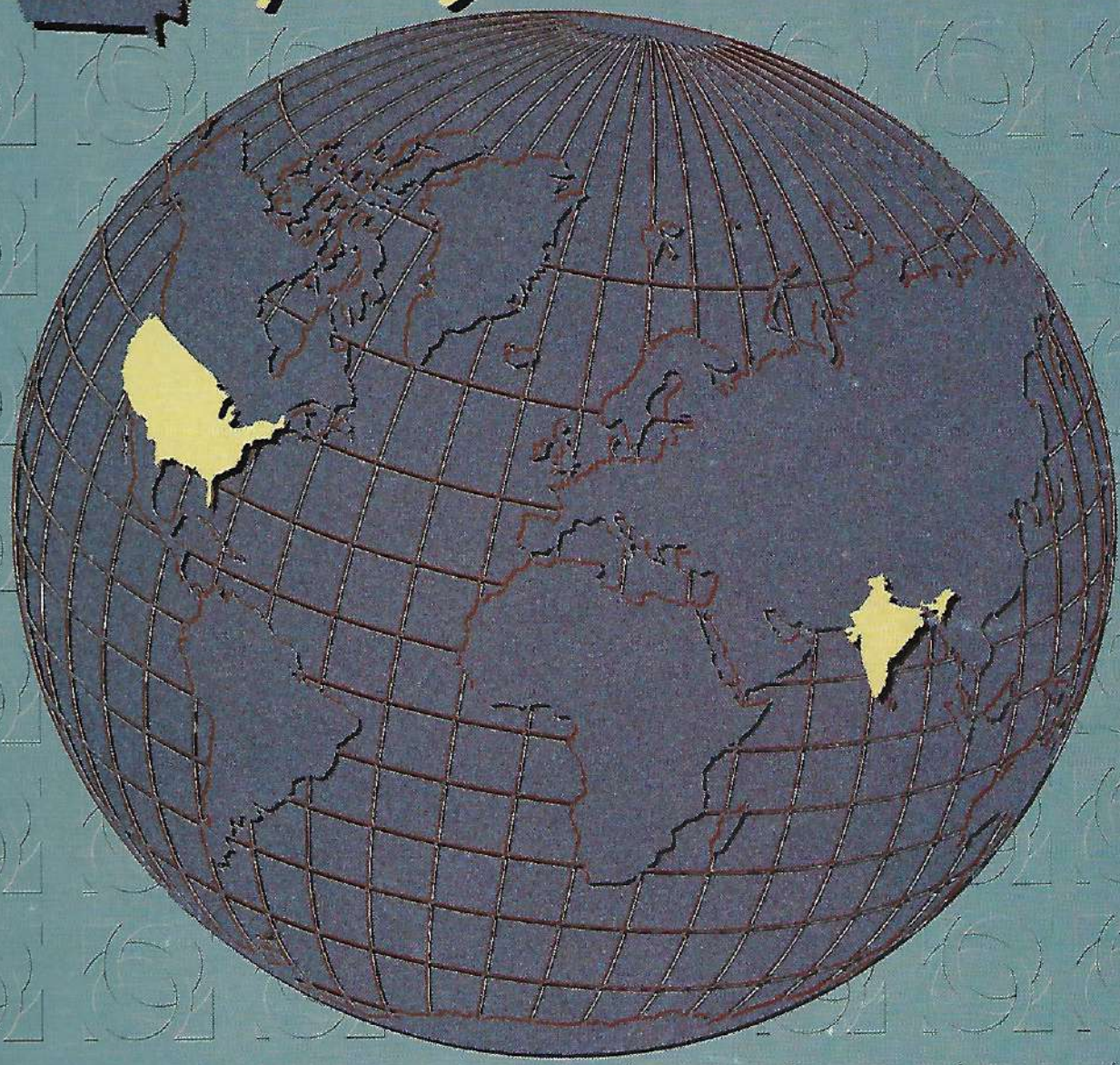


Engineering: Shaping The Future



14th Annual National Convention

August 30-31, 1997

Atlanta, Georgia



American Society of Engineers of Indian Origin

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AMERICAN SOCIETY OF ENGINEERS OF INDIAN ORIGIN

VISION

ASEI TO BE:

- A nationwide network of engineers of Indian origin
- A forum to assist members in advancing their careers
- A facilitator of Technology Transfer between U.S.A. and India
- A national professional organization with the goal of "service to its members"

ASEI ACTIVITIES

CAREER ENHANCEMENTS

- Provide Career Guidance and Counseling
- Facilitate Networking
- Assist in Skill Development through continuing Education Courses and Technical Seminars
- Encourage PE registrations

STUDENT AFFAIRS

- Providing Guidance To Students
- Establish Merit Scholarships
- Assist in Practical Training And Job Placement

ORGANIZATIONAL MATTERS

- Establish a National Office
- Establish an Editorial Board and Publish Quality Newsletter
- Increase Membership
- Publish Membership Directory
- Increase Awareness of ASEI
- Facilitate Local Chapter Meetings

TECHNOLOGY TRANSFER

- Conduct Workshops on How to Transfer Technology to India
- Assist in Development of Rural India
- Provide Communication Channels for Retired Engineers
- Disseminate Opportunities in India for NRIs.

LIAISON WITH INDIA

- Establish working relationship with government and private organizations in India

CONVENTIONS & AFFILIATIONS

- Conduct Conventions throughout U.S.A.
- Cooperate with Other Professional Societies with Similar Goals.

LOCAL CHAPTER ACTIVITIES

- Conduct bimonthly meetings to promote discussion/participation on current events
- Communicate with ASEI National Office and other Local Chapters

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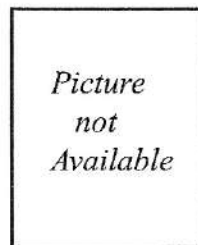
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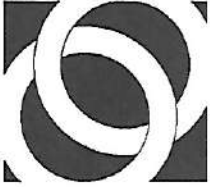
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A MESSAGE FROM THE ASEI CHAIRMAN

August 31, 1997

Today, as we convene to celebrate the 14th National Annual Convention of American Society of Engineers of Indian Origin (ASEI), I extend my welcome to fellow members and guests.

