



Indian Institute of  
Corporate Affairs  
*Partners in Knowledge. Governance. Transformation.*



# Two - Day Workshop on Export Management

14-15 December 2015,  
IICA Campus, Manesar



## “Two Day Workshop on Export Management” (December 14-15, 2015)

### Introduction

**Indian Institute of Corporate Affairs (IICA)** is a 21<sup>st</sup> century unique world class institution established by the **Ministry of Corporate Affairs**, Government of India for holistic treatment of all issues impacting on corporate functioning to help business of today and shape tomorrow's. The state-of-the-art campus of IICA is located at Manesar, Distt. Gurgaon, Haryana. The Centre for MSME, an integral part of Indian Institute of Corporate Affairs (IICA) has been established to foster understanding of the regulatory framework, encourage innovative responses to business environments and focus on all other relevant issues affecting the MSMEs. It enables capacity building through training and interactions such as seminars and workshops, engages in documentation and research on MSMEs practices, encourages cluster development initiatives and uses its pivotal cross-cutting position to create synergy on various facets of the MSME sector.

### About the Workshop

Indian companies have tremendous opportunities in global trade and in fact Indian companies are increasingly doing business abroad. SMEs are a strong pillar of expanding global customer base and meeting their demands. Those SMEs which are internationally active tend to be larger than the average SME. SMEs are a strong pillar of expanding global customer base and meeting their demands. In fact, some studies indicate that 60 percent of small companies that engage in exporting derive 20 percent of their annual earnings from exports. The exports from SMEs sector over a period of time have acquired greater significance in India's foreign trade. What was considered to be an activity exclusively belonging to large-scale sector has assumed more challenging proportions and at present SMEs are accounting for almost 40% of Indian exports.

Globalization has opened up a host of opportunities for SMEs that can grow quickly, which are niche exporters, or which are able to tie up with global supply chains are likely to take advantage of such opportunities. Especially for growth – orientated SMEs, exports will be an important strategic option to achieve continued business growth.

**On account of challenges faced by the sector, Marketing and Exports** remain key challenges for MSMEs. Many entrepreneurs are not entering in the field of exports due to lack of market knowledge, availability of a growing domestic market, and the complexities of international trade.

Recognizing the need, urgency and strategy required to enable the MSMEs to perform capably and competitively enough to excel in the export front, Centre for MSME, an integral part of Indian Institute of Corporate Affairs, is organizing **Workshop on Export MANAGEMENT, for Capacity Building of MSMEs, Exporters (including Handicrafts and Handlooms) & Development Organizations** with the aim of promoting competitiveness and productivity in the emerging enterprises, commercial enterprises and large enterprises.

### Learning Objectives

This capacity building training course on Export management provides you complete insight about how to boost your export trade at competitive level. Here, you will attain advanced level knowledge and information on how effectively you can explore your exports with your international counterpart through improved means of utilization of different instruments of international trade and at the same time can fruitfully utilize and get benefits of following :-

- How to go global.
- How to Develop robust export plan for your company

- How to carry out due diligence in respect of export documentations viz. Contract/ order/ LC, Invoice, GR form, Bill of lading/ Airway bill, Non payment advice from foreign bank, Original unpaid bill(s) of exchange, Protest note, Correspondence with original buyer/ LC opening bank to avoid losses.
- What actions to be initiated through debt collection agent/ lawyer and/ or Indian consulate abroad, to recover the debt in different export transactions. Whether the matter has been taken up with ICC under UCPDC
- How to compete more successfully
- How to reduce dependence on few major customers and expand customer base.
- How to even out regional business cycle- related demand fluctuations
- How to tap additional growth opportunities for niche products, for which the local market is limited.
- How to establish a network of contacts and partners – these can be used to improve offer to traditional local customers.

In nutshell, SMEs and Exporters must be able to identify the resource required for their business and most importantly they should know how to put these resources to work effectively.

## Program Contents

### Session I: Merits of Export Trade Plan

#### Ch 1: How to develop robust export plan for your company

- The world is open for a good business
- Important things for communication
- Select Criteria for right export products
- Approaches of selecting a product/service.
- Exporting can be one of the best ways to grow your business.
- Developing an export plan

#### Ch 2: Developing export strategy

- A sound strategy is vital for a good business
- Developing an export strategy
- Internationalization strategy for new export markets.
- Setting up of an appropriate export price
- Case Study - Africa as growing continent

### Session II: Export Marketing & its expansion strategy

#### Ch 3: Assess the market

- Analysis of strengths & weaknesses
- Risk Factors in International Trade.
- Determining your products' Export Potential
- Is your product ready to export?
- Assessing your company's export readiness

#### Ch 4: Export marketing & Expansion

- Export promotion through agents
- Appointing Agents
- identifying target markets
- giving an overall perspective on how India's exports are growing
- Opportunities for Exports.

