित एवं प्रशिक्षित किया गया। वर्ष 2011-12 में हिंदी में की गई कार्यशाला की तिथि इस प्रकार हैं :

तिमाही	आयोजन की तिथि
अप्रैल-जून 2011	29 जून 2011
जुलाई-सितंबर 2011	23 सितम्बर 2011
अक्टूबर-दिसम्बर 2011	27 दिसम्बर 2011
जनवरी-मार्च 2012	22 मार्च 2012

7. हिंदी पखवाड़े का आयोजन

प्रत्येक वर्ष की भांति इस वर्ष भी संस्थान में 14-30 सितम्बर 2011 के दौरान हिंदी पखवाड़े का आयोजन किया गया। पखवाड़े के अंतर्गत निबंध लेखन, हिंदी टाईपिंग, प्रश्नोत्तरी प्रतियोगिताओं के अतिरिक्त रंगारंग सांस्कृतिक कार्यक्रमों का आयोजन किया गया। संस्थान में इस अवसर पर उपर्युक्त कार्यक्रमों में भाग लेने वाले कर्मचारियों को पुरस्कृत किया गया।

8. हिंदी में प्रकाशन

संस्थान की वार्षिक रिपोर्ट वर्ष 2010-11 का हिंदी में प्रकाशन किया गया। हिंदी कक्ष द्वारा गृह-पत्रिका 'यज्ञ' अंक-5 वर्ष 2012 का प्रकाशन किया गया, जिसमें संस्थान की मुख्य गतिविधियां तथा राजभाषा के नियमों के अतिरिक्त आईआईएफटी परिवार अपने मन की बात कविता, कहानी, नाटक, निबंध, आदि के माध्यम से व्यक्त करता रहा है। इससे सृजनात्मकता को बढ़ावा मिलता है एवं विचारों का आदान प्रदान होता है।

Auditors' Report

TO

The Members Board of Management,
Indian Institute of Foreign Trade
(A Society Registered under the Societies Registration Act, 1860)
Deemed University
New Delhi

1. We have audited the attached Balance Sheet of **Indian Institute of Foreign Trade (A Society Registered under the Societies Registration Act, 1860)** as at 31st March 2012, the Income & Expenditure Account and also the Receipt & Payment Account for the year ended on that date, annexed thereto (incorporating the accounts of Kolkata Centre of the Institute). These financial statements are the responsibility of the Board of Management. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We have conducted our audit in accordance with auditing standards generally 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. 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 the management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. 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, proper books of account, as required by law, have been kept by the Society so far as appears from our examination of those books;
 - (c) The Balance Sheet and the Income & Expenditure 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, the said accounts read together with the significant accounting policies and notes to accounts give a true and fair view in conformity with the accounting principles generally accepted in India:
 - (i) in the case of the Balance Sheet, of the state of affairs of the Society as at 31st March 2012, and
 - (ii) in the case of the Income & Expenditure Account, the excess of income over expenditure for the year ended on that date.

For **S. Ramanand Aiyar & Co.**
Chartered Accountants
Firm Registration No. 000990N

708 Surya Kiran
19 Kasturba Gandhi Marg
New Delhi-110001
Dated: 28 September 2012

sd/-
R. Balasubramanian
Partner
M.No. 80432

INDIAN INSTITUTE OF FOREIGN TRADE
BALANCE SHEET AS AT 31ST MARCH 2012

(Amount : ₹)

Particulars	Schedule	31-03-2012	31-03-2011
CORPUS/CAPITAL FUND AND LIABILITIES			
Corpus, Capital & Other Funds	1	1,001,073,381	866,141,981
Earmarked/Endowment Funds	2	28,921,084	27,661,752
Current Liabilities and Provisions	3	159,673,307	158,278,126
TOTAL		1,189,667,772	1,052,081,859
ASSETS			
Fixed Assets	4	308,748,766	291,001,415
Investments in Earmarked Funds	5	28,921,084	27,661,752
Investments in Others	6	488,657,309	429,865,427
Current Assets, Loans, Advances, etc.	7	281,643,719	239,966,903
Interest Accrued on Investments	7A	81,696,894	63,586,362
TOTAL		1,189,667,772	1,052,081,859
Significant Accounting Policies	16		
Contingent Liabilities and Notes on Accounts	17		

sd/-
DR. SURAJIT MITRA
Director

sd/-
DR. R.K. MITRA
Registrar

In terms of our report of even date annexed.

For **S. Ramanand Aiyar & Co.**
Chartered Accountants
 Firm Registration No. 000990N

sd/-
(R. Balasubramanian)
Partner
 M. No. 80432

Place: New Delhi
 Dated : 28 September 2012

INDIAN INSTITUTE OF FOREIGN TRADE

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH 2012

(Amount : ₹)

Particulars	Schedule	31-03-2012	31-03-2011
A. INCOME			
Income from Services	8	432,232,948	380,030,577
Grants	9	–	–
Grant – Centre for WTO Studies	9A	76,428,476	48,047,987
Income from CWS	9B	1,776,061	–
Fees/Subscriptions	10	151,333	197,388
Income from Royalty, Publications, etc.	11	79,852	343,788
Interest Earned	12	12,821,075	5,646,721
Interest Accrued on Investments	12A	35,062,083	36,507,790
Other Income	13	9,913,031	5,738,866
Prior-Period Income	13A	231,495	2,880,037
TOTAL (A)		568,696,354	479,393,154
B. EXPENDITURE			
Establishment Expenses	14	181,891,606	161,111,220
Other Administrative Expenses, etc.	15	188,555,242	187,930,462
Depreciation – (Corresponding to Schedule 4, excluding on funded assets, Refer note 14 to Notes to Accounts under Schedule 17)		18,290,097	16,465,953
Prior-Period Expenses	15A	1,687,310	4,943,224
Expenses for Centre for WTO Studies	15B	64,516,370	48,047,987
TOTAL (B)		454,940,625	418,498,846
Balance being excess of Income over Expenditure (A – B)		113,755,729	60,894,308

sd/-
DR. SURAJIT MITRA
Director

sd/-
DR. R.K. MITRA
Registrar

In terms of our report of even date annexed.