I am very pleased to have the opportunity to serve as the ASEI Chairman this year. It has been an exciting and rewarding experience for me, and I am proud to announce that 1997 is a successful year for ASEI. During the past few years, ASEI has grown significantly. It has become a visible Society more than it was 10 years ago. This is due largely to your participation and support. Our local chapters have been conducting a large number of professional seminars which have been well organized, well received, and well attended.

We need to help so the organization can further expand. We must now strive to make ASEI an even better association. It is time for all of us to renew our commitment. Our newsletter has been a regular voice of our professional society and its circulation has increased significantly. You have good ideas, GREAT ideas; come and share with all members through our "Link".

Today, we have provided a forum as an opportunity for you to meet successful professionals and entrepreneurs as well as to reward those who have been chosen as the best engineer, best entrepreneur in the field of technology, and the best engineering students of the year. We have created an environment for students to meet and seek guidance for their future career development from fellow successful ASEI members. Of course, students have access to our ASEI network. I hereby announce "ENGINEERING-SHAPING THE FUTURE" as the ASEI slogan of the year in progress.

I appreciate all the support that I have received from the past Chairperson, Board Members, and fellow Members. I would like to offer a special thanks to Mr. Manohar Singh, Dr. Chandrika Prasad, and the Atlanta Chapter. I congratulate all of you for the success of today's event.

Regards,

Shiv K. Jindal, P.E.

1997 **ASEI**
National Conference
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Sponsorship & Fundraising*



Sunil Shah
*Vice President/Secretary/
Public Relations*



Shaker Reddy
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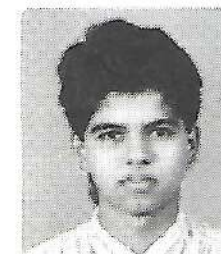
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Ravi Singh
Speakers Liaison



Narsi Narsimhan
Awards



Nitin Dixit
Student Affairs

Message from Convention Chairman and President of ASEI



It is my great pleasure to welcome you to the 14th Annual Convention of the American Society of Engineers of Indian Origin. The Atlanta Chapter is proud to host this convention in the home of southern hospitality, site of 1996 centennial Olympic Games and an emerging international business center.

The engineers and scientists of Indian heritage have been contributing to the technological advances in the western world and at home for past several decades. It is my firm belief that this contribution will increase at a far rapid rate as evident from computer hardware and software related business expansion in India. It appears that Indian engineers and businessperson have finally taken over a business segment where they are ahead of almost every country in the world, save few like US, Germany ,etc. The Indian engineer will, if not shape it, will have a major role in shaping the future; thus the theme of this convention is appropriately representative of that role.

We have amongst us today, as featured speakers and attendees, several industry leaders in their respective fields. Let us seize this opportunity, to learn something new, to take home some of the wisdom they share with us and create a better community; be it technical, social or business.

I strongly request the entrepreneurs to come forward and become involved in the growth and development of this society. Through your participation, we will be able to motivate the others to come forward thus having more members and chapters. As the strength is in numbers, the more members this society has, the more can be done for the members and community at large.

ASEI is your society. Its future depends on your continued participation.

With best wishes and a warm welcome,

Manohar Singh
Convention Chairman and President, ASEI



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BILL CAMPBELL
MAYOR

August 24, 1997

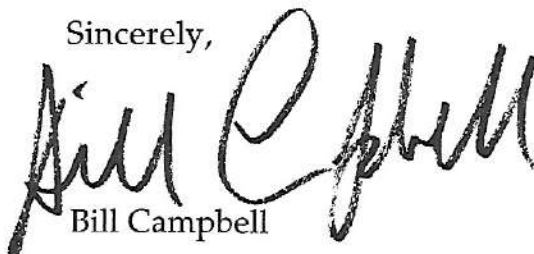
Greetings to the ASEI National Convention Delegates:

It gives me great pleasure to welcome you to the City of Atlanta for the 14th Annual National Convention of the **American Society of Engineers of Indian Origin**. I am honored that you have chosen our great City to host your annual event. A few days ago, I had the opportunity to join the Indian Community as they celebrated their 50th Anniversary of India's Independence.

The bond between the City of Atlanta and India is very strong indeed. Mahatma Gandhi, the father of the nation of India, had a strong influence on Rev. Martin Luther King, Jr. and the Civil Rights Movement in this country, through his movement of non-violence. The current technological revolution in India will certainly strengthen our ties.

On behalf of the citizens of Atlanta, I would like to thank ASEI for holding the convention here and I wish everyone a most exciting and memorable convention.

Sincerely,



Bill Campbell



नरेश चन्द्र
NARESH CHANDRA

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वाशिंगटन, डी० सी०
AMBASSADOR OF INDIA
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August 19, 1997

MESSAGE

I was very happy to know that the American Society of Engineers of Indian Origin are organising their 14th annual convention on August 31, 1997 in Atlanta, Georgia. The occasion provides a perfect platform for Indian American professionals, executives and students to come together and share their wealth of talent as well as facilitate the networking for the exchange of technology between the United States and India.

As we celebrate the 50th anniversary of freedom in India, it is pertinent to acknowledge the contributions made by the Indian Americans and the place they have earned for themselves in various walks of life in the United States. We too have benefited from their success and enterprise and they have acted as bridges between our two democracies in strengthening US-India relations in every field.

On the foundation of strong democratic institutions, human resources and infrastructure, it is our aim now, in India, to accelerate the pace of development in a more open and globally competitive economy. In this endeavour, we welcome strengthening of an economic relationship with the United States, India's largest trading partner and the leading foreign investor, and look forward to the Indian American professionals taking the lead in this regard.

I wish the national convention complete success and extend my greetings to all the participants.

(Naresh Chandra)

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CHAIRMAN



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August 25, 1997

GREETINGS:

As Chairman of the Fulton County Board of Commissioners, it gives me great pleasure to extend my warmest greetings to the American Society of Engineers of Indian Origin. On behalf of Fulton County, I am proud to extend congratulations to the participants and many supporters for their hard work and dedication in ensuring the success of the Fourteenth Annual National Convention. I appreciate being asked to participate in this very special event.