### Session III: Resources, Trends & Trade Practices of Exports

- A Specialized presentation on “How to get to know your export market and potential buyers: A German perspective with focus on (inter)cultural aspects”
- A Specialized presentation on “How to get success in JV and/or Technical collaboration with overseas companies (with the intent to help SME participants to capitalize on 'Make in India' drive launched by Government of India)

#### Ch 5: How to compete more successfully

#### Ch 6: How to reduce dependence on few major customers and expand customer base

### Session IV: Important issues of exports

#### Ch 7: Issues of importance in Export Management

- Letter of credit and Financing, Export Credit Guarantee Corporation (ECGC)
- How to take maximum Benefits under Foreign Trade Policy, and Export Documentation issues.

### Session V: Advanced Issues of Exports

#### Ch 8:

##### (A) Specialized session on Africa and potential for exports

(Considering the emerging opportunities for export to Africa and Government emphasis on bilateral trade with Africa and keeping in view the "Third India Africa Forum Summit 2015")

- Bilateral relations
- overview of trade with Africa
- Export opportunities to Africa

##### (B) Bilateral and multilateral credit availment for Exports:

- Exim Bank
- African Development Bank
- World Bank
- Other institutions

#### Ch 9: Global Institutional linkages

- Institutional Linkages
- Trade & Investment Promotion Agencies
- Export Credit Agencies

### Target Audience

- Must attend for people with varying level of experience i.e. Senior Management, Middle, General Managers and Program Managers working in **DICs (under Directorate of Industries), NSIC, SIDBI, MSME-DI, Office of DC- MSME, Office of DC-Handicraft and DC-Handloom, State Industrial Development Corporations, States Financial Corporations, SIDBI, EXIM Bank, BRICS Development Bank, IFC, German, US, European & UN development agencies)** and other development sector professionals.
- Beneficial to CEOs and Directors of Micro, Small & Medium Enterprises (MSMEs), Chambers of Commerce & Industry, Small & Medium Business Development Chambers of India, Trade Promotion Organizations, SME Consultancy and Research Institutes of India, India international trade centre (IITC-INDIA), SME Technology Development Council for SMEs, SME Business Clubs, State FINANCIAL CORPORATIONS, Industrial and Economic Development Associations, MSME Development Institutes (MSME-DI).

- Helpful for NGOs, Exporters, Private Business owners, Policy Makers, Decision-makers in local and national government, Senior officials from Banking and Financial Institutions, Senior Officials of Public Sector Undertakings (PSUs), **Export Promotion Councils (EPCs)** Foreign Trade Organizations, Foreign Embassies in India, International Trading consultants /organizations, related trade support institutions and Export-Import Boards, EOUs & SEZ Units, National Centre for Trade Information, Indian Brand Equity Foundation, Price Stabilization Fund Trust, Export Credit Guarantee Corporation of India Limited, Commodity Boards, Sector and product specific Exports Development Authority, Directorate General of Foreign Trade (DGFT), Directorate General of Supplies and DISPOSAL(DGS & D), Directorate General of Anti-Dumping & Allied Duties, Directorate General of Commercial Intelligence and Statistics (DGCI &S).
- Beneficial to Academia, Corporate professionals, Established & Budding women entrepreneur, Existing & Prospective Entrepreneurs across various verticals viz. manufacturing products as well as IT & IT – Enabled services Imports & Exports

**No. of seats – 60 (Sixty) on first come first serve basis**

## Partners

Indian Institute of Corporate affairs (IICA) has entered into national and international collaborations to further its agenda of promoting best practices for MSMEs in India. Its partners include The George Washington University, International Finance Corporation, GIZ (German development Agency), Institute of Directors, London, Tata Institute of Social Science (TISS), ISB, TERI, FICCI, CII, PHDCCI, ASSOCHAM, Coca-Cola India Foundation (CCIF), Grant Thornton, Institute of Public Enterprises, Indian Institute of Management (IIM), IIFT, Indo-American Chamber of Commerce (IACC) among others.

## Application Process/ Registration/ Program fee

Organizations and participants seeking to undertake the course are requested to visit the official IICA website ([www.iica.in](http://www.iica.in)) for updates on training being held in IICA Campus, Manesar.