For **S. Ramanand Aiyar & Co.**
Chartered Accountants
Firm Registration No. 000990N

sd/-
(**R. Balasubramanian**)
Partner
M. No. 80432

Place: New Delhi
Dated : 28 September 2012

INDIAN INSTITUTE OF FOREIGN TRADE
RECEIPTS AND PAYMENTS FOR THE YEAR ENDED ON 31ST MARCH 2012

(Amount : ₹)

Receipts	31-03-2012	31-03-2011	Payments	31-03-2012	31-03-2011
I. Opening Balances			I. Expenses		
(a) Cash and Stamps in Hand	34,650	39,908	(a) Establishment Expenses	23,651,654	134,970,392
(b) Bank Deposits			(b) Administrative Expenses	324,187,454	320,455,608
(i) Current Accounts	-14,118,823	35,234,355			
(ii) Deposit Accounts (STD)	89,174,910	32,526,452	II. Investments and Deposits made		
II. Grants Received			(a) Out of own Funds (Investments - Others)	186,983,000	326,058,664
(a) From Government of India	175,000,000	109,301,209			
III. Income on Investments from			III. Expenditure on Fixed Assets & Capital Work-in-Progress		
(a) Earmarked/Endowment Funds	1,830,355	736,500	(a) Purchase of Fixed Assets	5,394,446	31,911,766
IV. Interest Received			IV. Other Payments	341,116,712	116,495,466
(a) On Bank Deposits	28,514,361	39,694,228			
(b) Loans, Advances, etc.	25,811,215	23,102,857	V. Closing Balances		
V. Other Income			(a) Cash & Stamps in Hand	78,376	34,650
(a) Market Survey/Seminar Fee, Training Fee/Property Income	393,962,966	346,548,612	(b) Bank Balances		
VI. Other Receipts			(i) Current Accounts	20,867,097	-14,118,823
(a) Maturity of FD	146,039,692	226,301,532	(ii) Deposit Accounts (STD)	83,695,989	10,438,324
(b) Miscellaneous	139,725,402	112,760,394			
TOTAL	985,974,728	926,246,047	TOTAL	985,974,728	926,246,047

sd/-
DR. SURAJIT MITRA
Director

sd/-
DR. R.K. MITRA
Registrar

In terms of our report of even date annexed.

For **S. Ramanand Aiyar & Co.**
Chartered Accountants
Firm Registration No. 000990N

sd/-
(R. Balasubramanian)
Partner
M. No. 80432

Place: New Delhi
Dated : 28 September 2012

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2012

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

Particulars		31-03-2012		31-03-2011	
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
Leasehold Land at Kolkata			1		1
Capital Grant for Construction of Kolkata Campus	96,544,312			39,418,919	
Additions during the year	17,507,378	114,051,690		57,125,393	96,544,312
Balance of other grants as at the beginning of the year	224,377,110			209,602,483	
Additions during the year	4,250,000	228,627,110		14,774,627	224,377,110
Donated Asset Fund					
Opening Balance	18,345			22,011	
Less: Depreciation	(3,666)	14,679		3,666	18,345
Permanent Membership	10,215,391			9,565,619	
Add: Interest (less adjustments)	493,151	10,708,542	353,402,021	649,772	10,215,391
Balances at the end of the year			514,190,090		491,943,227
B. CORPUS FUND					
Balance as at the beginning of the year		320,309,159		278,626,528	
Add: Balance of net income transferred from Income & Expenditure Account		113,755,729		60,894,307	
Total		434,064,888		339,520,835	
Less/Add: Transferred to Gratuity Reserve Fund/Leave Encashment Reserve Fund/Pension Corpus		6,793,643	427,271,245	19,211,676	320,309,159
C. Gratuity Reserve Fund			36,304,367		35,686,304
D. Leave Encashment Reserve Fund			14,132,234		8,982,722
E. Pension Corpus			9,175,445		9,220,569
TOTAL			1,001,073,381		866,141,981

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2012

SCHEDULE 2 – EARMARKED/ENDOWMENT FUNDS

(Amount : ₹)

Particulars	Fund-wise Break-up								
	STC Chair	EDI Chair VSNL	EDI Chair Balmer-Lawrie	APEDA Chair	MMTC Corpus	PEC Corpus	Dun & Brad Street Award	AK Sengupta Award	BM Ghai Award
(a) Opening balance of the funds (as at 1.4.2011)	5,001,764	6,461,000	1,453,793	3,795,159	8,326,722	1,780,581	60,118	6,644	24,184
(b) Additions to the funds during 2011-12									
(i) Income from investments made on account of funds	314,307	264,651	52,930	158,774	529,248	84,680	8,074	318	1,059
(ii) Other additions									
TOTAL (a+b)	5,316,071	6,725,651	1,506,723	3,953,933	8,855,970	1,865,261	68,192	6,962	25,243
(c) Utilisation/Expenditure towards objectives of the funds									
(i) Revenue expenditure					48,000	140,000			
- Salaries, wages and allowances, etc. (incl. prog. expenses)									
- Other administrative expenses									
- Adjustments (Interest reversal, etc.)									
TOTAL (c)	-	-	-	-	48,000	140,000	-	-	-
NET BALANCE AT THE END OF THE YEAR (a+b-c)	5,316,071	6,725,651	1,506,723	3,953,933	8,807,970	1,725,261	68,192	6,962	25,243

Particulars	Fund-wise Break-up					TOTAL 2011-12
	Sumitra Chishtii Award	Srinivas Iyenger Award	Rangaswamy Award	Scholarship Receipt A/c		
(a) Opening balance of the funds (as at 1.4.2011)	37,657	12,400	8,141	693,589		27,661,752
(b) Additions to the funds during 2011-12						
(i) Income from investments made on account of funds	2,548	529	318	1,326,596		2,744,032
(ii) Other additions						
TOTAL (a+b)	40,205	12,929	8,459	2,020,185		30,405,784
(c) Utilisation/Expenditure towards objectives of the funds						
(i) Revenue expenditure						
- Salaries, wages and allowances, etc. (incl. prog. expenses)				1,296,700		1,484,700
- Other administrative expenses						
- Adjustments (Interest reversal, etc.)						
TOTAL (c)	-	-	-	1,296,700		1,484,700
NET BALANCE AT THE END OF THE YEAR (a+b-c)	40,205	12,929	8,459	723,485		28,921,084
Previous Year						27,661,752

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2012

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

Particulars	31-03-2012	31-03-2011
A. CURRENT LIABILITIES		
1. Sundry Creditors:		
(a) Others	5,085,528	32,384,992
2. Advances Received	15,991,441	8,159,568
3. Other Current Liabilities		
(a) Others	94,800,807	27,568,998
(b) B/F of Grants	(6,931,404)	44,971,044
(c) Research Projects under Progress	–	243,000
TOTAL (A)	108,946,372	113,327,602
B. PROVISIONS		
1. Gratuity	36,304,367	35,686,304
2. Accumulated Leave Encashment	14,132,234	8,982,722
3. Bonus	290,334	281,498
TOTAL (B)	50,726,935	44,950,524
TOTAL (A+B)	159,673,307	158,278,126

INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF THE BALANCE

SCHEDULE 4: FIXED ASSETS

Particulars	GROSS BLOCK				
	Rate of Depreciation	As on 01.04.2011	Additions	Deductions/ Transfers	As on 31.03.2012
A.					
1. Land					
(a) Leasehold – Delhi Campus	–	27,778,267	–	39,706	27,738,561
(b) Leasehold – Kolkata Campus	–	1	–	–	1
2. Building					
(a) Freehold	–	–	–	–	–
(b) Leasehold	5.00%	142,757,110	4,553,456	–	147,310,566
3. Furniture & Fixtures, Electrical Equipment, Tape Recorders & Accessories, Audio-Visual Equipment	4.76%	86,316,973	4,078,015	–	90,394,988
4. Vehicles	8.33%	1,249,786	347,365	903,015	694,136
5. Typewriters, Duplicators, Air-conditioners, Transformers, Water Coolers & Office Equipment	6.25%	28,270,976	2,291,603	–	30,562,579
6. Computer Hardware	25%	104,566,129	8,896,808	77,400	113,385,537
7. Books	33.33%	24,182,464	734,539	–	24,917,003
8. Capital Work-in-Progress (Kolkata Campus)		96,544,312	17,507,378	–	114,051,690
Capital Work-in-Progress (C-9)			296,574		296,574
TOTAL (A)		511,666,017	38,705,738	1,020,121	549,351,635
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)		515,346,027	38,705,738	1,020,121	553,031,645
Previous Year		422,544,147	100,552,507	122,945	522,973,709