I wish you much luck with the preparations for your convention and I look forward to visiting with you at the banquet.

Sincerely,

A handwritten signature in black ink, reading "Mitch J. Skandalakis". The signature is written in a cursive, flowing style.

Mitch J. Skandalakis

Chairman

Fulton County Board of Commissioners

Congress of the United States
House of Representatives
Office of the Democratic Leader
Washington, DC 20515-6537



August 11, 1997

Mr. Manohar Singh
Convention Chairman
American Society of Engineers of Indian Origin
P.O. Box 870481
Morrow, GA 30287-0481

Dear Mr. Singh:

I want to commend you and the members of the American Society of Engineers of Indian Origin, as you prepare to host the 14th ASEI annual convention in Atlanta.

The 1000 members of ASEI have made significant technical and scientific contributions to the United States. Your intellect and hard work have placed the businesses you work for and own at the pinnacle of global technological advancements. In the United States, your efforts cover a wide range of areas-- from making the U.S. space program successful to making the water we drink safe. Further, your efforts both in the private and public sector have spurred economic growth and helped employ thousands of Americans.

ASEI should also be congratulated for actively facilitating technology transfer between India and the United States. As we celebrate the 50th anniversary of Indian Independence, it is imperative that we work even harder to strengthen the relations between these two great democracies, the world's largest and the oldest. It is fair to say that ASEI is doing more than its share to make this goal a reality and to ensure that the United States will maintain and improve its status as India's largest trading partner.

I would like to thank each and every member of the ASEI for strengthening our nation's scientific and technological foundations as we move into the 21st Century.

Sincerely,

A handwritten signature in cursive script that reads "Richard A. Gephardt".
Richard A. Gephardt

SPECIAL THANKS
TO
VIJAY ANAND
OF
CANTERBURY ENGINEERING
COMPANY INC
CHAMBLEE, GEORGIA

FOR HIS GENEROUS SUPPORT
FOR THIS CONFERENCE

“The Meaning of Being an Engineer of Indian Descent”

A Thoughtful and Reflective Perspective

Rahul Kartha

Senior, Industrial Engineering

Georgia Institute of Technology

Hailing from an Indian community that is saturated with distinguished professionals, the distinction of being an engineer may seem mundane and common place . Yet, those who belong to the “new breed” of engineers of Indian origin can vouch for its unique stature among the various professional routes that one can chose. Many Indian students choose engineering since it has always enjoyed great popularity and dependability from a career viewpoint. Others pursue this field for the sheer enjoyment of the academic disciplines involved, stemming from a love for mathematics or the natural sciences. Whatever the reasons are, enrollment in engineering seems to be on the rise in our community and this is no surprise since, historically speaking, Indians have distinguished themselves in careers in mathematics and science. Given the large number of Indians involved in engineering in the United States, an interesting question that comes to mind is with regard to our ethnicity and heritage. What does it mean to be an engineer of Indian descent?

The answer to this question is extremely complex since every engineer has his or her own story to tell. On a broad level, Indian students in engineering are amazingly diverse, differing in their ideologies and career plans. In fact one common factor that all these students can pinpoint is their unique heritage that can be traced back to India. The “new breed”, as I have chosen to call them, are a generation of highly gifted, dedicated engineers who realize that the opportunities ahead of them are endless. The challenges and obstacles that face them seem countless in this fast-paced economy with its penchant for incessant change. What is amazing is the strong Indian spirit that manifests itself in the resilience, drive, versatility, cooperation, humility, respect and patience that is instilled in our current generation of engineers, helping them to overcome the seemingly insurmountable obstacles. Are these qualities that are cultivated by our education and training alone or do they grow naturally from our Indian background?

As a student at Georgia Tech, I have mingled with a diverse group of Indian students and I feel proud to say that as an ethnic group, we rank very highly in terms of our academic and professional accomplishments. Excellence has become the norm for the average engineer from India rather than the exception, and this passion to succeed has driven our community to the level of respectability that we currently enjoy. With all the excitement associated with the “new breed”, I may have overlooked the achievements of those who paved the road before us. The older generations of Indian engineers in industry and those who have reached the highest levels in academia triggered the trend of success, challenging the “new breed” to live up to the reputation set by them. In conclusion, it must be re-emphasized that our unique heritage and background mold our ideology and vision, helping us to extend and maintain the standards of excellence, not just as engineers but as engineers of Indian origin.

About the Author

Rahul Kartha is a senior Industrial Engineering major at Georgia Tech. He is from Kerala, India and plans to pursue a career in consulting following graduation. Rahul is an active member of Georgia Tech’s India Club and the Georgia Tech chapter of ASEI. Furthermore, he is an avid racquetball and soccer player and enjoys all sports.

Best Wishes

From

**Mrs. Ranjana Shah
and
Mr. Talak Shah**

(301)577-5581

Best Wishes from

ICCC

(Indian Cultural Coordination Committee)

Independence Day Celebration

on Sunday August 13, 1994

2:00 pm to 9:00 pm

at John F. Kennedy High School

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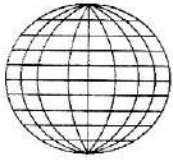
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“A Manufacturing Enterprise in 2020”
A Future Perspective
Farrokh Mistree
Professor, School of Mechanical Engineering
Georgia Institute of Technology

Let us project ourselves into the world of 2020 and beyond and define what it will be and what the consequences will be for the manufacturing enterprise. Now imagine that you, the professional, are looking for opportunities in the year 2020. Ready? OK. I will pose a question and then “think aloud” in the hope that you will piggy back on my thinking to arrive at your own highly profitable visions and conclusions.

In what environment will the manufacturing enterprise of 2020 and beyond be operating?

