



FPCCI Activities and Plans for 2014-16

Role and Importance of FPCCI in present Global Scenario

In traditional sense national chambers have been working as collective bargaining agents of business community, partners of demand management policies and associates of political marketing and trade diplomacy. However, in present trend of globalization and free trade regime, the national chambers are considered as engines of growth and partners in the supply side economic policies.

Implementation of free trade policies in recent past have emphasized the importance of economic integration, bilateral and multilateral trade agreements, protectionism, trade diplomacy and the greater role of private sector in determination of economic development of the nations. The nexus of trade policies, international affairs, and cross border mobilization of capital emphasize on the enhancement in the role and scope of national trade associations. Now, the national chambers serve as a catalyst for capacity building and effective source of achieving competitiveness and efficient resource allocations. In the presence of supply side economic policies, the national chambers should act as a proactive leader in overall socioeconomic development.

The aim of the chambers of commerce and industry in today's world is not limited to the extent of the protection of business and economic interests of the member organizations, they describe their role as "to advance human progress through an economic, political and social system based on individual freedom, incentive, initiative, opportunity, and responsibility. It is corroborated that trade bodies can play a pivotal role in determination of the global linkages and implementation of policies.

The only common factor in the developing 5 nations who succeeded to join the G8 club is the close and continuous association of their private sector institutions with the developed nations in the business, technology and knowledge creating activities. Only national chambers can provide an environment to develop such associations.

Contribution of Trade Organizations in the Economy of Pakistan

Trade organizations in Pakistan represent 92 percent of the economy if include agriculture sector (or 85 percent excluding agriculture sector). Being the representative of 92 percent economic agents and activities, FPCCI feels its responsibility for active contribution in economic development planning and policies. The activities and contribution of FPCCI in formulation of economic agendas, policy advocacy and research during last five years have been mentioned in APPENDIX: I.

It is a matter of great honor that FPCCI was included in the list of economic think tanks of Pakistan and its R & D economists are ranked in the list of top economists of Pakistan by the REPEC/ IDEAS. This ranking is considered as an authentic source of economic research output and the research departments of the SBP, Planning Commission, Punjab University, Karachi University, Ministry of Finance, SPDC, FBR and PIDE are included in the list of Pakistani institutions. The World Bank, IMF, Brooking Institution, MIT, Harvard University, Cambridge University and the other world-renowned and leading institutions are participatory of the REPEC/ IDEAS.

Future Plans and Enhanced Activities

Unfortunately, FPCCI could not play its effective role as economic negotiator in the trade and investment related agreements with other countries. Much active role of FPCCI is required in developing the proposals for WTO related agreements, regional economic treaties, FTAs, and bilateral agreements. Now, FPCCI has prepared itself to play a proactive role as a change agent in economic planning in the next three years. Following activities are proposed for the next 3 years:

(1) Publications/ Lecture Series and Round Tables on Misunderstandings

It is a common feeling that some misunderstandings on the domestic economic policies and international economic relations among the policy makers, business community members, political circles and general public create severe problems in decision making. Meaningful dialogues, policy research and target oriented discussions are required on those economic topics. For this purpose, FPCCI will play a continuous and proactive role in the future. A lecture series and roundtables will be regularly organized in Karachi, Lahore, Islamabad and other locations by FPCCI. Such lecture series and publications are required also for the capacity building of FPCCI spokesmen in various important platforms. Moreover, some material on current economic issues should be presented to the visitors and international delegates in FPCCI. Some suggested topics in current scenario are:

- MFN: Misunderstandings and Opportunities
- EU and GSP Plus: Untold Story
- Understanding WTO, Globalization and Liberalization
- Political Economy of Baluchistan: From Mineral Resources to Gwadar Development Authority
- Water Crisis: Untold Issues and Vested Interests
- Trade and ideology: Is there a connection? (Why trade with India is required)
- Energy Crises: History, Root Causes and Options
- South Asian Economy: Back to the Future
- CSR: Public Welfare in Post Soviet Regime

(2) Establishing Specialized Desk

Fairly a large number of delegations and representatives of the world leading economic agencies and research institutions visit FPCCI. World Bank, IMF, JETRO, ADB, US Chamber of

Commerce, delegates of European Commission and many others are included in those delegations. FPCCI infrastructure and research team must be in a position to offer those delegations to observe the facilities. This strategy can provide several avenues of progress, expansion, collaboration and funding.