FOREIGN TRADE
SHEET AS AT 31ST MARCH 2012
(Amount : ₹)

DEPRECIATION					NET BLOCK	
Up to 31.03.2011	Deductions/ Transfers	For the year	Adjustments	Total as on 31.03.2012	As at 31.03.2012	As at 31.03.2011
-	-	-	-	-	27,738,561	27,778,267
-	-	-	-	-	1	1
-	-	-	-	-	-	-
67,509,954	-	3,613,488	-	71,123,442	76,187,124	75,247,156
36,017,650	-	4,091,232	-	40,108,883	50,286,106	50,298,180
270,641	208,285	78,449	-	140,805	553,331	979,145
7,548,340	-	1,376,134	-	8,924,474	21,638,105	20,722,636
88,446,261	-	9,051,448	29,025	97,468,683	15,916,853	16,119,868
20,888,957	-	1,962,303	-	22,851,260	2,065,743	3,293,507
-	-	-	-	-	114,051,690	96,544,312
-	-	-	-	-	296,574	-
220,681,804	208,285	20,173,054	29,025	240,617,547	308,734,088	290,983,071
568,982	-	-	-	568,982	-	-
897,520	-	-	-	897,520	-	-
2,136,508	-	-	-	2,136,508	-	-
58,656	-	3,666	-	62,322	14,678	18,344
3,661,666	-	3,666	-	3,665,332	14,678	18,344
224,343,469	208,285	20,176,720	29,025	244,282,878	308,748,766	291,001,415
213,718,514	-	18,327,940	-	231,972,294	291,001,415	208,825,630

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2012

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

Particulars	31-03-2012	31-03-2011
1. Investments in FDRs	28,921,084	27,661,752
TOTAL	28,921,084	27,661,752

SCHEDULE 6 : INVESTMENTS – OTHERS

Particulars	31-03-2012	31-03-2011
A. Corpus	427,492,433	375,975,832
B. Gratuity Reserve Fund	36,304,367	35,686,304
C. Leave Encashment Reserve Fund	14,132,234	8,982,722
D. Pension Corpus	10,728,275	9,220,569
TOTAL	488,657,309	429,865,427

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2012

SCHEDULE 7 : CURRENT ASSETS, LOANS, ADVANCES, ETC.**(Amount : ₹)**

Particulars	31-03-2012		31-03-2011	
A. CURRENT ASSETS:				
1. Inventories:				
(a) Stock of books/stationery/photostat papers, etc. (At cost as certified by the Management)		2,629,888		2,320,572
2. Sundry Debtors:				
(a) Debts outstanding for a period exceeding six months Less: Provision for doubtful debts	14,221,990 2,592,046	11,629,944	6,869,009 2,592,046	4,276,963
(b) Others		94,141,090		13,180,815
3. Research Projects under Progress		4,584,955		40,000
4. Cash & Stamps in Hand		147		34,650
5. Bank Balances:				
(a) With Scheduled Banks:				
- In Current Account		80,679,649		64,617,762
- In Short Term Deposits		5,880,000		11,880,000
TOTAL (A)		199,545,673		96,350,762
B. LOANS, ADVANCES AND OTHER ASSETS:				
1. Loans:				
(a) Staff (incl. staff advances)		10,168,802		9,155,685
2. Advances and other amounts recoverable in cash or in kind or for value to be received:				
(a) Prepayments		42,241,448		24,608,445
(b) Others		9,044,081		35,373,209
(c) Grant Receivables		–		55,769,997
3. Tax Deducted at Source		20,643,715		18,708,805
TOTAL (B)		82,098,046		143,616,141
TOTAL (A+B)		281,643,719		239,966,903

SCHEDULE 7A : INTEREST ACCRUED ON INVESTMENTS

Particulars	31-03-2012	31-03-2011
1. On Long Term Investments	80,751,045	62,767,073
2. On Short Term Investments	945,849	819,289
TOTAL	81,696,894	63,586,362

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2012

SCHEDULE 8 : INCOME FROM SERVICES

(Amount : ₹)

Particulars	31-03-2012	31-03-2011
1. Income from Services		
(a) Maintenance Services (Equipment/Property)	16,847,997	14,619,977
(b) Training/Research Programmes	415,384,951	365,410,600
TOTAL	432,232,948	380,030,577

SCHEDULE 9 : GRANTS

Particulars		31-03-2012	31-03-2011
Grants received from Government of India for:			
1. Plan Schemes of Delhi Campus			8,700,000
Add: B/F from 2010-11			4,751,090
Less: Transfer to Capital Fund			13,451,090
Less: Carried to Next Year	-		-
2. Construction of Kolkata Campus	125,000,000		71,300,000
Add: B/F from Financial Year 2010-11	44,174,607		30,581,081
Less: Refunded during 2011-12			581,081
Less: Transfer to Capital Work in Progress	169,769,512		57,125,393
Less: Carried to 2012-13	(594,905)		44,174,607
3. Capacity Building Programme for African Nationals			
B/F from 2010-11	796,437		13,302,647
Less: Expenditure on Programmes	7,132,936		12,506,211
Less: Carried to 2012-13	(6,336,499)		796,437
TOTAL	-	-	29,042,622

SCHEDULE 9A : GRANTS FOR CENTRE FOR WTO STUDIES

Particulars	31-03-2012	31-03-2011
1 Grants received for Activities of the Centre	50,000,000	29,301,209
Add: B/f from 2010-11	(19,371,524)	698,791
Add: Grant Receivable from Govt. of India	45,800,000	19,371,524
Less: Transfer to Capital Fund	-	1,323,537
Less: Carried to Next Year	-	-
TOTAL	76,428,476	48,047,987

SCHEDULE 9B : WTO INCOME

Particulars	31-03-2012	31-03-2011
1. Income Received During 2011-12	1,776,061	0
TOTAL	1,776,061	0

SCHEDULE 10 : SUBSCRIPTIONS

Particulars	31-03-2012	31-03-2011
1. Annual Subscriptions	151,333	197,388
TOTAL	151,333	197,388

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2012

SCHEDULE 11 : INCOME FROM PUBLICATIONS

(Amount : ₹)

Particulars	31-03-2012	31-03-2011
1. Income from Publications	79,852	343,788
TOTAL	79,852	343,788