In my opinion, we will have moved from a manufacturing economy that was highly dependent on the generation of information and knowledge to an economy in which the management of knowledge becomes the key to wealth creation. We will start coming to grips with the notion of sustainable development. We will have moved from an economy that was highly dependent on the generation of information and knowledge to an economy in which the management of knowledge becomes the key to wealth creation. We will start coming to grips with the notion of sustainable development characterized by the following:

- 1 We will be well into the Information Age: Information will be available virtually on demand. Communication will be virtually instantaneous from any part of the world. Mere availability of information will not be enough. Creating value from information, that is, knowledge, is what will make the difference.
- 2 We will be on the threshold of a Global Knowledge Economy: Knowledge will be recognized as an important asset for creating wealth. Knowledge banks will be available to be tapped. Evaluating, validating, analyzing information to create knowledge, banking and marketing it will be a new industry.
- 3 The “Research University” will be a thing of the past; it will be replaced by alliances made up of different stakeholders from industry, academia, countries, etc. Foundational to this development will be learning technology. Science, business and engineering will move on-line necessitating the development of learning technologies. The role of disciplinary education programs will need to be defined in the context of the engineering systems that generate wealth. The relationship of the university with the manufacturing enterprise and society will need to be redefined.
- 4 Public policy will be globalized. People from all over the world will be able to influence what we do with regard to the environment and resources. Heavy emphasis will be placed on the development of sustainable technology. As a global community we will start coming to grips with the notion of sustainable development.
- 5 There will be a need to support career sustaining learning.

What will a manufacturing enterprise look like in the year 2020?

The manufacturing enterprise will be addressing the issue of sustainable development. The economy will consist of global alliances created to rapidly respond to changing market needs. This alliance will consist of manufacturers, distributors, and suppliers held loosely together by contracts, licensing agreements and limited partnerships. Projects will be integrated and the outcomes will be customized: mass customization and almost instant delivery of a customized product or system will provide the competitive edge. One metaphor for bringing this about is a restaurant; partially cooked items are kept ready to be mixed and matched into something that the customer orders. The other metaphor is the telecommunication system. People will be working from home in different parts of the world; the manufacturing enterprise will be a 24 hour global operation. To make this possible we will need to go beyond the restaurant and telecommunication metaphors - to one that includes the sense of holism and globalism.

What are the challenges that face us today in transitioning to a knowledge economy?

Defining a knowledge economy. Wealth creation through acts of innovation and inventiveness. Creation of high value enterprise know-how. The creation of this know-how depends on education, research and societal organization. Redefining the role of a university and its relationship to the manufacturing enterprise operating in a knowledge economy. Bridging the gap between engineering design/manufacturing and strategic management. Redefining the notion of work and home - the place to work and the place to be with the family. Redefining values and worth, that is, redefining value in the context of a knowledge economy. How does one handle capital formation in a knowledge economy? Another unavoidable conclusion of the information age is that "command and control" will become obsolete. People at bottom will be as well-informed as people at top. Growing from the trend of increasing automation, a shift in core human values must occur, placing greater importance on creating (designing) and learning (personal growth, knowledge creation).

What is the technology that will need to be created?

We will need to create technology (in the broadest sense) that supports the lifestyles and aspirations of people who work in a knowledge economy. One the unavoidable trend of the overwhelming availability of information: we have developed vast strengths in information generation and information storage and retrieval. It seems to me that there would be great value in developing technologies for information "filtering". And I'm not talking so much about search engines or parsers, but instead, aids for knowledge generation based on perhaps the relational structure of human memory. Also our strengths in information "transformation" (speech to text, text to pictures, etc.) are lagging behind. We need technology that will allow us to translate our access to virtually limitless information into knowledge. What about standards? What will the ISO standards look like for a society that is coming to grips with sustainable development? How will capital (\$, human and knowledge) be formed to undertake new ventures and / or sustain old ones? Technology that will support the reduction of cumulative expenditure of resources in the realization of a family of products that are open (that is, designed to be continuously improved) and sustainable. Technology that has the characteristics to living systems to reproduce and improve over generations.

Acha. Thankyou in joining me in this *think aloud* and I look forward to continue this *think aloud* with you. farrokh.mistree@mc.gatech.edu

And who am I?

Farrokh Mistree's design experience spans mechanical, aeronautical, structural, industrial and software engineering. His research focus is on learning what happens when concurrent engineering principles are applied to the design, deployment, operation and support of *open engineering systems*. He is committed to developing a design pedagogy that is rooted in Decision-Based Design and adaptive action learning. It is in this context that he enjoys experimenting with ways in which design can be learned and taught. Professor Mistree is responsible for two books and over 180 technical publications; around 20 deal with design education. Since 1992 he is a Professor at Georgia Tech. He received his Bachelor of Technology with Honours from I.I.T. Kharagpur, India in 1968 and his M.S. and Ph.D. from the University of California, Berkeley in 1970 and 1974, respectively. He is a Fellow of ASME and a Senior Member of AIAA. Urls of interest: <http://www.srl.gatech.edu/people/mistree/mistree.html> and ... <http://www.srl.gatech.edu/DLS/>

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President, Spectrum Software, Inc.

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All successful corporate executives, entrepreneurs have paid their dues, worked SMART[®] , take PRIDE[®], made mistakes and most of all, trusted their abilities to become highly successful and satisfied with what they have accomplished. All of us can nurture/develop most of those qualities and seek higher levels of satisfaction and rewards in everything we do.

The following is a set of practical and simple characteristics and skills one can develop through training and practice to be highly successful in meeting both personal and professional goals beginning from ones early entry into the corporate world.

STAGE I (Years 1 to 5)

During this period you work SMART[®].

S	Self Confidence
M	Motivation
A	Ambition
R	Responsibility
T	Training

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In the very early stages of your corporate career, the first 5 years learn to be **self confident**. Focus on acquiring skills and **training** to be ready for the long term aspirations. Invest in oneself to gain as much knowledge in areas of your professional goals. Learn to take and accept **responsibility** for ones actions. Be **Ambitious**. Constantly **motivate** yourself in creative ways to enjoy all tasks. Remember we have to pay our dues. Learn to crawl before you walk and learn to walk before you run. Paying our dues helps. Learning all aspects of the trade will make you confident in the long haul. Majority of successful and respected corporate executives have grown from the ranks . They have joined the organization at the lowest level, had the desire, ambition, stayed focused on their goal, acquired the skills , took responsibilities, showed leadership and felt confident in themselves and best of all had the right ATTITUDE all throughout.

