

Management of Home Textiles Export

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Abstract - Home textile exports are market driven, which implies that they deal with what the foreign market wants and how the home textile exporter could fulfil it, or product driven, where they deal with what the exporter has to offer and how can an appropriate strategy be applied to find the targeted buyers in the foreign market. The requisites of these are that the exporter must know the export plan, production procedure and export documentations. Exporter also must know his/her operational capacity, organizational nature and structure. An attempt is made in this project to understand and examine the nature and structure of the organization of the S3P exports.

Keywords-Systems Approach ,planning, organising, staffing, leading, controlling.

I. INTRODUCTION

Company name: S3P Exports Pvt. Ltd.

An export company is responsible for the distribution of goods and services from the host country to any other foreign country. These companies therefore need to have appropriate ties in the host as well as foreign countries to attract clients. Appropriate ties and relationships can be formed and maintained only if the company has a smart organizational structure. The following are the concepts applied in the S3P Exports Pvt. Ltd. in order to form a stable and profitable venture.

A. Propaganda and planning

Information technology plays a crucial role in international business as it one of the most essential tool when it comes to international marketing. Therefore our company has launched a mobile responsive and multi-lingual website through Search Engine Optimization (SEO) not only bridges the gap with our customer but also captures the vision of our firm. We streamline our website from time to time with necessary information like inventory of products, cost of products, mode of payment and other information regarding our upcoming products. This fortifies credibility and respect on the products we offer. We also reach out to our potential buyers about our modernised products through a social media platform like Facebook, linked-in, you-tube and e-magazine.

Our correspondence with Trade associations in different parts of the world provide a platform to organize international exhibitions and events that will help us get connected with new foreign buyers through the export buyers list. Our company is well-known in the international trade fair held

every year in New Delhi, India. This trade fair brings all global business leaders onto a platform and hence furnish a prospect to boost our sales.

Our website endorses hassle-free delivery of samples as per the requirements of our customer with just a click of a button. We ensure sets of samples to be chosen where a sample is retained so that the retained sample matches the chosen sample for final purchase order while manufacturing or procuring.

Our bond with Export promotion agencies have allowed us to gain access to different source of contacts in international level. These agencies aid in boosting our marketing strategies in the trade. They also outspread their services in finding buyers for your product. This promotional council body plays a distinct role in bringing corporates to a destination and thus boost our business capabilities pertaining to information on market components, information on trade associate partners and catalogue of our high quality products. This council body allows us to acquire the statistics of that product and therefore make our sales to function with ease.

Our company has been granted access to trade records updates, notifications, circulars and public notices through government websites. This allows our company to venture in the best and genuine ways to find trusted international buyers for exporting goods around the world. Our good rapport with the Ministry of trade and commerce has facilitated in providing details of global import export trade.

Our company is affiliated with Government embassies who extend their package in aiding exporters to find an international market. Embassies play a crucial role in furnishing an international buyers directory. Their representatives assists our company for various business purposes. They succour in furnishing information about trading companies or agents that import commodities in bulk. Apart from this, embassies also aid in providing specific details on market components.

Our link with a Market Research Company has given us an alternate source of international importers directory for exporting goods around the world. It provides previous export data of different projects along with shipments records that aided our company to be successful. Business intelligence sources like Export Genius provide paid market research products and services in which you will get genuine

information about active importers of your product around the globe. With the help of online tools like b2b or other e-commerce websites and marketing research agents, effective and efficient use of available information through every possible avenue has recuperated our success rate.

Planning involves selecting a purpose and goal, as well as the actions to carry out the deliverables laid out by our company. This requires decision-making i.e. choosing a course of action from the alternatives. Planning thus provides an approach to accomplishing the objectives of our company. Our company follows the classification of plans that must be implemented for effective performance is listed as follows.

B. Mission:

Our purpose deals with monitoring of textile enterprises involved in cloth manufacturing, packaging and delivery of products to our foreign buyers.

C. Objective:

To deliver high quality products that will give our customers a competitive advantage.

D. Strategies:

A methodological approach is followed and approved by the staff and managers in our export business that will result in a calculated marketing strategy to achieve our objective. This strategic action plan focuses on analyses and documentation of previous trade data from Market Research Company and online tools, and trade data collected after every project. These documents are then used to identify our position in the market and make necessary marketing targets. Also pricing strategy are implemented for modernised products to attract new buyers and increase the net profit. Online marketing which includes online advertisements, websites and email marketing are employed to promote newly designed cloth in the marketplace.

E. Policies:

Our company abides by the below policies established by the government:

- Foreign Trade Act passed in the year 1992 and 1993 pertaining to development, rules and regulation.
- Foreign Trade Order passed in the year 1993 pertaining to immunity against applying the rules formulated by the government for certain cases.
- Foreign Trade Policy pertaining to execution of exports carried out by our company.
- Guidebook of Procedures – Volume I
- Guidebook of Procedures – Volume II integrating the Standard Input Output Norms (SION)
- ITC (HS) Categorisation of Export Policy

The prominent features of the above policies are as follows:

- 1) Objective: Development and regulation of foreign trade by facilitating the strength of export deals by strict control and management.
- 2) Section 3 enables the government to manage our export deals and regulate the quality of our products.
- 3) Section 5 enables the government to formulate and amend the policies of exports.
- 4) Section 6 paves way for the Director General of Foreign Trade to influence along with the government in the legal framework of Foreign Trade Policy and in the construction of the Export Policy.
- 5) Section 7 permits execution of exports authorised by a person carrying an Exporter Code Number
- 6) Sections 8 and 9 authorises issue renewal or cancellation of Exporter Code Number and give licence to export goods.
- 7) Sections 10 to 14 permits search and confiscation of licence in case of infringement after careful judgement and reasonable opportunity to the owner of goods
- 8) Section 15 to 17 furnishes an opportunity for appeal and revision of powers for judgement and other authorities
- 9) Section 18 to 20 guards' action that is taken in favour of the government's powers to refurbish policies

Some of the measures taken under Foreign Trade Policy that has allowed our company to recognise our success and has aided our company in building better infrastructure and expertise in global exports are Assistance to States for Infrastructure Development of Exports (ASIDE), Market Access Initiative (MAI), Marketing Development Assistance (MDA) and much more.

F. Procedures:

We follow the below plan that elaborates our established methods when receiving an order from a buyer.

- 1) Establish an organisation: Our export business is a Partnership firm named S3P Exports Private Limited.
- 2) Opening a Bank Account: We have followed the protocol by opening a current account in an accredited bank to deal with Foreign Exchange so that our transactions are transparent to the government.
- 3) Obtaining Permanent Account Number (PAN): Our firm has years of experience and hence obtaining a PAN from the Income Tax Department was done during the preliminary stages of planning.
- 4) An Importer-Exporter Code (IEC) is a mandatory 10 digit number that was obtained for undertaking exports. We have requested for our IEC Number to the regional authority of DGFT in the form of ANF 2A along with the required documents.
- 5) Registration together with membership certificate (RCMC): We have obtained a RCMC granted by the

Export Promotion Councils authorities to benefit the authorization to carry out our export activities and any other benefit mostly regarding the benefit of acquiring, services or guidance.

- 6) Selection of product: We have studied the trends of export of different products in demand and ensured all of our exportable items do not carry any items under prohibited/ restricted list.
- 7) Selection of Markets: We select our overseas markets after an extensive research that highlights market size, competition, quality requirements and payment terms. We exporters also estimate the markets based on the benefits offered by a few countries under their FTP. Agencies of Export promotion and Indian Missions abroad, colleagues, friends, and relatives were our important source to gather information.
- 8) Finding Buyers: Contributions in trade fairs held in different places, buyers and sellers meet and greet occasions, exhibitions, B2B portals, web surfing are our tools that have been effective to find trusted clients. Export promotion, Indian Missions abroad, foreign chambers of commerce are also our helpful sources to gather database on exports. A polyglot website with a product directory containing details of price, payment terms and other correlated information are our platform for propagating our modernised products.
- 9) Sampling: Providing samples that are tailored as per the request of our clients aided our company to obtain more export orders. As per FTP 2015-2020, we were allowed to proceed with exports of bonafide trade and technical samples of freely exportable items without a limit.
- 10) Pricing/Costing: Product pricing was an important step that was implemented so that our company could reach out to our clients and promote sales in view of international competition. The prices were worked out by our team of experts by considering all expenses pertaining to the initial process of sampling to the realization of export proceeds based on terms of sale like Free on Board, Cost, Insurance and Freight, Cost and Freight and so on. Costing of our products are done by taking our motto into consideration that is selling maximum quantity at competitive price with maximum profit.
- 11) Negotiation with Buyers: After we determine the interests of our client on the chosen product, future possibilities and steadiness in business and demand for giving reasonable cut rate in price are considered.
- 12) Covering Risks through ECGC: Possibility of underlying risks involved in foreign trade especially during payment are covered by a Policy from Export Credit Guarantee Corporation Ltd (ECGC) wherein the client who is placing an order without arranging for money up front or opening letter of Credit is

instructed to acquire a credit limit on the foreign buyer from ECGC that act as a safeguard tool in case of risk pertaining to non-payment.

Procedures involving processing of an Export Order

- i. Confirmation of order
- ii. Procurement of Goods
- iii. Quality Control
- iv. Pre-shipment and Post shipment finance
- v. Labelling, Packaging, Packing and Marking
- vi. Insurance
- vii. Delivery
- viii. Customs Procedures
- ix. Customs House Agents
- x. Documentation.

· A bill of lading that guarantees payment

· Export invoice together with export packing list (UN/SITPRO format)

(Further documents like certificate of origin, inspection certificate, letter of credit and declaration under foreign exchange may be required depending on the case.) The above required documents are then submitted to the bank

xii. Comprehension of Export Proceeds

G. Rules:

These are specific actions spelled out by the government thus allowing no room for discretion. These rules are by the government who has power to make them under Section 19 of the Foreign Trade Act passed in 1992.

Rule 3 enables the Director General of Foreign Trade to issue licence for those whose Exporter Code numbers have been suspended or cancelled.

Rule 5 specifies the range of fees to be paid for those applying for licence and those pertaining to such categories are exempted from payment of fees

Rule 6 elaborates conditions are applicable to those who have licences and Export certificates issued under the Indo-US Memorandum.

Rule 7 postulates the circumstances under which a licence can be refused based on guidebook of Foreign Trade Policy and Guide to Export.

Rule 8 enables the authorities who issue licence to revise a licence

Rule 9 enables authority to suspend a licence

Rule 10 enables authority to cancel a licence

Rule 13 specifies the manner of utilization of goods prearranged by STC and the goods exported against a licence

Rule 15 enables authority to search, confiscate and so on.