SCHEDULE 12 : INTEREST EARNED

Particulars	31-03-2012	31-03-2011
1. On Term Deposits:		
(a) With Scheduled Banks	12,815,504	5,626,421
2. On Loans:		
(a) Employees/Staff	5,571	20,300
TOTAL	12,821,075	5,646,721

SCHEDULE 12A : INTEREST ACCRUED ON INVESTMENTS

Particulars	31-03-2012	31-03-2011
1. Interest Accrued on Investments	35,062,083	36,507,790
TOTAL	35,062,083	36,507,790

SCHEDULE 13 : OTHER INCOMES

Particulars	31-03-2012	31-03-2011
1. Miscellaneous Income	9,913,031	5,738,866
TOTAL	9,913,031	5,738,866

SCHEDULE 13A : PRIOR PERIOD INCOME

Particulars	31-03-2012	31-03-2011
1. Programme Fee	149,200	2,391,705
2. Publications Income	17,639	32,266
3. Interest on RIPs	—	41,549
4. Miscellaneous Income	64,656	353,557
5. Hostel Fee	—	60,960
TOTAL	231,495	2,880,037

SCHEDULE 14 : ESTABLISHMENT EXPENSES

Particulars	31-03-2012	31-03-2011
1. Salaries, Allowances and Wages	137,018,795	118,797,166
2. Contribution to Provident Fund	9,588,877	8,710,651
3. Staff Welfare Expenses	6,588,222	6,033,790
4. Expenses on Employees' Retirement and Terminal Benefits	10,942,022	22,509,105
5. Others (Faculty Development Programmes)	17,749,547	1,782,395
6. Contingencies to meet deficit in IIFT P/F Trust	651	2,386,300
7. Pay Commission Arrears	3,492	891,813
TOTAL	181,891,606	161,111,220

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2012

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

Particulars	31-03-2012	31-03-2011
1. Expenses on Security	8,553,543	6,546,332
2. Electricity and Power	15,581,924	14,185,820
3. Repairs and Maintenance	14,497,448	12,155,285
4. Rent, Rates and Taxes	29,675,547	23,155,652
5. Vehicle Running and Maintenance	1,455,427	1,272,826
6. Postage, Telephone and Communication Expenses	2,464,524	2,314,889
7. Printing and Stationery	1,462,683	1,577,818
8. Travelling and Conveyance Expenses	1,046,853	1,533,367
9. Expenses on Seminars/Workshops/Programmes	83,304,670	88,665,888
10. Subscription Expenses (Publication Expenses)	91,137	492,882
11. Auditors Remuneration	49,270	57,646
12. Advertisement and Publicity	2,920,969	2,680,388
13. Others	27,451,247	33,291,669
TOTAL	188,555,242	187,930,462

SCHEDULE 15A : PRIOR PERIOD EXPENSES

Particulars	31-03-2012	31-03-2011
1. Salary and Staff Welfare Expenses	361,372	2,359,037
2. Programme Expenses	725,825	400,065
3. Telephone Expenses	60,096	43,135
4. Travelling & Conveyance	–	66,618
5. Printing and Stationery	–	–
6. Computer/Internet Maintenance Expenses	–	28,092
7. Postage & Telegram Expenses	74,145	82,062
8. Library Expenses	–	67,303
9. Repairs & Maintenance	342,241	51,610
10. Legal and Consultancy Charges	–	–
11. Rent, Rates and Taxes	–	–
12. Miscellaneous Expenses	123,631	1,845,302
TOTAL	1,687,310	4,943,224

SCHEDULE 15B : EXPENSES FOR CENTRE FOR WTO STUDIES

Particulars	31-03-2012	31-03-2011
1. Salaries & Wages	20,808,687	16,784,494
2. General Expenses	6,708,317	4,467,833
3. Magazines and Periodicals	1,138,084	208,161
4. Seminars/Workshops/Conferences, etc.	30,150,262	18,021,754
5. Lease Rent	3,600,000	3,600,000
6. Others	2,111,020	4,965,745
TOTAL	64,516,370	48,047,987

SCHEDULE 16: SIGNIFICANT ACCOUNTING POLICIES

1. ACCOUNTING CONVENTION

The financial statements are prepared on the basis of historical cost convention unless otherwise stated and on the accrual method of accounting.

- (a) 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.
- (b) Income from various activities has been accounted for on accrual basis, except Membership Fee, which is accounted for as and when received.
- (c) Permanent Membership Fee received is not treated as income and instead transferred to a specific fund.
- (d) Application Fee is recognized as income as and when received.
- (e) Interest on Long Term Deposits/Short Term Deposits with banks and advances given to employees are accounted for on accrual basis.
- (f) Interest received on investments made against specific fund and Permanent Membership Fee is transferred to the respective funds and are not treated as income.
- (g) Expenditure on Leave Travel Concession has been accounted for on Cash Basis.
- (h) 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) Income and Expenditure on short term Training Programme/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 of Gratuity and accumulation leave is made on the basis of the actuarial valuation carried out for this purpose.

6. STOCKS OF BOOKS, STATIONERY, ETC.

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

7. PROVISION FOR DOUBTFUL DEBTS

Provision is created for debts outstanding for more than 3 years.

SCHEDULE 17: NOTES TO ACCOUNTS

1. Contingent Liability

1.1 Claims against the Institute not acknowledged as debts: Nil.

2. Contract for construction of Kolkata Campus has been awarded for an amount of ₹ 672.80 million. During the year an advance of ₹ 152.30 million has been released to the Contractor (included in Schedule 9 under the Sub Head Construction of Kolkata Campus). As per "Schedule of Payments" agreed with Contractor, payments are being released in a phased manner, depending upon completion of each stage and recommendation of Project Management Consultant (PMC) of the work. Consequently, Contingent Liability, if any, is not ascertainable.
3. Provision for Gratuity Liability amounting to ₹ 3,041,692 (accumulating to ₹ 36,304,367 Previous Year; ₹ 35,686,304) has been made as per actuarial valuation. Gratuity of ₹ 2,423,629 paid during the year has been adjusted against opening provision.
4. Provision for accumulated leave encashment benefit to the employees has been made to the extent of ₹ 7,042,330 (accumulating to ₹ 14,132,234; Previous year ₹ 8,982,722) on actuarial basis. Accumulated Leave of ₹ 1,892,818 encashed during the year has been adjusted against opening provision.
5. Provision for doubtful debts amounting to ₹ 2,400,046 is standing in the books. All out efforts are being made to collect maximum amount against the provision created.
6. Provision of ₹ 290,334 has been made for bonus for the year 2011-12. Bonus pertaining to the year 2010-11, amounting to ₹ 306,254 has been paid during the year.
7. In the opinion of the Institute, the current assets, loans and advances of the Institute have a realizable value to the extents shown in the accounts and the provision for all known liabilities including depreciation are adequate.
8. The Balance Sheet, Receipts & Payment Account and Income & Expenditure Account have been drawn in accordance with the Common Format of Accounts prescribed vide OM No.G020008/2/2002-B&A dated 21st February 2002 of Govt. of India, Ministry of Commerce and Industry, Department of Commerce.
9. The Financial Results include Income & Expenditure of Kolkata Centre of the Institute for 2011-12 as below:

