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(DEEMED UNIVERSITY)
(Under Department of Commerce, Government of India)





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Contents

1. THE YEAR IN REVIEW	1
2. EDUCATION & TRAINING	6
3. RESEARCH	18
4. INTERNATIONAL COOPERATION	22
5. PLACEMENTS	23
6. INTERACTIONS	24
7. STUDENT ACTIVITIES	25
8. FOREIGN TRADE LIBRARY	27
9. GENERAL	28
10. COMPUTER CENTRE	29
11. PUBLICATIONS	30
12. राजभाषा हिंदी की गतिविधियां	35
13. ANNUAL ACCOUNTS	37
14. IIFT FACULTY	53
15. IIFT ADMINISTRATION	58
16. IIFT SUPPORT SERVICES	58
17. GUEST FACULTY	59
18. PERMANENT MEMBERS	60

THE YEAR IN REVIEW

THE year 2008-09 witnessed one of the most widespread and intense financial meltdown in the post World War II era. After a year-long economic downturn, credit crunch and drying up of financial resources, in 2009-10 the scenario changed for the better. The global recovery is proceeding healthier than expected but at varying speeds—slowly in many advanced economies and rapidly in most emerging and developing economies. World real GDP growth reached about 3¼% on an annualized basis during the second quarter of 2009 and rose to over 4½% during the second half of the year. Activity in emerging and developing economies is most impressive. In key emerging Asian economies output exceeded pre crisis levels by a wide margin by the end of 2009-10, and output growth, averaging about 10% during 2009:Q2–Q4. By the third quarter of 2009, growth began to exceed estimates of potential output in a number of Latin American economies too. However, production levels in this region have barely reached pre crisis levels, and there is still economic slack in many countries. Recovery is slow in a number of economies in emerging Europe and the CIS, although some are beginning to rebound strongly from deep troughs. Middle Eastern economies are gaining from rising demand for oil and rising oil prices. Experience in sub-Saharan Africa is diverse. Most middle-income economies and oil exporters, which experienced sharp decelerations or contractions in output in 2009, recovered due to the rebound in global trade and commodity prices.

So far as the government policy is concerned, monetary policy in most countries has been highly expansionary and supported by unconventional liquidity provision. Fiscal policy provided major support in response to the deep downturn. At the same time, the slump in activity and, to a lesser extent, stimulus measures pushed fiscal deficits in advanced economies to about 9% of GDP. According to IMF debt-to-GDP ratios in these economies are expected to exceed 100% of GDP in 2014 based on

current prices, some 35 percentage points of GDP higher than before the crisis.

In the financial markets of the advanced economies, the tightening of bank lending standards decreased and credit became less difficult to access in 2009-10. In China, credit and some asset markets are booming, to such an extent that the People's Bank of China has taken various measures to moderate the pace of lending, including raising the Renminbi reserve requirement ratio for depository financial institutions. Credit is accelerating elsewhere in emerging Asia, but is stabilizing in Latin America. In emerging Europe, credit continues to contract but at a decelerating pace. In a few advanced economies, rising public deficits and debt have contributed to a sharp increase in sovereign risk premiums, creating spillovers into other economies and markets.

The Greece Sovereign Debt Crisis

On the flipside, the debt crisis in Greece has been one of the most disturbing features in 2009-10, not only because it slowed down the pace of recovery of world economy, but also it raised doubt over the sustainability of the recovery and a widespread apprehension regarding financial condition of Euro area. Greece was one of the fastest growing economies in early 2000s in the Euro zone. A growing economy and falling bond yields led the government to undertake large amount of deficit. With the introduction of the euro, Greece was initially able to borrow due to the lower interest rates that government bonds could command. But after the financial meltdown during 2008-09, two of Greece's major industry – tourism and shipping – was affected adversely and the revenue slumped by almost 15%. National debt was put at 300 billion Euros, bigger than the country's economy and projected to reach 120% of GDP in near future. The government deficit was at a staggering 13%. As a result Greece's credit rating hit a rock bottom, the worst in the Euro zone. The Euro zone has not injected the same degree of

monetary liquidity as did the UK and the USA, while the European Central Bank (ECB) has maintained a more contractionary monetary stance than the other two central banks. Since Greece joined the Euro zone, it has ceded control of monetary policy to the ECB and can no longer print money. To add to the woes, between January 2001 and January 2010 Euro has appreciated by 65% against the US Dollar, undermining the competitiveness of Greek exports. Being part of the Euro zone Greece's exchange rate remains fixed compared to its member countries, while UK has allowed the Pound to depreciate against Euro area countries.

This crisis gave birth to some serious concerns regarding the Euro zone as a whole. The feasibility of a fully functional currency union without having a fiscal union is bound to set the system unstable. And this crisis broke the two major rules of the architecture of the currency namely "stability and growth rule", i.e. penalty on any economy which is running into high deficits, and secondly a no bailout clause. The severity of Greece crisis and its possible spill-over effect to the Euro zone led to the first ever bailout of a country in the single currency Euro zone, Germany being the main contributor – to the extent of 22.4 billion Euro, followed by France. However, more importantly another crisis in this area cannot be bailed out with the already financial crunch that may destabilize the whole Euro area and the world economy, which is just sluggishly recovering from a major meltdown.

The Indian Economy

Like all other major economies, the year 2008-09 was one of downturn for Indian economy as well. The financial crisis which started as a credit crunch in developed countries affected Indian economy mainly through three routes, namely drying up of international financial movement and foreign institutional investment, a sharp decline of import demand worldwide and last but not the least, the collapse of business and consumer confidence likewise across the globe. But notwithstanding, Indian economy was one of the few bright spots in the global scenario, growing at a rate of 6.7% in 2008-09. In the first two quarters of 2009-10 also, the economy grew at an average of 6%, but from the third quarter the scenario improved remarkably

with the growth rate increasing to 7.9%. On the whole the economy grew 7.2% in 2009-10, with the industrial and the service sectors growing at 8.2% and 8.7% respectively.

Due to the record food grains production of 234.5 million tonnes during 2008-09, the Ministry of Agriculture had set a higher target of food grains production in 2009-10. But as per the Fourth Advance Estimates for agricultural production in 2009-10, food grains output was 218.2 million tonnes, a decline of 6.9% over the preceding year. But procurement of food grains (rice and wheat) during 2009-10 was higher than in the previous year. Industrial output which faced rough time in two preceding years, due to international commodity price shock in 2007-08 and due to financial crisis in 2008-09 performed well in 2009-10 and maintained a double digit growth rate since October 2009. The industrial growth was mainly led by the manufacturing sector, with a weighted contribution of 88.8%, higher than its weight of 79.4% in the IIP. The increase in manufacturing sector growth rate in 2009-10 was mainly due to the good performance of capital goods industries and consumer durables. The service sector which grew at a rate of 8.7% showed a major improvement in the fourth quarter of 2009-10 after a slight downturn in the third quarter. While the performance in manufacturing related sectors like "construction" and "trade, hotel, transport and communication" accelerated, "financing, insurance, real estate and business services" segment remained steady. Excluding "community, social and personal services", services sector reached closer to the growth trajectory of the pre crisis era.

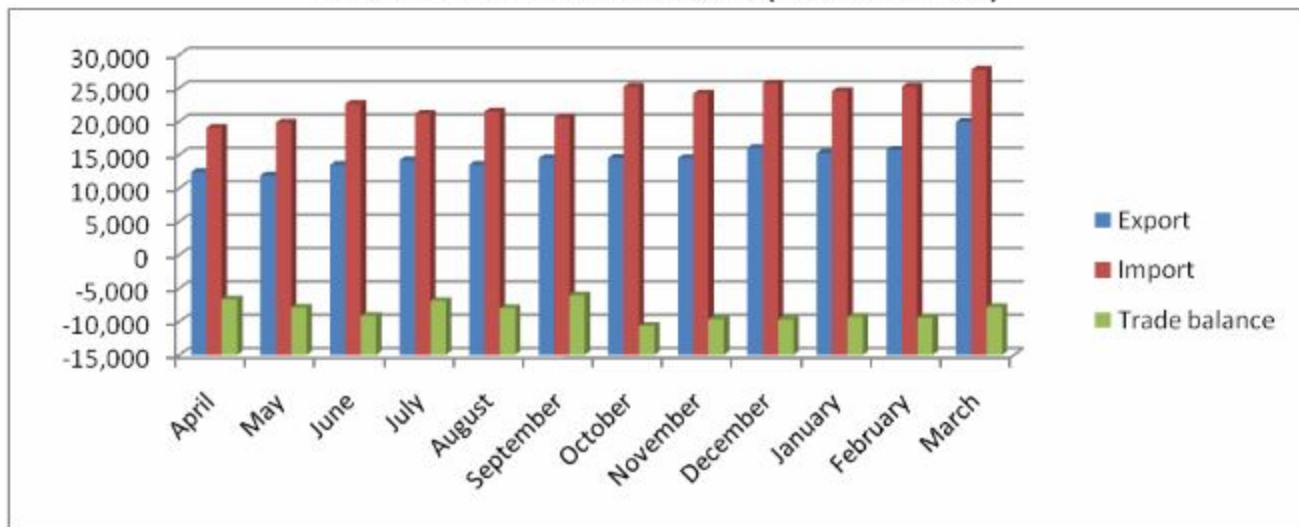
The fiscal stance during 2009-10 continued to be expansionary in order to enhance aggregate demand and as a result, the combined fiscal deficit of the Central and State Governments during 2009-10 (BE) increased further to 9.7% from 8.5% in 2008-09 (RE). A major reason of this increased deficit may be contributed to the slowing down of government revenue. Coming to the future outlook on fiscal issues based on the trends available for April-December 2009, there is likely to be a shortfall in revenue receipts on account of the large decline in indirect taxes like customs and excise and the likely lower-than-budgeted non-tax revenues. The largely

structural nature of fiscal deficits in India, the levels of recovery in the economy and the sustainability of the recovery without fiscal stimulus call for carrying on the process of gradual fiscal consolidation.

Keeping pace with the recovery phase of the world economy, India's external sector witnessed a higher turnaround in exports, buoyancy in capital inflows and further accretion to the country's foreign exchange reserves. Exports grew at 20.5% during November 2009 to February 2010. Destination-wise, developing countries and OECD

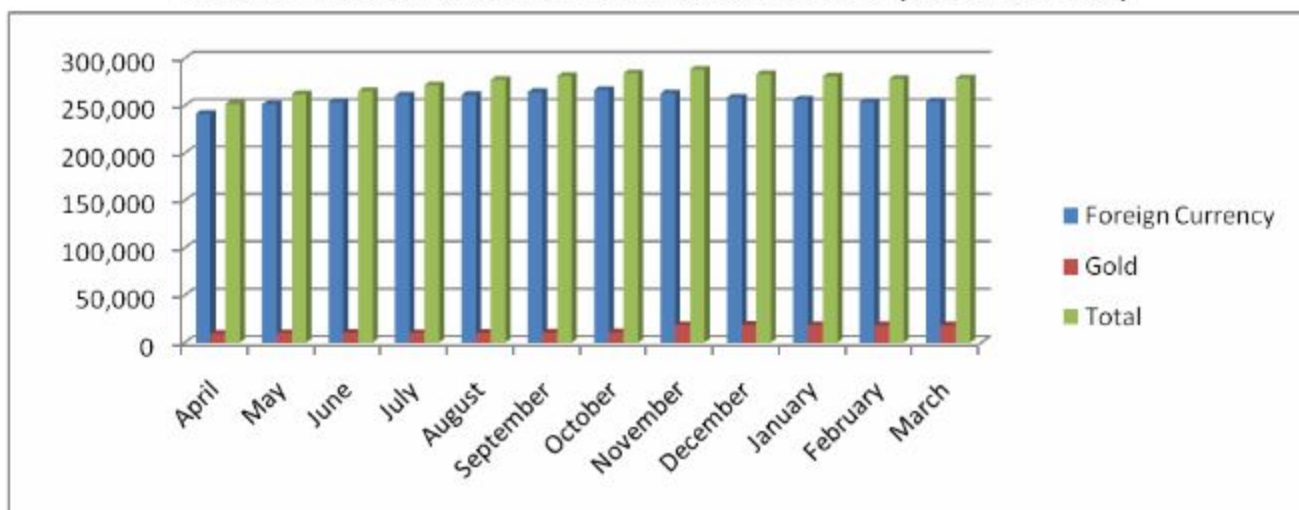
countries were the major markets for India's exports, accounting for 37.9% and 36.6% shares, respectively. Another major destination was OPEC with 23.3% share. Imports which also declined due to the financial meltdown started recovering from November 2009. Oil and non-oil imports registered a decline of 7.0% and 4.9%, respectively, during 2009-10. The overall merchandise trade deficit during 2009-10 was at US\$108 billion, from US\$118 billion in 2008-09, due to relatively larger decline in imports than exports during the year.

**FIGURE 1
EXPORT AND IMPORT IN 2009-10 (IN US\$ MILLION)**



Source: RBI

**FIGURE 2
INDIA'S FOREIGN EXCHANGE RESERVES IN 2009-10 (IN US\$ MILLION)**



Source: RBI

The surplus in the capital account increased during the end of 2009-10 mainly due to large inflows under portfolio investments and short-term trade credits. However, net external commercial borrowings remained low. Net capital flows were significantly higher (4.1% of GDP) as compared with the previous year (0.6% of GDP), mainly due to large inflows under FDI, portfolio investments and short-term trade credits. During the year 2009-10, India's foreign exchange reserves, on a BoP basis, increased by US\$13.4 billion. Overall, the external sector developments during 2009-10 imply higher absorption of foreign capital through a higher current account deficit, a factor that contributed to the recovery. In the exchange rate scenario rupee became stronger with respect to dollar. The exchange rate which stood at ₹50.06 per US\$ during March 2009, declined to ₹45.14 during the end of the financial year.

One of the major problems of Indian economy during 2009-10 has been the inflation. WPI year-on-year inflation, which remained moderate during April-May 2009 and turned negative during June-August 2009, increased at a fast pace to reach 11.0% by March 2010 and remains high since then. The current inflationary pressures initially originated from the supply side shock due to the shortfall in agricultural production and gradually increasing international commodity prices. A major part of the increase in inflation in recent months could be attributed to a number of changes in administered prices of several products and lagged reporting of past increases in prices. Drivers of aggregate demand changed significantly in the fourth quarter of 2009-10 – driven mainly by increased private final consumption expenditure growth, stronger industrial activity and further contribution of services – suggesting increasing self-sustaining nature of the recovery process. This resulted in the inflation being both cost-push and demand-pull one, thereby aggravating the situation. However, some contractionary monetary policy measures have been undertaken by RBI in recent times, in the form of raising the repo and reverse repo rates, to control the elevated inflation levels in the economy.

The Institute

The Institute continued to gain further heights during the year. One of the most significant developments was the "Review of the Institute" by an Expert Committee of the University Grants Commission (UGC) for continuation of its status as a Deemed to be University. The Committee visited the Institute during 29-30 January 2010. The Committee, in addition to looking into the academic and physical infrastructure of the Institute and other related aspects like admission policy, fee structure, etc. specifically looked into the maintenance of standards with regard to availability of qualified faculty and status of accreditation by NAAC/NBA. Based on the visit, discussion with the Director, Registrar, faculty members, administrative staff and students, the Committee was of the opinion that IIFT has all the infrastructure and qualified faculty and staff to continue all programmes which are being conducted presently. On inspection of infrastructure and manpower in these facilities, the Committee observed that the functioning of the Institute is more than satisfactory.

The overwhelming response for admission to the Institute's flagship two-year MBA (International Business) Programme continued with around 44,550 candidates applying for the Degree Programme where the annual intake is only 280.

The year 2009-10 witnessed 100% placements of two-year full time MBA (IB) students creating new benchmarks in many fronts – highest international salary offered witnessed an increase of about 35% and the average salary went up by about 54%. Apart from regular recruiters, there were 18 new recruiters this year who participated in the campus selection process. The companies from Trading, IT, Banking & Financial services, Automotive, Manufacturing, Logistics, FMCG, Consulting, Energy, Healthcare, Telecom, etc. participated in the placement process of 2010.

The Kolkata Campus of the Institute, set up during 2006 is presently running from rented premises. So far as construction of Kolkata Campus is concerned, the work relating to land development including construction of boundary

wall is in progress. The building work is expected to be started shortly as all clearances other than that of Kolkata Municipal Corporation (KMC) has already been received and the KMC approval is also expected to be received, shortly.

