

## BIO-DATA

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Indian Institute of Management  
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Summary of  
Relevant Experience : Institution Building

As a professor for 28 years, Chairman of the Centre for Management in Agriculture for 4 years, Dean of the reputed Institute of management for 3 years, and as an Officiating Director of the Institute for 7 months, I have maintained highest level of interaction with national and international organizations, negotiated many policy directed research and consultancy projects, maintained progressively a constant flow of funding for developing required areas of specialization and expertise, strengthened institutional image, visibility, and credibility among actual and potential clients, nationally and internationally, and undertook actively outreach activities for sectors of national importance.

### Research

Concluded several research projects on managerial aspects of agricultural and forestry sector with special emphasis on extension to marketing mostly in India and South East Asia.

### Consulting

Offered more than 30 consulting services to national and International organizations, individually and collectively, on policy and programme related aspects of agriculture and forest development in India and other developing countries.

### Training

Collectively trained close to 1300 senior level development administrators, executives, and policy makers in critical and strategic aspects of agriculture and forest development, and a cadre of 500 students as young managers in the field of agricultural management.

## Media Experience

worked as sub-editor for 3 years in a daily newspaper; as a member of an editorial board of management journal for 2 years; edited three monographs on policy issues; produced a video film for institutional outreach; and promoted visual documentation for training. Doctoral and post doctoral work mostly in the field of development communication and extension; had an involved association with internationally valued Satellite Instructional Television and Interactive Television experiments in an advisory capacity.

## Professional Affiliations and Awards

Member of national and state level policy making bodies on participative irrigation and forestry. Member of Governing Boards of two nationally important institutions. President of Indian Society for Agribusiness Management for 4 years. Received a prestigious AGROFORESTRY AWARD OF 1997 for championing farmer initiated agroforestry models to international audience.

## Substantive Areas of Specialization

### Development Communication and Extension

Doctoral work on diffusion of agricultural innovations and post doctoral work on critical evaluation of different outreach methods

### Irrigation

Major studies on system vs user related factors; Issues related to privatization of major irrigation projects.

### Agroforestry

produced a significant body of original output on innumerable dimensions of agroforestry for several years and in several capacities

### Farmer Organizations

Research based outreach efforts for number of years to advance commercially viable agro-processing enterprises owned and managed by farmer producers.

### Rural Development in General

Incorporated and probed in several research and consultancy assignments the concerns for improving the economic standards of farming households.

**Employment History :**

- 1995-98 - Dean, Indian Institute of Management, Ahmedabad, India
- 1996-97 - Officiating Director, Indian Institute of Management, Ahmedabad, India
- 1975 - to date - Professor, Centre for Management in Agriculture, Indian Institute of Management, Ahmedabad, India
- 1980-82 and 1994-95 - Chairman, Centre for Management in Agriculture, Indian Institute of Management, Ahmedabad, India
- 1971-75 - Assistant Professor, Centre for Management in Agriculture, Indian Institute of Management, Ahmedabad, India
- 1968-71 - Research Assistant, Department of Agricultural Economics and Rural Sociology, University of Illinois, USA
- 1966-68 - Research Assistant, Three-Nation Project on Diffusion of Agricultural Innovations, National Institute of Community Development, Hyderabad, India

## **MAJOR ACCOMPLISHMENTS**

### **A) TEACHING**

Developed and taught courses for Post-Graduate students of management since 1971.

1. Organizational Behavior (Post-graduate Level) : Taught for five years
2. Rural Advertising and Sales Promotion (Post-graduate Level) : Taught for twenty years
3. Communication and Diffusion (Ph.D. Level) : Taught for fifteen years
4. Institution Building (Ph.D. Level) : Taught for one year
5. Marketing Management I, (Post Graduate Level) : Teaching since 1999.

