

## CURRICULUM VITAE

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### 7. Educational Qualifications

Degree/ Diploma	Year Obtained	University/ Institute	Field of Specialisation/ Concentration	Class/ CGPA <sup>1</sup>
Bachelor of Engineering (B.E)	1971	Annamalai University, Tamil Nadu, India	Mechanical Engineering	First Class
Post-graduate Diploma in Management (PGDM) <sup>2</sup>	1982	Indian Institute of Management, Bangalore (IIM-B), India	1. Production and Operations Management 2. Operations Research and Quantitative Methods	3.13 out of 4.00

<sup>1</sup> Cumulative Grade Point Average

<sup>2</sup> Equivalent to the Master's Degree in Business Administration (MBA)

## 8. Professional Experience - Academics

Period	Position	Institution	Major Areas of Teaching and Training	Major Research and Consulting Interests
April 2006 - Present	Principal	Indukaka Ipcowala Institute of Management, Changa	1. Quantitative Techniques for Management	
Sept. 1999 - March 2006	Professor	Institute of Rural Management Anand (IRMA), Gujarat, India	1. Project Management 2. Production and Operations Management 3. Supply Chain Management 4. Management of Micro-enterprises 5. Rural and Group Entrepreneurship	1. Rural Healthcare Systems 2. Corporate Action for Rural Development 3. Management of Handicraft centres 4. Entrepreneurship
Sept. 1994 - Aug. 1999	Associate Professor			

### Courses Taught / Handled

As a faculty member at IRMA, I have developed the following courses and have been offering them for the two-year Post-graduate Programme in Rural Management:

Sl. No.	Course Title	Year(s) offered	Course Credit(s) <sup>3</sup>
1	Project Management	1994 - 2005	1.00
2	Project Financing and Working Capital Management	1996	0.50
3	Advanced Project Management	1997, 1998, 2000, 2002	1.00
4	Management of Development Projects	2003, 2004, 2005	1.00
5	Production and Operations Management	1995, 1996, 1998, 2002	1.00
6	Production Planning and Logistics Management	1995	0.50
7	Materials and Logistics Management (Supply Chain Management)	1999, 2000, 2002, 2003, 2004, 2005	0.50
8	Total Quality Management	1996	0.50
9	Management Information Systems	2000, 2001, 2002	1.00
10	Micro-enterprise Development and Management	2003, 2004, 2005	0.50

<sup>3</sup> One credit denotes 30 classroom / contact sessions of 70 minutes each, and guidance of students outside the classrooms for course projects and term papers.

In addition to the above post-graduate courses, I have also been handling a module of five sessions called 'History and Philosophy of Management' during the years 2002-04, as a part of the course 'Philosophy of Science' for the doctoral programme.

#### **Doctoral Research Guided**

- ◆ Member, Thesis Advisory Committee, IRMA for Mr. Rajesh Aithal, Participant, Fellow Programme in Rural Management, currently preparing his thesis on 'Rural Marketing and Distribution Channels'
- ◆ Member, Thesis Advisory Committee, IRMA for Ms. Avantika Singh, Participant, Fellow Programme in Rural Management and lecturer at TERI Institute, New Delhi, currently preparing her thesis on 'Health Sector Governance in Rajasthan'

#### **Post-graduate Students' Management Traineeship Segment (MTS) Projects Guided**

The post-graduate students of IRMA spend about 32-36 weeks full-time in three spells during the programme in different business and voluntary organizations. During their stay in the organizations, they work on a problem of interest to the organizations concerned either individually or in small groups of two or three members, under the direct supervision of a senior manager. A faculty guide from IRMA associates himself/herself in this project and provides the student the required inputs and evaluates the report of work done. I have been guiding the students every year on the various topics as listed below:

##### **2005-06**

- ◆ Development of a proposal for community-based date plant cultivation in the desert districts of Gujarat
- ◆ Rural Health Empowerment
- ◆ Entrepreneurship Development among the slum-dwelling youths of Kanpur