Thrust was provided to international networking by the Institute. Capacity development is a major initiative which IIFT has undertaken and the faculty members are being sent to leading universities for higher level of academic exposure. The Institute continued to offer two-year MBA (International Business) in Tanzania in collaboration with the Institute of Finance Management (IFM), Tanzania. International linkages of the Institute were further expanded during the year. The Institute signed MoU with A4-U Spain and with this the number of international collaborations has gone up to 32. Under students' exchange programme with different institutions spread over Asia, Europe and America, 36 students of the Institute went to partner institutions for a period of one trimester. Similarly, 16 students came to IIFT Campus from different universities and institutions across Europe. A number of foreign delegations visited IIFT during the period under review.

The Centre for International Trade and Technology (CITT), set up at IIFT with the support of Department of Scientific & Industrial Research (DSIR) continued its activities relating to policy research, education and training in promoting technology trade. Apart from organizing an MDP on "E-procurement" during the year, CITT also partnered in a European Union sponsored project on "Increasing the Dialogue between India and Europe by Improving EU Awareness and Access to

Indian Research and Innovation Technology Programmes".

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

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

Management Development Programmes (MDPs) of the Institute have successfully been addressing the need of the participants to meet the challenges emerging in today's fast changing business environment. IIFT conceptualized and conducted a large number of training programmes customized to meet the need of specific client organization.

In the Indo-Africa Summit Declaration 2008, various commitments were made by the Government of India for deepening the relations between India and African countries, particularly in the knowledge sphere. IIFT's role in this context was in the area of capacity building in African countries and setting up IIFT-like institution in Africa. During the period under review, the Institute conducted a number of capacity building programmes in countries such as Ethiopia, Egypt, Botswana, Namibia, Angola and South Africa.

EDUCATION AND TRAINING

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

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

FOUNDATIONAL PROGRAMMES

The Institute organized the following Graduate Studies Programmes during the year 2009-2010.

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

The two-year full-time MBA (International Business) 2009-2011 (24th batch) commenced on 1 July 2009. One hundred and fifty-nine students were admitted at Delhi Centre and fifty-seven students were admitted at Kolkata Centre on the basis of an all-India selection comprising written test, group discussion, essay writing and interview.

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

The 10th batch of three-year part-time MBA (International Business) Delhi Centre for working executives started on 4 July 2009. Sixty-three participants were admitted to the Programme on the basis of essay writing test, group discussion and interview.

The 4th batch of three-year part-time MBA (International Business) Kolkata Centre for working executives started on 4 July 2009. Forty-six participants were admitted to the Programme on the basis of essay writing test, group discussion and interview.

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

Executive Post Graduate Diploma in International Business (September 2009-February 2011) programme started on 14 September 2009 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 first batch of Executive Post Graduate Diploma in Industrial Marketing (August 2009-February 2011) started on 19 August 2009 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 (EPGDICFM)

The first batch of Executive Post Graduate Diploma in Capital & Financial Markets (October 2009-April 2011) started on 28 October 2009 with twenty-four participants drawn from corporate sector, financial institutions/organizations and government departments.

6. Executive Post Graduate Diploma in Industrial Marketing for L&T Executives

Executive Post Graduate Diploma in Industrial Marketing (2010-2012) for L&T executives started on 8 March 2010 with twenty-two participants.

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

IIFT in collaboration with the Institute of Finance Management, Tanzania commenced next batch of MBA (International Business) at Dar-es-Salaam, Tanzania. Fifty students were admitted to MBA (IB) 2009-11 programme. The course commenced on 5 October 2009.

8. Certificate Programme in Export Management (CPEM)

Certificate Programme in Export Management (Evening) (April-July 2009) commenced on 6 April 2009. Thirty-seven students joined the Programme.

The weekend batch of Certificate Programme in Export Management (Nov. 2009-Feb. 2010) commenced on 14 November 2009. Fifty-four students joined the Programme.

9. Certificate Course in International Business Language (CCIBL)

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

10. 44th CONVOCATION

44th Convocation of the Institute was held on 23 March 2010. Shri Anand Sharma, Hon'ble Minister of Commerce & Industry, Government of India delivered 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. The function was presided over by Dr. Rahul Khullar, Chairman, IIFT and Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India.

Shri Anand Sharma, Hon'ble Minister of Commerce & Industry, Government of India, Dr. Rahul Khullar, Chairman, IIFT and Shri K.T. Chacko, Director, IIFT awarded degrees & diplomas to the passing out students of Foundational Programmes. One hundred and seven (107) students of two-

year full-time MBA (IB) 2008-10, Delhi Campus; fifty-seven (57) students of two-year full-time MBA (IB) 2008-10, Kolkata Campus; forty-nine (49) students of three-year part-time MBA (IB) 2007-10, Delhi Campus; forty-six (46) students of three-year part-time MBA (IB) 2007-10, Kolkata Campus; sixty (60) students of Executive Post Graduate Diploma in International Business 2008-10; ninety-eight (98) students of Executive Post Graduate Diploma in International Business (VSAT) 2009; and twenty-one (21) students of Executive Post Graduate Diploma in Industrial Marketing 2007-09 for L&T executives were awarded degrees and diplomas.

MANAGEMENT DEVELOPMENT PROGRAMMES

OPEN PROGRAMMES

1. Export-Import Procedure and Documentation

A five-day MDP on Export-Import Procedure and Documentation was held in the Institute's premises during 15-19 June 2009.

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: implications to the export-import trade, export-import planning at corporate level, export-import documentation framework, export promotion schemes (EPCG, and duty exemption including advance authorization) incentives & benefits, finance for export-import trade. Nine participants from various sectors attended the Programme.

2. Letter of Credit and UCP 600 - Issues and Implications to Secure Payments

A one-day MDP on Letter of Credit and UCP 600 - Issues and Implications to Secure Payments was held in the Institute's premises on 17 July 2009.

The programme content included mechanism of letter of credit, understanding & commentary on UCP 600, UCP 600 simplified for exporters, UCP

600 simplified for importers, UCP 600 simplified for banks, concepts under UCP 600, management of letter of credit transaction, understanding of new international standard banking practices, frequently asked questions on UCP 600, case study covering implications of new rules & sub-rules of UCP 600, issues and problems clarification for successful implementation of UCP 600. Nineteen participants from various sectors attended the Programme.

3. Financial Strategies for Global Firms

A one-day MDP on Financial Strategies for Global Firms was held in the Institute's premises on 24 July 2009.

The programme aimed to develop a systematic understanding of the corporate value creation for global firms (money valuation, investment valuation & business valuation tools), growing need for procurement and investment in capital market and alternate investments in a global economy, behavioral finance for global manager and currency & forex related issues. Sixteen participants from various sectors attended the Programme.

4. Logistics Management for International Business Development

This programme was organized two times in the Institute's premises during 27-28 August 2009 & 17-18 December 2009.

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. It is widely recognized that through efficient logistics management practices at micro and macro levels, businesses are able to leverage their competitive strategies thereby creating value for their customers. The role of logistics has obviously gained pre-eminence in today's global business. Seventeen & fifteen participants respectively from various sectors attended the Programmes.

5. Foreign Currency Loan and Currency Risk Management

A two-day MDP on Foreign Currency Loan and Currency Risk Management was held in the Institute's premises during 22-23 September 2009.

Foreign Currency Loans being a significant avenue for corporates to raise low cost resources for business development, special skills, procedures and adequate knowledge are essential to raise foreign currency resources for working capital and for long term business requirements. This programme was designed to enable professionals involved in International Business appreciate and develop a professional understanding of the intricacies underlying currency valuation, the mechanism of exchange rate system(s), hedging of currency risks and the alternative hedging techniques & instruments available. It also aimed at providing an excellent opportunity for capacity building and to simplify the technical aspects, terminologies, guidelines and procedures in the specialized areas of foreign currency funding and currency/interest rate risk management. Sixteen participants from various sectors attended the Programme.

6. Cross Cultural Communication and Presentation Skills in International Business

A two-day MDP on Cross Cultural Communication and Presentation Skills in International Business was held in the Institute's premises during 29-30 October 2009.

The programme focused on identifying cultural differences affecting negotiations, leading from the front – managing negotiations, strategies for successful cross-cultural communication in cross-cultural negotiation situations, communicating persuasively for negotiation and making winning presentations. Thirteen participants from various sectors attended the Programme.

7. E-Procurement

A one-day MDP on E-Procurement was held in the Institute's premises on 13 November 2009.

This MDP was designed for top management executives working in state governments, public

sector undertakings, and corporates & consultancy organizations to assist them in streamlining the procurement processes in alignment with WTO's compatibility. The Programme was conducted with the hope that once the government officials and senior personnel of PSUs/other industries are made aware of the security and accountability issues related to e-tendering, they will be in a better position to take well-informed decisions, prevent e-tendering scams and ultimately result in good governance for masses. Forty-two participants from various sectors attended the Programme.

8. Psychometric Testing and its Application in Business

A two-day MDP on Psychometric Testing and its Application in Business was held in the Institute's premises during 19-20 November 2009.

The programme aimed to educate the participants about the varied psychological tests and their application in the industry, especially personality and aptitude testing. The other objectives included: to help participants identify the right psychometric tools for specific HR functions, and to help them understand the current practices regarding psychometric testing in the industry. At the end of the programme the participants were able to understand the theoretical thrusts of personality and aptitude testing, have a detailed understanding of relevant aptitude and personality tests, assess each test with reference to relevance to company competencies and assessment parameters, undergo personality test and get personalized reports and make an informed choice on using psychometric in hiring/training. Twelve participants from various sectors attended the Programme.

9. Success Strategies for International Business

A one-day MDP on Success Strategies for International Business was held in the Institute's premises on 15 January 2010.

The rapidly changing global business environment and economic upheavals offer

significant challenge not only on firms' profitability but their survival too. Therefore, both the corporate and the government need to carefully evaluate the environment of business in which they operate and evolve dynamic business strategies. The programme aimed to provide an in-depth understanding of dynamic business environment and evolve effective strategies for success in times of turbulence. Seven participants from various sectors attended the Programme.

SPONSORED PROGRAMMES

1. Training Programme on "International Business" for Indian Economic Service (IES) Officer Trainees (2007 Batch)

A two-week programme was conducted for IES Officers in the Institute's campus during 23 April-8 May 2009 in association with Ministry of Finance, Department of Economic Affairs.

The contents of the programme were: globalization debate, emerging patterns of the global political economy, multilateral framework of international trade, experiences of the interwar period and the foundations of GATT, contemporary issues in international business, India's balance of payment, foreign trade policy of India, etc. Eight IES probationers attended the programme.

2. Training Programme on "International Business" for Indian Economic Service (IES) Officer Trainees (2008 Batch)

A two-week programme was conducted for IES Officers in the Institute's campus during 22 June-3 July 2009 in association with Ministry of Finance, Department of Economic Affairs.

The contents of the programme were: globalization debate, emerging patterns of the global political economy, multilateral framework of international trade, experiences of the interwar period and the foundations of GATT, contemporary issues in international business, India's foreign trade, foreign trade policy of India, etc. Twenty IES probationers attended the programme.

3. MDP on “International Trade Procedure, Documentation, Finance and Customs Regulation” for the Officers of PEC Ltd.

A two-day programme was conducted for the officers of PEC Ltd. in the Institute’s campus during 3-4 July 2009 in association with PEC Ltd.

The contents of the programme were: international business environment with special reference to global economic slowdown, international commercial terms – risks and responsibilities of consignor and consignee, international payment terms with special reference to UCP 600, foreign currency risk management including financial derivatives, transit risk management covering maritime laws and insurance, etc. Twenty-five participants attended the programme.

4. MDP on “Currency Risk Management” for Executives of Tata Motors

A one-day programme was conducted for Executives of Tata Motors in Mumbai on 25 June 2009 in association with Tata Motors.

The contents of the programme included: understanding on currency risk and its influence on cost, marketing, financial structuring and profits, understanding on various types of exposures company need handle while conducting international business, understanding of transaction, translation, economic or operational and volatility exposures and management techniques, analysis of market hedging techniques, understanding foreign currency exchange rate forecasting techniques – fundamental and technical approach, understanding on forex risk grid of the company and hedging strategies, and understanding on live industry cases covering hedging of short and long term currency risks. Twenty participants attended the programme.

5. MDP on “Behaviour and Performance Improvement” for the Executives of PEC Ltd.

In order to provide insights into understanding different aspects of organization behaviour, assessing and evaluating personal attributes and

enhancing performance of employees, a two-day programme was conducted for executives of PEC Ltd. in the Institute’s campus during 7-8 August 2009.

The contents of the programme were: understanding different aspects of behaviour, understanding the personal dynamics of people in organizations, assessing and evaluating personal attributes, behaviour modification, enhancing leadership skills, etc. Fifteen officials from PEC Ltd. attended the programme.

6. MDP on Trade Matters Related to WTO Issues for the Officers of AYUSH Department

A three-day programme was conducted for the officers of Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homeopathy (AYUSH) in the Institute’s campus during 24-26 August 2009 in association with Department of AYUSH.

The programme was aimed at providing insights into the WTO issues specific to the Department of AYUSH.

The contents of the programme were: WTO overview, India’s strengths in AYUSH products, TRIPS/an overview of agreements, introduction to group work, international scenario with reference to AYUSH products, etc. Twenty-one officers from the Department of AYUSH attended the programme.

7. MDP on Export Marketing Procedure and Documentation for the Executives of ECGC of India Ltd.

Two five-day programmes were conducted for the Executive of ECGC of India Ltd. in the Institute’s premises during 5-9 October 2009 & 11-15 January 2010.

The programmes included sessions on export-import procedures & documentation, foreign trade policy (2009-14) of India, role of logistics in international trade, international foreign exchange markets, etc., Foreign Trade (Development and Regulation) Act, 1992, international commercial contract – content and presentation, sample of

export sales contract, processing of an export order, etc.

In the first & second batches there were thirty and twenty-eight officials respectively from the ECGC who attended the Programme.

8. Five-day In-service Training Programme on “WTO and New Trade Regime” for IAS Officers

In the series of conducting sponsored training programmes for the officers of Indian Civil Services at the behest of Department of Personnel and Training, Government of India, the Institute conducted a five-day in-service training on “WTO and New Trade Regime” for Officers of Indian Administrative and Allied Services in the campus during 4-8 January 2010 in association with DOPT.

The Programme was designed with the objective of providing an overview of the WTO and new trade regime and its institutional structure and to analyze the implementation issues with reference to various agreements. Thirty-two IAS Officers attended the programme.

9. Five-day In-service Training Programme on “Advance Course on WTO and Related Matters” for IAS Officers

A five-day in-service training on “Advance Course on WTO and Related Matters” for the officers of Indian Administrative and Allied Services was held in the campus during 8-12 February 2010 in association with DOPT.

The programme was aimed at highlighting implications of dispute settlement mechanism for India, analyze the implementation issues with reference to various agreements, understand the position of developing countries in general and India in particular, and to discuss outlines of possible national and sub-national response strategies. Thirty-nine IAS Officers attended the programme.

10. MDP on “Commercial and Trading Aspects of International Business” (with special reference to oil and gas) for ONGC officers

A five-day programme was conducted for ONGC Officers in the Institute’s campus during 22-26 February 2010 in association with ONGC.

The programme was aimed at familiarizing the participants with the foreign trade policy 2009-14 and to discuss the nuances related to international trade operations and practices. The programme content included: foreign trade policy 2009-14, international trade documentation, marine cargo insurance and claims, Incoterms 2000, international transport services – structure of shipping services for international trade, etc. Twenty-three officials from the ONGC attended the programme.

11. Professional Training Programme for ITS Officers

An eighteen-month programme is being conducted for ITS Officers in the Institute’s campus from 26 February 2010 to 26 August 2011 in association with DGFT.

The objective behind the programme is to enhance awareness about international business environment, to help the participants develop and understand international business strategies, to enhance overall skills and competency in international business among the participants, to increase proficiency in issues related to international business and trade diplomacy, etc. Two ITS probationers have been enrolled for the programme.

12. Refresher Course for In-Service ISS Officers and Senior Officers of State Governments/Union Territories on “Trade Finance & Development–Global Impact”

A five-day course was conducted for ISS Officers & Senior Officers of State Governments/ Union Territories in the Institute’s campus during 15-19 March 2010 in association with NASA.