Registration: The participants can download the registration form from the IICA website, [www.iica.in](http://www.iica.in)

### Workshop Details:

Programme	Programme Date	Venue	Participant Fee *Residential (inclusive of taxes)	Participant Fee *Non Residential (inclusive of taxes)
<b>Two - Day Residential workshop on Export Management</b>	14-15 December, 2015	Indian Institute of Corporate Affairs, Manesar	Rs. 15,960/- (Rs.14,000/- + service tax)	Rs. 11,970/- (Rs.10,500/- + service tax)

- Residential Programme fee includes Registration Fee, Accommodation (also includes one night stay on 14<sup>th</sup> December, 2015 in Double Occupancy) Full Boarding, study material/content, Programme kit.
- Non-Residential Programme fee includes Registration Fee, Full Boarding, study material/content, Programme kit.
- Logo of SMEs / Corporate houses nominating THREE (3) or more employees/partners/directors etc. for the workshop will be displayed on the backdrop on registration (Nominations will be deemed to be complete only when the payment has been received in full and realized by Indian Institute of Corporate Affairs.)
- Sessions : 10.00am to 06:00pm (on 14<sup>th</sup> December, 2015)&10.00 am to 03.00 pm (on 15<sup>th</sup> December, 2015)

### **Payment Mechanisms:**

#### **a) NEFT**

Following are the details for NEFT payment; please convey the transaction number on the registration form

<b>S. No.</b>	<b>Particulars</b>	<b>Details</b>
<b>1.</b>	Name of the Beneficiary	Indian Institute of Corporate Affairs
<b>2.</b>	Account Number	604810210000007
<b>3.</b>	Type of Account	SB-10
<b>4.</b>	Name & Address of Bank Branch	Bank of India, Electronic Niketan, CGO Complex, Lodhi Road, New Delhi-110003
<b>5.</b>	Branch Code	6048
<b>6.</b>	MICR Code	110013052
<b>7.</b>	NEFT IFSC Code	BKID0006048

**b) Demand Draft:** The programme fee may also be paid through a demand draft drawn in favour of "Indian Institute of Corporate Affairs" payable at New Delhi. The filled registration forms along with Demand Draft are to be sent to the following address:

**Mr. Rajesh Batra,**

Head-Centre for MSME

Indian Institute of Corporate Affairs

Plot no.:- P 6,7,8, Sec. 5, IMT Manesar,

Distt. Gurgaon (Haryana), Pin Code - 122 050

E-mail: [rajeshbatra.iica@gmail.com](mailto:rajeshbatra.iica@gmail.com), [rajesh.batra@iica.in](mailto:rajesh.batra@iica.in)

Phone: 0124-2640000 (2021), 9871417394

The last date for receipt of nomination for the programme is 1<sup>st</sup> December, 2015. Please note that since we can accommodate only a limited number of participants, the participation would be on **first-come-first-served basis**.

**We request you to confirm your participation by completing and returning the attached Registration Form. You may also like to nominate your colleague(s) to attend this workshop.**

## Workshop Facilitators' & Speakers

 <p><b>Mr. Radhikesh Uttarwar</b> Managing Director PAC India</p>	 <p><b>Ms. Andra Riemhofer</b> Expert for Intercultural Communication and Cooperation</p>	 <p><b>Mr. Sanjay Beswal,</b> ANDEES CONSULTING A Div of ANDEES IMPEX PVT. LTD.</p>
 <p><b>Mr. Lokesh Parashar</b> Director Adkindia LLC</p>	 <p><b>Ms. Uma Mansaramani</b> Founder &amp; President Heritage Sourcing</p>	 <p><b>Dr. J.S. Juneja</b> Chairman Global Projects &amp; Services (P) Ltd.</p>
 <p><b>Mr. Rajesh Batra</b> Head-Centre for MSME IICA</p>		



**Mr. Radhikesh Uttarwar**

Managing Director

PAC India

**Radhikesh** is an international joint venture and technology acquisition specialist based in Pune, India. In a career spanning 17 years, he has worked across industry segments like industrial capital machinery, medical devices, automotive and advanced manufacturing and ITES. He has also been a Trade and Investment Advisor for the Australian Federal Government in India for over 5 years.

Throughout his career, Radhikesh has helped businesses formulate their business strategy and oversee execution, in particular for their strategic expansion plans into emerging markets. He also has a legal education and thus is able to navigate regulatory and statutory processes throughout the lifecycle of a business with ease.