##### **2004-05**

- ◆ Evaluation of income generation programmes of Sehgal Foundation and development of future strategy
- ◆ A study of satisfaction of indoor and outdoor patients at HM Patel Centre for Medical Care and Education, Karamsad
- ◆ Development of a monitoring and evaluation system for Regional Centre for Development Cooperation

##### **2003-04**

- ◆ Development of tools for quality assurance of capacity building process in a voluntary organization
- ◆ A Study of the local production practices of dairy farmers of Punjab
- ◆ A Study of the health and hygiene facilities of a representative village cooperative dairy in Punjab
- ◆ Extension and development of village dairy cooperative societies

- ◆ Evaluation Study of computerization of village dairy cooperative societies in Punjab

#### 2002-03

- ◆ Preparation of Project Reports for Uttaranchal Diversified Agriculture Support Programme
- ◆ Poverty Alleviation and Bank Finance – A Study on Violation of Reserve Bank of India (RBI) norms
- ◆ Economic Rehabilitation of Rescued Victims of Human Trafficking – Avenue for Corporate Participation

#### 2001-02

- ◆ Feasibility of Village Haat
- ◆ Project Management for the Permanent Shelter Programme for the earthquake victims of Gujarat
- ◆ Information System Design for Plant Productivity, Utilisation and Downtime

#### 1999-2000

- ◆ Implementation of Tally Inventory Package in an oilseed producers' cooperative union
- ◆ Generating MIS Reports for Mother Dairy, Gandhinagar
- ◆ Development of a system for monitoring and analyzing financial information in NDDDB-supported cooperative milk unions

#### 1997-98

- ◆ Coordination of Expansion of Marketing Activities, Artisans' Alliance, Jawaja
- ◆ Pre-feasibility Study for Sea Food Export Plant
- ◆ Computerised System Design for Neem Biocide Plant
- ◆ Development of Production Management System for Kala Raksha Trust
- ◆ Revival of handicrafts of Bulsar

#### 1996-97

- ◆ Village Milk Chilling Systems – A Comparative Study, Analysis and Benefits in terms of improvement of raw milk quality
- ◆ Study of Energy Management Systems of Uttam Dairy
- ◆ Just-in-time (JIT) dispatches for Dhara

#### 1995-96

- ◆ Development of an optimum product mix for Bhagirathi Milk Union

- ◆ A Study of prevalent animal feeding practices in Panchmahal and suggestion of measures to reduce feed cost of milk production
- ◆ Energy audit and control in dairy plants

**Management Development Programmes (MDP)<sup>4</sup> Coordinated and participated in:**

- ◆ Project Management (at least once every year during 1995 – 2005)
- ◆ Project Implementation and Monitoring, Community Organisations and Income Generation Activities (2005)
- ◆ Sustainable Livelihoods, Community Organisations and Income Generation Activities (at least once every year during 2002, 2003, 2004)
- ◆ ICA-Japan International Course on Strengthening Management of Agricultural Cooperatives in Asia (1995, 1996, 1997)
- ◆ Supply Chain Management (2003, 2005)
- ◆ Corporate Action in Community Development (1996, 1998)

**Management Development Programmes (MDP) participated in:<sup>5</sup>**

- ◆ ICA-Japan International Course on Strengthening Management of Agricultural Cooperatives in Asia (once every year during 1994, and 1998-2005)
- ◆ Management of Agri-business cooperatives (1995, 1996)
- ◆ General Management Development Programme for officers of the National Dairy Development Board (2001)
- ◆ Management of Handloom Sector (1995)
- ◆ Working Capital Management (1995)
- ◆ Financial Management for executives of Indian Farmers and Fertilisers Cooperative (IFFCO) Ltd. (1998)
- ◆ Management Information Systems (1995, 1996, 1997, 2001, 2002, 2003, 2005)
- ◆ Management Appreciation Programme for Voluntary Agencies (once every year during 1995-2005)
- ◆ Role of Cooperatives and NGOs for the students of De Paul University (2004)
- ◆ Natural Resources Management (1994, 1996, 1998, 2000)
- ◆ Strategic Planning for Tribal Development (1996)
- ◆ Development of Agricultural and Rural Marketing (1996)
- ◆ Creative Marketing Strategies for Dairy Products (1996)
- ◆ Fertiliser Marketing (1997, 1998)
- ◆ Management Training Programme for Block Development Officers of Goa (1997)
- ◆ Marketing Management for officers of Gujarat Cooperative Milk Marketing Federation (1997, 1998)