The course was aimed at providing insights into global economic/financial crisis, India’s macro and micro-economic scenario, implications of the WTO

on international business and process of international trade transaction and documentation for exporters and importers. The contents of the course included: globalization in public debate in the aftermath of global financial/economic crisis, political economy of the world trading system and regional economic integration, India's macro-economic scenario and its foreign trade policy & analysis of India's trade potential using the online databases and information, various methods of payments used in international business transaction and risk involved, implication of WTO on international business, process of international trade transaction & documentation, etc. Seven ISS Officers attended the programme.

COLLABORATIVE PROGRAMMES

1. MDP on Corporate Social Responsibility

The Institute in collaboration with Business & Community Foundation (BCF) conducted a two-day MDP on Corporate Social Responsibility in the Institute's premises during 16-17 April 2009.

The objective of the programme was to develop the CSR knowledge base and skills of professionals so that they may play an important role in envisioning and planning the CSR initiatives in their organizations. The Programme gave an overview of the CSR, available teaching & learning literature, understanding the different aspects of CSR with the aim to make it practical & responsive in different strategic and operational environments and for integrating CSR 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. Twenty-four participants from various sectors attended the Programme.

PROGRAMMES/INTERACTIVE MEET HELD FOR FOREIGN NATIONALS

1. A Special Programme for the Diplomats from Afghanistan at the behest of Foreign Service Institute (20 January 2010)

The programme was organized to discuss "Globalization in the Public Debate in the Aftermath of the Crisis and Political Economy of the Regional Trade Blocs" for the Diplomats from Afghanistan at the behest of Foreign Service Institute. Twenty-one diplomats attended the Programme.

2. A Special Programme for the Visiting Delegation from Vietnam (22 January 2010)

The programme was organized to discuss "Regional Trade Blocs within the framework of the Multilateral Trading System and India's Experience with FTAs and PTAs" for the visiting delegation from Vietnam. Fifteen delegates attended the Programme.

3. An Interactive Meet with the African Union Delegation and Heads of African Missions in India (11 March 2010)

With a view to promoting and enhancing the capacity building, research and education in functional areas of international business in Africa and to further deepen the engagement with the African Continent, the Institute organized the above interactive meet. The interaction was organized at the behest of Ministry of External Affairs in order to explore and discuss the avenues for the setting up of India-Africa Institute of Foreign Trade in Africa.

Fifteen members of the African Union delegation, twenty Heads of various African Missions along with senior dignitaries from Ministry of Commerce & Industry and Ministry of External Affairs were present at the meet.

PROGRAMME CONDUCTED OVERSEAS

1. Executive Development Programme on “International Business”

In the year 2008 India had hosted India-Africa Forum Summit. In the Summit, Hon'ble Prime Minister Dr. Manmohan Singh had announced that India will conduct Capacity Development Programmes in various African countries for the next 5 years. As a part of this decision, IIFT has conducted a series of Executive Development Programmes on “International Business” in the following African countries during the dates shown against each.

	<i>Country</i>	<i>Duration</i>	<i>Participants</i>
1	Egypt	5-16 July 2009	30
2	Botswana	4-14 Aug. 2009	30
3	Namibia	21 Sept.-3 Oct. 2009	25
4	Angola	27-30 Oct. 2009	26
5	South Africa	19-29 Jan. 2010	35

The above programmes on International Business aimed at developing required skills and professional competency among entrepreneurs, Government officials, professionals and corporate executives in African countries. The programme seeks:

- To enhance awareness about international business environment
- To help develop international marketing strategies among the stakeholders
- To develop an understanding about export-import procedures and documentation
- To understand the international trade logistics and supply chain management
- To increase proficiency in issues related to international business and trade diplomacy
- To enhance overall skills and competency in international business among the participants.

The programmes were customized to incorporate specific needs and issues related to the host country and received overwhelming response and appreciation from the media.

MDPs IN HINDI MEDIUM

In order to enhance awareness about international business environment and to help develop international marketing strategies and an understanding about export-import procedures & documentation among small scale business entities, craftsmen & women, the Institute conducted a series of Management Development Programmes in Hindi language as the medium of instruction.

1. **MDP on Export Marketing, Procedure and Documentation at Patiala** during 7-11 April 2009 in association with Regional Joint Director–Foreign Trade, Ludhiana. Ninety-three participants from various small scale enterprises /organizations attended the training programme.
2. **MDP on Export Marketing, Procedure and Documentation at Nagpur** in association with Management Development Institute, Nagpur was organized during 28-30 July 2009. Thirty participants from various small scale enterprises /organizations attended the training programme.
3. **MDP on Export Marketing, Procedure and Documentation at Kashipur** in association with Federation of Indian Export Organizations, Delhi was organized during 24-26 August 2009. Sixty-one participants from various small scale enterprises /organizations attended the training programme.
4. **MDP on Export Marketing, Procedure and Documentation at Mandi Gobind Garh, Punjab** in association with Regional Joint Director–Foreign Trade, Ludhiana was organized during 1-4 December 2009 at Ludhiana. Thirty participants from various small scale enterprises/organizations attended the training programme.
5. **MDP on Export Marketing, Procedure and Documentation at Itanagar, North-East** in association with Commerce & Trade Directorate, Government of Arunachal Pradesh and IIFT Kolkata Centre was organized during 23-24 February 2010 at Itanagar. Fifty-one participants from various small scale enterprises/ organizations attended the training programme.

PROGRAMMES CONDUCTED DURING 2009-10 – AT A GLANCE

<i>Sl. No.</i>	<i>Programme</i>	<i>Venue</i>	<i>Dates/ Duration</i>	<i>No. of partici- cipants</i>
A. FOUNDATIONAL PROGRAMMES				
1	MBA (International Business)	IIFT Delhi	2008-2010	113
			2009-2011	159
		IIFT Kolkata	2008-2010	60
			2009-2011	57
2	MBA (International Business) Part Time	IIFT Delhi	2007-2010	56
			2008-2011	57
			2009-2012	63
		IIFT Kolkata	2007-2010	53
			2008-2011	47
			2009-2012	46
3	MBA (IB) Dar-es-Salaam	Tanzania	2008-10	60
			2009-11	50
4	Executive Post Graduate Diploma in International Business	IIFT Delhi	Sept. 2008-Feb. 2010	67
			Sept. 2009-Feb. 2011	75
5	Executive Post Graduate Diploma in International Business (thru VSAT)	91 cities	Jan.-Dec. 2009	106
6	Executive Post Graduate Diploma in Industrial Marketing	IIFT Delhi	Aug. 2009-Jan. 2011	34
7	Executive Post Graduate Diploma in Industrial Marketing for Executives of L&T	IIFT Delhi	March 2010-Aug. 2011	22
8	Executive Post Graduate Diploma in Capital and Financial Markets	IIFT Delhi	Oct. 2009-March 2011	24
B. PART TIME CERTIFICATE COURSES				
1	Certificate Programme in Export Management	IIFT Delhi	April-July 2009	37
			Nov. 2009-Feb. 2010	54
2	French Language Course	IIFT Delhi	March-June 2009	16
3	Spanish Language Course	IIFT Delhi	March-June 2009	08
C. MANAGEMENT DEVELOPMENT PROGRAMMES				
(i) OPEN PROGRAMMES				
1	Export-Import Procedure and Documentation	Delhi	15-19 June 2009	9
2	Letter of Credit and UCP 600 - Issues and Implications to Secure Payments	Delhi	17 July 2009	19
3	Financial Strategies for Global Firms	Delhi	24 July 2009	16



<i>Sl. No.</i>	<i>Programme</i>	<i>Venue</i>	<i>Dates/ Duration</i>	<i>No. of partici- pants</i>
4	Logistics Management for International Business Development	Delhi	27-28 Aug. 2009	17
5	Foreign Currency Loan and Currency Risk Management	Delhi	22-23 Sept. 2009	16
6	Cross Cultural Communication and Presentation Skills in International Business	Delhi	29-30 Oct. 2009	13
7	E-Procurement	Delhi	13 Nov. 2009	42
8	Psychometric Testing and its Application in Business	Delhi	19-20 Nov. 2009	12
9	Logistics Management for International Business Development	Delhi	17-18 Dec. 2009	15
10	Success Strategies for International Business	Delhi	15 Jan. 2010	7
(ii) SPONSORED PROGRAMMES				
1	Training Programme on "International Business" for Indian Economic Service (IES) Officer Trainees (2007 Batch) (Sponsored by: Ministry of Finance, Department of Economic Affairs)	Delhi	23 April-8 May 2009	8
2	Training Programme on "International Business" for Indian Economic Service (IES) Officer Trainees (2008 Batch)(Sponsored by: Ministry of Finance, Department of Economic Affairs)	Delhi	22 June to 3 July 2009	20
3	MDP on "International Trade Procedure, Documentation, Finance and Customs Regulation" for the officers of PEC Ltd. (Sponsored by: PEC Ltd.)	Delhi	3-4 July 2009	25
4	MDP on "Currency Risk Management" for Executives of Tata Motors (Sponsored by: Tata Motors)	Mumbai	25 June 2009	20
5	MDP on "Behaviour and Performance Improvement" for the Executives of PEC Ltd.(Sponsored by: PEC Ltd.)	Delhi	7-8 Aug. 2009	15
6	MDP on Trade Matters related to WTO Issues for the officers of AYUSH Department (Sponsored by: Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy (AYUSH))	Delhi	24-26 Aug. 2009	21
7	MDP on Export Marketing Procedure and Documentation for the Executives of ECGC of India Ltd. (Sponsored by: ECGC)	Delhi	5-9 Oct. 2009	30
8	Five-Day In-Service Training Programme on "WTO & New Trade Regime" for IAS Officers (Sponsored by: DOPT)	Delhi	4-8 Jan. 2010	32
9	Five-Day In-Service Training Programme on "Advance Course on WTO and Related Matters" for IAS Officers (Sponsored by: DOPT)	Delhi	8-12 Feb. 2010	39

Sl. No.	Programme	Venue	Dates/ Duration	No. of participants
10	MDP on Export Marketing Procedure and Documentation for the Executives of ECGC of India Ltd. (Sponsored by: ECGC)	Delhi	11-15 Jan. 2010	28
11	MDP on "Commercial and Trading Aspects of International Business" (with special reference to oil and gas) for ONGC officers (Sponsored by: ONGC)	Delhi	22-26 Feb. 2010	23
12	Professional Training Programme for ITS Officers (Sponsored by: DGFT)	Delhi	18 Months (26 Feb. 2010 to 26 Aug. 2011)	2
13	Refresher Course for In-Service ISS Officers and Senior Officers of State Govts./Union Territories on "Trade Finance & Development–Global Impact" (Sponsored by: NASA)	Delhi	15-19 March 2010	7
(iii) COLLABORATIVE PROGRAMMES				
1	MDP on "Corporate Social Responsibility" (in collaboration with BCF)	Delhi	16-17 April 2009	24
(iv) PROGRAMMES/INTERACTIVE MEET HELD FOR FOREIGN NATIONALS				
1	A Special Programme for the Diplomats from Afghanistan at the behest of Foreign Service Institute	Delhi	20 Jan. 2010	21
2	A Special Programme for the Visiting Delegation from Vietnam	Delhi	22 Jan. 2010	15
3	An Interactive Meet with the African Union Delegation and Heads of African Missions in India	Delhi	11 March 2010	15
(v) PROGRAMME CONDUCTED OVERSEAS				
1	Executive Development Programme on "International Business"	Egypt	5-16 July 2009	30
2	Executive Development Programme on "International Business"	Botswana	4-14 Aug. 2009	30
3	Executive Development Programme on "International Business"	Namibia	21 Sept.-3 Oct. 2009	25
4	Executive Development Programme on "International Business"	Angola	27-30 Oct. 2009	26
5	Executive Development Programme on "International Business"	Pretoria	19-29 Jan. 2010	35
(vi) MDPs in Hindi Medium				
1	MDP on Export Marketing, Procedure and Documentation (in association with Regional Joint Director – Foreign Trade, Ludhiana)	Patiala	7-11 April 2009	93



<i>Sl. No.</i>	<i>Programme</i>	<i>Venue</i>	<i>Dates/ Duration</i>	<i>No. of participants</i>
2	MDP on Export Marketing, Procedure and Documentation (in association with Management Development Institute, Nagpur)	Nagpur	28-30 July 2009	30
3	MDP on Export Marketing, Procedure and Documentation (in association with Federation of Indian Export Organizations, Delhi)	Kashipur	24-26 Aug. 2009	61
4	MDP on Export Marketing, Procedure and Documentation (in association with Regional Joint Director–Foreign Trade, Ludhiana)	Mandi Gobind Garh, Punjab	1-4 Dec. 2009	30
5	MDP on Export Marketing, Procedure and Documentation (in association with Commerce and Trade Directorate, Government of Arunachal Pradesh & IIFT Kolkata Centre)	Itanagar	23-24 Feb. 2010	51

RESEARCH

1. Study on Prospects of India's Economic Cooperation with Jordan

The Study was carried out for Ministry of Commerce & Industry, Government of India with the following terms of reference:

I. Macroeconomic Profile and Performance of Jordan:

- Analysis of GDP trend and contribution of various sectors
- Analysis of other macroeconomic variables (government finance, inflation, interest rates, exchange rates)
- Analysis of balance of payments
- Analysis of investment trend and capital account of balance of payments
- Economic forecast, investment scenario, political stability, etc.

II. Analysis of External Sector of Jordan

- Trade with the world
 - (i) Product basket,
 - (ii) Major partner countries,
 - (iii) Role in WTO,
 - (iv) RTA with other countries/trade blocs
 - (v) Overall trade policy
- Bilateral trade relations with India
 - (i) Trend analysis of export and import of India with Jordan
 - (ii) India's major exportable and importable products (2 digit and 6 digit level) to/from Jordan
 - (iii) Analysis of product basket in details (share, growth rates, etc) to identify high growth-high share, high growth-low share products from India's export and import interest
 - (iv) Trade Complementarity Index (TCI) calculation

III. Analysis of Potential Tradable Products

- Calculation of Revealed Comparative Advantage (RCA)

- Identification of potential products for exports: What India is exporting to World but not to Jordan.
- Identification of potential products for imports.

IV. Analysis of Trade Barriers

- Trend analysis of tariff changes
- Detailed analysis of 6-digit level of tariffs on India's export items to Jordan
- Analysis of non-tariff barriers.

V. Towards Good Sector Cooperation

- Projection of trade gains from bilateral trade agreement
- Possible negative and sensitive list

VI. Investment Opportunities and Other Issues

- Identification of services of India's Interest and analysis of the existing market structure of the identified services in Jordan
- Identification of market access barrier and MFN exemption in the identified services
- Analysis of existing FDI regulations and sources of current FDI in Jordan and identification of sectors where FDI from India will be beneficial
- Analysis of potential FDI from Jordan.

2. Export Prospects for Indian Agricultural Products – An Assessment of Issues

The study was carried out for the Ministry of Agriculture, Govt. of India with the following specific objectives:

1. Critically examine the trends in global agricultural trade and identify the export potential products for India.
2. Critically examine the direction of trade and identify the emerging markets for India.
3. Examine the constraints for export growth in terms of market access, domestic and export subsidies on products of export interest to India.
4. Critically examine the constraints and opportunities for trade expansion under the existing and prospective RTAs.

The study has been carried out. Rigorous methodologies have been used and extensive data analysis has been carried out to identify India's competitive agricultural exports and potential markets. The study also analyzed various options for meeting the emerging global challenges.

3. Evaluation of Performance of Export Promotion Councils

The study was conducted for Department of Commerce, Ministry of Commerce & Industry. The following are the terms of reference:

1. Review and suggest revised objectives of Export Promotion Councils with a view to make them potent source of promotion and facilitation for international trade.
2. Study of functioning of selected EPCs to understand their efficacy in the following areas:
 - Analysis of export performance in terms of different segments of their products to various regions/countries;
 - Identification of major trading partners and potential trading partners;
 - Identification of major competing countries for different product groups which have the potential to replace Indian goods in the major trading partners/potential trading partner countries;
 - Identification of non-tariff barriers of exports to various countries/regions.
3. Review and recommend organizational structure and institutional mechanism for Export Promotion Councils in order to ensure their democratic functioning and greater degree of participation from members in their activities, as also to ensure synergies between large and small members within the councils.
4. Review the functioning of the EPCs for systematic interaction with their members in a regular and structured manner and identify various domestic policy, export policy and third country related issues which are to be addressed for improving sectoral competitiveness and exports.
5. Review and suggest ways of improving skills and human resource capacities of Export

Promotion Councils with a view to strengthen them as a means of providing guidance to their constituents in international trade and offer information, analysis and advice for decision making to the Government and the Council members.