(₹ in million)

S. No.	Particulars	2011-12	2010-11
1.	Income	83.89	71.84
2.	Expenditure (before Depreciation)	86.57	74.91
3.	Depreciation	1.75	2.00
4.	Total Expenditure	88.32	76.91
5.	Deficit	4.43	5.07

10. Arrears of salary as per recommendation of 6th CPC (RP) Rules were paid during 2009-10 and 2010-11 to the administrative staff and faculty, amounting to ₹ 45,498,091. As per Sanction Order No. 16 (34)/2007 (I), dated 30th December 2008, 80% of the arrears so paid shall be reimbursed by Department of Commerce, Govt. of India. Accordingly, 80% of the arrears paid during the year, i.e. ₹ 36,398,473 have been carried forward as Grant Receivable from the Department. Request for release of amount has been made to Department of Commerce.
11. The Institute has created funds for leave encashment and gratuity for meeting future liability. The funds have been created out of Corpus Fund. Accordingly, part of the investment of Corpus Fund has been earmarked for these funds.
12. To meet pension obligations, Pension Corpus for ₹ 9,500,000 was created during 2009-10 out of Corpus Fund. Accordingly, part of the investment of Corpus Fund has been earmarked for this Fund. The opening balance of the fund was ₹ 9,220,569; during the year, an amount of ₹ 1,026,068 has been earned as interest on investment of the fund. Pension payments of ₹ 2,239,130 have been released during the year. An amount of ₹ 533,655 has been transferred from bank along with a contribution of ₹ 634,283 during the year. As on 31.03.2011, the Corpus stands at ₹ 9,175,445.

13. Depreciation of ₹ 20,176,720 during the year on Fixed Assets Schedule-4 to Balance Sheet, includes depreciation of ₹ 1,882,956 charged on assets of Centre for WTO Studies which has been accounted for in the expenditure of the Centre under Schedule-15B and further ₹ 3,666 on donated assets which are charged off to the donated asset fund. Balance of ₹ 18,290,097 has been accounted for as expenditure of IIFT in the Income & Expenditure Statement.
14. Previous year's figures have been regrouped or rearranged wherever necessary.
15. The figures given in the Receipts & Payments Account, Income & Expenditure Account and Balance Sheet are rounded off to the nearest rupee.

Schedules 1 to 17 form an integral part of accounts and have been duly authenticated.

sd/-
DR. SURAJIT MITRA
Director

sd/-
DR. R.K. MITRA
Registrar

In terms of our report of even date annexed.

For **S. Ramanand Aiyar & Co.**
Chartered Accountants
Firm Registration No. 000990N

sd/-
(**R. Balasubramanian**)
Partner
M. No. 80432

Place: New Delhi
Dated: 28 September 2012

IIFT Faculty

(as on date of publication)

<i>Name</i>	<i>Qualification</i>	<i>Specialisation</i>
DIRECTOR		
Mitra, Dr. Surajit	M.A. (JNU), Ph.D. (Economics), University of Cambridge, UK	
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, Ayush: International Business.
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/CONSULTANTS AT THE LEVEL OF PROFESSOR		
Bhatnagar, Deepak	B.E. (Metallurgical) PG in Industrial Engineering and Business Management	Innovation & Technology Management, Technology Forecasting and Assessment, Steel & Other Materials, Business & Cross-Cultural Communication Skills.
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, Data Mining (including Privacy Preserving Data Mining), Mathematical Modelling and Simulation.
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, Letters of Credit & UCPDC 600.

<i>Name</i>	<i>Qualification</i>	<i>Specialisation</i>
Mehtani, Rohit	M.Phil/M.S. (BITS, Pilani), M.Tech. Mgt. (Deakin/ Australia), M.A. Global Political Economy (Hull, England/British Chevening Scholarship), M.B.A. (International Trade (IIFT), M.P.A. Trade Policy & Commercial Diplomacy (PU), P.G.P. International Business (IIM Calcutta), M.M.T. (IRT), P.G.P. Industrial Management (NCP), B.S. Physical Sciences (Delhi)	International Political Economy, Globalization and Governance Structures, International Business Diplomacy, International Business Negotiations, International Business Strategy, International Business Operations.
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, Research Methods, Decision Modeling.

ASSOCIATE PROFESSORS/CONSULTANTS AT THE LEVEL OF ASSOCIATE PROFESSOR

Banerjee, Dr. Saikat	GMP (USA), PGDPR, PGDM&S, M.B.A. (Marketing), Ph.D.	Brand Management, Consumer Behaviour, Strategic Marketing.
Chatnani, Dr. Niti Nandini	B.Sc., M.B.A., Ph.D.	Finance: Financial Management, Security Analysis and Portfolio Management, Commodity Price Risk Management.
Das, Dr. Prabir Kumar	M.Sc. (Agri Statistics), Ph.D.	Business Statistics, Business Research Methods, Advanced Research Methods & Project, Marketing Research, Operations Research, Advanced Analytics.
Dasgupta, Dr. Pinaki	M.Com., M.B.A., Ph.D.	Marketing, Consumer Behaviour & Strategic Brand Management.

<i>Name</i>	<i>Qualification</i>	<i>Specialisation</i>
Dutta, Dr. Gautam Kumar	B.E. (Mechanical), M.B.A., Ph.D (IIT)	Marketing & Entrepreneurship.
Kapil, Dr. Sheeba	M.B.A. (Finance), Ph.D., UGC-NET	Corporate Finance, Investment Analysis, Investment Risk and Derivative Management, Behavioral Finance, Mergers & Acquisition.
Lakhanpal, Dr. Pooja	M.A. (Psychology), Ph.D. (Organization Behaviour) (IIT, Mumbai)	Psychology for Managers, Organizational Behaviour, Human Resource Management, Cross Cultural Management, Corporate Social Responsibility.
Nag, Dr. Biswajit	M.A., P.G. Diploma in Financial Management, Ph.D. (Economics)	Industrial Economics, Applied Econometrics, International Trade & Finance.
Rastogi, Dr. Sanjay	M.Sc. (Stat.), Ph.D.	Business Statistics, Quantitative Techniques, Business Research, Marketing Research, Econometric Modeling and Forecasting.
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. R.P.	M.A. (Geography), M.B.A., Ph.D.	Marketing Management, Retail & Distribution Management, Marketing of Services, Sales Management.
Sharma, Ms Ruppall W.	Masters Programme in International Business (MBA), B.A. (Hons) in Economics	Brand Management, Marketing Communication, Strategic Marketing.
Singh, Dr. Ram	M.B.A., PGDIBO, Ph.D. MGG (Germany)	International Trade Operations and Logistics.
Singh, Dr. R.K.	B.E. (Mechanical Engg.) M.E., Ph.D	Production and Operations Management, Supply Chain Management, Quality Management, Competitiveness.
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, Business Research Methods (BRM), Supply Chain Management, Simulation & Modelling, Graph Theory, Numerical Methods, Linear and Non-Linear Differential Equations.

