



MGAT

Management Division Newsletter

Lucy Kim, Editor

Winter 1998

Chair's Message



Barry Alavi

Hello, and welcome to the Management Division! I would like to thank Bob Simmons, our previous chair, for his great work in the past year. With your support I am hop-

ing to achieve similar results for 1998-1999. I would like to introduce myself to all of the members. I am a graduate of the mechanical engineering school at Louisiana State University (LSU) in Baton Rouge, Louisiana. My career started as a Junior Project Engineer in Canada, and since then I have been involved in a variety of project management roles. I have worked on various issues related to management including: risk management, time management, human resources management, cost management, technology management, as well as strategic and tactical planning. I would like to use some of these project management principles and my experience in managing the division. Like any project our division must have clear goals and objectives. These goals and objectives have to be delegated and assigned to the members with clear roles and responsibilities. In this newsletter I would like to share these goals and objectives with you so that we are all clear on what they are and who is accountable and responsible for them.

I am looking forward to both the 1998 and 1999 activities and participation of the members. We need your support to meet these objectives. There will be sessions sponsored by the management division at the 1999 National Design Engineering Conference in Chicago, Illinois from March 15-18, 1999 and also the 1999 International Mechanical Engineering Congress & Exposition in Nashville, Tennessee, from November 14-19, 1999.

Management Division Tactical Plan

Values:

Our values are the guiding principles that we apply equally to clients, partners, and members.

They are:

- Respect
- Excellence
- Innovative Spirit
- Leadership
- Integrity

Mission:

Our mission would define what we do and want to do. I have obtained the following mission statement from ASME's inception document on the role of the management division.

Mission Statement:

Promote the art, science, and practice of management among the members of ASME in the fields of planning, organizing, and directing and controlling resources, both human and materials, to

improve the quality of products and services provided by the organizations and individuals in the most effective and efficient manner.

Key Success Factors:

These are the areas we must focus on to be successful in the long term.

- Active Management Division members.
- Promote ASME members' participation in meetings and courses.
- Release timely newsletters.
- Participate in joint activities with ASME sections.
- Invite local ASME members to various ASME events.
- Support annual entrepreneurial effort.
- Provide annual meeting update.
- Develop tactical plan.

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Tactical Plan

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- Partner with other management publications and societies.
- Maintain honors and awards committee.
- Set-up committees within division.
- Establish financial strength and budget.

Performance Indicators:

These are the measures we use to gauge the Management Division's actual performance.

- Number of active members within the division.
- Number of ASME members attending courses and conferences.
- Number of newsletters issued.
- Quality of newsletter issued based on feedback.
- Number of joint activities held with local ASME sections.
- Type/quality of local programs supported.
- Number of local members invited during major ASME events.
- Actual number of people attending local events.
- Number of entrepreneurial efforts initiated.
- Quality of annual meeting update based on feedback.
- Active awards committee.
- Number of committees within division
- Type of committees within division and active members.
- Amount of custodial fund increased by \$1000 per year.

Issues:

These are events and factors which we expect to have significant impact on the business of the Management Division.

- Active member participation.
- Developing professional courses for management division to be delivered to all members.
- Identifying members to serve on the Executive Committee.
- Continue to increase division participation in ASME and other society conferences.

Goals:

We want to make significant progress in the following areas.

- Conference attendance.
- Member affairs.
- Programs.
- Publications.
- Honours and awards.
- Technology and training.
- Finance.
- Intra-ASME activities.

Objectives:

There are particular results we must achieve by specific deadlines. These are:

1. Increase member participation.
2. Prepare one *Management Division Newsletter* per year.
3. Conduct joint activities with an ASME region or section at least once per year.
4. Organize an entrepreneurial effort (e.g. special event, membership drive) each year aimed at increasing member participation, and obtaining Division Project Funds to support the effort.
5. Prepare annual Management Division brochure on the upcoming year's activities and opportunities.
6. Prepare a management division special event at the International Congress & Exposition.
7. Create a forum for ongoing dialogue amongst high level executives, mid-career engineers and young engineers to discuss management issues in an informal setting.
8. Submit at least 10 papers annually for publication
9. Maintain active participation to shared honours and awards such as Gantt Medal, Wallace Clark International Board, etc.
10. Establish a new Management Division award to recognize young engineers and mid-career engineers.
11. Create technical Divisions:
 - Project Management
 - Innovation in management
 - International Affairs
 - Plant/Industrial/Production management
12. Design and implement two low cost management and professional development courses in conjunction with ASME sponsored events and conferences.
13. Increase the division custodial fund by at least \$1000 each year.
14. Appoint a Division liaison to internalize ASME's awareness of management division activities
15. Establish links with external engineering and general management societies (ASEM, PMI, AACE, IEEE)

Next Steps:

What I will be doing in the next few months is to contact our volunteers in the division, and to seek their support to drive a program which would implement these objectives.

Please contact me if you have passion in an objective that you may think will help our division.

B. Alavi

New Management Principles

The word management is very broad. It applies to a variety of industries from textiles to auto manufacturing. Due to its broad nature and its process oriented nature, it is constantly evolving and growing. The role of project managers is becoming more and more significant. With the amalgamation of technology and management we are stepping into a new era of the management philosophies. I believe that the biggest challenge we face in the coming years is the issue of human resources. We need to manage a variety of program and projects with future limited resources. This would mean that the future will have a challenge for all levels of leadership in terms of available talent and experience. An avenue to overcome this issue would be importing individuals from other countries which introduces a challenge itself. I suggest that one of the key elements of success for leadership is the ability for leaders and project managers to get to know their respective team members and projects groups as individuals. Not just what this person does, but by paying attention to who the person is will go a long way in making that person feel he is part of a team. Hence the result will be increased efficiency and dedication from that individual. My experience has proven this to be a very successful method of getting teams motivated and having positive results.