Radhikesh works as Strategic Counsel for Boards, Chief Executives and senior management of significant private and public companies to provide strategic guidance and advocacy in the areas of governance, problem solving, corporate advisory work, restructuring, capital raisings, private equity negotiations, management buy outs and the management and selection of legal resources. The role involves working as a “strategic trusted advisor” and draws upon his legal and commercial experience in managing complex issues, client relationships and professional advisors.

Radhikesh is able to bring to the table, a blend of expertise arising from a deep understanding of domestic laws combined with extensive international experience. Drawing on this unique skill set, he is able to advise clients on alliance strategies, tax and corporate structures, investment documentation, compliances, IP licensing and strategy, franchising and exits, including acquisitions and third party sales.

He currently works as the Managing Director – India Operations for The PAC Group, a multinational engineering consultancy organization.

His focus on cross-border legal and regulatory issues has given him an understanding of the various issues that arise when a company wishes to enter into a JV with a foreign partner, ranging from the conflicts between the corporate law requirements, the double taxation issues that arise in connection with the returns that international investors get on their investments and other complex issues. On the other side of the table, his work with an extensive network of C Level executives in Indian business houses allows him to advise foreign companies on their South Asia strategy.

Through his career, Radhikesh has had the opportunity to study several sectors such as Automotive, Advanced Manufacturing, Pharma and life sciences among others. He integrates this knowledge with his expertise in providing strategic legal, regulatory and tax advice.

---



**Ms. Andra Riemhofer**  
Expert for Intercultural  
Communication and Cooperation

### **ANDRA's Experience**

SMEs cannot fully deploy their potential in the international market because of information deficits and cultural barriers. Setting up representations or making major decisions before having developed a deeper sense for the market and the business culture ties up and in the worst case burns capital. Many business relationships come to an end before they even start. Intercultural differences very often result in misunderstandings, frustration and unnecessary loss of time and money. Small things can be relevant when you are speaking to a potential German business contact.

### **Skills:**

Acquisition and Sales, Business Development, Programme Planning, Project Management, Purchasing, Training & Consulting.

### **Education**

- Born and educated in Germany. Topped with some Indian flavour.
  - Certified Publishing Professional (Verlagskauffrau (IHK))
  - Degree in Business Administration (Dipl.-Betriebswirtin (FH)), Major: Logistics
  - Master's Degree (M.A.) in Intercultural Communication and Cooperation
  - Until 2013: 12 years in Publishing, two years in the e-Learning Business plus two years in Distribution of Electronic Components
-



**Mr. Sanjay Beswal,**  
ANDEES CONSULTING A Div of ANDEES IMPEX PVT. LTD.

**Mr. Sanjay Beswal** is a Director in Andees Consulting and provides consulting and execution services for matters of Foreign Trade Policy and related Customs and Excise Laws etc.

Mr. Beswal has substantial experience in these matters in a cross section of sectors and is Advisor to logistics and finance departments of several MNCs, Indian Organizations, Public Sector Companies and Foreign Companies.

He is a regular speaker and trainer at various forums in India and abroad, and is also a guest faculty at several institutes of repute including IIFT, Delhi School of Economics etc. However execution of complicated exim related issues has been the key for him and his firm.

Mr. Beswal has earlier worked at senior levels with Industrial Groups, handling Foreign Trade and Project Development. He is a Mechanical Engineer and a Post Graduate in International Business from Delhi School of Economics.

---



**Mr. Lokesh Parashar**  
Director  
Adkindia LLC

**Lokesh Parashar** is running an established Buying House handling Intl business for past 21 years; his reach in the Indian manufacturer exporter industry in home décor, gift & home furnishing industry is very deep & wide. More than three hundred export factories are in direct contact with his company, seeking business for their products. This apart, the network runs to more than 3000+ exporters who are his industry partners & he seek each other's co-operation in enabling exports from India. Meetup of Import Export Professionals Group is another platform for learning & growing. Delhi & Mumbai groups have 1400+ importer & exporter members. He plan to open more such chapters in cities like Bangalore, Kolkata, Chennai, Jaipur, Chandigarh, Gurgaon, Noida, etc.