<i>Name</i>	<i>Qualification</i>	<i>Specialisation</i>
Vadlamudy, Dr. Raveendra Saradhi	M.Com., Ph.D. (IIM-Ahmedabad)	International Trade & Finance, International Financial Management, Financial Management, Management Accounting.
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.

ASSISTANT PROFESSORS/CONSULTANTS AT THE LEVEL OF ASSISTANT PROFESSOR

Chakraborty, Dr. Debashis	M.A. (Economics), M.Phil. (Economics), Ph.D	International Trade, World Trade Organization and Indian Agriculture, Environmental Sustainability.
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. (Statistics), M.Phil. (Statistics), Ph.D. (IIT Roorkee)	Statistics, Estimation Theory, Operation Research, Business Research Methods, Climate Change Issues.
Malla, Dr. Sweta Srivastava	M.A., Ph.D.	Organisational Behaviour, Behavioral Science, Business Ethics, Organisational Justice, Positive Psychology.
Mishra, Dr. Mridula Savitri	M.B.A (Marketing), M.E. (Internet Technology & E-Business), Ph.D.	Retail Performance Measurement, Distribution Management, International Marketing, Digital Marketing and B2B Marketing.
Mohanty, Pratap Chandra	M.Phil (Economics)	ICT Growth and Rural Development, Microeconomics, International Trade
Mukherjee, Dr. Jaydeep	B.A. (Econ., Gold Medalist), M.A. (Econ., Gold Medalist), Ph.D.	Macroeconomic Theory and Policy, Econometric Applications with special focus on Time-series Econometrics, Game Theory and its Applications, International Finance.
Sahu, Dr. Basanta K.	M.A. (Economics), M.Phil. (Economics), Ph.D. (Economics)	<i>Teaching:</i> International Economy, Indian Economy & Trade Policy, Macro Economics, Microfinance <i>Research:</i> Household Risk Coping Analysis, Drought and Food Insecurity, Trade in Agriculture & Regional Food Security.

<i>Name</i>	<i>Qualification</i>	<i>Specialisation</i>
Siddiqui, Areej Aftab	MIB, NET/JRF	Trade Operations & Logistics
Singh, Ms. Parul	B.Tech. (Computer Sc.), M.B.A. (HR, Marketing), NET & JRF (UGC)	Information Technology, HR.
Singla, Dr. Ashim Raj	M.C.A., Ph.D.	Information Systems, Database Management Systems, E-Commerce, ERP Systems, System Analysis and Design, Data Modeling using MS Excel, Business Intelligence.
Symss, Dr. Jacqueline	M.Com., Ph.D.	Accounting, Financial Markets and Financial Services.
Verma, Ms. Sonu	B.E. (Electronics) M.B.A. (Marketing, Gold Medalist, NET (UGC) in Management	Business Statistics, Business Research Methods, Marketing Research, Production and Operations Management.

Centre for WTO Studies

HEAD

Das, Abhijit	M.Sc. (Physics)	Anti-Dumping, Subsidies, Safeguards, WTO Disputes, Agriculture, NAMA.
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PROFESSORS

Priya, Shashank	M.A. (History), LL.B., Diploma in Trade Policy	Trade Facilitation, Rules of Origin, Agreement on Subsidies and Countervailing Measures, Fishery Subsidies, Safeguards, Import Licensing, Competition Policy, Regional Trading Arrangements
Sinha, Madhukar	M.A. (Economics), M.B.A. (Finance)	Intellectual, Property Rights, Trade in Services, Public Procurement, Trade and Investment.
Mathur, Sajal	M.Sc., M.A. (Economics)	Non-Tariff Barriers, Trade and Environment, Rules of Origin, RTAs, SPS, TBT, Accessories and Trade Policy Reviews.

ASSOCIATE PROFESSORS

Kallumal, Dr. Murali	Ph.D. (Economics) M.Phil (Industrial Eco) M.A. (Industrial Eco)	SPS, TBT (Non Tariff Measures), NAMA (Sectorals)/Market Access Issues, FTAs/RTAs, Trade & Environment, Investments & Trade.
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ASSISTANT PROFESSORS

Gupta, Dr. Pralok	M.B.E., Ph.D	Economics of Services Trade, WTO & Related Issues, International Migration.
Singh, Shailja	B.A. LL.B. (Hons.) LL.M.	Disputes in WTO, Trade Remedies, Other Legal Aspects Relating to WTO.
Sharma, Dr. Sachin Kumar	Ph.D. (Economics)	Trade and Development, Agriculture and WTO.

IIFT Administration and Support Services

(as on date of publication)

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Deputy Registrar

Girish Chawla

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Gaurav Gulati

Col. (Retd.) S.K. Batra

Senior Finance Officer

Rajeev Talwar

Finance Officer

Deepa P.G.

Administrative Officers

Amit Ghosal

Bhuwan Chandra

Desh Raj

S.K. Verma

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Anil Kumar Meena

Bratin Sarkar

B. Prasannakumar

Kavita Sharma

Lalita Gupta

Meenakshi Saxena

Meena Vij

Nalini Meshram

P.K. Khanna

Sumita Marwaha

Placement & Corporate Advisor

Munish Bhargava

Jt. Placement & Corporate Advisor

Sanjay Verma

Systems Manager

Bimal Kumar Panda

Asstt. Systems Manager

S. Balasubramanian

Computer Programmers

Neha Vinayak

Editor

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Nirmala

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Matrix Enterprises Pvt. Ltd.

Shri Aman Chugh

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Institute of Chartered Accountants of India

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Partner
NBL Company, New Delhi

Shri Amit Buddhiraja

MD
Utopia Logistics Ltd.

Shri Anil Gupta

Sales Director, India South Asia
Atchikrealtime, New Delhi

Shri Anjan Mondal

Head, Agriculture
ICEX India Ltd., New Delhi

Shri Ashish Varma

Assistant Professor
IMT, Ghaziabad

Shri C.M. Shashtri

Visiting Faculty - EMPI
IIFT, New Delhi

Shri C.V. Baxi

Former Director
MDI, Gurgaon

Shri D.C. Singhal

Consultant
XLRI, Jamshedpur

Shri Dinesh Likhi

GM, SAIL

Shri J. Subramaniam

Prof. & Head
Era Business School
New Delhi

Shri Kartik Raina

Proprieter
Learning Facilitators
New Delhi

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McCann Erickson India

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New Delhi

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Sr. Manager
MCX, New Delhi

Shri N. Balasubramanian

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Shapoorji Pallonji Groups

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ONGC, New Delhi

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Professor
IIPM, New Delhi

Shri Nitin Vishwakarma

HUAWEI Telecom. India Pvt. Ltd.
New Delhi

Shri P.K. Agarwal

Director
Purpeeline Investment Adviser

Shri Rakesh Kumar

Professor
JNU, New Delhi

Shri Parimal Srivastava

Asstt. Professor
University of Petroleum Energy Studies
Dehradun

Shri Ravi Kumar

Director
Allied Modlingua Services Pvt. Ltd.
JNU, New Delhi

Ms. Reeta Raina

Associate Professor
FORE School of Management

Shri Sarabjit Singh Butalia

Consultant
V. Ships UK Ltd., Skypark
New Delhi

Shri S.L. Ganapathi

Managing Director
Logistics Plus India Pvt. Ltd.