Moreover, it is a common practice that the various ministries and government functionaries ask suggestions and comments from FPCCI on the policy documents and working papers regarding to regulations on trade and business, and economic policies for onward submissions to the World Bank, IMF, World Economic Forum, USAID Competitiveness Support Funds and other multilateral agencies. The research and information in specialized areas are required to provide such services. The strengthening of R & D department in FPCCI will improve the quality of such activities. To cater the requirement of growing research activities to provide the services in specialized areas, the following desks have been established in R & D Department in FPCCI:

1. SAARC and China Desk (+ WTO)
2. European Union, USA, Australia, New Zealand and Japan (+Textile and clothing sectors)
3. ECO and Muslim World
4. Non-conventional and Far Eastern Economies (+ Non Textile sectors)
5. Domestic Economy (Trade Policy, Monetary and Fiscal policy)
6. SSGATE and SMEs
7. Academia-Industry Liaison
8. Supporting Projects (BSF, CSF, ASF, USAID, EU etc)

(3) Establishing a ‘National Policy institute (NPI)’ and Program ‘Vision 2025’

For the dialogue and lobbying with the government to safeguard the interest of business sector, policy advocacy to the government on economic issues, and to suggest sustainable development policies on behalf of the private sector a think tank –National Policy Institute- is being formed in FPCCI. This think tank will also be responsible to give official views of FPCCI on current economic policies and situations. R & D Department will serve also as ‘secretariat’ of the FPCCI Think Tank- Institute of Public Policy. **This think tank will prepare a ‘Vision 2025’ program for a fast track economic development of the country.**

(4) Launching SSGATE

South-South Global Assets and Technology Exchange (SS-GATE) program was launched with the technical support and assistance of the China International Center for Economic & Technical Exchange (CICETE) and the Shanghai United Assets and Equity Exchange (SUAEE), at Shanghai Stock Exchange. The aim of this venture was to provide a global and sustainable South-South transaction platform that facilitates market-driven and transparent exchange of technology, assets, services and financial resources among private sector, public sector, and civil society for the inclusive growth of developing countries. FPCCI is the sole official representative and work station for this program in Pakistan. The details of this program are enclosed in APPENDIX: II.

(5) Industry-Academia Linkages program to develop a knowledge-based economy

FPCCI will prepare a knowledge-based economic growth model for the economy of Pakistan. This model will develop the mechanism to enhance research and knowledge creating activities in the universities and research organizations of Pakistan and then the transfer of these knowledge creating activities to the business enterprises. Technological advancement, competitiveness, innovations and conversion of intellectual creations into profit centers are the desirable output of this model. It is suggested that FPCCI will launch a campaign under the title: 'Let us develop a knowledge based economy'. Under this program a close liaison between the industry and universities will be developed. FPCCI will encourage knowledge based investment by awarding trophies to companies for their contribution in knowledge based activities, revamping of economic growth, inflow of foreign investment, investment in infrastructure development, and investment in the energy sector.

(6) Establishing a Research Library

A research library including a reference section will be established in FPCCI. This library will cater the requirement of research activities and it will include an e-library.

(7) Training and Workshops on Trade related Issues

Capacity building and human resource development is a primary requirement for the implementation of supply side economic policies; particularly a knowledge-based economic growth model cannot be implemented without capacity building and availability of properly trained human resources. For this purpose, a continuous training program learning activities are required to develop an ultimate linkage between the knowledge creating activities and economic development. A list of some required training programs (workshops and courses) is attached in APPENDIX III.