---



**Ms. Uma Mansaramani**  
Founder & President  
Heritage Sourcing

**Uma Mansaramani** is an export import professional with an experience of 30 years in the international market. A bachelor of zoology with an eye for detail, she entered into manufacturing and export of apparel in the year 1985, handling all aspects of business including communication with clients and vendors, designing, product development, costing, sales & marketing, follow up for getting letters of credit, procurement and processing of raw materials, production planning and execution to meet client deadlines, quality assurance, finishing and packing, documentation, shipping and logistics planning to meet required eta, payment follow up from clients, recruitment training and motivation of staff.

In a stint with designing and producing western partywear gowns, she created some marvelous outfits that foreign designers were selling to their clients at Euros 1000-6000 per gown.

Due to orders exceeding her own factory's capacity, she started placing them with fellow exporters and hence became a buying agent. Eventually, she exited the manufacturing setup to become a full fledged buying agent and added accessories, home furnishing, gifts, textiles to the sourcing portfolio. Her latest passion is sourcing F&B and Commodities.

Having a great affinity to learn new things, she learnt equity markets and technical analysis from Delhi Institute of Financial Management.

Her Motto: "Strive to Create Value and Generate Wealth for Importers Abroad and in India."

---



**Dr. J.S. Juneja**  
Chairman  
Global Projects & Services (P) Ltd.

**Dr. J.S. Juneja** has a unique experience of over three decades both in the public and private sector managements. An MBA from the University of Oregon, USA, Dr. Juneja was conferred Doctoral Degree by the University of Bombay in Applied Economics (1989).

He is an international and national consultant, author and has been a **Visiting Professor to the University of Rhode Island, USA and prestigious Indian Institute of Technology, New Delhi**. He has also been an External Examiner for Doctoral students for the Osmania University, Hyderabad and Indian Institute of Mines, Dhanbad. His expertise lies in capacity Building through training, research and studies. Dr. Juneja has been invited as a guest faculty by several institutions and organizations.

Dr. J.S Juneja is the Chairman of the Global Projects & Services (P) Ltd. since November 1995 and has been providing management consultancy to the Governments of Egypt, Syria, UAE (Dubai), Mauritius, Botswana, Kenya, Swaziland, United Nations, UNDP, UNIDO, Commonwealth Secretariat, Food and Agriculture Organisation of the United Nations (FAO), ESCAP, ECA and many other countries apart from several institutions in India and abroad. He has traveled extensively.

He has been the President of All India Management Association (**AIMA**) - an Apex Indian organisation in Professional Management and is its **life fellow**. He has been the Chairman and CEO of India's apex SME development organization – The National Small Industries Corporation (**NSIC**) – A Governemnt of India Enterprise. He is presently Chairman, SME Chairman of AIMA, Chairman and Vice President to World Union of Small and Medium Enterprises (**WUSME**). He has been the **Vice Chairman** of **SCOPE** (Standing Conference for Public Enterprises). Earlier he worked with the Indian Petrochemical Corporation Ltd. (IPCL) for Marketing and Application Development of its products.

Dr. Juneja completed the study on '**SMEs in Asian Region: Harnessing the Growth Potential**' for AAMO (Asian Association of Management Organizations) and just completed '**Policy Guidebook for SME Development in Asia and the Pacific**' for the United Nations ESCAP (Economic and Social Commission for Asia and the Pacific) and the same was released at the Asia and Pacific Business Forum at Kaula Lumpur. He also set up **Software Technology Park** in Delhi housing over 40 budding entrepreneurs in IT & IT related services, which was inaugural by Dr. K R Narayanan, the then Vice President of India. Many of them have graduated and created thousands of jobs both for men & women.

Dr. Juneja has served on the Governing Councils and Boards of:

- Indian Institute of Management (**IIM**), Kolkata,
- Indian Institute of Management (**IIM**), Calicut,
- Council of Scientific and Industrial Research (**CSIR**), having 40 National Laboratories,
- National Small Industry Extension Training Institute (**NSIET**) Hyderabad (also served as its Vice Chairman)
- National Institute of Entrepreneurship & Small Business Development (**NIESBD**) **Founder Executive Director**, Ministry of Industry, Government of India New Delhi and
- India Institute of Entrepreneurship, (**IIE**) Guwahati.

Dr. Juneja is an Independent Director on the Boards of Elder Pharmaceuticals Ltd., Elder Health Care Ltd. and Eastman Cast & Forge Ltd.