Ms. Sriparna Basu

Prof. & Dean
Global School of Management Science
New Delhi

Shri Umesh Kumar Hota

Director-HR Baurch & Lomb Eyecare
Gurgaon

Permanent Members (as on 31.3.2012)

- | | |
|---|--|
| 1. A Sirkar & Co. (Jewellers) Pvt. Ltd.
Kolkata | 20. B.T.X. Chemicals (P) Ltd.
Mumbai |
| 2. Agri. & Processed Food Products
Export Development Authority
New Delhi | 21. Bank of India
Mumbai |
| 3. All India Handicrafts Board
New Delhi | 22. Bank of Madura Limited
Chennai |
| 4. Allahabad Bank
Kolkata | 23. Bharat Electronics Limited
Bangalore |
| 5. Allana Cold Storage Pvt. Ltd.
Mumbai | 24. Bharat Heavy Electricals Ltd.
New Delhi |
| 6. Amaravathi Textiles
Karur | 25. Bharat Heavy Plate & Vessels Ltd.
Visakhapatnam |
| 7. Amrutanjan Limited
Chennai | 26. Bharat Motors
Chennai |
| 8. Anglo French Drug Co. (Eastern) Ltd.
Bangalore | 27. Britannia Industries Ltd.
Bangalore |
| 9. Arvind Distillery & Chemicals Ltd.
Chennai | 28. Brooke Bond India Ltd.
Bangalore |
| 10. Andhra Bank
Hyderabad | 29. Balaji Distilleries Ltd.
Chennai |
| 11. AIMIL Ltd.
New Delhi | 30. Bird & Company Pvt. Ltd.
Kolkata |
| 12. Alleppey Company Ltd.
Alleppey | 31. Bank of Baroda
New Delhi |
| 13. Academy of Management Studies
Dehradun | 32. Bombay Dyeing & Mfg. Company Ltd.
Mumbai |
| 14. Amira Foods (I) Ltd.
New Delhi | 33. Bharat Aluminium Co. Ltd.
New Delhi |
| 15. AVIS International Ltd.
New Delhi | 34. Cotton Textile Export Promotion Council
Mumbai |
| 16. Alankar Global Pvt. Ltd.
New Delhi | 35. Cashew Export Promotion Council of India
Cochin |
| 17. Apparel Export Promotion Council
New Delhi | 36. Ceat Tyres of India Ltd.
Mumbai |
| 18. Adani Exports Ltd.
Ahmedabad | 37. Chase Bright Steel Co. Ltd.
Mumbai |
| 19. Ashok Leyland Ltd.
Chennai | 38. Chartered Institute of Transport in India
New Delhi |

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|---|---|
| 39. Chillies Export House Ltd.
Virudhunagar | 58. D.C.M. Limited
New Delhi |
| 40. Cimmco International
New Delhi | 59. Dun & Bradstreet Information
Services India Ltd.
Mumbai |
| 41. CMC Limited
New Delhi | 60. Eastern Silk Industries Ltd.
Kolkata |
| 42. CMS Institute of Foreign Trade
Hyderabad | 61. ECGC of India Limited
Mumbai |
| 43. CAPEXIL
Kolkata | 62. Electronics Corp. of India Ltd.
Hyderabad |
| 44. Coffee Board
Bangalore | 63. Electronics Trade & Technology Development
Corporation Ltd.
New Delhi |
| 45. Coir Board
Kochi | 64. Engineers India Limited
New Delhi |
| 46. Commerce & Export Promotion Wing
Govt. of Andhra Pradesh
Hyderabad | 65. Excel Industries Limited
Mumbai |
| 47. Council for Leather Export
Chennai | 66. Export-Import Bank of India
New Delhi |
| 48. Camphor & Allied Products Ltd.
New Delhi | 67. Engineering Export Promotion Council
New Delhi |
| 49. Carpet Export Promotion Council
New Delhi | 68. Ess Gee International
New Delhi |
| 50. Crescent Engineering College
Chennai | 69. Eagle Flask Industries Pvt. Ltd.
Mumbai |
| 51. Directorate of Industries
Govt. of Himachal Pradesh
Shimla | 70. Escorts Limited
Faridabad |
| 52. Directorate of Industries
Govt. of Madhya Pradesh
Bhopal | 71. Federal Bank Limited
Alwaye |
| 53. Directorate of Industries
Govt. of Maharashtra
Mumbai | 72. Ferns Exports
Mumbai |
| 54. Dr. Reddy's Laboratories Ltd.
Hyderabad | 73. Food Corpn. of India
New Delhi |
| 55. Directorate of Export Promotion & Marketing
Govt. of Orissa
Bhubaneswar | 74. Federation of Indian Chambers of
Commerce & Industry
New Delhi |
| 56. Directorate of Industries & Commerce
Govt. of Karnataka
Bangalore | 75. Fertilizers & Chemicals (Travancore) Limited
Cochin |
| 57. Dhanalakshmi Weaving Works
Cannanore (Kerala) | 76. Ficom Organics Limited
Mumbai |
| | 77. Foam Mattings (India) Limited
Alleppy |

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| 78. G.S.T. Corporation
New Delhi | 98. Hindustan Organic Chemicals Ltd.
Mumbai |
| 79. Geep Industrial Syndicate Ltd.
New Delhi | 99. Hindustan Lever Limited
Mumbai |
| 80. Greaves Cotton & Co. Ltd.
Mumbai | 100. Hindustan Zinc Limited
Udaipur |
| 81. Grindwell Norton Limited
Mumbai | 101. Hyderabad Lamps Limited
Secunderabad |
| 82. Groundnut Extractions Export
Development Association
Mumbai | 102. IRCON International Ltd.
New Delhi |
| 83. Gujarat Alkalies & Chemicals Ltd.
Baroda | 103. Indian Renewable Energy Dev. Agency Ltd.
New Delhi |
| 84. Guru Nanak Mercantile Co.
Jalandhar | 104. I.T.C. Limited
Kolkata |
| 85. Gujarat International Trade Promotion Council
Gandhi Nagar | 105. India Trade Promotion Organization
New Delhi |
| 86. Geekay Exim (I) Ltd.
Mumbai | 106. India-CIS Chamber of Commerce & Industry
New Delhi |
| 87. Gandhi Institute of Technology and
Management (GITAM)
Visakhapatnam | 107. Indian Institute of Export and Import
Management
Mumbai |
| 88. G. Premjee Limited
Bangkok | 108. Indian Bank
Chennai |
| 89. Gitanjali Exports Corp. Ltd.
Mumbai | 109. Indian Cotton Mills' Federation
New Delhi |
| 90. Gem & Jewellery EPC
Mumbai | 110. Indian Overseas Bank
Chennai |
| 91. Gitanjali Gems Ltd.
Mumbai | 111. Indian Railway Construction Co. Ltd.
New Delhi |
| 92. Haryana State Small Industries
& Export Corporation Limited
Chandigarh | 112. Indian Rare Earths Limited
Mumbai |
| 93. H.M.T. (International) Ltd.
Bangalore | 113. Industrial Dev. Bank of India
Mumbai |
| 94. Hero Cycles Pvt. Ltd.
Ludhiana | 114. India Sugar and General Industry
Export-Import Corporation Ltd.
New Delhi |
| 95. H.P. State Small Industries &
Export Corporation Limited
Shimla | 115. Indian Institute of Export Management
Bangalore |
| 96. Hill Tiller & Company
Bangalore | 116. Imkemex India Limited
Mumbai |
| 97. Heavy Engineering Corpn. Ltd.
Ranchi | 117. Jindal Strips Ltd.
New Delhi |