APPENDIX: I

Assignments/ Projects Completed in FPCCI during the last 5 years

Reports and Thematic/ Concept Papers

- Impact of Global Financial Crisis on OIC Countries: Growing Investment Opportunities and Revitalization of Financial Capital Markets; for OIC/ CPMCEC Business Forum (2009)
- Strategies to Raise Public Revenue in Pakistan: Recommendations for Working Group on Fiscal Policy and Resource Mobilization 2010-2015 (2009)
- Trade Policy Competitiveness (2009)
- ATA (admission temporaire/ temporary admission) Carnet in Pakistan (2009)
- USAID Empowering Pakistan Project (2009)
- South-South Global Assets and Technology Exchange (SS-GATE) Program (2009)
- Working Papers for the Conference on “Industrial Relations Ordinance 2009: A Charter for Harmonious Relations Between Employers and Employees or a Harbinger of Industrial Chaos and Disaster” (2009)
- Status of Textile Sector (2009) Estimation of the ‘Economic Losses on War on Terror’(2009)
- Reforms, Issues and Experience of Investment Process in OIC Countries: National Experiences (2009)
- Concept paper for ‘South Asian Common Stock Market’ (2009)
- “Foreign Trade of Pakistan: Issues and Suggestions” for TDAP meeting (2009)
- Facts about ‘Kashmir Economy’ (2009)
- “FPCCI Business Performance Index: Objectives and Methodology” (2008)
- ‘Linkages of Macroeconomic Growth, Poverty and Monetary Policy in Pakistan’ (2008)
- ‘Power Crisis In Pakistan: Causes, Effect & Choices’ (2008)
- ‘Trade Competitiveness and Investment Strategies in Muslim World’ (2008)
- ‘Role of the Ministry of Commerce in the Economic Development’ (2008)
- “Success Factors for National SMEs Development Program” (2008)
- ‘Role of Islamic Chamber in Promoting Economic Cooperation among the OIC Countries’ (2008)
- Concept paper for the conference on ‘Confidence Building Measures to Strengthening Inter-provincial Harmony: Corporate Social Responsibility’ (2008)
- Trade Links of Pakistan: A Quantitative Analysis (ISBN: 978-969-9232-00-8), Federation Pakistan Chambers of Commerce and Industry Karachi
- FPCCI Economic Review Vol.1; (ISSN: 1998-2445); Federation Pakistan Chambers of Commerce and Industry Karachi
- Major Industrial Sectors of Pakistan (ISBN: 978-969-9232-01-05)
- Quantification of the Economic Impacts of Benazir’s Assassination (2007)
- Dimensions of Pak-China Economic Relations: Energy, Construction and Steel Industries (2007)
- Papers for WTO Workshop on “Trade Facilitation: Self Assessment of Needs and Priorities for Pakistan” (2007)
- Trade Relations among ECO Member Countries (2007)
- Investment Opportunities in Pakistan: Justification for Investment by OIC Member Countries
- Thematic Points for Economic Cooperation among the Muslim Countries (2007)
- Thematic Paper for the ‘Drive for the FPCCI’ Slogan of the year : Let us Develop a Knowledge-based Economy’ (2007)
- Report on the “Cost of Manufacturing in Pakistan” (2007)
- Role of Mutual Funds and Non-banking Finance Companies in Corporate Governance in Pakistan

- Textile Economy and Boom in Stock Market: Is There any Relation? (2007)
- Report for the SAARC CCI on Importance of the Industrial Sector in Economic Development – Role of the Chambers of Commerce (2007)

Papers/ Presentations

- Economic Freedom: A Stimulator in Achieving Business Excellence in South Asia (2009)
- Presentation on the “Regional Connectivity in South Asia: Causality of Infrastructure, Competitiveness and Connectivity” (2009)
- Presentation on ‘Common South Asian Positions on Institutional Reforms in Global Trade Regime’ (2009)
- Paper for presentation in the 6th and final meeting of the OIC Task Force on SMEs on “the Role of Chambers of Commerce and Industry in Promotion of SMEs” (2008)
- Presentation for SBP on the “Major Issues Faced by the Industry” (2008)
- Plan for the ‘Restructuring of R & D Department’ (2008)
- Presentation on the “Empowering R & D for Industrial & Information Technology” for Ministry of Science and Technology (2007)
- Presentation on the “Importance of the Industrial Sector in Economic Development – Role of FPCCI” (2007)

Synopsis for Discussion/ Recommendations

- Recommendation for Amendments in Copyright Ordinance 1962 (2009)
- Recommendations for “5th meeting of private sector credit advisory council (PSCAC) State Bank of Pakistan (2009)
- Synopsis for the meeting of the National Assembly’s Standing Committee on Commerce (2009)
- Working Papers for the meeting of ‘Technical Committee on Consumer Price Index’ (2009)
- Suggestions for Economic Policy for the submission to the President of Pakistan (2009)
- Agenda and working papers for the discussion with the chairman FBR (2009)
- Recommendation for the ‘Training Program and Short Courses by FPCCI’ (2008)
- Synopsis for discussion with the Governor State Bank of Pakistan on 26th November 2007
- Draft ‘Memorandum of Understanding’ between Business Support Fund and Federation Pakistan Chambers of Commerce & Industry (2007)
- Points for discussion at “2nd Pakistan specific week (catalogue show)”, 3rd-7th November, Jeddah Chamber of Commerce (2007)
- Policy Recommendations/ Concluding Remarks on the ‘Power Generation/ Tariff Structure Session’ in the International Symposium on Sindh Coal (lignite) Mining Jointly organized by Mines & Mineral Development Authority, Government of Sindh and the FPCCI 2007
- President’s Address for the Inaugural Session of the International Symposium on Sindh Coal (lignite) Mining: challenges and success (2007)
- Points for Discussion on behalf of Private Sector/ Industry for various Public Hearings by National Energy and Power Regulatory Authority (NEPRA)
- Proposals for ‘Enhancing Trade Relations with Iraq for the 9th session of Pak-Iraq Joint Ministerial Commission’ (2007)
- Working papers for discussion on ‘Trade Policy’ (2007, 2008 & 2009)
- Proposals for Trade Policy (2007, 2008 & 2009)
- Comments on Trade Policy (2007, 2008 & 2009)
- FPCCI’s Budget Proposals (2007, 2008 & 2009)
- Comments on the Federal Budget (2007, 2008 & 2009)
- Policy Papers for the advocacy of FPCCI Budget Proposals (2007, 2008 & 2009)