### **B) ACADEMIC ADMINISTRATION**

During my tenure with the Institute for 27 years, I participated as member, chairperson, or coordinator of academic committees on Academic Standards, Alumni, Academic Grading Review, Research Evaluation, Admissions, Faculty Workload, Ph.D. level Fellow Programme, Library, Future Directions, Faculty Recruitment, Policy and Planning, Vikalpa Journal, Development Entrepreneurs, Staff Welfare, Management Development Programmes, Research Coordination, Research and Publications, Faculty Development and Evaluation, Consultancy Arrangements.

### **C) TRAINING PROGRAMMES**

- Coordinator, Programme on Management of Agricultural and Rural Development
- Coordinator, Workshop on Improving Effectiveness of T & V System in Gujarat
- Coordinator, Agricultural Management Programme
- Coordinator, Forest Management Programme
- Coordinator, Programme for IAS Officers on Agricultural and Rural Development
- Coordinator, NGO-NGO Approach Sharing Workshop on Wastelands Development
- Faculty Member, Programme on Designing Projects for Agricultural Development
- Faculty Member, Programme on Designing Projects for Integrative Agricultural Cooperatives
- Faculty Member, International Programme on Appropriate Management Systems for Cooperatives
- Faculty Member, Handloom Management Programme
- Faculty Member, Agricultural Input Marketing Programme
- Faculty Member, Programme on Designing Projects for Wastelands Development
- Faculty Member, Management of Rural Development Programmes, for IAS Probationers, Mussoorie
- Faculty Member, Management of Seed Production
- Faculty Member, Programme on Raw Material Procurement in Agro-Processing Industries
- Visiting Faculty at National Institute of Agriculture Extension Management, Hyderabad

#### D) INSTITUTION BUILDING

1. Member of the core faculty to establish the Government of India sponsored **Indian Institute of Forest Management** to encourage development of sector specific institution building (3 years).
2. Member of the core faculty to establish the Government of India sponsored **National Centre for Agricultural Marketing** at Jaipur.
3. Coordinator of the **Core Group on Social Forestry** set by the National Mission on Wastelands Development Board, New Delhi to help state governments formulate investment projects in social and agroforestry.

#### E) WORKSHOP COORDINATION

- Coordinator, National Workshop on Youth and Society: Viewpoints for the Future, July 1985.
- Coordinator, National Workshop on Development of Extension Programmes in Social Forestry: Needs and priorities for the Future, January 1988.

#### F) MEDIA EXPERIENCE

Prepared a 25-minute video film for classroom training on Agroforestry Marketing titled "Principles of Cooperative Marketing : A Case Study of Eucalyptus Growers' Cooperative Society of Nasik" (Co-author).

Worked a sub-editor for three years in a Daily newspaper.

Produced 10-15 case based training material using visual media.

#### G) RESOURCE PERSON



1. FAO Regional workshop on Forestry Extension, Bangkok, 1988.
2. FAO workshop on Water Resources Development and Management, Turkey, 1988.
3. FAO International Workshop on Wastelands Development, Baroda, 1988.
4. FAO National Workshop on Planning Community Forestry, Lucknow, 1989.
5. FAO Regional Advisory Committee Consultation, Bangkok, 1989
6. UNEP Panel Member on Revised Version of Plan of Action to Combat Desertification, Geneva, 1991
7. FAO Regional Consultation on Local Organizations in Forestry Extension in Asia, Chiangmai, 1991

#### H) PROFESSIONAL AFFILIATIONS

1. Member Governing Board, Indian Institute of Forest Management
2. Member Governing Board, Development Support Centre, an NGO
3. President, Indian Society for Agribusiness Management since 1995.
4. Member Advisory Committee on interactive television experiment of Indian Space Research Organization (ISRO) for two years; was also associated with ISRO's Satellite Instructional Television Experiment, social impact research analysis.
5. Chairman, Expert Group on Improving Structures, Systems, and Procedures of Gujarat State Land Development Corporation (GLDC)