The Study has been completed and report submitted to the Department of Commerce.

4. Implementation of India-Sri Lanka Free Trade Agreement: Issues and Concerns

The study was conducted for Department of Commerce, Ministry of Commerce & Industry. The study made attempts to see in retrospect the impact of FTA on selected sectors in India. The terms of reference for the study were as follows:

- Analysis of overall trade and production dynamics by identifying the critical sectors
- The future potential of India's exportable such as petroleum products, chemicals, etc and importable such as copper, edible oil, spices, etc
- The impact of trade of cash crops through FTA routes
- Analysis of nuances of Rules of Origin problems (Multiple RoO and circumvention of rules) and its implementation problem
- Analysis of existing tariff and non-tariff barriers (especially quota on tea and spices).

5. Export Potential for Value Added Cashew Products in Russia and China

The study was conducted for the Kerala State Cashew Development Corporation (KSCDC) with following terms of reference:

1. Review the developments in cashew industry (both at global and domestic levels) and assess the potential market opportunities for KSCDC.
2. Detailed examination of demand trends and the structural composition of cashew industry in China and propose market entry suggestions for KSCDC's value-added cashew products.
3. Detailed examination of demand trends and the structural composition of nut, snack and confectionary industry in Russia and propose market entry suggestions for KSCDC's value-added products.

4. Develop specific Export Strategy Options for China and Russia in terms of product range, target consumer, promotion strategy, distribution strategy, stocking policy and importation options.

The study has analyzed the emerging export opportunities for KSCDC's products in China and Russia. These markets have been selected as India has no commercial presence and a successful entry to help the company to reap the benefits of first mover. The export potential for KSCDC's products in these markets have been assessed by undertaking detail market surveys that covered market characteristics, consumption patterns, competitors' assessment, distribution & logistics networks and import procedures.

6. Designing Gender Sensitive Foreign Trade Policy for India

The study offered by the Ministry of Commerce & Industry was jointly conducted by IIFT and Consumer Unity & Trust Society (CUTS). The study explores the linkages between gender and trade with special reference to India. The importance of gender issues for economic as well as trade policy has gained significant ground over the last decade.

The study reviews some of the key international literature on the issue, summarizes government responses in terms of export related and domestic policies and programmes and provides insights through new primary research into sectors in India which employ large numbers of women workers. The study provides ideas and recommendations for future action to ensure both women and men benefit from future trade liberalization.

7. Declining Trend of Exports in Handicraft in India: Measures to Arrest the Decline

The study was conducted for Office of the Development Commissioner (Handicrafts), Ministry of Textiles, GOI with the following terms of reference:

- To enhance the competitiveness of Handicrafts products in terms of increased market share and ensuring increased productivity by higher unit value realization of the products.

- To build and ensure effective supply system that is geared to responding to large scale orders, adhering to quality and product standardization which are prerequisites of global markets.
- To provide requisite support/linkages in terms of adequate infrastructure, technology, product diversification, design security and other components that are vital for sustainability of artisans/craftsmen engaged in the Handicrafts sector.
- Convergence of various resources available under various on-going export promotion schemes.
- Public-Private Partnership (PPP) model in the form of collaboration between the Central/State Governments, artisans and their groups, financially creditworthy and commercially linked marketing enterprises and financial institutions.
- Pro-active and strong technical and programme management assistance for export capacity building, designing of the interventions and their implementation.

8. Exchange Rate Movement and India's Exports of Textiles and Engineering Goods

At the instance of Reserve Bank of India (RBI), the Institute has undertaken this research study in which not only the impact of exchange rate on export performance has been examined but also the structural factors affecting the export of these commodities including certain non-price factors.

The broad objective of the project was to analyze the export performance of the Textiles and the Engineering Goods sectors in India with a view to suggest policy for improving performance. This broad objective was divided into three sub-objectives:

1. To determine the determinants of exports in these sectors
2. To determine the major problems faced by the exporters in the sectors
3. Based on (1) and (2) Suggest policy measures for improving export performance.

Objective 1 was further divided into the following parts:

- To study the Commodity Composition of Textile & Engineering exports and structural shifts therein
- To review the policy changes affecting the Textile & Engineering exports – with a focus on exchange rate policies
- To examine the criticality of exchange rate in affecting the competitiveness of Textiles & Engineering Goods exports. (Price vs. Non-price factors)

The study has been completed and report submitted to RBI.

9. Preparation of National Citizen Satisfaction Index

The study was conducted for Quality Council of India. It aimed at measuring citizen satisfaction levels across 28 states in India covering seven sectors, namely: Education, Healthcare, Consumption, Environment, Governance, Physical Infrastructure and Information Technology by using certain sub-indices within each category. The existing literature which dealt with the nexus between consumer satisfaction and different aspects of public utility services has mostly been limited at the township or city levels. The study is therefore a concerted effort to study citizen satisfaction across Indian states. The stated objective of the study is to understand the cross-state efficiency and accountability of provision of public utility services by the governments and citizens' notional appraisal of those services. The study is expected to help the government to understand the expectations of the general public, which in the long run would enhance the quality of life, and hence satisfaction.

10. Evaluation of Market Access Initiative (MAI) Scheme

The study was conducted for Department of Commerce, Ministry of Commerce & Industry with the following terms of reference:

1. To assess the impact of projects and studies sanctioned under the MAI scheme on Export Promotion.

2. To evaluate the quality of projects implemented and study reports generated.
3. To find out the level of participation by the different stakeholders including EPCs, Chambers, Ministries, etc.
4. To assess the reach of the benefits of the scheme to the SME exporters.
5. To find out the best format which has created more impact on the beneficiaries, under the current scheme?
6. To find out the dissemination level of the studies under the scheme and their impact.
7. To assess the implementation mechanism adopted by the executing institutions like EPCs and its efficacy.
8. To broadly find out the extent of ultimate benefits in terms of product reach and/ or new markets for the Indian exporters.
9. To evaluate the strength of the executing agencies in terms of capabilities, resources and structure suitable to MAI scheme including revenue sources and membership fees for the EPCs.

The study has been completed and report submitted to the Department of Commerce.

11. Feasibility of Trade and Investment Framework Agreement (TIFA) between India and the East African Community (EAC)

The study offered by Department of Commerce, Ministry of Commerce & Industry was conducted to analyze India's existing economic relations with East African Community (EAC) consisting of Burundi, Kenya, Rwanda, Tanzania & Uganda and to gauge in which way these economic relations can be strengthened. In other words, the study was launched to evaluate macroeconomic profile of EAC members, India's bilateral trade relationship, identify future trade and investment potentiality both in goods and services sectors and recommend government on broad framework of strategies to enhance cooperation. The study has clearly identified that there are potential gains to India in engaging itself with EAC through a trade and investment framework agreement (TIFA). TIFA will enable India to have better market access in these countries.

INTERNATIONAL COOPERATION

1. New Collaboration

IIFT has entered into an MOU with A4-U Spain, thus enhancing the number of international collaborations to 32.

2. Student Exchange Programme

Inbound Students

For the 2009-10 academic session there were 17 students coming from different universities and institutions across Europe.

Outbound Students

For the 2009-10 academic session the total number of IIFT students studying in foreign universities for a semester increased from 25 to 36.

3. IIFT Faculty Participation in National and International Conference/Training Programme

- Eight Faculty members attended National Seminars and Conferences.
- Eight Faculty members presented papers and participated in International Conferences, Workshops and Seminars.
- Two Members attended training programme of Harvard Business School.

4. Delegations from Abroad

Seven Delegations from abroad came for meeting. A three-member ADB Delegation visited IIFT in November 2009 and Vice President of Vietnam Academy of Social Sciences (VASS) visited IIFT on 18 January 2010.

5. Off-Campus Programme

IIFT in collaboration with Institute of Finance Management (IFM), Dar-es-Salaam offers the MBA (IB) programme for working executives. The Convocation of the VII Batch was held on 4 March 2010. 44 students completed MBA (IB) 2007-09 programme and degree awarded to them. The

Chief Guest was Shri K.T. Chacko, Director IIFT and Guest of Honour was H.E. K.V. Bhagirath, High Commissioner of India, Tanzania.

6. VSAT Based Programme:

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

Participants of the 4th batch of the EPGDIB (VSAT) programme which commenced in January 2009 received their diploma in March 2010 Convocation. This marks the completion of the first batch of the EPGDIB (VSAT) with a 12-month duration. This was also the first batch to attend a one-week international port visit cum study tour organized in collaboration with Nyenrode Business University, Holland. The study tour was conducted from 9 to 14 November 2009 at the NBU Campus.

The 5th batch of the EPGDIB (VSAT) programme commenced in December 2009 with 115 participants.

7. Post Graduate Certificate Programme in International Business

The 2nd PGCPIB programme in collaboration with NIIT was completed in the month of March 2010. Thirty-eight candidates had taken admission. The candidates who have taken admission are from varied background, where 42% of them are graduate engineers, 26% already have a post graduate degree in management, 13% have a commerce background, 7% are from general science background and 7% have done their bachelors degree in arts.

8. New Initiatives

- First IIFT-IFM Alumni Meet was launched and Shri K.T. Chacko, Director IIFT inaugurated the Meet at Dar-es-Salaam on 4 March 2010.
- IIFT will also host the participants from Nyenrode University for a nine-day module on Financial Issues in Food and Agricultural Business in India.

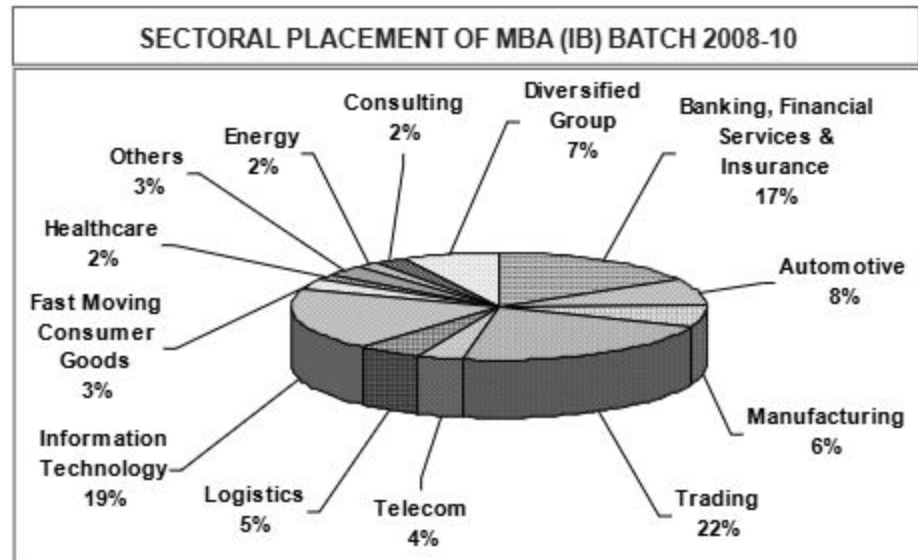
Placements

IIFT witnessed 100% placements of its MBA (IB) students in 2010 creating new benchmarks in many fronts - highest salary of US\$150,000 p.a., average salary of ₹ 11.62 lacs p.a. and 10% of the batch was placed abroad. There was a rise of about 54% in the average salary from previous year.

The placements started with about 25% of the batch getting Pre-Placement Offers (PPOs) based on their good performance in Summer Internship. In all, about 80 companies agreed to participate in placement process but all the students of the batch were placed by 62 companies. About 7% of the batch was recruited by PSUs. Apart from regular recruiters, there were 18 new recruiters this year who participated in our campus selection process.

The companies from Trading, IT, Banking & Financial Services, Automotive, Manufacturing, Logistics, FMCG, Consulting, Energy, Healthcare and Telecom, etc. participated in the placement process of 2010.

The sectoral placements of MBA (IB) students of 2008-10 batch is as given below:



Social Awareness Programme (SAP)

The objective of SAP is to sensitize the minds of the students with social issues through presentation by partner NGOs and conducting projects. This year 32 NGOs (19 in Delhi for 107 students and 13 NGOs in Kolkata for 57 students) were identified as partner NGOs under Social Awareness Programme. The students did project of about three weeks with NGOs which carried four credits.

INTERACTION

NUMBER of professionals from Industry came to IIFT to share their experience and knowledge with the students which helped them to broaden their perspective. Some eminent speakers during the year were:

Speaker	Designation	Organization
Shri Bharat Doshi	President	Bombay Chamber of Commerce & Industry
Shri Rakesh Jhunjhunwala	Partner	RaRe Enterprises
Ms. Madhabi Puri Buch	MD & CEO	ICICI Securities Ltd.
Mr. Lamon Rutten	MD & CEO	MCX
Shri Baman K Mehta	Chief Executive Officer	Darashaw & Co.
Shri Amit Chandra	MD & Country Head	Bain Capital India
Shri J.N. Gupta	Executive Director	SEBI
Shri. S.K. Roongta	Chairman	SAIL
Shri Hemant Mishr	MD & Head of Global Markets	Standard Chartered Bank
Shri Ajay Dwivedi	Director, Structured Finance Ratings	CRISIL Ltd.
Shri Krishnamurthy Vijayan	Executive Chairman	JP Morgan Asset Management
Shri Madhu Kannan	MD & CEO	Bombay Stock Exchange
Shri Ajay Kumar	Ex-Executive Director	ET
Shri Dinesh Thakkar	Founder & MD	Angel Broking
Shri Sunil Tandon	MD	Ariston Advisors
Dr. Shubhada Rao	Exe. VP & Chief Economist	Yes Bank
Dr. Venkatachalam Shunmugam	Chief Economist	MCX
Shri Som Mittal	President	NASSCOM
Shri Raman Roy	CMD	Quattro
Shri V.R. Ferose	MD	SAP LABS India
Shri Manish Gupta	Executive Director	IBM India Research Lab
Shri G. Raghavan	President, Global Individual Learning Solutions	NIIT
Shri Rajdeep Sahrawat	VP, Domestic IT Market Initiative, Green IT	NASSCOM
Ms. Ravichandar R. Padma	Managing Director	Mercer India
Shri Anand Pillai	Sr. VP & Global Head	HCL
Shri Sachin Mulay	GM, Strategic Marketing	Wipro
Dr. Vibha Dhawan	Executive Director	TERI
Shri Ambrish Bakaya	Director, Corporate Affairs	Nokia
Shri Kothandaraman Karunagaran	Director, Infrastructure Service	CSC
Ms. Pallavi Kathuria	Director, Server Business & Chief Compete Officer	Microsoft India
Shri Sandyp Bhattacharya	VP – HR	Comviva (Bharti Telesoft)
Shri Girish Srivastava	Founder & CEO	GnS Advisory Services
Shri Saugata Roy	Union Minister of State, Urban Development	Government of India
Shri Atulit Saxena	COO	Future Brands Limited
Shri Sanjeev Asthana	President and CE	Reliance Retail
Shri Kishore Chakraborti	VP	McCann Erickson
Shri T.S. Mohan Krishnan	Senior VP	IMRB International

STUDENT ACTIVITIES

THE International Management Forum (IMF) is an elected body of the students of full-time MBA (IB) Programme of IIFT. It consists of ten elected members, five from each campus i.e. Delhi and Kolkata. The IMF coordinates all the students' activities such as organizing National Symposia, Conclaves, Sports and Quiz Competitions. It also interacts with the leaders of knowledge domain.

EVENTS ORGANIZED DURING 2009-10

1. National IT Symposium

National IT Symposium was organized in association with NASSCOM in New Delhi having theme as **"Indian IT: Opportunities in the Emerging Market Scenario"** on 30 July 2009. The symposium was inaugurated by Shri Raman Roy, CMD, Quattro. The keynote speaker at the symposium was Shri Som Mittal, President, NASSCOM. Prominent speakers shared their views at the symposium.