He has served as a Director on the Boards of a number of public and private sector companies, as follows:

- State Bank of Patiala,
- Global Trust Bank ,
- Citizens Cooperative Bank Ltd,
- Indian Petrochemicals Corporation Ltd. (IPCL),
- National Research Development Corporation Ltd (NRDC),
- Singer India Ltd
- India Trade Promotion Organization Ltd (ITPO), Government of India-an apex Trade Fair Authority
- UP Small Industries Corporation Ltd.
- Punjab State Small Industries & Export Corporation Ltd.
- Tamil Nadu Small Industries Corporation Ltd. and
- Nominee Director on several companies under BIFR, Government of India

Dr. Juneja was conferred the coveted International Legion of Honour Award for 1993-95 by WASME at Cairo and has been the recipient of 1992, **IMM Top Professional Manager of Year Gold Award**, Shiromani Award (1987), Udyog Rattan Award (1986) and several other awards.

Dr. Juneja has researched and written extensively just completed study on **Policy Guidebook for SME Development in Asia and the Pacific Region** for ESCAP.

---

## Workshop Facilitators'



**Mr. Rajesh Batra**  
Head-Centre for MSME  
IICA

**Rajesh Batra** is currently responsible for several development activities through Capacity Building measures by taking serious initiatives in Entrepreneurship Education, Information, Research and Consultancy, Collaboration for Policy Facilitation, professional endeavours for institutional strengthening, Sector guidelines and advocacy to develop best practices for SMEs.

He has long experience of dealing with promotion, development and financing of Micro, Small and Medium Enterprises as well as Agriculture Rural Industries segments, SME competitiveness enhancement and institutional strengthening. Over the last 22 years, he has worked extensively in the Policy development work, Business Strategy, Project Management, Imports, Program management, Procurement & Logistics / Supply Chain Management (SCM) and Business development.

Rajesh has done his masters in commerce and post graduate management courses in the areas of Foreign Trade and Marketing. Rajesh is with Indian Institute of Corporate Affairs (IICA) as Head, Centre for MSME since 25th April 2014. Before joining IICA, he was working as Dy. General Manager with India's apex SME development organization – The National Small Industries Corporation Ltd. (NSIC) – A Government of India Enterprise.

---

## About IICA CAPACITY BUILDING WORKSHOPS

The success of our various programmes and workshops owes to the active participation of various stakeholders such as Ministry of MSME & its constituent institutions, DC-Handicrafts, DC-Handlooms, DC-MSME, NSIC, Ministry of Science & Technology, NID, BSE-SME, National Stock Exchange, Department of Industries & Commerce of various State Governments, Financial Institutions, MSME Associations, International Organizations like ZDH/SEQUA, GIZ, UNIDO, IGEP Foundation etc.

Our Workshops are designed to be very limited, to allow for close interactions among the participants and allow focus on individual queries as well.

**Some of the feedback we have received on the recent workshop (conducted in July 2015) is given below:**

- “I really appreciate your leadership and the kind of efforts you are putting in at the Center for MSMEs, IICA, in designing & delivering high value knowledge support/services to the SME sector and its stakeholders. I have gone through the programme Contents of your Workshop on Financial Management, and I find it really practical & tremendously helpful for its target audience, specially SMEs” - **UNIDO**
- “We found IICA’s training module to be comprehensive and well designed” - **GIZ**
- Session on “Importance of Financial Management and working Capital Management” was found most interesting & useful - **Haryana Power Generation Corporation Ltd. (HPGCL)**
- Session on “Globalization and Foreign Exchange Issues” was found most interesting & useful – **Udaipur Chamber of Commerce and Industries (UCCI)**
- Session on “MSME Finance” was found most interesting & useful - **M.P. Small Scale Industries Organization (MPSSIO)**
- **All sessions** were found most interesting & useful - **Mohali Industries Association**
- Session on “Working Capital Management” & “Governance & Taxation System” was found most interesting & useful - **Federation of Madhya Pradesh Chambers of Commerce and Industry**
- Session on “Globalization & Foreign Exchange Issues” & Governance & Compliance Management for SME” was found most interesting & useful - **Central Bank of India**
- Session on “GST” was found very useful - **Indian Industries Association**

For additional information, please contact the Programme Director, Mr. Rajesh Batra at:

### Contact Details

Mr. Rajesh Batra,  
Head-Centre for MSME  
**Indian Institute of Corporate Affairs**  
Plot no. :- P 6,7,8, Sec. 5, IMT Manesar,  
Distt. Gurgaon (Haryana), Pin Code - 122 050  
E-mail: [rajeshbatra.iica@gmail.com](mailto:rajeshbatra.iica@gmail.com), [rajesh.batra@iica.in](mailto:rajesh.batra@iica.in)  
Phone: 0124-2640000 (2021), 9871417394