STAGE II (Years 5 to 10)

During this period you work SMART[®] and with PRIDE[®].

P	Performance
R	Responsibility
I	Initiative
D	Dependability
E	Entrepreneurship

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Always use your **performance** to make yourself visible. Your actions will speak for itself. Be Patient. Your turn will come eventually. Take **initiatives** (be omnipresent !!!). The goal is to be a **dependable** team member. (remember you are not at the top yet !!!). People always respect performers who are dependable. Even people who hate you cannot refute performance and successful initiatives. Undertake every task and take **responsibility** as if you own the corporation. Show by example. In the long haul this simple self motivation starts building great levels of confidence and satisfaction when results are achieved. (Don't be afraid to make mistakes !! They are part of learning process and is a must

AT EVERY STEP and ALL THROUGHOUT

During this period use your ACES_®. (See Fig 1.)

A	Attitude
C	Confidence
E	Entrepreneurship
S	Self Motivation

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Displaying great Attitude, being Confident, showing Entrepreneurship, and with Self motivation makes you achieve your goals. These ACES up your sleeve will never fail you.

Of course any of these above qualities if they are already part of us it will be a great asset for us (i.e in-bred in us, genes !!!!!, Sorry Human Cloning is ILLEGAL !!). Unfortunately for many of us we have to learn as we go (i.e experience, mentorship, training etc..). Don't miss the Opportunities.

*"The golden opportunity you are seeking is in yourself.
It is not in your environment;
it is not in luck or chance,
or the help of others;
it is in yourself alone."*

Orison Swett Marden

Finally those of who are already project managers here is my view of a **MANAGER_®**'s roles and responsibility. Hope you enjoy this ACRONYM.

M	Motivate & Stimulate
A	Appraise & Counsel
N	Nurture & develop
A	Act rather than react
G	Guide & Set Goals
E	Educate & Train
R	Recognize & Reward

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If you are a manager who demonstrates the above traits you are already in the right track to be **HIGHLY SUCCESSFUL** and keep it up !!! after all **"AS YOU SOW SO YOU REAP...."**. So use the ACES and work **SMART** and take **PRIDE**, after all, **"A good beginning makes a good ending."**

About the Author

S. Srinivasan, is the Founder and President of Spectrum Software, Inc., a successful system design and consulting firm which specializes in outsourcing and implementing software projects. He is a Certified Project Management Professional (PMP) from the Project Management Institute. He is also an active project management consultant who provides project management training for corporations. You can contact him at specsoft@mindspring.com.

“As You Sow So You Reap”
Qualities to Succeed in the Corporate World
S. Srinivasan. (“Srini”), PMP
President, Spectrum Software, Inc.

In today’s highly downsizing, dynamic, fast-paced , and competitive corporate world, there exists abundance of opportunities for one to be successful. *“Don’t Wait for your Ship to Come In..... Swim Out to Meet it!”*. The ability to seek and recognize these opportunities is the first step. But one has to equip oneself all throughout with tools and skills to feel confident if the opportunities presents itself so that one can run with it *“You draw nothing out of the bank of life except what you deposit in it”*.

All successful corporate executives, entrepreneurs have paid their dues, worked SMART[®] , take PRIDE[®], made mistakes and most of all, trusted their abilities to become highly successful and satisfied with what they have accomplished. All of us can nurture/develop most of those qualities and seek higher levels of satisfaction and rewards in everything we do.

The following is a set of practical and simple characteristics and skills one can develop through training and practice to be highly successful in meeting both personal and professional goals beginning from ones early entry into the corporate world.

STAGE I (Years 1 to 5)

During this period you work SMART[®].

S	Self Confidence
M	Motivation
A	Ambition
R	Responsibility
T	Training

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In the very early stages of your corporate career, the first 5 years learn to be **self confident**. Focus on acquiring skills and **training** to be ready for the long term aspirations. Invest in oneself to gain as much knowledge in areas of your professional goals. Learn to take and accept **responsibility** for ones actions. Be **Ambitious**. Constantly **motivate** yourself in creative ways to enjoy all tasks. Remember we have to pay our dues. Learn to crawl before you walk and learn to walk before you run. Paying our dues helps. Learning all aspects of the trade will make you confident in the long haul. Majority of successful and respected corporate executives have grown from the ranks . They have joined the organization at the lowest level, had the desire, ambition, stayed focused on their goal, acquired the skills , took responsibilities, showed leadership and felt confident in themselves and best of all had the right **ATTITUDE** all throughout.

STAGE II (Years 5 to 10)

During this period you work SMART[®] and with PRIDE[®].

P	Performance
R	Responsibility
I	Initiative
D	Dependability
E	Entrepreneurship

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Always use your **performance** to make yourself visible. Your actions will speak for itself. Be Patient. Your turn will come eventually. Take **initiatives** (be omnipresent !!!). The goal is to be a **dependable** team member. (remember you are not at the top yet !!!). People always respect performers who are dependable. Even people who hate you cannot refute performance and successful initiatives. Undertake every task and take **responsibility** as if you own the corporation. Show by example. In the long haul this simple self motivation starts building great levels of confidence and satisfaction when results are achieved. (Don't be afraid to make mistakes !! They are part of learning process and is a must