Rule 16 provides settlement

Rule 17 & 18 enables authority to confiscate and redeem the goods and deliveries.

H. Programs:

These are a complex of the above discussed goals, policies, procedure and rules that are necessary to carry out delivery of world class products.

I. Budget:

A statement of our accomplished objective that is expressed in numerical terms is said to be a quantified plan. A budget is prepared by taking into factors like export staff, resources, travel, marketing expenses, participation in trade fair, export research, logistics and product development.

<p>INTERNAL FACTORS</p> <p>EXTERNAL FACTORS</p>	<p>INTERNAL STRENGTHS</p> <ul style="list-style-type: none"> • Good reputation among clients of various projects. • Exclusive access to high grade quality of cloth produced from independent units of apparel making enterprises • Favourable access to distribution networks and structured transport system. 	<p>INTERNAL WEAKNESSES</p> <ul style="list-style-type: none"> • High cost in machinery due to customer demands for upgraded products • High prices involved in manufacturing and procurement of raw materials
<p>EXTERNAL OPPORTUNITIES</p> <ul style="list-style-type: none"> • More demanding clients. • Arrival of latest technologies. • Loosening of regulations and establishment of government schemes to favour export business • Removal of international trade barriers. 	<p>SO STRATEGY : MAXI-MAXI</p> <ul style="list-style-type: none"> • Benefit from government schemes to establish trust among clients • Use a strong brand name to attract clients • Use latest technologies to broaden our network of product line 	<p>WO STRATEGY : MINI-MAXI</p> <ul style="list-style-type: none"> • Venture investments on recently constructed cloth enterprises • Re-develop products to increase volume
<p>EXTERNAL THREATS</p> <ul style="list-style-type: none"> • Possibility of shifts in consumer tastes away from the firm's products • Client payments not sufficient to yield profits • Possibility of mismanagement in delivery process while dealing with multiple projects 	<p>ST STRATEGY : MAXI-MINI</p> <ul style="list-style-type: none"> • Redesign of organisational structure to minimise mismanagement • Use technological know-how to fight competitors 	<p>WT STRATEGY : MINI-MINI</p> <p>Re-structure organisation and focus on establishment of a new brand name of products at a low price.</p>

Fig.1 TOWS Matrix – Analysing the external and internal conditions of the company

II. ORGANIZATIONAL STRUCTURE

The organizational structure reflects the composition and hierarchy of positions existing within the company. It plays an important role in determining the distribution of authorities and responsibilities within the organization facilitating the understanding of responsibilities assigned to the workers. For an organization to work smoothly and efficiently it should follow an organizational structure. This structure defines the group of people making key decisions at the company. In reality or actual practise no company follows a single

departmentation structure instead a collaborated structure is follow which can help the organisation work efficiently. An overview of the various process taking place in the exports company is shown below.

For an exports company various people follow different kinds of organization structure. We are going to follow a department wise or functional structure, this helps to segregate the work according to their functions. By doing so, we can rectify any mistakes done along the process.