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<sup>4</sup> MDPs are short duration training programmes (ranging from three days to six weeks) conducted for upgrading skills of practicing managers.

<sup>5</sup> My role in these MDPs is predominantly related to project management or production and operations management.

- ◆ Environmental Economics for non-economists (1999, 2001)
- ◆ Organisational Design for excellence (1999)
- ◆ Energy Conservation and Management (2001)
- ◆ Consumer-oriented Business Strategies (2001)

#### **Research and Consultancy Projects led and participated in**

- ◆ Study on Economic Feasibility of Village Public Telephones (VPT)
- ◆ All-India Assessment of Craft Development Centres and Emporia
- ◆ Evaluation Study of carpet training centers in Jammu & Kashmir
- ◆ Survey of Health Infrastructure and Suggestions for their rationalization in the earthquake-affected districts of Gujarat
- ◆ Development of Management Information System (MIS) for Aga Khan Rural Support Programme (AKRSP) India
- ◆ Revival of Ponni Sugar Mills, Bolangir, Orissa through cooperativisation
- ◆ Exploratory Study for revitalization of Children's Christian Fund (CCF), India
- ◆ Development of Cases in Rural Management

#### **Research and Consultancy Projects participated in**

- ◆ Evaluation of District Development Managers (DDM) of National Bank for Agriculture and Rural Development (NABARD)
- ◆ Study of zari industry in Surat
- ◆ Phase-I of the Kerala Decentralisation Support Programme

#### **Publications**

- ◆ *Cases and Teaching / Technical Notes*
  - The Western Pengasinan Organic Fertiliser Project
  - Case Study of ANARDE Foundation
  - Case Study of Alembic Chemicals and Rural Development Society
  - What is a Project?
  - The Project Life Cycle
  - Migration and Disease in TELTEL
  - Logframe Approach to Project Design: Naturbev
  - LFA for Water Scarcity in Shivpur
  - Shanti Sugar Mill
- ◆ *Articles and Papers presented/published*
  - Team Approach to Productivity Improvement in Public Enterprises (book chapter)
  - Corporate Action in Community Development (book chapter)
  - Removing Rural-Urban Disparity
  - Quality Management in Decentralised Production Systems
  - Role of the Voluntary Sector in Rural and National Development
  - Rural Enterprises in India - Some issues and their resolution

- Rural Industrialisation: Policy and Implementation Issues
- Governance Issues in Rural Health Services in India

#### **Overseas Assignments carried out**

- ◆ Was the resource person at the Institute for the Development of Agricultural Cooperatives in Asia (IDACA) for appraisal of project reports prepared by the participants of ICA-Japan Training Programme during three consecutive years (1996, 1997 & 1998)
- ◆ Conducted training sessions in 1999 at Mekelle University College, Mekelle, Ethiopia on General Management, Project Management, MIS and Rural Marketing, as a part of Triangular Institutional Cooperation Project among Ethiopia, India and Norway.