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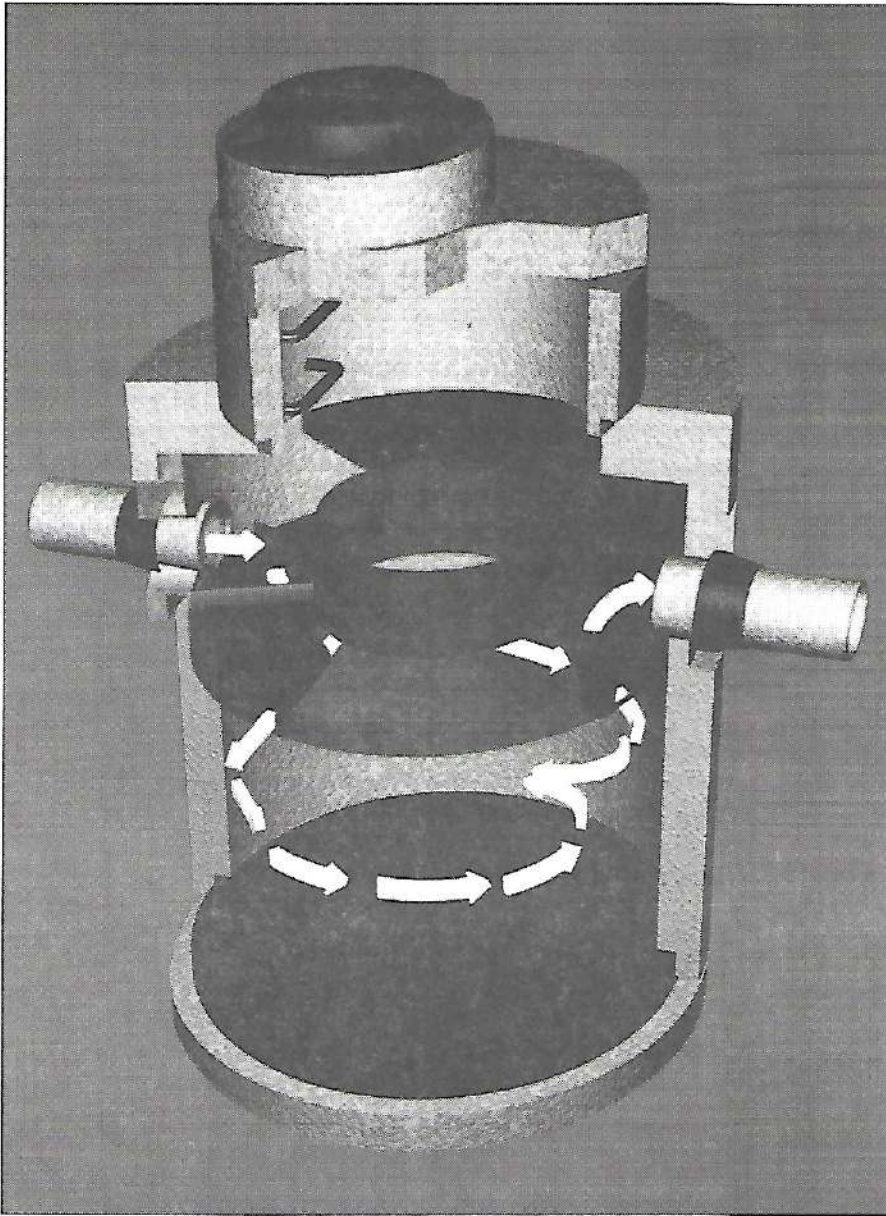
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AUGUST 31, 1997

“Proposal Development”

A Guide

Ravi Singh

President, Sunera, Inc.

The proposal writing requirements have reached new heights. Now, even small construction projects require technical proposal in order to be selected for a price proposal. The process for developing a winning proposal for a small project is the same as for a multi-million dollar project. The steps outlined below are the result of the author's experience of writing proposals or assisting others over the last fifteen years in the consulting engineering and construction businesses. When followed properly these steps will greatly enhance the chances for success in winning the proposal.

Pre-Solicitation Phase: This phase can be the most important part of the final outcome. If the customer's requirements are not well-defined and you have good interaction with the people developing the Request For Proposal (RFP), you could influence the requirements in a way to capitalize on your strengths and the competition's weaknesses. You can also find out who your competition is from the RFP team.

The Proposal Team: The selection of the proposal team depends on the type and size of the project and the details required in support of claims and commitments made in the body of the proposal. The team leader should be an expert in the technical field as well as intimately familiar with the company strengths and weaknesses. He should have the ability to work with others in the extreme pressure conditions that develop during the last phase of a proposal. The one point which introduces negative aspects into the process is funding for the proposal. Most often the management preaches the need for booking new work as a priority for proposal writers but also expects fully billable time from the team members. The team members should be allotted reasonable time for preparation of the proposal within the normal work hours.

Proposal Initiation Meeting: Before the actual writing effort begins, the team leader must schedule the meeting. In addition to team members, the manager responsible for making profit and loss commitments should attend. This meeting also serves as the forum for input from sales and marketing people responsible for that customer. These individuals usually know what the proposal review members like or dislike in a proposal. The discussions in this meeting should result in clear understanding of the proposal requirements, define a schedule for completion of the proposal, outline strategies, identification of potential hooks, and compilation of success stories. These meetings also help develop teamwork, and provide enthusiasm and motivation to the proposal team members.

Team Leader Responsibilities: The proposal team leader becomes the engine that pulls and pushes the whole process together. In order to provide leadership to the team members, he has to know exactly what needs to be written and how it should be presented. He has to analyze the customer requirements, understand evaluation criteria, have intelligence on competition, and always keep the big picture in mind. The last issue becomes more important in order of priorities when the proposal team comprises of multi-disciplines or different organizations and the various parties try to compete with each other while they should be cooperating for common 'vision' and 'mission'.

Draft Proposal Preparation: The RFP usually defines the format of the proposal and dictates some control on the contents. The first draft usually takes form by writing the section and sub-section titles in the same order as listed in the RFP. While putting pen to the paper, a proposal writer will start thinking how he can respond to each requirement. In some cases, particularly government RFPs, the requirements are so detailed that rewording those can comprise of part of the text. The author should go through the RFP in detail, preferably more than once, and use highlighter to mark important and special words and phrases. These words and phrases become a focal point around which one can use filler matter and create the body for the text. **DO NOT PROPOSE ALTERNATIVES TO THE CUSTOMER REQUIREMENTS.** Additionally, extensive use should be made of the previously submitted proposals. These documents have gone through various iterations and editing providing proper grammar and well laid out paragraphs. Another item to keep in mind is acronyms and abbreviations. All acronyms and abbreviations must be consistent throughout the proposal. These items should also be defined in the body of the text at their first appearance for the benefit of the reviewer. He may not be familiar with your terminology. Make use of graphics, if permitted. Remember, a picture is worth a thousand words.