2. IIFT-CII Trade and Logistics Symposium

Trade and Logistics Symposium was organized in association with Confederation of Indian Industry (CII) on 26 August 2009 at Kolkata. The theme of the symposium was **"Unleashing the Untapped Potential in Trading with Focus on Sustenance"**. The keynote speaker at the symposium was Shri Saugata Roy, Union Minister of State, Urban Development.

3. National Finance Symposium

The National Finance Symposium was organized in association with Bombay Chamber of Commerce and Industry on 17 November 2009 at Taj President, Cuffe Parade, Mumbai. The theme of the symposium was **"The Future of Investments – A Quest for Value"** Keynote speaker at the symposium was Shri Bharat Doshi, President, BOMCHAM. Prominent speakers from the financial sector addressed the participants.

4. IIFT–NMCC Tradewinds, Manufacturing Symposium

Manufacturing Symposium was organized in association with National Manufacturing Competitiveness Council (NMCC) on 17 November 2009 at Kolkata. The theme of the symposium was **"Indian Manufacturing Industry – Sustaining Growth in Turbulent Times"** The keynote speaker at the symposium was Shri S.K. Roongta, Chairman, SAIL.

5. Marketing Conclave 2009

Marketing Conclave was organized on 13 November 2009 in New Delhi having theme as **"Breaking through the 360 Degree Clutter"**. The prominent speakers were Shri Atulit Saxena, COO, Future Brands; Shri Sanjeev Asthana, President, Reliance Retail; Shri Kishore Chakraborti, VP, McCann Erickson India; and Shri T.S. Mohan Krishnan, Senior VP, IMRB .

6. Quo-Vadis 2009

Quo-Vadis is a prestigious annual management festival which was organized during 13-15 November 2009 at Delhi. The event witnessed participation of students from all major B-Schools of the country in a variety of competitions based on various functional domains such as Consulting, Marketing, Branding, Business Strategy, Finance and Corporate Social Responsibility.

7. Koshish

The **"Koshish"** Club of IIFT students focuses on giving possible assistance to underprivileged, physically challenged people and senior citizens of the society. The club organized blood donation camp in association with Rotary and Innerwheel clubs of Delhi Panchshila Park on 3 November 2009 at the Institute. The club distributed educational kits to hundred girl students of Govt. Schools on merit cum means basis during the event on **"Scholarship for Girl Child Education"**. The members of the club also visited old age homes.

8. Live Projects

Many students worked on live projects with various companies. Some of them being: Nokia Siemens Network, Sumitomo Corn. Ltd., L'oreal,

Axis Bank, Dr. Reddy's Labs, Religare Capital Markets, Airtel, Olam International, TATA Power Ltd., Emergent Ventures, ETI Dynamics, Genzyme Corpn., FICCI, WTO Cell, Govt. of Andhra Pradesh, Unitech Pvt. Ltd., CBI, etc.

AWARDS WON BY IIFTIANS IN NATIONAL/INTERNATIONAL EVENTS IN 2009-10

Event	Prize	Winners
1. Renaissance - Marketing in Recession (2010), XLRI	1st	<ul style="list-style-type: none"> • Yogeshwaran S. • Ratika Kapoor
2. Amaethon Case-o-Logy (2010), IIM-A	1st	<ul style="list-style-type: none"> • Madhuri Ghosh • Aditya Singh • Debajyoti Bhattacharya
3. C-STRAT (2010), IIM-K	1st	<ul style="list-style-type: none"> • Akshay Yadav • Anish Bhatnagar • Anushil
4. SCAN - Market Research Competition (2010), IIM-B	2nd	<ul style="list-style-type: none"> • Jeevan Raju • Janani Kandaswamy • Subbarama Sarma
5. Whirlpool Ideate Case Study Competition 2009	2nd	<ul style="list-style-type: none"> • Vibhu Mishra • Ashish Gupta • Shweta Gaggar
6. Kreate '10 B-Plan Contest 2009	1st	<ul style="list-style-type: none"> • Vibhu Mishra • Ashish Gupta • Shweta Gaggar
7. Mall Maul 2010, IIM-K	2nd	<ul style="list-style-type: none"> • Amit Chawla • Shilpi Gupta
8. Tata Co-creating Careers 2010, SPJIMR	2nd	<ul style="list-style-type: none"> • Shivam Sinha • Gunashekhhar A.
9. Cross-Talk Debate 2010, SPJIMR	1st	<ul style="list-style-type: none"> • Udit Narula • Gaurav Chibbar • Shivam Sinha
10. All India Debate 2010, Ministry of Defence	Best Speaker	<ul style="list-style-type: none"> • Gaurav Chibbar • Teena Sidana
11. Marketing World Cup 09, IMT Ghaziabad	2nd	<ul style="list-style-type: none"> • Ramakrishnan Rajagopalan • Shwetha Kamala • Shivam Sinha • Vinay Suri • Abhilasha • Akshay Moorthy • Surbhi Nalwaya • Amit Chawla
12. Paper Presentation Competition, Aahan 2010, Delhi School of Economics	1st	<ul style="list-style-type: none"> • Mayur Toshniwal • Preyoshi Ganguly
13. ETA - The Operations Event at PARAGANA 2009, NMIMS	1st	<ul style="list-style-type: none"> • Shilpi Gupta • Sukriti Saluja • Akansha Bansal
14. IMT, Ghaziabad Media Entertainment Literature and Art Quiz, Oct. 2009	2nd	<ul style="list-style-type: none"> • Ashmita Paul
15. Winds of Change paper writing competition, SPJAIN Mumbai	2nd	<ul style="list-style-type: none"> • Sukrit Gupta • Mritunjay Kumar
16. "Dare-09" International Business Quiz	1st	<ul style="list-style-type: none"> • Abhishek Rai

FOREIGN TRADE LIBRARY

DELHI CAMPUS

The Foreign Trade Library of IIFT is a fully automated library and is one of the largest of its kind (specializing in International Business) in India. It continued with its endeavour to add to its collection of specialized publications and expand and improve its services. Foreign Trade Library is a vast knowledge bank with an impressive collection of 98,656 resources that comprises of 71,565 Book/CDs-volumes, 17,281 bound periodicals, and 663 periodicals. In addition to these, its collection comprises of research reports, company reports, CD-ROMs, videocassettes in the field of Management, Foreign Trade and WTO related issues. Further, the Library continuously enriches itself with the publications from national and international organizations such as United Nations Agencies, ITC/UNCTAD/WTO, International Monetary Fund, World Bank, Ministries and Departments of Government of India, Export Promotion Councils, Commodity Boards and other Trade Promotion Organizations. The 'WTO Resource Centre' continues to provide information exclusively on WTO and related issues.

Section-wise distribution of the Library acquisition during 2009-10 is given below:

**IIFT DELHI LIBRARY:
POSITION OF LIBRARY ACQUISITIONS DURING 2009-10**

<i>Section</i>	<i>Acquisition in 2009-10</i>	<i>Total as on 31.3.2010</i>
Books, Reports, Video Cassettes & CD-ROMs (including complimentary publications)	929	71,565
Documents	NIL	9,122
Bound volumes of periodicals (including journals received free)	393	17,281
Subscribed/Complimentary Journals	-	663
Databases/Online Sites	4	25
Total	1326	98,656*

* 20 Complimentary Journals discontinued/ceased by the publishers.

e-Resources

In order to facilitate online access to information, the Library has also subscribed to trade related twenty-five 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 expanding day by day to fulfill the need 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, videocassettes, 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.

Research Scholars from various universities both Indian and foreign made 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 around 2600 books and CDs and around 110 national and international journals in the field of management and its related facets. Twenty more magazines and fourteen business dailies are also available in its periodical section. The collection comprises of documents in the field of Management, Statistics, Economics, 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 and 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 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, new 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, etc.

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

**IIFT KOLKATA LIBRARY:
POSITION OF LIBRARY ACQUISITIONS DURING 2009-10**

Section	Acquisition in 2009-10	Total as on 31.3.2010
Books	751+124 (Free) = 875	2521
Journals	4	108
Bound Volumes	134	247
Databases	1	22
Total	914	3098

GENERAL

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

During the year, two meetings each of the Board of Management on 24 September 2009 and 25 March 2010; Finance Committee on 28 August 2009 and 25 February 2010 and Academic Council on 24 September 2009 and 26 March 2010 were held.

COMPUTER CENTRE

DELHI CAMPUS

There are well equipped Computer Centres exclusively for the students and for training and research activities of the Institute. The computer centres for the students are open round-the-clock and have access to all IT facilities, including internet. The Institute has 8 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
- Finance Accounting
- Employee Information System
- Learning Resource Centre for students
- Campus Network for students activities.

The Institute has the following IT infrastructure:

Servers

Following servers are available in the Institute:

- IBM Blade Centre with 8 Blade Servers connected to SAN Storage
- Three HP 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. Wi-Fi connectivity is also available in Hostels. IIFT Delhi and Kolkata Campuses are connected with 2 mbps MPLS link.

Video Conference

Video conference facilities are available between Delhi and Kolkata campuses.

Nodes

Core 2 duo and P4 computers with colour monitors loaded with Windows 2000/XP, MS-Office 2000/XP: 300 Nos.

Printers

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

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 MPLS link. The Centre has the following IT infrastructure:

Servers

1. HCL WIN 2003
2. HP Proliant DL 380

Nodes

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

PUBLICATIONS

THE Institute brought out the following periodicals during the year 2009-10, 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 *Multilateralism at Crossroads; What Developing Countries Can Expect from WTO; Experiences of Recently Acceded Member Countries to WTO; Progress on Trade Facilitation; Dispute Settlement and Trade & Environment*. 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

Ashim Raj Singla and Ashish Seth, "Challenges in ERP Implementation" for National Seminar on Modern Trends and Techniques in Computing, 30 March 2010 by School of Computer & Systems Sciences, Jaipur National University.

Ashim Raj Singla and Ashish Seth, "Future Business Architecture Challenges" in 2nd International Conference on Innovative Practices in Management and Information Technology for Excellence, 8 May 2010 at MAIMT, Jagadhari.

Ashim Raj Singla, "Aspects of Service Oriented Computing", in *the Journal for Computing Teachers*, Spring 2010. (Co-authored with: Seth A. and Seth K.)

Ashim Raj Singla, "Challenges in Enterprise Information Systems Implementation: An Empirical Study", in *Enterprise Information Systems and Implementing IT Infrastructures*, Business Science Reference (IGI Global), Hershey, USA, pp. 195-208.

B.R. Chaudhury, "Outreach of SHG-Bank Linkage in India – A District-Level Analysis", in V. Sudha, K. Kalidas and R. Sampath Kumar (Ed.), *Financial Inclusion—Aspects, Issues and Way Forward*, Published by Himalaya Publishing House.

Biswajit Nag (2009), "Bilateral Trade and Investment between India and China: Measuring Relative Competitiveness in Each Other's Market", co-authored, *Foreign Trade Review*, Vol. XLIV, No. 2, July-Sept.

Biswajit Nag, "Dispute Settlement Mechanism and Its Implication", *Focus WTO*, Vol. 5, No. 5, Jan.-Feb. 2010.

Chandrima Sikdar, "Bilateral Trade between India and Bangladesh" in Thijs ten Raa (ed.) *Input-Output Economics: Theory and Applications: Featuring Asian Economies*, World Scientific Publishing Company, Singapore, 2009.

Chandrima Sikdar, *A General Equilibrium Determination of India-Sri Lanka Bilateral Trade*. Paper presented at the International Conference on Globalization, Agglomeration and Inclusive Growth organized by Department of Economics, Jadavpur University in collaboration with UNCTAD-India, New Delhi, May 2009.

Chandrima Sikdar, *India-Sri Lanka Bilateral Trade: A General Equilibrium Approach*. Paper presented at the XVII International Input-Output Conference held in Sao Paulo, Brazil, 13-17 July 2009. To be published in the forthcoming September issue of South Asian Journal of Economics, SAGE Publication, 2010.

Debashis Chakraborty, "Contract Farming in India: Unique Solution to Multilayer Agricultural Problems?", *Review of Market Integration*, 1 (1), pp. 81-99, 2009.

Debashis Chakraborty, "India's Multilayered FDI Regulation: Between Resistance to Multilateral Negotiations and Unilateral Proactivism" (Co-authored with J. Chaisse and A. Guha), in J. Chaisse and P. Gugler (Eds), *Expansion of FDI in Emerging Asia: Strategic and Policy Challenges*, pp. 240-268, Routledge, 2009.

Debashis Chakraborty, "Infrastructure and Economic Growth in India: Analyzing the Village-level Connectivity Scenario of the States" (Co-authored with A. Guha), *Journal of Infrastructure Development*, 1(1), pp. 67-86, 2009.

Debashis Chakraborty, "Searching for the Missing Link: India's 'Negotiating Strategy' at WTO?" in A. Barua and R. Stern (Eds), *The WTO and India: Issues and Negotiating Strategies*, pp. 65-87, Orient Blackswan, 2010.

Debashis Chakraborty, "Trade and Industrial Performance since the WTO Reforms: What Indian Evidences Suggest?" (Co-authored with A. Barua and P. Chakraborty) in A. Barua and R.M. Stern (Eds), *The WTO and India: Issues and Negotiating Strategies*, pp. 142-169, Orient Blackswan, 2010.

Debashis Chakraborty, "Trade in Health Services: The Case of Cross-Border Movement of Nurses and Midwives", *Gender and Trade Newsletter*, 9(3), London: Commonwealth Secretariat, 2009.

Debashis Chakraborty, "Trade Potential for SAFTA Countries", (Co-authored with D. De and R. Chatterjee), in S. Soz and R.N. Srivastava (Eds), *SAARC: Emerging Challenges*, pp. 135-154, Foundation for Peace and Sustainable Development, New Delhi, 2010.

Debashis Chakraborty, *Towards a Healthy Future? Indian and Global Experiences* (Co-Edited with P. Stevens), Bookwell, New Delhi, 2009.

Himani Gupta and Singhal, N. (2009), "Carbon Credit Currency for Future", *KALIMA* 2009, Germany.

Himani Gupta and Singhal, N. (2009), "India-US Nuclear Deal: A Strategic Step to Reduce Carbon Emission", *Management Trends* journal of Saurashtra University, Vol. 6 Nos.1 & 2, pp. 99-112.

Himani Gupta, Singhal, N. and Mahajan, R. (2009), "Sustainable Development Mantra for Corporate Success", *Survey* journal of IISWBM, Vol. 49. Nos.1 & 2.

Jaydeep Mukherjee, "Evidences of Multiple Endogenous Structural Breaks in the Current Account and Capital Account Balance: Implications for Indian Economy" (co-authored with D. Chakraborty and T. Sinha), accepted for presentation at 2nd International Conference on Applied Economics and Time Series Econometrics, IBS Hyderabad, held on 16-17 April 2010.

Jaydeep Mukherjee, "Cointegration between Exports and Imports in the Presence of Multiple Structural Breaks: Evidences from Indian Economy" (co-authored with B. Nag), accepted for presentation at 6th APEA Annual Conference, Hong Kong held on 8-9 July 2010.

Jaydeep Mukherjee, "Financial Sector Development and Capital Inflows in India: A Time-Series Analysis" (co-authored with B. Bhattacharya), Foundation Day National Conference on Global Meltdown and India – Issues, Concerns and Challenges, FORE School of Management, New Delhi, 30 November 2009.

Jaydeep Mukherjee, "Fiscal Deficit, Crowding Out and Sustainability of Economic Growth: The Case of Indian Economy" (co-authored with S. Raju), *IFRI*

Center for Asian Studies/India and South Asia Program Working Paper, *Asia Visions* 31, 2010.

Jaydeep Mukherjee, "Sustainability of Trade Deficit in the Presence of Endogenous Structural Breaks: Evidences from Indian Economy" (co-authored with B. Nag), Golden Jubilee Conference of the Indian Econometric Society, Jammu University, held on 4-6 March 2010.

Justin Paul & A. Chaudhary (2009), "Determination of Exchange Rates & A Forecasting Model", *Journal of Economics & Information Science*, Vol. 53, No. 2, pp. 249-262.

Justin Paul & P. Bawsar, "Japanese Acquisition in India's Ranbaxy", accepted for *Competitiveness Review*, journal of American Society for Competitiveness, published by Emerald Publishers, UK.