SSGATE (South-South Global Assets and Technology Exchange) Program

Background:

In the light of various studies and reports on the big differences in the development stages of North and South parts of the world, the United Nations Development Program (UNDP) had established a special unit – South-South Cooperation Unit. The South-South Cooperation Unit concluded that countries in South can't reach at the same level of development where countries of North have already arrived. After a detailed study it has been recommended that countries in South should promote and depend on their SME sector, because development of SMEs can directly reduce the poverty, unemployment and inequalities. Moreover, SMEs will significantly contribute in the macroeconomic growth and ultimately will lead the advancement and use of technology. It was found that countries in South can promote their economies, SMEs and the use of technology by their mutual cooperation as some countries have surplus capital and resources (like China) while the others are facing shortage of resources and capital. Some practical and feasible measures to promote their mutual cooperation have been recommended.

A new institution - South-South Global Assets and Technology Exchange (SS-GATE) was established with the technical support and assistance of the China International Center for Economic & Technical Exchange (CICETE) and the Shanghai United Assets and Equity Exchange (SUAEE), at Shanghai Stock Exchange. The aim of this venture was to provide a global and sustainable South-South transaction platform that facilitates market-driven and transparent exchange of technology, assets, services and financial resources among private sector, public sector, and civil society for the inclusive growth of countries in the South.

Under the Project, the Shanghai United Assets and Equity Exchange (SUAEE) was designated as the National Cooperating Agency whose main responsibility was to operate SS-GATE System during the pilot period. To develop meaningful linkages among countries in South, the TECHNUNET Africa, TECHNUNET Asia, Islamic Chamber of Commerce and Industry (ICCI) and the China-Africa Business Council were designated as Collaborating 'Networks', because they have their membership networks in the countries in South. The function of these 'Networks' is to recommend the name of 'Participatory Organizations' from their member countries.

Modus Operandi:

If an SME in the member countries requires the project financing or new technology or technology up gradation or equity partnership from the other countries in South. It will submit the details of projects to one of the 'Member' of the 'Participatory Organization/ Work Station (PO/ WS)'. 'Members' are the organizations, which have sufficient capacity and integrity to evaluate and help the SMEs in submitting the projects. Participatory Organization (FPCCI is a recognized and participatory work station/ PO for entire Pakistan and no other organization now can become PO/WS from Pakistan according to Beijing Agreement) will be the sole authority to grant the license to serve as 'Member'. The UNDP guidelines suggest that the local chambers, trade associations and non-profit governmental agencies may be considered as members; however, the granting of membership licenses will be the discretion of the 'Participatory Organization'. The member can charge reasonable service fee from the client (SMEs).

'Participatory Organization (PO)' is the major institution for the success of this entire venture. There will be only one 'PO' from each country. To become a PO, the UNDP documents suggest the qualification of the PO. According to their criteria, the governmental organization, institutions with international

credibility, transnational groups and multinational companies can be considered as 'PO'. POs shall be responsible for collecting and screening proposals submitted by Project Owners through 'Members' in the country of operation to determine the company's soundness and the completeness of its proposals, assist Owners to seek funding from financial institutions and submit the proposals to SUAEE for additional screening.

There will be only one Participatory Organization (workstation) in each developing country and it will be the sole authority to ascertain the feasibility and credibility of the projects. After positive recommendation by the Participatory Organization the SSGATE will finally review the recommended project and it will be transferred to the SUAEE for listing on the exchange. After listing of the project on the exchange the process of bidding and offering will be started and after successful matching, the deal would be finalized. Both the parties (buyer and seller in case of technology transfer, lender and borrower in case of project financing, and the sponsors and incoming partner in case of equity raising) will pay one percent of the final deal as fee. The revenue generated through fee will be shared between the PO and SUAEE @ 50 percent each.