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| 118. Jammu & Kashmir Bank Ltd.
Srinagar | 138. Marine Products Export Dev. Authority
Kochi |
| 119. Jute Corporation of India Ltd.
Kolkata | 139. MSTC Ltd.
Kolkata |
| 120. Kirloskar Oil Engines Ltd.
Pune | 140. Metal Box Company of India Ltd.
Chennai |
| 121. Kerala State Export Trade Development Council
Trivandrum | 141. Maharashtra State Textile Corpn. Ltd.
Mumbai |
| 122. Kissan Products Limited
Bangalore | 142. MECON Ltd.
New Delhi |
| 123. Kirloskar Pneumatic Co. Ltd.
Pune | 143. Mica Manufacturing Co. Pvt. Ltd.
Kolkata |
| 124. Kerala State Industrial Development Corpn.
Trivandrum | 144. MMTC Limited
New Delhi |
| 125. Kerala State Civil Supplies Corporation Ltd.
Kochi | 145. MSSIDC Limited
Mumbai |
| 126. Karnataka State Industrial Investment &
Development Corpn. Ltd.
Bangalore | 146. Mohan Exports (India) Ltd.
New Delhi |
| 127. Khushi Ram Behari Lal Ltd.
Delhi | 147. Maharashtra State Agricultural
Marketing Board
Pune |
| 128. Kudremukh Iron Ore Co. Ltd.
Bangalore | 148. Maxwell Exim Ltd.
Pondicherry |
| 129. Lakshmi Machine Works Ltd.
Coimbatore | 149. MVR Industries Ltd.
Pondicherry |
| 130. Lotus International
Mumbai | 150. Metrochem Industries Ltd.
Ahmedabad |
| 131. L.G. Balakrishnan & Bros. Ltd.
Coimbatore | 151. National Institute of Fashion Technology
New Delhi |
| 132. Liberty Footwear Company
Karnal | 152. Nagarjuna Signods Ltd.
Hyderabad |
| 133. Maruti Udyog Limited
New Delhi | 153. Narula Udyog (I) Pvt. Ltd.
New Delhi |
| 134. Mahindra & Mahindra Limited
Mumbai | 154. National Institute of Agricultural
Extension Management
Hyderabad |
| 135. Mazagon Dock Ltd.
Mumbai | 155. National Mineral Dev. Corpn. Ltd.
Hyderabad |
| 136. Magnum International Trading Company
Limited
New Delhi | 156. National Building Construction
Corporation Ltd.
New Delhi |
| 137. Mysore Coffee Curing Works Ltd.
Chikmagalur | 157. National Textile Corpn. Ltd.
Mumbai |

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|---|--|
| 158. National Small Industries Corpn. Ltd.
New Delhi | 178. Reckitt & Colman of India Ltd.
Kolkata |
| 159. National Agricultural Cooperative Marketing
Federation of India Ltd.
New Delhi | 179. Rajasthan Small Industries Corpn. Ltd.
Jaipur |
| 160. New Central Jute Mills Co. Ltd.
Kolkata | 180. Su-Raj Diamonds (I) Ltd.
Mumbai |
| 161. Nav Bharat Corporation
Mumbai | 181. Satnam Overseas Limited
New Delhi |
| 162. National Bank for Agriculture &
Rural Development
Mumbai | 182. Shah Pneumatics
Mumbai |
| 163. Ordnance Factory Board
Kolkata | 183. Sangli Bank Limited
Sangli |
| 164. Overseas Construction Council of India
New Delhi | 184. Shreeji Chemicals
Ahmedabad |
| 165. Pan Foods Limited
Panipat | 185. Shapoorji Pallonji & Co. Pvt. Ltd.
Mumbai |
| 166. Powerloom Development & EPC
Mumbai | 186. STC of India Ltd.
New Delhi |
| 167. Paam Pharmaceuticals (Delhi) Ltd.
Delhi | 187. Shriram Jute Mills Ltd.
Kolkata |
| 168. PSG Institute of Management
Coimbatore | 188. Steel Authority of India Ltd.
Kolkata |
| 169. PCI Ltd.
New Delhi | 189. SAIL International Ltd.
New Delhi |
| 170. Polyolefins Industries Ltd.
Mumbai | 190. Sanghavi Exports
Mumbai |
| 171. Parekh Brothers
Mumbai | 191. Synthetic & Rayon Textiles Export
Promotion Council
Mumbai |
| 172. Punjab & Sind Bank
New Delhi | 192. Spices Board
Cochin |
| 173. Projects & Equipment Corpn. of India Ltd.
New Delhi | 193. Sports Goods Export Promotion Council
New Delhi |
| 174. Punjab National Bank
New Delhi | 194. Seth Ghasiram Gopikishen Badruka
Educational Society (Regd)
Hyderabad |
| 175. Raanee Agency
Salem | 195. T. Abdul Wahid & Company
Chennai |
| 176. Rubber Board
Kottayam | 196. Tata Exports Limited
Mumbai |
| 177. Rashtriya Ispat Nigam Ltd.
Visakhapatnam | 197. Tata Industries Pvt. Ltd.
Mumbai |

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|--|---|
| 198. Technofab Engg. Ltd.
New Delhi | 207. Usha Intercontinental (India)
New Delhi |
| 199. Texmaco Limited
Kolkata | 208. V.D. Swami & Company Ltd.
Chennai |
| 200. Tea Board
Kolkata | 209. V.S. Dempo & Co. Ltd.
Panaji |
| 201. Thermax Limited
Pune | 210. Vardhman Spinning &
General Mills Limited
Ludhiana |
| 202. Triveni Structurals Ltd.
Allahabad | 211. Vasu Agarbathies
Mysore |
| 203. TNT India Ltd.
New Delhi | 212. Victor Tools Pvt. Ltd.
Jalandhar |
| 204. U.B. Exports
Bangalore | 213. VBC Educational Society
Visakhapatnam |
| 205. U.P. Cooperative Federation Ltd.
Lucknow | 214. Voltas Limited
Hyderabad Unit
Hyderabad |
| 206. U.P. Export Corporation Ltd.
New Delhi | |



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