Justin Paul (2009), "International Market Entry Strategies: Study of Pharmaceutical Companies", in *Opportunities & Challenges in the Global Business*, by V.K. Gautam, etc., Excel Books, ISBN 978-81-7446-718-8.

Mridula S. Mishra (2009), "The Fate of Kiranas – Insight from Efficiency Perspective", *ISB Insight*, Summer, pp. 28-30. (Co-authored with: Paromita Goswami)

Mridula S. Mishra (2009), "Work Place Blues in Urban India", in *Gender Bias: Issues and Perspectives* (ed.) Sen S., ICFAI University Press, pp. 115-124. (Co-authored with: Paromita Goswami)

Mridula S. Mishra (2009), "Would Indian Consumers Move from Kirana Stores to Organized Retailers when Shopping for Groceries?", *Asia Pacific Journal of Marketing and Logistics*, Vol. 21 No. 1, pp.127-143. (Co-authored with: Paromita Goswami)

Mridula S. Mishra (2009), *Grocery and Wet Retailing*, ICFAI Books, ISBN 978-81-314-297-0.

Niti Nandini Chatnani, "Women's Empowerment Through MicroFranchising", *Amity Global Business Review*, Vol. 5, No. 3, February 2010.

Niti Nandini Chatnani, *Commodity Markets: Operations, Instruments and Applications*, published by Tata McGraw Hill Education, 2009

(ISBN-13: 978-0-07-015929-7; ISBN-10: 0-07-015929-7)

Nitin Seth (2009), "Supply chain competitiveness: opportunities and issues in new millennium", National conference on Business Technology at Truba Engineering College Indore, 16-17 March 2009. (Co-authored with: Verma A.).

Nitin Seth (2010), "Human Dimensions of Crisis Preparedness in the Banking Sector: An ISM based Approach", *Journal of Decision Sciences, Risk and Management*, (Co-authored with: Puris S., and Khurana A.).

Nitin Seth (2010), TDCP: a scale to measure technological dimensions of crisis preparedness, *International Journal of Business Continuity and Risk Management*, (Co-authored with:Puri S., and Khurana A.).

Pinaki Dasgupta, "Marketing to Children: A Planning Framework Young Consumer", Vol. 10 No. 3, 2009, *Emerald Insight* (Co-authored with Ruppall W. Sharma)

R.K. Singh, "Quality Management and Performance: A Review", *International Journal for Advanced Research in Management*, Forthcoming (Accepted).

R.K. Singh, Garg, S.K., Deshmukh, S.G. (2010), "Competitiveness of SMEs in Globalised Economy: Observations from China and India", *Management Research Review* (Emerald), Vol. 33, No. 1, pp.54-65.

R.K. Singh, Garg, S.K., Deshmukh, S.G., "Strategy development by Indian SSIs", *Industrial Management Data Systems* (Emerald), Forthcoming (Accepted).

R.K. Singh, Kumar, P. and Gupta, V. (2010), "Fuzzy Statistical Approach for Vendor Selection in Supply Chain", *International Journal of Logistic Systems and Management* (Inderscience), Vol. 7, No. 3. pp. 286-301.

R.K. Singh, Sharma, H.O and Garg, S.K., "Interpretive Structural Modelling for Selection of Best Supply Chain Practices", *International Journal of Business Performance and Supply Chain Modeling* (Inderscience), Forthcoming (Accepted).

R.K. Singh, Sharma, P.B. and Thankachan, T., "Managing the Shortage of Teaching Faculty in Technical Education in India", *International Journal of Continuing Engg Education and Life Long Learning* (Inderscience), Forthcoming (Accepted).

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राजभाषा हिंदी की गतिविधियां

संस्थान अपने मूल उद्देश्य - शिक्षण, प्रशिक्षण एवं अनुसंधान - की ही भांति संघ की राजभाषा नीति के कार्यान्वयन के प्रति पूरी तरह सचेत और जागरूक है। राजभाषा हिंदी का प्रयोग न केवल दिन-प्रतिदिन के कार्यालयीन कामकाज में है अपितु विदेश व्यापार संबंधी प्रशिक्षण भी हिंदी माध्यम में प्रदान किया जाता है। वर्ष 2009-10 के दौरान संस्थान द्वारा हिंदी के प्रगामी प्रयोग से संबंधित कार्यों का विवरण निम्न प्रकार है :

1. शिक्षण एवं प्रशिक्षण कार्यक्रम - संस्थान द्वारा अंग्रेजी न जानने वाले अतिलघु, लघु व मध्यम दर्जे के महिला एवं पुरुष उद्यमियों और छात्रों को विदेश व्यापार संबंधी जानकारी प्रदान करने के लिए प्रबंधन विकास कार्यक्रम (एमडीपीज) हिंदी माध्यम में भी आयोजित किए जाते हैं। संस्थान के हिंदी एमडीपीज पूरे देश में लोकप्रिय हैं। वर्ष 2009-10 में संस्थान ने राजभाषा हिंदी में कुल 5 प्रबंधन विकास कार्यक्रम आयोजित किए जिनका विवरण निम्न प्रकार है :

आईआईएफटी द्वारा आयोजित की गई हिंदी प्रविकाओं की सूची वर्ष 2009-10

राज्य/स्थान	दिनांक/अवधि	सहयोगी संस्थाएं
पंजाब/पटियाला	7-11 अप्रैल 2009	क्षेत्रीय संयुक्त महानिदेशक विदेश व्यापार का कार्यालय, लुधियाना
महाराष्ट्र/नागपुर	28-30 जुलाई 2009	प्रबंधन प्रौद्योगिक संस्थान, नागपुर
उत्तरांचल/काशीपुर	24-26 अगस्त 2009	फेडरेशन ऑफ इंडियन एक्सपोर्ट ऑर्गेनाइजेशंस, दिल्ली
पंजाब/मंडी गोबिन्द गढ़	1-4 दिसम्बर 2009	क्षेत्रीय संयुक्त महानिदेशक विदेश व्यापार का कार्यालय, लुधियाना
उत्तर-पूर्व/इटानगर	23-24 फरवरी 2010	वाणिज्य एवं व्यापार निदेशालय, अरुणाचल प्रदेश सरकार

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

2. धारा 3(3) का अनुपालन - संस्थान में सभी कार्यालय आदेश, परिपत्र, अधिसूचनाएं, कार्यालय ज्ञापन, सभी साइनेज, अधिकारियों द्वारा प्रयोग की जाने वाली रबड़ की मोहरे, नाम पट्ट आदि पूर्ण रूप से द्विभाषी हैं। इसके अलावा, अवकाश आवेदन, भविष्य निधि, चिकित्सा प्रतिपूर्ति बिल, यात्रा रियायत बिल, वाहन व्यय इत्यादि के फार्म पूरी तरह हिंदी और अंग्रेजी में समान रूप से उपलब्ध हैं। उक्त के अनुपालन के लिए संस्थान द्वारा जारी होने वाले सभी प्रवेश पत्रों को द्विभाषी कर दिया गया है। इस प्रकार संस्थान में हिंदी पत्राचार की स्थिति संतुष्टिपूर्ण है।

3. संस्थान की द्विभाषी वेबसाइट - संस्थान की वेबसाइट हिंदी व अंग्रेजी दोनों भाषाओं में है तथा समय-समय पर इसका अद्यतन किया जाता है।

4. प्रशिक्षण कार्य – राजभाषा नियमों के अंतर्गत सेवाकालीन प्रशिक्षण के लक्ष्य को शत प्रतिशत पूरा करने के लिए हिंदी शिक्षण योजना केन्द्र, आर के पुरम के दिशा निर्देशों में संस्थान में हिंदी आशुलिपि व हिंदी टंकण के लिए केन्द्र चलाए जाते हैं। इन केन्द्रों में वर्ष 2009-10 के दौरान लगभग 40 कर्मचारियों को प्रशिक्षित किया 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 हैं।

5. तिमाही बैठक – राजभाषा नियमों के अनुपालनार्थ प्रत्येक तिमाही में निदेशक महोदय की अध्यक्षता में विभागीय राजभाषा कार्यान्वयन समिति की बैठक का आयोजन किया गया। इन बैठकों के दौरान संस्थान में राजभाषा कार्यों की समीक्षा व प्रगामी प्रयोग संबंधी निर्णय लिए गए। वर्ष 2009-10 के दौरान आयोजित बैठकों की तिथि निम्न प्रकार हैं :

तिमाही	आयोजन की तिथि
अप्रैल-जून 2009	10 जून 2009
जुलाई-सितंबर 2009	3 सितम्बर 2009
अक्टूबर-दिसम्बर 2009	23 दिसम्बर 2009

6. हिंदी कार्यशाला – संस्थान में हिंदी कार्यशाला का नियमित आयोजन किया जाता है। इस कार्यशाला में कर्मचारियों को हिंदी में कार्य करने के लिए प्रेरित एवं प्रशिक्षित किया जाता है। वर्ष 2009-10 में हिंदी में की गई कार्यशाला की तिथि इस प्रकार हैं :

तिमाही	आयोजन की तिथि
अप्रैल-जून 2009	19 जून 2009
जुलाई-सितंबर 2009	11 सितम्बर 2009
अक्टूबर-दिसम्बर 2009	31 दिसम्बर 2009
जनवरी-मार्च 2010	18 मार्च 2010

7. हिंदी पखवाड़े का आयोजन – प्रत्येक वर्ष की भांति इस वर्ष भी संस्थान में 01-15 सितम्बर 2009 के दौरान हिंदी पखवाड़े का आयोजन किया गया। पखवाड़े के दौरान कवि सम्मेलन व हिंदी कार्यशाला के अतिरिक्त निबंध लेखन, वाद-विवाद एवं टाईपिंग प्रतियोगिताएं आयोजित की गईं। इस अवसर पर संस्थान के 16 कर्मचारियों को पुरस्कृत किया गया।

8. हिंदी प्रोत्साहन योजना – हिंदी में काम करने वाले कर्मचारियों को प्रत्येक छमाही 1,000/- रूप० की प्रोत्साहन राशि दी जाती है। दिसंबर, 2009 को समाप्त छमाही के लिए संस्थान के 29 कर्मचारियों को प्रोत्साहन पुरस्कार प्रदान किए गए हैं। इस प्रोत्साहन योजना से हिंदी के प्रगामी प्रयोग में तेजी आई है।

हिंदी में प्रकाशन – संस्थान की वार्षिक रिपोर्ट वर्ष 2008-09 का हिंदी में प्रकाशन किया गया। संस्थान में हिंदी कक्षा द्वारा गृह पत्रिका “यज्ञ” का प्रकाशन किया जाता है। जिसमें आईआईएफटी परिवार अपने मन की बात कविता, कहानी, नाटक, निबंध, आदि के माध्यम से व्यक्त करता रहा है। इससे सृजनात्मकता का बढ़ावा मिलता है एवं विचारों का आदान प्रदान होता है।



AUDITORS' REPORT

To

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

We have audited the attached Balance Sheet of **Indian Institute of Foreign Trade** as at 31st March 2010 and the annexed Income & Expenditure Account and Receipts & Payments Account for the year ended on that date. 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.

We have conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform our audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosure in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management as well as evaluating the overall presentation of the financial statements. We believe that our audit provides a reasonable basis for our opinion.

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 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 with the notes thereon give a true and fair view:
 - (i) in the case of the Balance Sheet, of the state of affairs of the Society as at 31st March 2010, and
 - (ii) in the case of the Income & Expenditure Account, the excess of Income over Expenditure of the Society 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: 21 September 2010

sd/-
(R. Balasubramanian)
Partner
M.No. 080432

**INDIAN INSTITUTE OF FOREIGN TRADE****BALANCE SHEET AS AT 31ST MARCH 2010**

(Amount : ₹)

Particulars	Schedule	31-03-2010	31-03-2009
CORPUS/CAPITAL FUND AND LIABILITIES			
Corpus, Capital & Other Funds	1	724,421,965	607,374,328
Earmarked/Endowment Funds	2	36,118,216	24,952,312
Current Liabilities and Provisions	3	133,451,972	116,431,159
TOTAL		893,992,153	748,757,799
ASSETS			
Fixed Assets	4	208,825,630	168,387,899
Investments in Earmarked Funds	5	36,118,216	24,952,312
Investments in Others	6	430,040,291	395,927,251
Current Assots, Loans, Advances, etc.	7	152,562,105	125,369,739
Interest Accrued on Investments	7A	66,445,911	34,120,598
TOTAL		893,992,153	748,757,799
Significant Accounting Policies	16		
Contingent Liabilities and Notes on Accounts	17		

K.T. CHACKO
Director

L.D. MAGO
Registrar

In terms of our report of even date annexed.

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

sd/-
(R. Balasubramanian)
Partner
M. No. 080432

Place: New Delhi
Dated : 21 September 2010



INDIAN INSTITUTE OF FOREIGN TRADE

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31ST MARCH 2010

(Amount : ₹)

Particulars	Schedule	31-03-2010	31-03-2009
A. INCOME			
Income from Services	8	301,481,100	226,042,229
Grants	9	29,042,622	–
Grant – Centre for WTO Studies	9A	34,726,588	22,173,520
Fees/Subscriptions	10	346,473	124,411
Income from Royalty, Publications, etc.	11	5,104	4,790
Interest Earned	12	16,041,244	10,122,448
Interest Accrued on Investments	12A	40,877,294	31,286,673
Other Income	13	2,583,249	1,935,778
Prior-Period Income	13A	464,632	1,241,167
TOTAL (A)		425,568,306	292,931,016
B. EXPENDITURE			
Establishment Expenses	14	137,917,615	79,102,624
Other Administrative Expenses, etc.	15	164,496,915	156,917,658
Depreciation – (Corresponding to Schedule 4, excluding on funded assets)		14,400,479	18,441,684
Prior-Period Expenses	15A	3,030,087	1,522,060
Expenses for Centre for WTO Studies	15B	34,726,588	22,173,520
TOTAL (B)		354,571,684	278,157,546
Balance being excess of Income over Expenditure (A – B)		70,996,622	14,773,470

K.T. CHACKO
Director

L.D. MAGO
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. 080432

Place: New Delhi
Dated : 21 September 2010

**INDIAN INSTITUTE OF FOREIGN TRADE****RECEIPTS AND PAYMENTS FOR THE YEAR ENDED ON 31ST MARCH 2010**

(Amount : ₹)

RECEIPTS	31-03-2010	31-03-2009	PAYMENTS	31-03-2010	31-03-2009
I. Opening Balances			I. Expenses		
(a) Cash and Stamps in Hand	46,305	41,764	(a) Establishment Expenses	141,066,841	67,973,172
(b) Bank Deposits			(b) Administrative Expenses	244,758,171	275,412,851
(i) Current Accounts	34,439,030	-7,903,265	II. Investments and Deposits made		
(ii) Deposit Accounts (STD)	17,863,111	96,729,144	(a) Out of own Funds (Investments - Others)	193,313,500	123,907,285
(iii) Savings – Mediclaim A/c	–	337,500	III. Expenditure on Fixed Assets & Capital Work-in-Progress		
II. Grants Received			(a) Purchase of Fixed Assets	15,755,032	27,368,005
(a) From Government of India	96,800,000	134,800,000	IV. Other Payments	126,551,480	146,134,662
III. Income on Investments from			V. Closing Balances		
(a) Earnmarked/Endowment Funds	93,500	166,130	(a) Cash & Stamps in Hand	39,908	46,305
IV. Interest Received			(b) Bank Balances		
(a) On Bank Deposits	18,776,010	10,517,583	(i) Current Accounts	35,234,355	34,439,030
(b) Loans, Advances, etc.	–	–	(ii) Deposit Accounts (STD)	32,526,452	17,863,111
V. Other Income			(iii) Savings – Mediclaim A/c	–	–
(a) Market Survey/Seminar Fee, Training Fee/Property Income	314,080,078	217,034,956	TOTAL	789,245,739	693,144,421
VI. Other Receipts					
(a) Maturity of FD	165,692,742	110,536,487			
(b) Miscellaneous	141,454,963	130,884,122			
TOTAL	789,245,739	693,144,421			

K.T. CHACKO
*Director*L.D. MAGO
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. 080432Place: New Delhi
Dated : 21 September 2010

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2010

SCHEDULE 1: CAPITAL, CORPUS FUND & OTHER FUNDS

(Amount : ₹)