### PUBLICATIONS

#### I) BOOKS

1. P M Shingi, N P Singh, and Dilip Jadhav  
**Rural Youth: Education, Occupation and Social Outlook**  
New Delhi: Abhinav Publications, 1980
2. P M Shingi, Gurinder Kaur, and Ravi Prakash Rai  
**Television and Knowledge-Gap Hypothesis**  
Ahmedabad: Indian Institute of Management, 1982
3. P M Shingi, Sanjay Wadwalkar, and Gurinder Kaur  
**Management of Agricultural Extension: Training & Visit System in Rajasthan**  
Ahmedabad: Indian Institute of Management, 1982
4. P M Shingi, M S Patel, and Sanjay Wadwalkar  
**Development of Social Forestry in India**  
New Delhi: Oxford & IBH Publishing Co., 1986
5. V N Asopa, P M Shingi, and Mala Iyer  
**Development and Management of Irrigation**  
New Delhi: Oxford & IBH Publishing Co., 1987
6. S P Seetharaman and P M Shingi  
**Agribusiness Cooperatives**  
New Delhi: Oxford & IBH Publishing Co., 1992

J) **RESEARCH MONOGRAPHS**

1. P M Shingi and Bella Mody  
**Farmers Ignorance and the Role of Television**  
Ahmedabad: Centre for Management in Agriculture (1974)
2. P M Shingi  
**Management of Seed Multiplication Farms, Volume I**  
Ahmedabad: Centre for Management in Agriculture (1975)
3. P M Shingi  
**Management of Seed Multiplication Farms, Volume II**  
Ahmedabad: Centre for Management in Agriculture (1976)
4. S Sambrani, P M Shingi, N R Sheth, and S Misra  
**Agricultural Development Administration in Gujarat**  
Ahmedabad: Centre for Management in Agriculture (1976)
5. P M Shingi, S P Seetharaman, and M S Patel  
**Evaluation of Training and Visit System of Agricultural Extension in Gujarat**  
Ahmedabad: Centre for Management in Agriculture (1986)
6. P M Shingi and Pravin Visaria (Edited)  
**Indian Youth and Society: Viewpoints for the Future**  
Ahmedabad: Centre for Management in Agriculture (1986)
7. P M Shingi and Cor P Veer (Edited)  
**Planning Forestry Extension Programmes in India**  
Bangkok: Food and Agriculture Organization of the United Nations (1988)
8. P M Shingi  
**Revegetation of Degraded Lands in Al-Masab Area as a Measure of Combating Desertification in Thi Qar Governorate (First mission report)**  
Rome : Food and Agriculture Organization of United Nations (1989)
9. P M Shingi (Ed)  
**Studies on Social Forestry in India: Management Perspectives**  
Bangkok: Food and Agriculture Organization of United Nations (1990)
10. P M Shingi  
**Revegetation of Degraded Lands in Al-Masab Area as a Measure of Combating Desertification in Thi Qar Governorate (Second mission report)**  
Rome : Food and Agriculture Organization of United Nations (1990)
11. Seetharaman S.P. and P.M. Shingi  
**Rural Marketing and Communication: Case Studies**, Ahmedabad: Centre for Management in Agriculture, (memio)(1995)

K) **CONSULTANCY MONOGRAPHS**

1. **Performance Evaluation of Rural Electrification Programmes: 4 Volumes (1974)**  
(Rural Electrification Corporation)
2. **Formation of Rural Milk Cooperatives (1975)**  
(National Dairy Development Board)
3. **Expanding Interpersonal Communication Base for Family Planning (1976)**  
(Government of Uttar Pradesh)
4. **Fresh Milk Procurement: Projections and Strategic Options: 2 Volumes (1977)**  
(Food Specialities Limited)
5. **Marketing of Fertilizers: Planning and Monitoring System (1978)**  
(Indian Farmers Fertilizers Cooperative)
6. **Socio-Economic Evaluation of Bio-Gas Systems in India (1978)**  
(National Committee on Science and Technology)
7. **Training and Visit System in Chambal Irrigation Project (1978)**  
(Government of Rajasthan)
8. **Marketing of Pesticides: 5 Volumes (1979)**  
(Rallis India Limited)
9. **Performance Appraisal of Forest Development Corporation (1980)**  
(M.P. State Forest Development Corporation)
10. **Socio-Economic Analysis of Major Irrigation Projects (1981)**  
(Government of Gujarat)
11. **Evaluation of Rebate Policy in Handloom Extension (1983)**  
(Government of India)
12. **Evaluation of Soil and Water Conservation Programme in Gujarat (1984)**  
(Government of Gujarat)
13. **Performance Evaluation of Minor Irrigation Projects in Himachal Pradesh (1984)**  
(USAID)
14. **Formulation of an Action Research Project for Disadvantaged Women in Drought Areas (1985)**  
(FAO)
15. **Social Forestry Programme Management in India, Volume 1 (1986)**  
(Ford Foundation)
16. **Organizational Evaluation of Indira Gandhi Nahar Irrigation Command Area Development Authority (1986)**  
(Government of India)