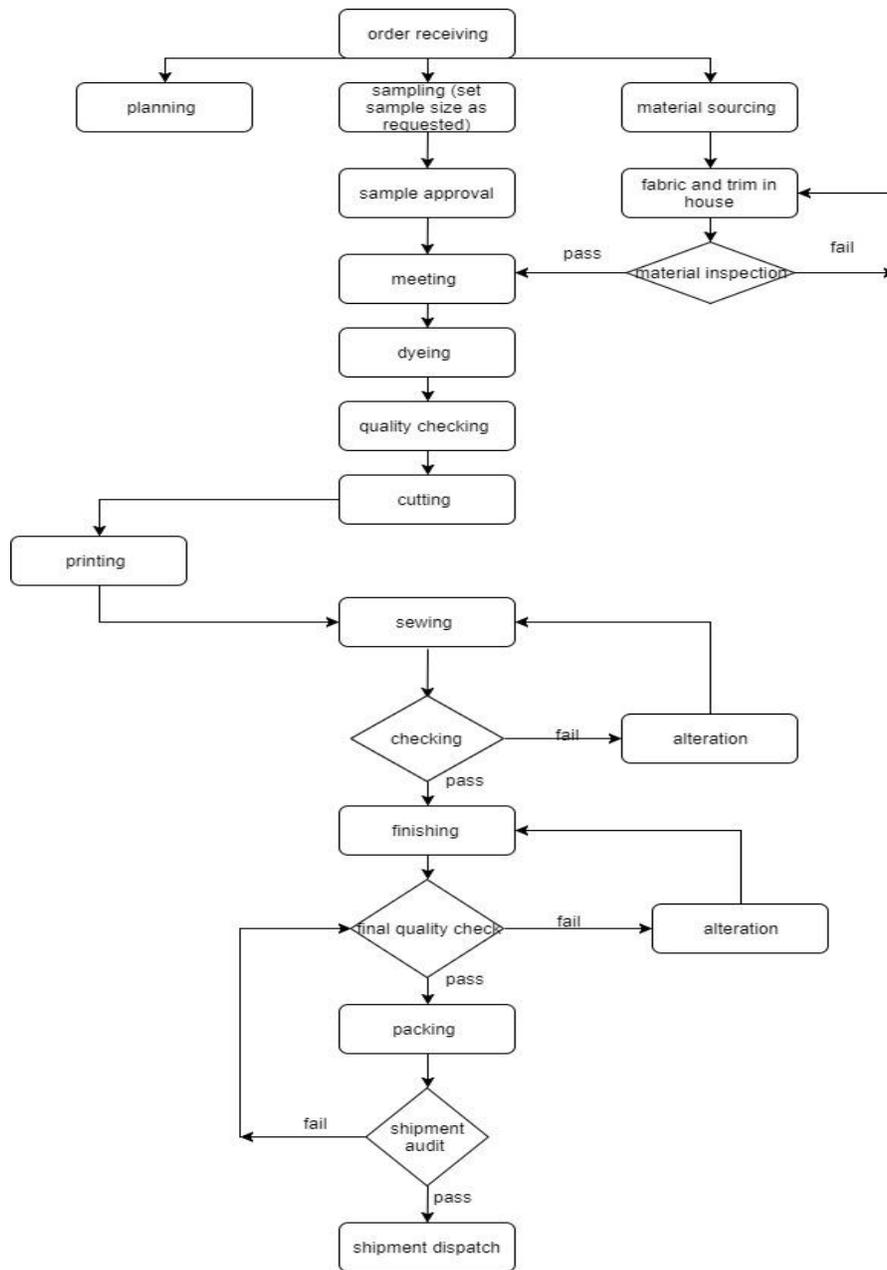


Fig.2 Process flow diagram of the export company

A. Chairperson:

Chairperson occupies the top position in our organization any crucial decision to me made is taken by the chairperson.

B. Export manager:

An export manager is considered to be the heart of an exports company. It is the skills of the exports manager which can take the organization to a higher level. Various functions performed by an exports manager are:

- Direct interaction with the company’s departmental heads, customers and outside organisation.
- Travel aboard to bring in buyers or customers for the organisation
- Attend international trades to keep organisation updated

C. Administration department:

This department consists of accounts and human resources department. Accounts department takes care of day to day accounts, product pricing and calculations pertaining to the

foreign exchange rates. It is to be noted that pay or check for the order will be given only after delivering the products therefore it is up to the accounts department to finance the process throughout without causing any problem related to cash. For a start-up company bank loans will not be issued easily therefore initially the owners of the company has to invest in order to run the company. If the company is well established, bank loans can be taken. Human resource department takes care of staffing involved in each level of the organization.

D. Design centre:

Design centre is an important department in the organization .It consists of 4 departments under it.

- Fabric department: This department is managed by a quality assurance manager. This department looks after the sourcing of the fabric, technical designing of the fabric and blending of the fabric with the pattern desired, the strength of the fabric and dyeing.
- Quality check department: various testing standards are used for checking the strength, uniform colour and damages in the fabric.

- Design department: new product designs are developed using CAD to attract more customers.
- Sampling department: as per the buyers style sheet samples are prepared and shown to the buyers.

E. Production department:

Work begins only after the buyer approves of the sample presented to them.

- Cutting department: As per the requirement of the buyer the fabric is washing and cut according to the specification.
- Printing department: Only done if it is specified or requested by the customer.
- Stitching department: skilled tailors and masters of stitching department are involved in forming the requested garments (towels, apron, clothes, etc.)
- Finishing department: This department takes care of final finishing of the order. In order to export the fabric aboard it must have an impeccable finish.

F. Logistics department:

The finished products are stored here before shipping .This department is managed by a store keeper.

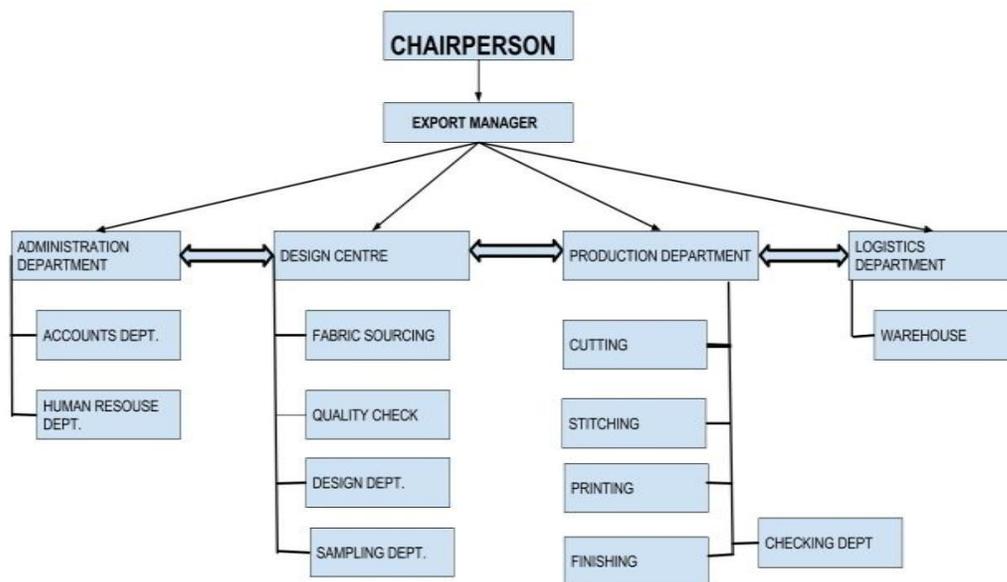


Fig. 3 Structure of the organization

III. STAFFING

It is the individuals and their interactions that make up an organization. Therefore it is necessary to choose the right people for the different positions in the organization. Staffing is the process by which we fill out the different positions in

the company with the apt personnel for the overall efficient development.