As far as technology is concerned I am sure that most of you are aware of the various management software that are becoming dominant in the market. To name a few for example are SAP, MS Project, and Primavera.

These technologies are mainly either PC based or main frame based. I believe that most of these types of software are powerful useful tools for project management and cost control. However, I have yet to see one that has the capabilities of providing the soft management skills as well.

There are also some developments and research in the area of "TRUST" and management. This effort is underway here at University Of Calgary in Alberta Canada. Please contact me if you need more details on this research.

B. Alavi

Henry Laurence Gantt Medal Board Re-Organized

The Gantt Medal, first awarded in 1929, commemorates the life achievements of Henry Laurence Gantt, a distinguished mechanical engineer, management consultant, and advisor to industry. Gantt, a prolific writer, was one of the first leaders in the scientific management movement to express concern for the human element of productivity. His enduring legacy is the philosophy that seeks to turn the potential of industry into a broad contribution of service to society. He believed that managers should "view their activities from the vantage point of the larger communities business serves, thus dedicating themselves to the doctrine of service."

Since its founding, the Gantt Medal has been bestowed on individuals who have followed the Gantt philosophies. They have all been pioneers in the advancement of management -- teachers and leaders who have rendered significant and continuing service to humanity. Recipients receive a brass medal, a handsomely framed certificate stating the basis for the award selection, and a copy of the book, *Gantt on Management*.

There are seven criteria that guide the Gantt Board in its selection process. These are:

1. Contributions to the field of management;
2. Evidence of civic responsibility, as shown by personal participation in community projects;
3. Evidence of the esteem in which his or her contemporaries in the community hold the nominee;
4. Evidence of patterns set in inspiring others, not only distinguished achievement in management, but in accepting the responsibilities of citizenship;
5. Participation and contribution in organizations related to the field of management;
6. Evidence of understanding and skill in the field of human relations; and
7. Contributions to management through speeches, writings, and teachings.

Until last year, the Gantt Medal was a joint award administered by a Board consisting of members from the American Management Association (AMA) and ASME. Unfortunately, last year AMA elected to withdraw from future participation in this award. Accordingly, the award has now returned to ASME a prestigious society level award.

At the last Congress, a proposal was put forth to the Awards and Honors Committee to reorganize the Gantt Medal under the administration of the

Committee on Honors with assistance of the Management Division. In addition, ASME has provided additional funds to endow the award such that additional funds would not be required in future years. As a result, the Gantt Medal Board was re-organized to include five voting members representing a cross-section of ASME:

1. One member representing the ASME Council of Past Presidents (CPP);
2. One member representing the ASME Industrial Advisory Board (IAB);
3. Two members representing the Management Division; and
4. One member representing ASME at large.

The current members of the Gantt Board are:

- Debbie Andreadis (Management Division)
- Jack Elter (IAB)
- Nick Friesen (At Large)
- Nate Hurt (CPP)
- Jack Shulman (Management Division)

In addition, Ken Horne has agreed to serve as a non-voting member. Gloria Guerra of the ASME staff, who provides staff support to the Management Division, will assist in administering the award.

Bob Simmons

Engineering Management Journal Now Available to ASME Members

In our last newsletter we reported that we had initiated an initiative with American Society of Engineering Management (ASEM) to make their quality engineering management journal, the *Engineering Management Journal (EMJ)*, available to ASME members at a discount price. I am pleased to report that in May, this initiative was approved and that EMJ is now available. ASME joins an international list of engineering management societies from Australia, Canada, and Hong Kong. Perhaps some of you saw the advertisement in the May issue of *Mechanical Engineering* that announced this journal. In case you didn't, the ad is repeated at the top of page 4.

What is the *Engineering Management Journal's* focus?

EM practice cases from it, research on it, and guidance for it. *EMJ* spreads new knowledge, understanding, and insight within the practitioner community and between practitioners and aca-

demics. Of the 82 articles and columns published in a recent 3 year period 40% were authored solely by practitioners, 45% by academics, and 15% by a mix.

What does *EMJ* offer readers?

Up-to-date knowledge on managing engineers, projects, and technical organizations.

Columns by CEOs

Tutorials on new, but proven techniques

Surveys of practice

Book reviews on what to read and what to skip

Case studies and research on best practices and on current buzzwords

What does *EMJ* offer authors?

Chance to join the management division of ASME in developing a crucial part of engineering practice.

What does it cost, what do you get, and how to subscribe?

\$40 for four quarterly issues.

ASME's web site at <<http://www.asme.org>>, via e-mail at <infocentral@asme.org>, or via ASME membership services at (800) 843-2763 or (973) 882-1167.

For further information, please feel free to contact the following ASME representatives:

Bob Simmons, P.E., is ASME's representative on *EMJ's* editorial board, e-mail at <bsimmons1@pppl.gov>, or telephone (609) 243-2766/fax (609) 243-3315, or via mail at Princeton Plasma Physics Laboratory, P.O. Box 451, Princeton, NJ 08543

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All ASME members are encouraged to take advantage of this opportunity to subscribe to a quality journal solely focused on engineering management and its real life practice.

NOW AVAILABLE AT A DISCOUNT RATE TO ASME MEMBERS...

Engineering Management Journal

DO YOU MANAGE ENGINEERS – OR, WOULD YOU LIKE TO?

Published quarterly by the American Society for Engineering Management, the ENGINEERING MANAGEMENT JOURNAL focuses on the needs of practicing engineering managers. To better support the development of its discipline, the ASME Management Division has initiated a cooperative arrangement with EMJ.

Through the arrangement, ASME members can subscribe for \$40 per year and submit papers for publication.

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