Recommendations:

In majority of cases, the governmental agencies are serving as 'PO'. However, the name of FPCCI as a Participating Organization from Pakistan was recommended by the ICCI on the basis of its capability, integrity and sense of responsibility. After getting written consent by the president FPCCI, the MOU between the FPCCI and Shanghai United Assets and Equity Exchange (SUAEE) was signed in Shanghai on 27th November 2008, while Chinese government in Beijing signed the MOU as the witness.

I have been repeatedly suggesting again and again the full participation in this venture with dedication and consideration because of the following reasons:

- 1) It is extremely important for the country; the success in this project may change the entire economy. It will induce the technological advancement, inflow of foreign investment, developing and openness of the economic relations.
- 2) It will provide an important platform to the FPCCI and enhance its status to lead and coordinate with the local chambers and trade associations.
- 3) It will provide a resource generating activity, which will be helpful in the capacity building of the FPCCI.

It is important to note that some basic requirements (dedicated and qualified staff, computers, networking and infrastructure facilities etc.) are mentioned in the UNDP documents. The SSGATE has provided some assistance to Cameron and Ghana 'POs' to building their capacity to work. However, it does not agree to provide such assistance to Pakistan and Turkey. Istanbul Chamber is serving as 'PO', but Istanbul Chamber has 400 permanent staff and 30 departments- the staff in the subsidiary organizations and branches is not included in this. Despite of the large size, they will establish separate section for SS GATE activities. I strongly, recommend that a separate section must be established in FPCCI to deal SS GATE activities. We need business, financial and IT experts. In fact, 'R & D' department in FPCCI does not have required resources even for the present ongoing activities. The new activity is no doubt extremely important for the economy and it is the part of developmental process, which is linked with the responsibilities of R & D, however, the present staff in R & D does not match the requirement. We will have to strengthen the secretariat and its 'R & D department'.

APPENDIX: III**Courses under FPCCI Training and Development Program**

S. no	Course Title	Trainee Audiences
1.	Financial Dimensions of Global Trade	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Members of the governing bodies of corporate entities3. Big industrialists4. Directors/ Managers of Financial Institutions5. Researchers
2.	Trade Financing	<ol style="list-style-type: none">1. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies2. Big industrialists;3. Directors/ Managers of Financial Institutions4. Exporters,
3.	Trade Diplomacy	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Members of the governing bodies of corporate entities;3. Big industrialists;4. Researchers5. Exporters,
4.	Protectionism and Subsidies	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Big industrialists;3. Researchers4. Exporters,
5.	Technical Barriers to Trade	<ol style="list-style-type: none">1. Members of the governing bodies of corporate entities;2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies3. Big industrialists;4. Directors/ Managers of SMEs5. Exporters,6. Clearing and forwarding agents
6.	Bilateral Agreements	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Members of the governing bodies of corporate entities;3. Big industrialists;4. Researchers5. Exporters,
7.	General Agreement on Trade in Services (GATS)	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Members of the governing bodies of corporate entities;3. Big industrialists;4. Researchers5. Exporters,
8.	WTO Dispute Settlement System	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Big industrialists;3. Researchers4. Exporters,
9.	Economic Under Pinning and WTO	<ol style="list-style-type: none">1. Members of the Standing Committees, Working Groups etc.2. Members of the governing bodies of corporate entities;3. Big industrialists;4. Exporters,