Our company requires the filling of the following positions. The expected roles to be performed by them are also mentioned.

A. President:

The principle role of the president is to form the overall strategy and achieve it through the coordination from his managers.

B. Vice president:

The vice president's role is to help the president in decision making and looking through the working of export manager.

C. Export manager:

The export manager's role is to split up the objectives with respect to the different units operated.

D. Unit export managers:

Each unit export manager will be responsible for allotting the functions to be performed and would mention the necessary details regarding the output to the unit manager. He also needs to carefully moderate the product at each step.

E. Finance manager:

Financial manager is responsible for the cash inflows and outflows during the operation.

F. Packaging manager:

He is responsible for the safety packaging of the product such that, the client receives the best maintained product. He would in turn employ low level labors for the packaging business.

G. Shipping manager:

Shipping manager is responsible for the transportation of the final product to the client. This he does abiding the rules of the domestic as well as the client country.

H. Marketing manager:

A marketing manager supervises the marketing department. The manager plans and organizes marketing activities such as identifying potential clients, foster marketing campaigns and coordinating focus groups.

A systematic approach towards hiring a candidate must be performed. There are various factors that are taken into account while staffing.

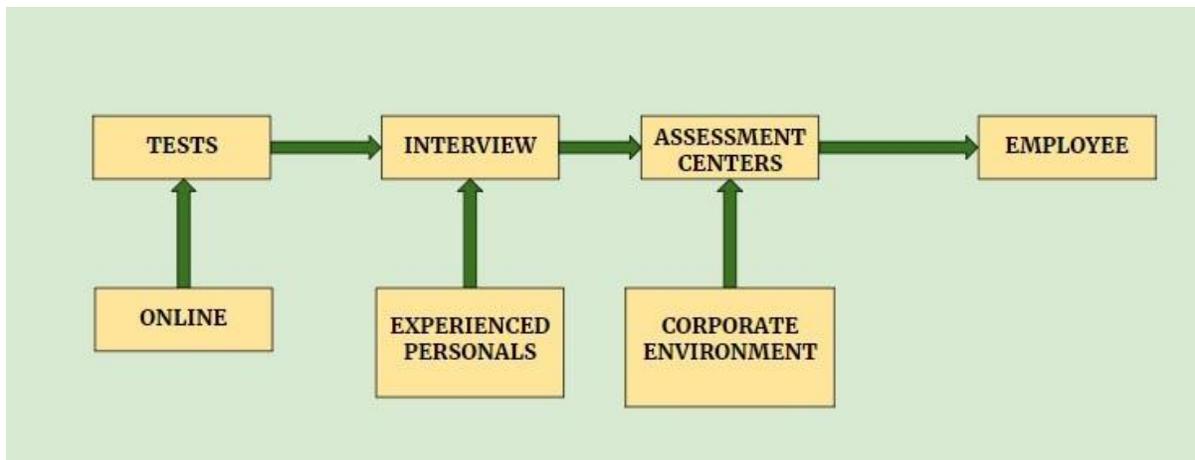


Fig. 4 Hiring procedure of the enterprise

Tests that include intelligence test (test the memory, capacity and speed of thoughts), proficiency test (test aptitude, verbal), vocational tests (test the proficiency of the candidate in the areas of interest of our company), and personality tests (character assessment).

Interview that focuses on the communication skills of the candidate. Here the candidate is screened based on his performance in group discussion, presentation and face to face interview with the human resource manager.

Assessment centers that help in analyzing the behavior of a candidate when he is placed in a managerial situation. A typical assessment will have psychological tests, management games and leaderless group discussions.

IV. LEADING

To run any organization smoothly and effectively the worthy individuals should have the utmost higher position. It is the duty of these leaders to influence, manage and maintain an environment where the people contribute towards organizational growth and prosperity. This is the basic idea of leadership.

A. Functions of a leader:

Through staffing and training we would inculcate the necessary qualities to be expected in a leader in the global market. Following are the objectives we expect to meet through it.

1. Understanding the human factors: The basic function of managers by leading is to help the individuals to satisfy their own goals with their potential along with the accomplishment of enterprise objectives. Therefore, it is foremost important for the managers to understand the roles that each individual will be playing and their personalities.

- Organization is made up of a collection of individuals where each one interacts with one another.
- There is no average person. Though every firm develops a generalized set of rules, procedures, work schedule, etc., they must be adjusted to fit specific situations.
- Though the primary goal for an individual is to achieve the enterprise objectives, he/she must be treated with respect no matter what their position in the organization is.
- We should consider the whole person, not just based on the different characteristics he has but also based on their interactions and the degree to which they are present in.

2. Provide motivation: Individual motives are based on their needs and desires. To motivate is to help them in such a way that they can acquire these qualities.

So, before trying to motivate, we need to analyze the human nature. There are various theories explaining it. By understanding the complexity of human behaviors and their interaction we have chosen the following motivating factors as

the important elements for our systematic motivational technique.

- Intrinsic rewards – Having a feeling of accomplishment, mental satisfaction
- Extrinsic rewards –Actual physical benefits, status and recognition.

The following flowchart based on Porter and Lawler’s motivational theory explains the connection of these two factors in helping the managers to motivate the individuals in our organization best.