17. **Diagnostic Study of Settlement Problem in Rajasthan Canal Project: Extension Needs** (1987)  
(Government of Rajasthan)
18. **Performance Evaluation of Jayakwadi Irrigation Project in Maharashtra** (1987)  
(Government of India)
19. **Trends in Management of AgriBusiness Cooperatives in South-East Asia: Case Studies from Bangladesh, Indonesia, Thailand, and India** (1987)  
(International Cooperative Alliance, Geneva)
20. **Improving the Performance of Command Area Development Programmes in India: A Comprehensive Policy Framework** (1987)  
(Ministry of Water Resources, GOI)
21. **Achievement Appraisal of Rural Self-Employed Womens' Association (SEWA)** (1988)  
(OXFAM, America)
22. **Social Forestry Programme Management in India, Volume 2 and Volume 3** (1988)  
(Ford Foundation)
23. **Innovative Ways of Funding Research: A Case study of CMA** (1988)  
(IDRC)
24. **Planning for Bank-NGO Linkage for Effective Credit Flow to Poor: Case Studies on Innovative Approaches** (1989)  
(National Bank for Agriculture and Rural Development, Bombay)
25. **Action Research on Watershed Development through Credit Technology Linkage in High Risk Regions (in progress)**  
(SDC)
26. **Marketing of Charcoal in Gujarat** (1992)  
(FAO, Regional Office, Bangkok)
27. **Evaluation of FAO's Regional Wood Energy Development Programme in South-East Asia** (1992)  
(FAO, Rome)
28. **Case Studies on Management of Seed Production in India** (1993)  
(National Bank for Agriculture and Rural Development, Bombay)
29. **Social and Environmental Impacts of National Parks and Protected Areas Management in India** (1996)  
(United Nations Research Institute for Social Development, Geneva)
30. **Alternate Management Systems for Damanganga Irrigation Project** (1997)  
(Government of Gujarat)
31. **A Training Manual for Frontline Managers of MP Forest Department** (1998)  
(Government of Madhya Pradesh)



32. **Preparation of HRD Plan for Uttar Pradesh Forestry Project** (in progress)  
(WINROCK International)

33. **Preparation of Human resource Information System for UP Forest Department**  
(in progress) (FAO)