S. no	Course Title	Trainee Audiences
10.	Export Financing and Forward Cover	<ol style="list-style-type: none"> 1. Members of the governing bodies of corporate entities; 2. Big industrialists 3. Directors/ Managers of SMEs 4. Exporters,
11.	Doing Business in Free Trade Regime	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 3. Big industrialists; 4. Directors/ Managers of SMEs 5. Exporters,
12.	Global Financial Architect and Linkages	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Big industrialists; 3. Directors/ Managers of Financial Institutions 4. Researchers 5. Economic journalists
13.	Issues in International Marketing	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc 2. Big industrialists; 3. Consultants 4. Exporters,
14.	Regulatory Framework of Economic Policies and Management	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Members of the governing bodies of corporate entities; 3. Big industrialists; 4. Researchers
15.	Fundamentals of Economic and Business Laws in Pakistan	<ol style="list-style-type: none"> 1. Board Members 2. Members of the governing bodies of corporate entities; 3. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 4. Directors/ Managers of SMEs
16.	National Institutions of Economic Planning and Management	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Members of the governing bodies of corporate entities; 3. Directors/ Managers of Financial Institutions 4. Researchers
17.	Hedging in Commodities and Derivatives	<ol style="list-style-type: none"> 1. Board Members 2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 3. Directors/ Managers of SMEs 4. Exporters,
18.	Issues in Public Finance	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Members of the governing bodies of corporate entities; 3. Big industrialists; 4. Researchers
19.	Structure and Mechanism of Monetary Policies	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Members of the governing bodies of corporate entities; 3. Directors/ Managers of Financial Institutions 4. Researchers 5. Institutional investors,
20.	Compliances of Intellectual Property Rights	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Members of the governing bodies of corporate entities; 3. Owners of the sole proprietary/ partnership entities/ private

S. no	Course Title	Trainee Audiences
		limited companies/ closed public limited companies 4. Researchers 5. Exporters
21.	Compliance with Environmental Standards	1. Board Members 2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 3. Big industrialists; 4. Researchers 5. Economic journalists
22.	Monetary and Financial Structure and Mechanism	1. Members of the Standing Committees, Working Groups etc. 2. Board Members 3. Directors/ Managers of Financial Institutions 4. Managers 5. Institutional investors,
23.	Contemporary Issues and Products in Financial Markets	1. Board Members 2. Members of the governing bodies of corporate entities; 3. Directors/ Managers of Financial Institutions 4. Minority shareholders/ individual investors 5. Institutional investors
24.	Economic Indicators for Business Forecasting	1. Board Members 2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 3. Big industrialists; 4. Minority shareholders/ individual investors 5. Institutional investors,
25.	Simplified Interpretation of Economic Jargons	1. Directors/ Managers of Financial Institutions 2. Researchers 3. Consultants 4. Managers 5. Economic journalists
26.	Capital Formation and Investment Policies	1. Members of the Standing Committees, Working Groups etc. 2. Board Members 3. Members of the governing bodies of corporate entities; 4. Big industrialists; 5. Researchers 6. Institutional investors
27.	Working Capital Management	1. Board Members 2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 3. Directors/ Managers of SMEs 4. Managers
28.	Long Term Financing and Capital Structure	1. Board Members 2. Members of the governing bodies of corporate entities; 3. Directors/ Managers of SMEs 4. Directors/ Managers of Financial Institutions 5. Institutional investors,
29.	Business Restructuring and Financial Reorganization	1. Board Members 2. Directors/ Managers of SMEs 3. Directors/ Managers of Financial Institutions

S. no	Course Title	Trainee Audiences
		4. Institutional investors
30.	Corporate Restructuring and Governance	<ol style="list-style-type: none"> 1. Board Members 2. Members of the governing bodies of corporate entities; 3. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 4. Directors/ Managers of SMEs 5. Managers
31.	Corporate Structure and Industrial Relations	<ol style="list-style-type: none"> 1. Members of the governing bodies of corporate entities; 2. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 3. Directors/ Managers of SMEs 4. Managers
32.	Corporate Social Responsibilities	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Board Members 3. Members of the governing bodies of corporate entities; 4. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 5. Economic journalists
33.	Development and use of financial technology	<ol style="list-style-type: none"> 1. Directors/ Managers of SMEs 2. Directors/ Managers of Financial Institutions 3. Consultants 4. Managers 5. Institutional investors
34.	Economic Modeling for Business Forecasting and Planning	<ol style="list-style-type: none"> 1. Members of the Standing Committees, Working Groups etc. 2. Researchers 3. Consultants 4. Economic journalists
35.	Contemporary Practices and Procedures in Research Methodology	<ol style="list-style-type: none"> 1. Researchers 2. Economic journalists
36.	Contract Research and Funds Generating activities	<ol style="list-style-type: none"> 1. Owners of the sole proprietary/ partnership entities/ private limited companies/ closed public limited companies 2. Directors/ Managers of SMEs 3. Researchers 4. Consultants
37.	Use of Academic Research in Business Ventures	<ol style="list-style-type: none"> 1. Members of the governing bodies of corporate entities; 2. Big industrialists; 3. Directors/ Managers of SMEs 4. Researchers 5. Consultants
38.	Statistical Methods in Business Practices	<ol style="list-style-type: none"> 1. Researchers 2. Consultants 3. Managers