Based on the performance of an individual future tasks will be provided to him. With the completion of certain objectives the individual will be provided with rewards. Based on the degree of satisfaction, the effort from the individual’s side would increase. By providing an apt reward system, we expect to increase the effort from every member’s side.

Intrinsic reward system:

- A break of few days after the completion of the task.
- A trip outside the country for the whole family of the individual.

Extrinsic reward system:

- Hike of salary
- Status improvement
- Festival bonuses
- Scholarship facilities for students

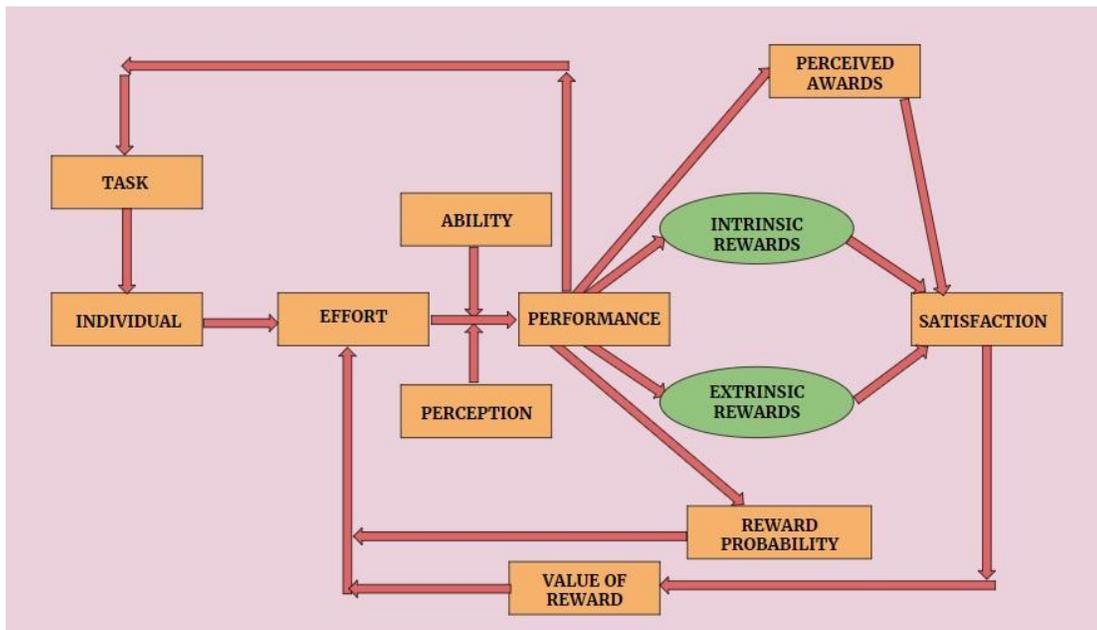


Fig.5 Connection between motivation factors

The focus is on the connection between different factors which directly motivates an individual. Through careful planning and managing by the objectives, defining the responsibilities and duties of the individual the organization can be integrated into an effort-performance-reward-satisfaction system.

Through research we have found out different types of leadership style based on authority, managerial grid, and as a continuum. There are also different approaches to leadership that explain how utmost effective leader can be made. Based on this information we have a systematic approach style for leadership.

B. Leadership style:

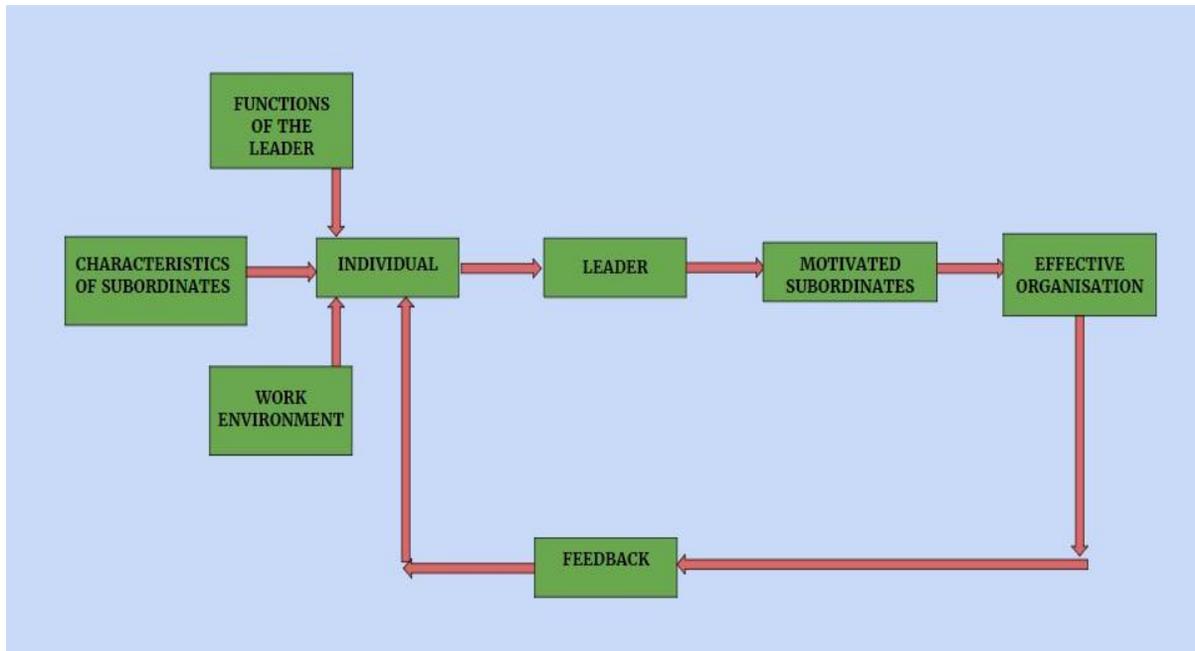


Fig.6 Path-goal approach to leadership style

C. Committee:

Committee refers to a group of individuals committed to a particular matter, on which they have discussions and come to a conclusion. This is formed in order to prevent the accumulation of authority by one person.