Particulars	31-03-2010		31-03-2009	
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		-
Capital Grant for Construction of Kolkata Campus	24,477,657		-	
Additions during the year	14,941,262	39,418,919	-	-
Balance of other grants as at the beginning of the year	194,130,199		170,356,758	
Additions during the year	15,472,284	209,602,483	23,773,441	194,130,199
Donated Asset Fund				
Opening Balance	25,676		29,342	
Less: Depreciation	3,665	22,011	3,666	25,676
Permanent Membership	8,902,143		8,180,010	
Add: Interest (less adjustments)	663,476	9,565,619	722,133	8,902,143
Balances at the end of the year		580,185,170		363,846,086
B. CORPUS FUND				
Balance as at the beginning of the year		222,867,306		211,631,140
Add: Balance of net income transferred from Income & Expenditure Account		70,996,622		14,773,470
Total		293,863,928		226,404,610
Less/Add: Transferred to Gratuity Reserve Fund/Leave Encashment Reserve Fund/Pension Corpus		15,237,403	278,626,525	3,537,304
C. Gratuity Reserve Fund		21,006,632		16,353,347
D. Leave Encashment Reserve Fund		5,391,707		4,307,589
TOTAL		724,421,965		607,374,328

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2010

SCHEDULE 2 – EARMARKED/ENDOWMENT FUNDS

(Amount : ₹)

Particulars	FUND-WISE BREAK-UP								TOTAL
	STC Chair	EDI Chair VSNL	EDI Chair Balmer-Lawrie	APEDA Chair	MIITC Corpus	PEC Corpus	Dun & Brad Street Award	A.K. Sengupta Award	
(a) Opening balance of the funds (As at 1.4.2009)	4,369,915	5,708,592	1,303,312	3,343,761	7,796,612	1,663,336	60,492	5,741	21,175
(b) Additions to the funds during 2009-10									
(i) Income from investments made on account of funds	308,663	382,475	76,495	228,461	799,871	122,379	6,814	459	1,530
(ii) Other additions									
TOTAL (a+b)	4,678,578	6,091,067	1,379,807	3,573,222	8,596,483	1,775,715	67,306	6,200	22,705
(c) Utilisation/Expenditure towards objectives of the funds									
(i) Revenue expenditure									
- Salaries, wages and allowances, etc. (incl. programme expenses)					211,500	48,500	14,600		
- Other administrative expenses									
- Adjustments (Interest reversal, etc.)									
TOTAL (c)	-	-	-	-	211,500	48,500	14,600	-	-
NET BALANCE AT THE END OF THE YEAR (a+b-c)	4,678,578	6,091,067	1,379,807	3,573,222	8,383,983	1,727,215	52,706	6,200	22,705
Particulars	FUND-WISE BREAK-UP								TOTAL
	Pension Corpus	Sumitra Chisti Award	Srinivas Iyenger Award	Rangaswamy Award	Scholarship Receipt A/c				
(a) Opening balance of the funds (as on 1.4.2009)	-	31,535	10,695	7,298	639,708	24,952,312			
(b) Additions to the funds during 2009-10	9,500,000					9,500,000			
(i) Income from investments made on account of funds	862,966		765	459		2,791,337			
(ii) Other additions					145,633				
TOTAL (a+b)	10,362,966	31,535	11,660	7,697	785,341	37,389,282			
(c) Utilisation/Expenditure towards objectives of the funds									
(i) Revenue expenditure									
- Salaries, wages and allowances, etc. (incl. programme expenses)					133,500	408,100			
- Other administrative expenses									
- Adjustments (Interest reversal, etc.)									
TOTAL (c)	862,966	-	-	-	133,500	408,100			
NET BALANCE AT THE END OF THE YEAR (a+b-c)	9,500,000	31,535	11,660	7,697	651,841	36,118,216			
Previous Year									24,952,312



INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET
AS AT 31ST MARCH 2010

SCHEDULE 3 : CURRENT LIABILITIES AND PROVISIONS

(Amount : ₹)

Particulars	31-03-2010	31-03-2009
A. CURRENT LIABILITIES		
1. Sundry Creditors:		
(a) Others	2,159,806	3,289,585
2. Advances Received	928,569	3,107,072
3. Other Current Liabilities		
(a) Others	95,183,190	89,103,416
(b) Research Projects under Progress	8,489,250	–
TOTAL (A)	106,760,815	95,500,073
B. PROVISIONS		
1. Gratuity	21,006,632	16,353,347
2. Accumulated Leave Encashment	5,391,707	4,307,589
3. Bonus	292,818	270,150
TOTAL (B)	26,691,157	20,931,086
TOTAL (A+B)	133,451,972	116,431,159

**INDIAN INSTITUTE OF
SCHEDULES FORMING PART OF THE BALANCE**

SCHEDULE 4: FIXED ASSETS

Particulars	GROSS BLOCK				
	Rate of Depreciation	As on 01.04.2009	Additions	Adjustments	As on 31.03.2010
A.					
1. Land					
(a) Leasehold – Kolkata	–	–	1	–	1
(b) Leasehold	–	24,001,046	–	–	24,001,046
2. Building					
(a) Freehold	–	–	–	–	–
(b) Leasehold	5.00%	127,443,752	369,829	–	127,813,581
3. Furniture & Fixtures, Electrical Equipment, Tape Recorders & Accessories, Audio-Visual Equipment	4.76%	81,509,926	3,273,661	–	84,783,587
4. Vehicles	8.33%	585,842	–	–	585,842
5. Typewriters, Duplicators, Air-conditioners, Transformers, Water Coolers & Office Equipment	6.25%	16,505,504	2,030,088	–	18,535,592
6. Computer Hardware	25%	90,983,604	8,771,077	–	99,754,681
7. Books	33.33%	21,346,737	2,624,150	–	23,970,887
8. Capital Work-in-Progress		–	39,418,919	–	39,418,919
TOTAL (A)		362,376,411	56,487,725	–	418,864,136
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)		366,056,421	56,487,725	–	422,544,146
Previous Year		335,161,759	30,894,663	–	366,056,422

Note: Deductions are on account of disposal of assets.



FOREIGN TRADE

SHEET AS AT 31ST MARCH 2010

(Amount : ₹)

DEPRECIATION					NET BLOCK	
Up to 31.03.2009	Deductions	For the year	Adjustments	Total as on 31.03.2010	As at 31.03.2010	As at 31.03.2009
	-	-	-		1	-
-	-	-	-	-	24,001,046	24,001,046
-	-	-	-	-	-	-
60,538,509	-	3,365,242	-	63,903,751	63,909,830	66,905,240
29,261,174	-	3,797,438	-	33,058,612	51,724,975	52,248,752
122,764	-	46,286	-	169,049	416,793	463,078
5,687,798	-	916,645	-	6,604,443	11,931,149	10,817,708
80,777,447	-	5,875,782	-	86,653,228	13,101,453	10,206,158
17,626,495	-	2,044,938	-	19,671,432	4,299,454	3,720,242
					39,418,919	
194,014,185	-	16,046,330	-	210,060,515	208,803,620	168,362,224
568,982	-	-	-	568,982	-	-
897,520	-	-	-	897,520	-	-
2,136,508	-	-	-	2,136,508	-	-
51,324	-	3,666	-	54,990	22,010	25,675
3,654,334	-	3,666	-	3,658,000	22,010	25,675
197,668,520		16,049,995	-	213,718,515	208,825,630	168,387,899
179,223,169	-	18,445,350	-	197,668,519	168,387,899	155,938,586
	IIFT	14,400,479.25				
	WTO	1,645,850.53				

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 2010
SCHEDULE 5 : INVESTMENTS IN EARMARKED/ENDOWMENT FUNDS

(Amount : ₹)

Particulars	31-03-2010	31-03-2009
1. Investments In FDRs	36,118,216	24,952,312
TOTAL	36,118,216	24,952,312

SCHEDULE 6 : INVESTMENTS – OTHERS

Particulars	31-03-2010	31-03-2009
A. Corpus	403,641,952	375,266,315
B. Gratuity Reserve Fund	21,006,632	16,353,347
C. Leave Encashment Reserve Fund	5,391,707	4,307,589
TOTAL	430,040,291	395,927,251

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

(Amount : ₹)

Particulars	31-03-2010		31-03-2009
A. CURRENT ASSETS:			
1. Inventories:			
(a) Stock of books/stationery/photostat papers, etc. (At cost as certified by the Management)	2,334,998		3,475,395
2. Sundry Debtors:			
(a) Debts outstanding for a period exceeding six months	11,408,545	4,740,991	
Less: Provision for doubtful debts	(1,616,178)	(1,506,442)	
(b) Others	49,550,595		17,178,459
3. Research Projects under Progress	982,406		–
4. Cash & Stamps in Hand	39,737		46,305
5. Bank Balances:			
(a) With Scheduled Banks:			
- Current Account	35,234,355		34,439,031
- Short Term Deposits	6,346,452		17,663,111
TOTAL (A)	104,260,910		76,236,850
B. LOANS, ADVANCES AND OTHER ASSETS:			
1. Loans:			
(a) Staff (incl. staff advances)	21,798,441		5,895,520
2. Advances and other amounts recoverable in cash or in kind or for value to be received:			
(a) Prepayments	9,551,382		27,746,144
(b) Others	7,210		7,255,376
3. Tax Deducted at Source	16,944,163		8,235,849
TOTAL (B)	48,301,195		49,132,889
TOTAL (A+B)	152,562,105		125,369,739

SCHEDULE 7A : INTEREST ACCRUED ON INVESTMENTS

Particulars	31-03-2010	31-03-2009
1. On Long Term Investments	65,488,013	33,075,130
2. On Short Term Investments	957,898	1,045,468
TOTAL	66,445,911	34,120,598

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2010

SCHEDULE 8 : INCOME FROM SERVICES

(Amount : ₹)

Particulars	31-03-2010	31-03-2009
1. Income from Services		
(a) Maintenance Services (Equipment/Property)	9,533,736	11,262,218
(b) Training/Research Programmes	291,947,364	214,780,011
TOTAL	301,481,100	226,042,229

SCHEDULE 9 : GRANTS

Particulars		31-03-2010		31-03-2009
Grants received from Government of India for:				
1. Plan Schemes of Delhi Campus	46,800,000		19,500,000	
Less: Transfer to Capital Fund	13,006,288		19,500,000	
Less: Carry forward to 2010-11	(4,751,090)	29,042,622	-	-
2. Construction of Kolkata Campus	30,000,000		35,000,000	
Add: B/f from Financial Year 2008-09	15,522,343		-	
Less: Expenditure (2008-09)	-		19,477,657	
Less: Transfer to Capital Work in Progress	14,941,262		-	
Less: Carry forward to 2010-11	(30,581,081)	-	(15,522,343)	-
3. Capacity Building Programme for African Nationals b/f 2008-09	19,111,580		20,000,000	
Less: Expenditure on Programmes	5,808,932		888,420	
Less: Carry forward to 2010-11	(13,302,648)	-	(19,111,580)	-
TOTAL		29,042,622		

SCHEDULE 9A : GRANTS FOR CENTRE FOR WTO STUDIES

Particulars	31-03-2010	31-03-2009
1 Grants received from Govt. of India for Activities of the Centre	37,891,375	44,338,336
Less: Transfer to Capital Fund	2,465,996	4,273,441
Less: Carry forward to 2010-11	698,791	17,891,375
TOTAL	34,726,588	22,173,520

SCHEDULE 10 : SUBSCRIPTIONS

Particulars	31-03-2010	31-03-2009
1. Annual Subscriptions	346,473	124,411
TOTAL	346,473	124,411

INDIAN INSTITUTE OF FOREIGN TRADE
**SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2010**
SCHEDULE 11 : INCOME FROM PUBLICATIONS

(Amount :₹)

Particulars	31-03-2010	31-03-2009
1. Income from Publications	5,104	4,790
TOTAL	5,104	4,790

SCHEDULE 12 : INTEREST EARNED

Particulars	31-03-2010	31-03-2009
1. On Term Deposits:		
(a) With Scheduled Banks	15,942,695	9,963,211
2. On Loans:		
(a) Employees/Staff	98,549	159,237
TOTAL	16,041,244	10,122,448

SCHEDULE 12A : INTEREST ACCRUED ON INVESTMENTS

Particulars	31-03-2010	31-03-2009
1. Interest Accrued on Investments	40,877,294	31,286,673
TOTAL	40,877,294	31,286,673

SCHEDULE 13 : OTHER INCOMES

Particulars	31-03-2010	31-03-2009
1. Miscellaneous Income	2,583,249	1,935,778
TOTAL	2,583,249	1,935,778

SCHEDULE 13A : PRIOR PERIOD INCOME

Particulars	31-03-2010	31-03-2009
1. Programme Fee	434,575	222,581
2. Publications Income	30,057	22,965
3. Interest on RIPs	–	596,231
4. Miscellaneous Income	–	51,640
5. Hostel Fee	–	347,750
TOTAL	464,632	1,241,167

SCHEDULE 14 : ESTABLISHMENT EXPENSES

Particulars	31-03-2010	31-03-2009
1. Salaries, Allowances and Wages	95,995,591	58,167,781
2. Contribution to Provident Fund	6,988,836	4,430,382
3. Staff Welfare Expenses	4,275,426	2,711,558
4. Expenses on Employees' Retirement and Terminal Benefits	11,910,770	8,314,122
5. Others (Faculty Development Programmes)	3,121,899	2,329,111
6. Contingencies to meet deficit in IIFT Pension Trust	1,987,408	3,149,670
7. Pay Commission Arrears	13,637,685	–
TOTAL	137,917,615	79,102,624

INDIAN INSTITUTE OF FOREIGN TRADE
SCHEDULES FORMING PART OF THE INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED ON 31ST MARCH 2010

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

Particulars	31-03-2010	31-03-2009
1. Expenses on Security	5,131,618	4,791,502
2. Electricity and Power	12,075,300	10,537,703
3. Repairs and Maintenance	9,473,199	8,173,554
4. Rent, Rates and Taxes	18,017,711	16,203,812
5. Vehicle Running and Maintenance	983,082	949,504
6. Postage, Telephone and Communication Expenses	2,620,832	2,120,888
7. Printing and Stationery	1,805,296	1,174,700
8. Travelling and Conveyance Expenses	1,114,572	2,316,542
9. Expenses on Seminars/Workshops/Programmes	68,396,548	74,045,208
10. Subscription Expenses (Publication Expenses)	1,472,078	188,063
11. Auditors Remuneration	35,296	33,243
12. Advertisement and Publicity	3,630,342	3,433,969
13. Others	39,741,041	32,948,970
TOTAL	164,496,915	156,917,658

SCHEDULE 15A : PRIOR PERIOD EXPENSES

Particulars	31-03-2010	31-03-2009
1. Salary and Staff Welfare Expenses	186,465	43,180
2. Programme Expenses	555,730	552,901
3. Telephone Expenses	14,468	3,124
4. Travelling & Conveyance	22,455	-
5. Printing and Stationery	7,614	-
6. Computer/Internet Maintenance Expenses	136,000	719,533
7. Postage & Telegram Expenses	488	6,750
8. Library Expenses	53,924	64,129
9. Repairs & Maintenance	18,478	76,630
10. Legal and Consultancy Charges	-	13,500
11. Rent, Rates and Taxes	1,998,385	-
12. Miscellaneous Expenses	36,080	42,313
TOTAL	3,030,087	1,522,060

SCHEDULE 15B : EXPENSES FOR CENTRE FOR WTO STUDIES

Particulars	31-03-2010	31-03-2009
1. Salaries & Wages	11,974,275	9,252,384
2. General Expenses	2,395,544	770,441
3. Magazines and Periodicals	4,297,596	2,816,078
4. Seminars/Workshops/Conferences, etc.	9,603,517	3,145,975
5. Lease Rent	3,600,000	3,600,000
6. Others	2,855,656	2,588,642
TOTAL	34,726,588	22,173,520

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 follow:
 - (i) Furniture, Fixture, Electrical Equipment, Tape Recorders & Audio-Visual Equipment 4.76%
 - (ii) Typewriters, Duplicators, Air-conditioners 6.25%
 - (iii) Motor Cars, Scooters & Cycles 8.33%
 - (iv) Library Books 33.33%
 - (v) Computers 25.00%
- (c) Depreciation is charged @ 50% of the applicable rate in case of assets acquired after 30th September.
- (d) Depreciation on assets created out of any specific fund is debited to the respective fund account.
- (e) Fees and Expenditure on short term Training 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 for Gratuity and accumulated leave is made on the basis of the actuarial valuation carried out for this purpose.