L) **RESEARCH ARTICLES**

1. "Village Access to Goods and Services and the Community Development Programme", **Community Development and Panchayati Raj Digest**, III, 1, (July 1971), 1-6, (P M Shingi and Fliegel F C)
2. "Response Consistency of Husband and Wife for Selected Attitudinal Items", **Journal of Marriage and the Family**, XXXIV, 4, (Nov. 1972), 741-749, (van Es J. and Shingi P M)
3. "Agricultural Information and Its Management", **Agricultural Communication**, 1, 1, (Jan. 1973), 19-22, (P M Shingi)
4. "Literacy: Alternative Links with the Larger Society and Agricultural Development", **Community Development and Panchayati Raj Digest**, VII, 1, (March 1973), 49-57, (P M Shingi, Fliegel F C, and Kivlin J E)
5. "Action Television", **Agricultural Communication**, 1, 3, (Jan. 1974), 13-18, (P M Shingi and Bella Mody)
6. "Rural Telecast for Development: An Impressionistic Model", **Economic and Political Weekly**, X, 36, (Sept. 1975), (N P Singh and Shingi P M)
7. "The Communication Effects Gap: A Field Experiment on Television and Agricultural Ignorance in India", **Communication Research - An International Quarterly**, Vol. 3, No. 2, (April 1976), 171-190, (P M Shingi and Bella Mody)
8. "Correlates of Ignorance", **Indian Journal of Comparative Sociology**, Vol. 3, (1978), (P M Shingi)
9. "Agricultural Technology and the Issue of Unequal Distribution of Rewards: An Indian Case Study", **Rural Sociology**, 46 (3), (1981), (P M Shingi, Fliegel F C, and Kivlin J E)
10. "Towards a Re-definition of Extension", **Social Change**, Vol. 13, No. 4, (Dec. 1983), 31-36, (P M Shingi)
11. "Participation in Irrigation Projects: Changing Patterns in North-Western India", in H K Schwarzweller (ed) **Research in Rural Sociology and Development**, Vol 3, (1987) 65-84, (P M Shingi and Louis H Bluhm)
12. "India" in AASSREC's **Youth in Asia**, New Delhi: New Statesman Publishing Company (1988) pp. 32-85 (P M Shingi)
13. "The Institutional Context of Agricultural Extension": A Policy paper for the World Bank (1988) pp. 1-55 (P M Shingi)

14. "The Institutional Context of Irrigation Management in India", in the proceeding of **Water Resources Development and Management Workshop** held in Turkey, October 1988, pp. 135-162 (P M Shingi)
15. "Market Coverage Strategies of Indian Silk Exporters" in U K Srivastava and S Vathsala (eds), **Agro Processing: Strategy for Acceleration and Exports**, New Delhi: Oxford & IBH Publishing Company, 1989. pp. 199-208 (S P Seetharaman, P M Shingi and M S Patel)
16. "Production Route to Woodfuel Energy: A case study of Gujarat Social Forestry Project" in **Status of Wood Energy Development in Asia**, Bangkok: Food and Agriculture Organization of the United Nations, 1989, pp. 135-174 (P M Shingi and S P Seetharaman)
17. "Community Forestry: A Case Study of Sumrer Village", in P M Shingi (Ed) **Studies on Social Forestry in India**, Bangkok: Food and Agriculture Organization of the United Nations (1990), pp. 82-96 (S P Seetharaman and P M Shingi)
18. "Nursery Management" in P M Shingi (Ed) **Studies on Social Forestry in India**, Bangkok: Food and Agriculture Organization of the United Nations (1990), pp. 40-57 (P M Shingi and S P Seetharaman)
19. "Social Forestry as Peoples' Programme: Organizational Strengths and Weaknesses" in P M Shingi (Ed) **Studies on Social Forestry in India**, Bangkok: Food and Agriculture Organization of the United Nations (1990), pp. 229-234 (P M Shingi and S P Seetharaman)
20. "Social Forestry Administration: An Extension Framework for Restructuring" in P M Shingi (Ed) **Studies on Social Forestry in India**, Bangkok: Food and Agriculture Organization of the United Nations (1990), pp. 235-242 (P M Shingi)
21. "Beyond the Targets: A Summary of Papers" in P M Shingi (Ed) **Studies on Social Forestry in India**, Bangkok: Food and Agriculture Organization of the United Nations (1990), pp. 1- 8 (P M Shingi)
22. "Social Forestry and Interagency Collaboration in India", **Regional Development Dialogue**, Vol. 14 No. 1, Spring 1993, pp. 151-171 (P M Shingi)
23. "Consideration Set: Agri-Business Buyer Behavior in India" **Journal of International Food & Agribusiness Marketing**, Vol. 8, No. 3, 1996, pp. 69-79 (Venugopal P., S.P. Seetharaman, P.M. Shingi)

#### M) WORKING PAPERS

1. "Peoples' Participation in Social Forestry - Some Propositions", Working Paper No. 364, Ahmedabad: Indian Institute of Management, June 1981 (P M Shingi and Sanjay Wadwalkar)
2. "Visuals in Advertising", Working Paper No. 384, Ahmedabad: Indian Institute of Management, September 1981 (P M Shingi)
3. "Corporate Image Advertising", Working Paper No. 394, Ahmedabad: Indian Institute of Management, November 1981 (P M Shingi)