Believing this, we would be having committees in each unit headed by the unit export manager. There would also be a committee of export managers which would be directly headed by the vice president of the company.

D. Operation:

- Unit committee: This committee’s responsibility would be to discuss about the procedure to follow to improve the function they perform and how fast they can deliver the service/product to the next unit, the problems they face in doing so etc.
- Export manager committee: This committee’s responsible is to pass the finished product from each

unit to the other, discuss about the time taken for the completion of each function, the cost of production in each unit and report to the vice president. The unit can be set up in a virtual environment to ease the communication.

E. Communication:

Communication is one the most important factors responsible for the internal functioning (Human resource) of an organization and its interaction with the outside environment (Client). This depends on these two characteristics.

- Medium: Orally, virtually or physically depending upon the necessity and the affordability.
- Flow of information: Downwards, upwards and diagonally.

Different units are based on the functions that they perform.

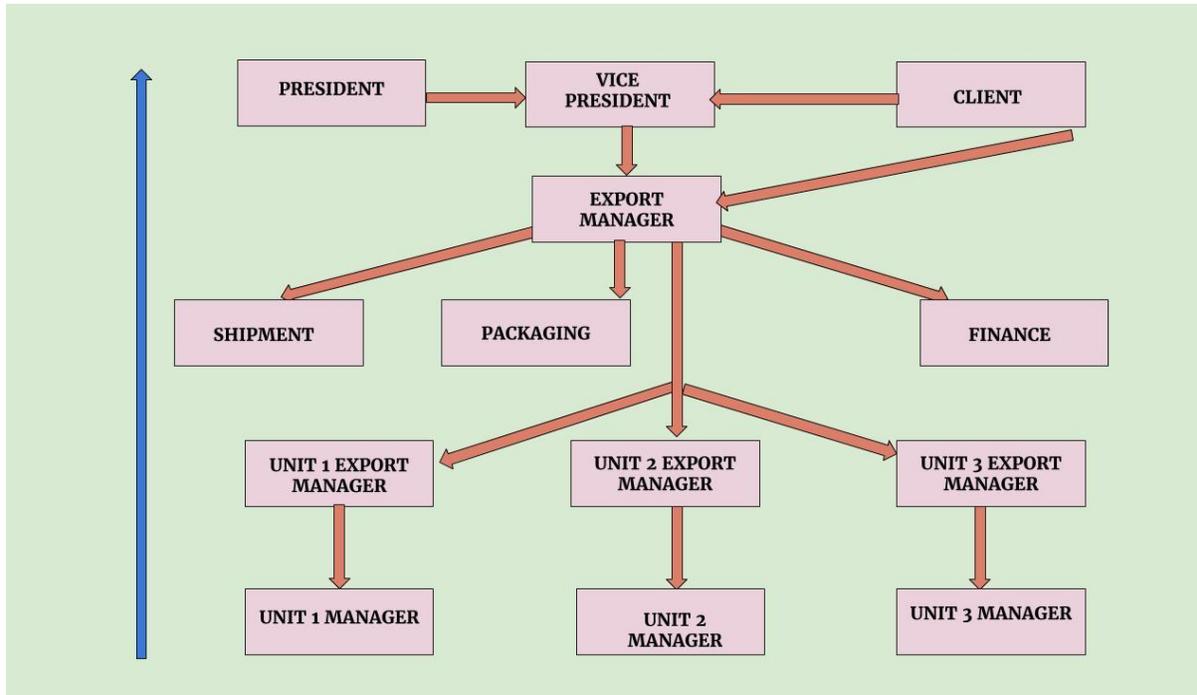


Fig.7 Systematic communication system

V. CONTROLLING

Controlling refers to the measurement and correction of the performance to make sure that the objectives of the enterprise are met. Planning and controlling have similar meaning but differ in theory. Without predefined objectives and plans control isn't possible.

The steps of control universally have these three steps; a) setting up standards, b) measuring performance with respect to the established standards c) correcting deviations from standards and plans.

In our organization we would be following a combination of feed-forward (preventive) and feed-backward control based on the above steps.