#### **Academic administrative positions held**

- ◆ Coordinator, Management Development Programmes (MDP), IRMA during Feb.1995 - Aug. 1997
- ◆ Member, Visiting Fellow Committee, IRMA (1997 - 2000)
- ◆ Member, Library Committee, IRMA (1997 - 99)
- ◆ Member, Post-graduate Programme Curriculum Review Committee, IRMA (2001)
- ◆ Convener, IRMA Computerisation Coordination Committee (1998-02)
- ◆ Member, Faculty Selection Committee, IRMA on many occasions
- ◆ Member, Faculty Performance Review Committee, IRMA on many occasions
- ◆ Member, MBA Committee of Gandhigram Rural Institute (2003-04)

#### **Non-academic administrative and management positions held**

- ◆ Coordinator (Estate), IRMA during Aug. 1997 - Jul. 1999
- ◆ Coordinator (General Administration), IRMA during Aug. 1999 - Jul. 2001
- ◆ Member, Board of Governors, IRMA during Sep. 1997 - Feb. 2003
- ◆ Convener, Faculty Committee on IRMA's Finance Affairs (2000-01)
- ◆ Convener, IRMA Service Rules Committee (1999-01)
- ◆ Member-Secretary, IRMA Board Sub-committee on IRMA's Finance Affairs (2001-02)
- ◆ Member-secretary, IRMA Board Sub-committee on IRMA Service Rules (2001-02)
- ◆ Member, Financial Re-structuring and Organisational Development, NID (2001-02)

#### **Association with AICTE**

- ◆ *Chairman-cum-Member, AICTE Expert Team, Mehsana (May 2001)*
- ◆ *AICTE nominee member on the Governing Body of S.R.Luthra Institute of Management, Sarvajnik Education Society, Surat (2002-03)*

## 9. Professional Experience - Industry

- ◆ **September 1992 - August 1994**
  - Project Coordinator, Birla VXL Limited, Porbandar, Gujarat, India
  - Major Responsibilities handled:
    - Engineering design, project preparation and planning, procurement, installation and commissioning of several projects as a part of the capacity expansion and technology upgradation plans of the company.
  
- ◆ **October 1989 - August 1992**
  - Engaged in family business
  
- ◆ **September 1987 - September 1989**
  - Senior Manager (Production), Helicopter Design Bureau, Hindustan Aeronautics Limited, Bangalore
  - Major Responsibilities handled:
    - Project Planning and Control
    - Material Provisioning and Control
    - Job Shop Scheduling, Work Order Control and Job Card Release
    - Progress Monitoring and Control
    - Setting up a computer-based Project Management Information System
  - During this period, I was either directly responsible for or actively involved in the following projects/tasks:
    - Fabrication and assembly of aerospace structures for IRS and SROSS series of satellites
    - In-house R&D projects like hang gliders, microlight aircraft, re-engining of existing helicopters
    - Management of Advanced Light Helicopters (ALH) Project, comprising selection of technical collaborators, preparation of preliminary and detailed project reports, preparation of project implementation plans, decisions on sub-contractors and liaison with Government.
  
- ◆ **December 1983 - August 1987**
  - Design Engineer, Program Engineering, Helicopter Design Bureau, Hindustan Aeronautics Limited, Bangalore.
  - Major Responsibilities handled:
    - Same as above

- ◆ **April 1977 - November 1983**
  - Deputy Design Engineer, Project Management, Helicopter Design Bureau, Hindustan Aeronautics Limited, Bangalore.
  - Major Responsibilities handled:
    - Assistance to the Chief Project Coordinator of the ALH Project for project planning, evaluation and selection of international collaborators, and secretarial assistance for project monitoring.
  
- ◆ **March 1973 - March 1977**
  - Aeronautical Engineer, Design Bureau, Hindustan Aeronautics Limited, Bangalore.
  - Major Responsibilities handled:
    - Layout studies for installation of weapons on aircraft
    - Design of installation of escape aid systems on fixed wing aircraft
    - Participation in air armament trials in Airforce stations
  
- ◆ **December 1971 - February 1973**
  - Design Trainee, Hindustan Aeronautics Limited, Bangalore
  - Major assignments:
    - Post-graduate training at Indian Institute of Science, Bangalore for two semesters in 1972 in Aeronautical and Mechanical Engineering
    - In-plant training in the various manufacturing units and shops of the company