Draft Proposal Review: The review team should consist of senior members of the staff experienced in proposal development. They have gone through the process and can provide invaluable input from the customer's perspective since they must have learned what works and which word or phrase can diminish the chances of winning the proposal. This is also a good time to introduce fresh input into the whole process. The comments that may be radically different from the original product need to be discussed and modified before being incorporated into the proposal.

The Final Product: Once the review comments have been incorporated, the semi-finished volume should be handled by the team leader to assure consistency in writing style and content presentation. He should take full advantage of grammar checks available within all current word processors. The proposal binder should have tabbed dividers with labels marked in the same sequence as the table of contents. Before copies are made and the various volumes are bound, each page should be screened visually to ascertain all lines are within the specified margins, paragraphs are spaced properly and no unrecognizable characters are inadvertently introduced while editing. Consider using commercial copy servers to achieve clean copies. Keep some time available for last minute changes. Many a times, someone will come up with an item which needs either insertion into the proposal or deletion from it. If you are writing the final draft on the day the proposal needs to be out the door, chances of winning will be greatly diminished.

Delivery: Now that you have put in all the hard work, do not forget some last minute details. Ensure the delivery address is exactly the same as specified in the RFP. The binders and envelopes are arranged and/or grouped as specified. Allow for sufficient delivery time. Do not try to save a few bucks by using second tier delivery services. You have done everything right. Good luck.

About the author

Ravi Singh is the founder and president of Sunera, Inc.

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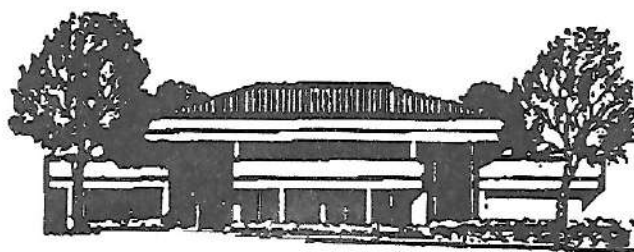
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HE LEARNS TO HAVE FAITH
IF A CHILD LIVES WITH APPROVAL
HE LEARNS TO LIKE HIMSELF
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Membership Benefits Guide

Networking

ASEI offers a unique opportunity to you to make contacts and network with fellow professionals who share your interests. Networking leads to mutually beneficial opportunities and relationships.

Convention

Each year ASEI holds a nationwide annual convention. Conventions and workshops are also held locally by each chapter. Recognition is provided to outstanding people through awards.

Local Chapter Meetings

Local chapters provide members the opportunity to meet each other, network, communicate/generate new ideas, attend career development seminars, build beneficial relationships and learn from each other. Chapter meetings are geared towards the needs of the members. Periodically, plant tours, mini-conventions and development workshops are conducted. Monthly programs emphasize business/consulting topics, career development topics or immigration/interviewing/resume topics, depending on the chapter membership interests.

Committees

Committees are charged with the responsibility to accomplish specific ASEI goals which are common to all chapters. Committees can also be looked upon as the R & D arm of the chapters. Committees develop programs or workshops that can be used at the chapter level or at annual conventions. Members are encouraged to actively serve on committees.

Career Enhancement

ASEI assists each member by career planning and enhancement assistance. Two key programs are customized workshops (at local chapter meetings and at the annual convention) and mentoring programs to personally discuss career issues.

Membership Directory

The ASEI directory can help you find fellow members. Information is also available on company affiliations and expertise. The directory is updated annually. ASEI sends a free directory to all members.

Employment Directory

Referral assistance is provided to members looking for work. Employers are encouraged to recruit ASEI members through job fairs and to meet their minority hiring goals.

Publications

ASEI plans to make available publications on relevant subjects such as career development, tech transfer and immigration to its members. These publications will be developed by ASEI committees.

Corporate Membership

Corporate membership is open to companies actively engaged in engineering, architecture and related arts and sciences. Benefits include up to \$150 credit toward your first display ad in the monthly newsletter, exclusive access to a no-fee professional employment placement service, a \$100 credit toward your first display ad in the annual convention brochure, discounted rates for exhibit space at annual and local conventions, and a Corporate Member listing in the membership directory.

Technology Transfer

ASEI assists Indian and U.S. companies by bringing together technology experts in the desired industry. Lists of experts, businesses and technical articles are maintained. Technology liaison is maintained with Indian organizations and with other associations in the U.S.

Trade Assistance

ASEI plans to acquire and catalog trade laws and policies. Facilitation assistance is provided to trade delegations from Indian or to U.S. companies.

Business and Consulting

This committee assists business and consulting firms in areas of mutual interest.

Student Affairs

ASEI assists students by providing scholarships, opportunities for contact with businesses (job search), in immigration matters (workshops) and other beneficial services such as resume writing, career planning and individual guidance and mentoring.

Newsletters

The newsletter is sent to all members and is intended to be informative and educational. It communicates key events and news.

Scholarships and Awards

Student scholarships are awarded based on merit and need. ASEI recognizes outstanding individuals for their professional and entrepreneurial contributions.

ASEI - *Why?*

Selecting a title for a message is quite a deliberate and painstaking task that all of us face many times. I selected this one because this has been asked many times by our perspective members. To answer this I scanned through some 50 editorial and presidential messages of several engineering journals. It was no surprise to note that this is not unique for ASEI but is common to many other engineering associations. Among all the messages the one I liked most is from William C. Zegel, President of Air and Waste Management Association. "As we think of associations, the image of a flock of flying birds comes to mind. A flock fly in a "V" formation when they are going any significant distance. Scientists tell us that this formation reduces the drag for the individual bird and the whole flock adds about 70 percent more to its flying range than would be possible if each bird flew on its own".

As the theme of this convention indicates engineers are the intellectual capital - the knowledge that runs the world. The quality of life and economic vitality of the world depends significantly on advances in engineering and application of technology. Today the technology is changing at a pace that takes one's breath away. In order to preserve and increase this capital, one needs to learn continuously, upgrade skills and adapt to new situations. It is no longer sufficient to go to work, do your job and go home. In a time of these drastic changes, it is the learners who will inherit the future and find themselves equipped to live in a world of future. These professional demands come at a time of upheaval in the employment landscape. Global competition has sparked a wave of downsizing in technology firms and destroying much of the job security that engineers used to take for granted.