6. STOCK OF BOOKS, STATIONERY, ETC.

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

SCHEDULE 17: NOTES TO ACCOUNTS

1. Contingent Liability

- 1.1 Claims against the Institute not acknowledged as debts: Nil (Previous year: Nil):
- 1.2 Contract to be executed on Capital Account and not provided for (net of Advances) ₹7,184,000 (Previous Year: Nil).
- 2 Provision for Gratuity Liability amounting to ₹ 8,389,056/- (accumulating to ₹21,006,632/- Previous Year: ₹16,353,347/-) has been made as per actuarial valuation.
- 3 Provision for accumulated leave encashment benefit to the employees has been made to the extent of ₹2,687,714/- (accumulating to ₹ 5,391,707/- Previous Year: ₹4,307,589/-) on actuarial basis.
- 4 Provision for doubtful debts amounting to ₹111,986/- (accumulating to ₹1,616,178/- Previous Year: ₹1,506,442/-) has been created during the FY 2009-10.
- 5 Provision of ₹ 292,818/- at the revised rate has been made for bonus for the year 2009-10. Bonus pertaining to the 2008-09 amounting to ₹ 259,697/- has been paid during the year.
- 6 In the opinion of the Institute, the current assets, loans and advances of the Institute have a realizable value to the extent shown in the accounts and the provision for all known liabilities including depreciation are adequate.
- 7 During the year 2008-09, to meet the hostel requirement, DDA had allotted a piece of land measuring 645.12 Sq.mt at C-9 in Qutub Institutional Area, New Delhi. An amount of ₹ 15,191,138/- (₹14,820,579 has been shown under Land (Freehold) in Schedule 4 and ₹370,559 has been shown under Rent, Rates and Taxes in Schedule 15) towards premium charges, ground rent and documentation charges has been paid to DDA. The amount has been charged to Property Tax/Ground Rent during the same year. Since the possession of the property was taken by IIFT only in October 2009 and claims for adjustment of the above amount are still to be forwarded by DDA, no additional provision has been made in Accounts for the year 2009-10.
- 8 During the year 2009-10, IIFT placed an order to M/s H.V. Airconditioning Systems, Delhi for complete overhaul of the existing Central AC Plant, and advance of ₹ 4,213,100/- has been released to the firm for dismantling & commissioning works. The amount has been accounted for under advances to Parties/Service Providers/ Consultants. The budget for meeting the entire expenditure has been provided in the RBE 2010-11.
- 9 The Balance Sheet, Receipts and Payments Account, and Income and Expenditure Account have been drawn in accordance with the Common Format of Accounts prescribed vide OM No. G.20008/2/2002-B&A, dated 21st February 2002 of Govt. of India, Ministry of Commerce and Industry, Department of Commerce.
- 10 The Kolkata Centre of the Institute started functioning in the leased premises from the month of July 2006. The financial results include Income & Expenditure of Kolkata Centre for 2009-10 as below:

(₹millions)

S.No.	Particulars	2009-10	2008-09
1	Income	65.37	52.19
2	Expenditure (before Depreciation)	69.26	54.90
3	Depreciation	2.48	2.26
4	Total Expenditure	71.73	57.17
5	Surplus/(-)Deficit	(-)6.37	(-)4.97

- 11 During 2009-10, wage arrears to administrative staff and faculty amounting to ₹52,205,671/- was paid in addition to ₹14,208,355/- which was paid during 2008-09. After adjusting the Grant of ₹20,300,000/- (₹14,208,355/- adjusted during 2008-09 and ₹6,091,645/- c/f to 2009-10) received from Department of Commerce and meeting 20% of the expenditure on account of the above arrears from IIFT resources, an amount of ₹32,831,221/- has been carried forward as Grant receivable from Department of Commerce.
- 12 The Institute has created funds for leave encashment and gratuity for meeting future liability. The funds have been created out of Corpus Fund. Accordingly, Investment of Corpus Fund have been earmarked for these funds.
13. The Institute had obtained Defined Benefit Group Superannuation Pension Scheme from LIC for some of its employees. The Board of Management of IIFT has decided to discontinue the Scheme and to manage payments by creating Corpus for Pension Liability. Accordingly, an amount of ₹9,500,000/- was transferred out of Corpus Fund of IIFT to create a Pension Corpus during 2009-10.



14. Included in the figures of interest income earned during the year are amounts pertaining to prior periods which could not be ascertained.
15. Expenditure out of Grants received from Government of India for Construction of Kolkata Campus, which was charged off as revenue expenditure during 2007-08 and 2008-09 have been included in the current Balance Sheet as Capital Work in Progress. Same treatment has been accorded to the expenditure incurred for the year 2009-10 also.
16. Previous year's figures have been regrouped or rearranged wherever necessary.
17. 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.

K.T. CHACKO
Director

L.D. MAGO
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. 080432

Place: New Delhi
Dated : 21 September 2010

IIFT FACULTY

<i>Name</i>	<i>Qualification</i>	<i>Specialisation</i>
DIRECTOR		
K.T. Chacko	M.A. (Economics) M.P.A (Harvard, USA)	Foreign Trade Policy & Trade Facilitation, International Trade, Monetary Policy, Public Finance.
CHAIRPERSONS/HEAD		
Bhatia Dr. (Mrs.) Satinder	M.Com., M. Phil. (Organization Behaviour), Ph.D. (Financial Management) PMP (Project Management Professional)	Managerial Accounting, Financial Management, Project Appraisal and Finance and Commodity & Forex Derivatives.
Joshi Dr. Rakesh Mohan	M.B.A., E.M.I.T. (Gold Medalist) IIFT, Ph.D.	International Marketing, International Business, International Business Strategy, International Entrepreneurship.
Katti Dr. (Mrs.) Vijaya	M.A. (Economics), Ph.D., Post Doctoral Research	India's Trade with SAARC, Indo-Nepal Economic Relations, WTO & related issues, RTAs and Rules of Origin, Global Governance, Export Potential of AYUSH Products.
Raju Dr. (Mrs.) D. Sunitha	M.A., Ph.D.	Agriculture Trade Issues, Economic Environment & Policy, Industry Sector Analysis.
Rangarajan Dr. K.	M.Com., A.M.T., A.A.M.A. (Aus), Ph.D.	Strategic Management, Corporate Restructuring, Internationalization of SMEs.
Shanker Dr. Ravi	M.Sc., M.B.A., Ph.D.	Marketing of Services, Marketing Management and Strategy, Distribution Management.
PROFESSORS		
Bhattacharyya Dr. Ranajoy	M.Sc. (Eco), M.Phil. (Eco), Ph.D. (Eco)	International Economics, Environment Economics.
Datta Dr. Radhika Prosad	B.Stat. (ISI), M.Sc. (IIT), M.S. (Colorado State University), Ph.D. (University of Texas at Arlington)	Management Information Systems, IT Applications in Management, E-Commerce, Mathematical Modelling and Simulation of Complex Systems.
Kapoor Ashok	B.Sc. (Hons), LL.B., CAIIB	International Financial & Forex Management, Banking and Financial Services, Export/Import Finance, International Payment Terms, Foreign Exchange Risk Management, Letters of Credit & UCPDC 600.

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

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

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

Name	Qualification	Specialisation
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)	Teaching (Economic and Trade Policy: International Economics, Indian Economic Policy, Macro Economics, Global Business Environment). Policy Research: Non-farm Sector, Agriculture, Rural & Regional Development, Land Market, Poverty Analysis, Drought Policy in India, Social Sector Development & Livelihood Issues.
Sikdar Dr. Chandrima	M.Sc., M.Phil (Economics), Ph.D.	Microeconomics, Macroeconomics, International Trade, Business Statistics.
Singh Ms. Parul	B.Tech. (Computer Sc.), M.B.A. (HR, Marketing), NET & JRF (UGC)	Information Technology, HR.
Singh Dr. Ram	M.B.A., Ph.D.	International Trade Operations and Logistics.
Singla Dr. Ashim Raj	M.C.A., Ph.D.	Information Systems, Database Management Systems, E-Commerce, ERP Systems, System Analysis and Design.
Symss Dr. Jacqueline	M.Com., Ph.D.	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.



IIFT ADMINISTRATION

Registrar

Dr. L.D. Mago

Deputy Registrar

Dr. R.K. Mitra

Sr. Administrative Officers

Girish Chawla

Col. (Retd.) S.K. Batra

Sr. Finance Officer

Biju Mathew

Finance Officer

Kapil Chawla

Administrative Officers

Gaurav Gulati

S.K. Verma

Section Officers

Amit Ghosal

Anil Kumar Meena

B. Prasannakumar

Bhuwan Chandra

Deepa P.G.

Desh Raj

Gurdayal Singh

Kavita Sharma

Lalita Gupta

Meena Vij

Meenakshi Saxena

Nalini Meshram

Sumita Marwaha

IIFT SUPPORT SERVICES

Placement & Corporate Advisor

Munish Bhargava

Systems Manager

Bimal Kumar Panda

Asstt. Systems Manager

S. Balasubramanian

Computer Programmers

Arijita Gupta

Jyoti Yadav

Editor

Anil Kumar Kanungo

Deputy Librarian

B. Pankti

Assistant Librarians

Amita Anand

Nirmala

R.S. Meena

GUEST FACULTY

Dr. Deepak Chawla

Professor
International Management Institute
New Delhi

Dr. Deepak Malhotra

Country Manager – Business Dev.
Industrial Motion, INC
New Delhi

Prof. Rakesh Seth

Group Vice-President – HR
Fedders Lloyd Group
New Delhi

Prof. Dinesh Kumar Likhi

Joint Director
SAIL
New Delhi

Prof. T.S. Mohan Krishnan

Sr. Vice-President
IMRB International
New Delhi

Prof. Sudhir Kapoor

DGM
MMTC Ltd.
New Delhi

Dr. Ramesh Behl

Professor
International Management Institute
New Delhi

Dr. Saji K.B. Nair

Professor of Marketing
IIM-Lucknow
Lucknow (UP)

Dr. Ravi Kumar

Professor (Spanish)
JNU
New Delhi

Prof. Ashok Kumar Arya

Chairman
Organization Development Institute
Gurgaon (Haryana)

Dr. Rakesh Mumar

Professor (Mandarin)
JNU
New Delhi

Shri Anjan Mandal

Head-Business Development
National Commodity & Derivatives
Exchange Ltd. (NCDE)
New Delhi

Shri Naveen Coomar

CEO
Scan Consulting Network
New Delhi

Shri Amirullah Khan

Director (Research)
Bangalore Management Academy
Bangalore

Shri Sanjeev Prashar

Professor
Institute of Management Technology
Ghaziabad (UP)

Shri Harjit Singh

Sr. Advisor (Retd.)
Ministry of Environment & Forests
Govt. of India
New Delhi

Dr. Ajit Prasad

Professor
International Management Institute
New Delhi

Dr. Saumen Chattopadhyay

Associate Professor
JNU
New Delhi

Prof. Anit Mukherjee

Associate Professor
National Institute of Public Finance & Policy
New Delhi

Prof. Sangeeta Trehan

Adjunct Faculty
Deptt. of Economics, Indiana Univ.-Purdue Univ,
Indianapolis (IUPUI), USA

Shri P. Banerjee

Director
National Institute of Science Technology &
Development Studies
New Delhi

Shri S.L. Ganpathi

Managing Director
Logistics Plus India (Pvt.) Ltd.
New Delhi

PERMANENT MEMBERS (AS ON 31.3.2010)

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



43. CAPEXIL
Kolkata
44. Coffee Board
Bangalore
45. Coir Board
Kochi
46. Commerce & Export Promotion Wing
Govt. of Andhra Pradesh
Hyderabad
47. Council for Leather Export
Chennai
48. Camphor & Allied Products Ltd.
New Delhi
49. Carpet Export Promotion Council
New Delhi
50. Crescent Engineering College
Chennai
51. Directorate of Industries
Govt. of Himachal Pradesh
Shimla
52. Directorate of Industries
Govt. of Madhya Pradesh
Bhopal
53. Directorate of Industries
Govt. of Maharashtra
Mumbai
54. Dr. Reddy's Laboratories Ltd.
Hyderabad
55. Directorate of Export Promotion & Marketing
Govt. of Orissa
Bhubaneswar
56. Directorate of Industries & Commerce
Govt. of Karnataka
Bangalore
57. Dhanalakshmi Weaving Works
Cannanore (Kerala)
58. D.C.M. Limited
New Delhi
59. Dun & Bradstreet Information
Services India Ltd.
Mumbai
60. Eastern Silk Industries Ltd.
Kolkata
61. ECGC of India Limited
Mumbai
62. Electronics Corp. of India Ltd.
Hyderabad
63. Electronics Trade & Technology Development
Corporation Ltd.
New Delhi
64. Engineers India Limited
New Delhi
65. Excel Industries Limited
Mumbai
66. Export-Import Bank of India
New Delhi
67. Engineering Export Promotion Council
New Delhi
68. Ess Gee International
New Delhi
69. Eagle Flask Industries Pvt. Ltd.
Mumbai
70. Escorts Limited
Faridabad
71. Federal Bank Limited
Alwaye
72. Ferns Exports
Mumbai
73. Food Corp. of India
New Delhi
74. Federation of Indian Chambers of
Commerce & Industry
New Delhi
75. Fertilizers & Chemicals (Travancore) Limited
Cochin
76. Ficom Organics Limited
Mumbai
77. Foam Mattings (India) Limited
Alleppy
78. G.S.T. Corporation
New Delhi
79. Geep Industrial Syndicate Ltd.
New Delhi
80. Greaves Cotton & Co. Ltd.
Mumbai
81. Grindwell Norton Limited
Mumbai
82. Groundnut Extractions Export
Development Association
Mumbai
83. Gujarat Alkalies & Chemicals Ltd.
Baroda
84. Guru Nanak Mercantile Co.
Jalandhar

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



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

172. Punjab & Sind Bank
New Delhi
173. Projects & Equipment Corpn. of India Ltd.
New Delhi
174. Punjab National Bank
New Delhi
175. Raanee Agency
Salem
176. Rubber Board
Kottayam
177. Rashtriya Ispat Nigam Ltd.
Visakhapatnam
178. Reckitt & Colman of India Ltd.
Kolkata
179. Rajasthan Small Industries Corpn. Ltd.
Jaipur
180. Su-Raj Diamonds (I) Ltd.
Mumbai
181. Satnam Overseas Limited
New Delhi
182. Shah Pneumatics
Mumbai
183. Sangli Bank Limited
Sangli
184. Shreeji Chemicals
Ahmedabad
185. Shapoorji Pallonji & Co. Pvt. Ltd.
Mumbai
186. STC of India Ltd.
New Delhi
187. Shriram Jute Mills Ltd.
Kolkata
188. Steel Authority of India Ltd.
Kolkata
189. SAIL International Ltd.
New Delhi
190. Sanghavi Exports
Mumbai
191. Synthetic & Rayon Textiles Export
Promotion Council
Mumbai
192. Spices Board
Cochin
193. Sports Goods Export Promotion Council
New Delhi
194. Seth Ghasiram Gopikishen Badruka
Educational Society (Regd)
Hyderabad
195. T. Abdul Wahid & Company
Chennai
196. Tata Exports Limited
Mumbai
197. Tata Industries Pvt. Ltd.
Mumbai
198. Technofab Engg. Ltd.
New Delhi
199. Texmaco Limited
Kolkata
200. Tea Board
Kolkata
201. Thermax Limited
Pune
202. Triveni Structurals Ltd.
Allahabad
203. TNT India Ltd.
New Delhi
204. U.B. Exports
Bangalore
205. U.P. Cooperative Federation Ltd.
Lucknow
206. U.P. Export Corporation Ltd.
New Delhi
207. Usha Intercontinental (India)
New Delhi
208. V.D. Swami & Company Ltd.
Chennai
209. V.S. Dempo & Co. Ltd.
Panaji
210. Vardhman Spinning &
General Mills Limited
Ludhiana
211. Vasu Agarbathies
Mysore
212. Victor Tools Pvt. Ltd.
Jalandhar
213. VBC Educational Society
Visakhapatnam
214. Voltas Limited
Hyderabad Unit
Hyderabad