4. "Typology of Headlines", Working Paper No. 401, Ahmedabad: Indian Institute of Management, December 1981 (P M Shingi)
5. "Formats for Reply Coupons in Advertisements", Working Paper No. 403, Ahmedabad: Indian Institute of Management, December 1981 (P M Shingi)
6. "Peoples' Participation in Irrigation Projects: Changing Patterns of Himachal Pradesh in India", Paper submitted to the VI World Congress for Rural Sociology held in Manila in December 1984 (P M Shingi)
7. "Managing the Process of Settlement: A Case Study of Rajasthan Canal Project", Paper presented in a Training Workshop on Land Use Planning for the Tropics held in Ahmedabad in January-February 1984 and organized by the Commonwealth Secretariat, London (P M Shingi)

#### N) DATA SERIES

1. "Density of Cattle Population in Gujarat", CGSF Data Series Working Paper 1, February 1991, (Shingi, Jajoo, Patel and Desai)
2. "Area Irrigated in Gujarat (1984-85)", CGSF Data Series Working Paper 2, February 1991, (Shingi, Jajoo, Patel and Desai)
3. "Normal Rainfall and Pattern of Variation in Gujarat", CGSF Data Series Working Paper 3, February 1991 (Shingi, Jajoo, Patel and Desai)
4. "Sheep and Goat Population in Gujarat", CGSF Data Series Working Paper 4, March 1991 (Shingi, Jajoo, Patel and Desai)
5. "Climate and Geographical Distribution of Sheep and Goat Population in Gujarat", CGSF Data Series Working Paper 5, March 1991, (Shingi, Jajoo, Patel and Desai)
6. "Area Under Fodder Cultivation in Gujarat 1981-82 to 1985-86", CGSF Data Series Working Paper 6, May 1991, (Shingi, Jajoo, Patel and Desai)
7. "Area under Fodder Cultivation in Gujarat (1975-76 to 1980-81)", CGSF Data Series Working Paper 7, July 1991, (Shingi, Jajoo, Patel and Desai)
8. "Rainfall Pattern in Gujarat (1971 to 1990)", CGSF Data Series Working Paper 8, August 1991, (Shingi, Jajoo, Patel and Desai)
9. "Area under Bajra in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 9, October 1991, (Shingi, Jajoo, Patel and Desai)
10. "Area under Jowar in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 10, November 1991, (Shingi, Jajoo, Patel and Desai)
11. "Area under Wheat in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 10, December 1991, (Shingi, Jajoo, Patel and Desai)
12. "Area under Maize in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 10, January 1992, (Shingi, Jajoo, Patel and Desai)

13. "Area under Cotton in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 10, February 1992, (Shingi, Jajoo, Patel and Desai)
14. "Area under Tur in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 10, August 1992, (Shingi, Jajoo, Patel and Desai)
15. "Area under Rape and Mustard in Gujarat (1976-77 to 1985-86)", CGSF Data Series Working Paper 10, August 1992, (Shingi, Jajoo, Patel and Desai)

#### O) **CASE STUDIES**

Prepared several case studies on management related dimensions of producer cooperatives, agroforestry, rural development, and irrigation.

#### **COUNTRIES VISITED**

Kenya, Tanzania, Indonesia, Philippines, Thailand, Mexico, USA, Bangladesh, Somalia, Turkey, Iraq, and Vietnam.

#### **HONORS AND AWARDS**

Received a prestigious "AGROFORESTRY AWARD, 1997" for championing farmer initiated agroforestry models to international audience.

#### **QUALIFICATIONS**

Education	:	Ph.D. (Rural Sociology) University of Illinois, 1971
		M.A. (Sociology-Economics) University of Poona, 1966
		B.A. (Sociology-Economics) University of Poona, 1963

Date of birth	:	June 18, 1942
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