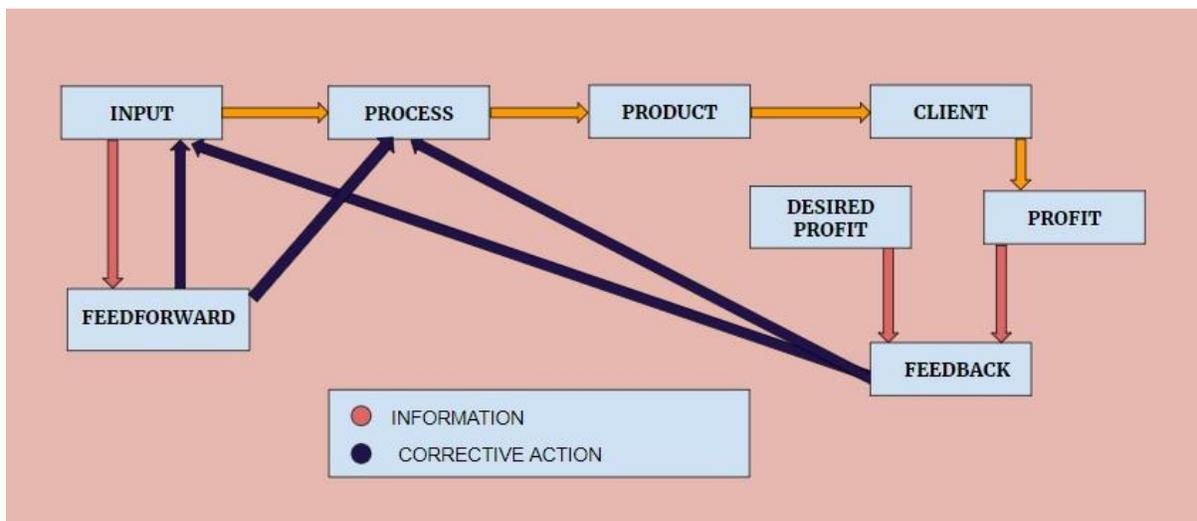


Fig.8 Systems approach to controlling

A. Tools:

There are various tools to help managers control the functioning of an organization. Budget, special reports and analyses, the operational audit and personal observations are the general ones.

A rough budget would be made for each product's manufacture. The procedures performed by each unit will be

observed personally by the unit export managers. There would be weekly operational audits conducted in each unit with the help of external professionally qualified audits. Finally the data would be reported and analyzed by the team of analyzers. This would point out the deviations, problems causing that and a solution to reduce the discrepancies.

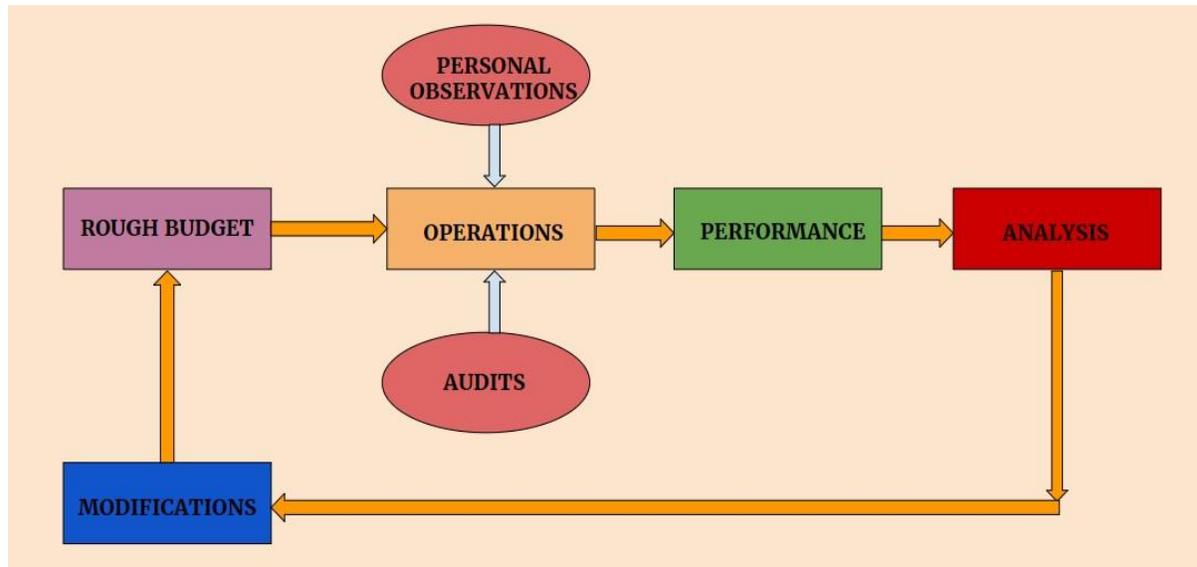


Fig.9 Tools for organizational management

B. Management information system:

In this age of information technology it is very important to have a safe, secure and large data base which gathers, integrates, compares and analyses the data to effectively support the managers in accomplishing the enterprise goals.

A CRM is a system that analyses the customer data and helps our organization to serve our clients effectively.

Application of Internet:

With the internet revolution new opportunities have emerged. It is therefore utmost important to use this mode of information exchange to the company's growth in popularity and profit.

The following steps would be taken to utilize the services provided by the internet to its maximum:

- A company website highlighting the necessary details of our operation and the mode to contact us for acquiring our services.
- Online mode of money transfer with the clients
- Online monitoring of the whole process by the client
- Online tracking of the goods

C. Performance measurement:

One key feature in controlling is to measure the performance of the company. This would be checked in real time through the following tasks.

- The time taken to complete a particular milestone
- The response of customers
- The profit attained
- The value in market
- Feedback collected from the customers
- Feedback collected from the employees

VI. CONCLUSION

From present study concerned with a primeval industry like home textiles exports, it can be concluded that a well organized structure of independent units of small enterprises is crucial for any exports company to flourish in its domain. The above organisational setup is the point of departure wherein unconventional ideas of management can be integrated with management by systems approach. Managerial functions have been elaborated using this business venture to yield effective management in a short period. Further studies can be performed on the nature of the organisational structure by

consolidating different permutations and combination of innovative ideas.

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