The ASEI is a flock of engineers of Indian origin that share a common direction and sense of the Indian community and can get where they are going more quickly and easily because they will be flying on the thrust of each other. As the old adage goes "Birds of common feather flock together". The key to the formation is networking. Engineering professionals of Indian origin have contributed significantly towards our modern world, yet most people do not know much about them. And here lies the lack of flying in the "V" formation. It is incumbent on these professionals to think of where they have been and where they are headed. In addition to educating ourselves, we must also educate the public and the lawmakers about ASEI. Participation in ASEI is an investment in time and money that yields great returns. Benefits to the members are listed elsewhere in this souvenir. You can assign your own dollar values to these benefits. The equation works. The greater your level of participation, the greater your level of return. So start the process of involvement now.

About the Author

Dr. Chandrika Prasad, is Executive Director (acting), ASEI

THEME: "Engineering - Shaping the Future"

Sunday, August 31, 1997
 Sheraton Gateway Hotel, Atlanta, GA

CONVENTION AGENDA

8:00 a.m. to 9:00 a.m.

Registration and Membership Service

9:00 a.m. to 9:45 a.m.

**Breakfast/Welcome by President
 and Convention Kickoff by
 Vern Singh, Senior Vice President, URS - GRIENER**

Technical Session - 1 10:00 a.m. to 10:50 a.m.		
Room A	Room B	Room C
<p><i>Role of Engineering in Food Processing</i></p> <p>Presentation on the Technological Advancements</p> <p><i>by:</i> Dr. M. S. Chinnan Professor of Food Engineering in the University of Georgia</p>	<p><i>Preparing and Thriving in the 21st Century</i></p> <p>Uplifting Message</p> <p><i>by:</i> Mr. Akshya Kumar Singh Mr. Paramjit Singh</p>	<p>NO SESSION</p>
Technical Session - 2 11:00 a.m. to 12:00 noon		
Room A	Room B	Room C
<p><i>Business Planning for International Markets</i></p> <p>Success Story: "How to Grow from Small to a Multi-National Firm: Oil Sands and Heavy Oil Development - A North American Perspective"</p> <p><i>by:</i> Mr. P. S. Krishnamoorthy Vice President SNC - Lavelin, Inc.</p>	<p><i>Telecommunications</i></p> <p>Panel Discussion</p> <p><i>by:</i> Mr. R. B. Bhavinani Mr. Kamlesh Dwivedi Mr. Chandan Seernani Dr. Man Sharma Mr. Ashok Trivedi</p>	<p><i>Environmental Issues</i></p> <p>Panel Discussion</p> <p><i>by:</i> Mr. Sam Bhat Ms. Cristina Go Dr. Tara Singh Mr. Vern Singh</p>

CONVENTION AGENDA

(Continued)

Noon to 1:30 p.m.

LUNCH BREAK

Message on the Convention Theme by

Ashok Kothari, Sr. Vice President, Parsons Brinckerhoff, Inc.

<p align="center">Technical Session - 3 1:45 p.m. to 2:45 p.m.</p>		
Room A	Room B	Room C
<p><i>Engineering in Cooperation with the Department of Energy</i></p> <p>"U. S. Role in Strengthening Ties with India"</p> <p align="center"><i>by:</i> Mr. Ram Uppuluri Senior Advisor U. S. Department of Energy</p>	<p><i>Transportation - Infrastructures</i></p> <p align="center">Introduction and Panel Discussion</p> <p align="center"><i>by:</i> Mr. Surinder Puri <i>Mass Transit</i> Mr. S. P. Singh <i>Infrastructures</i> Dr. Som Pal Singh <i>Railroads</i> Mr. Ajeet Sood <i>Construction</i></p>	<p><i>Information Technology</i></p> <p align="center">Panel Discussion</p> <p align="center"><i>by:</i> Dr. Narsi Narasimhan Dr. Shamkant Navathe Dr. J. Sunderesan Mr. Ashok Trivedi</p>
<p align="center">Technical Session - 4 3:00 p.m. to 4:00 p.m.</p>		
Room A	Room B	Room C
<p><i>Telecommunication Networks</i></p> <p align="center">Presentation on the State of the Art</p> <p align="center"><i>by:</i> Mr. Kamlesh Dwivedi CIO, Vice President Scientific Atlanta, Inc.</p>	<p><i>Entrepreneurship</i></p> <p align="center">Introduction to and Panel Discussion</p> <p align="center"><i>by:</i> Ms. Laura Brown <i>SBA</i> Dr. Manocha <i>Legal</i> Mr. V. K. Nayyar <i>Operations Optimization</i> Ms. Rebecca Sigmund <i>Immigration</i> Mr. Paramjit Singh <i>Marketing</i> Mr. John L. Westervelt <i>Banking & Finance</i></p>	<p align="center">NO SESSION</p>

ASEI 14th NATIONAL CONVENTION

Sunday, August 31, 1997

EVENING PROGRAM

6:00 p.m. to 7:00 p.m.

Social Hour (*Hors d'oeuvre and Cash Bar*)

7:00 p.m. to 9:00 p.m.

Banquet

Welcome Address / Introduction of New Board

Mr. Shiv Jindal

Chairman of the Board, ASEI

Address by Ambassador Shymala Cowsik

Deputy Chief of Mission, Embassy of India

Address by Brig. Gen. Gurmeet S. Sondh

Indian Army Engineering Branch

Introduction of Keynote Speaker

Mr. R. K. Sehgal

Vice Chairman and CEO, H. J. Russell and Company

Key Note Speaker

Mr. Wayne Shackelford

Commissioner, Georgia Department of Transportation

Dinner

National Awards

Vote of Thanks

Mr. Manohar Singh

President, ASEI

9:00 p.m. to 10:30 p.m.

Entertainment

1997 **ASEI**
National Conference
Chief Guest



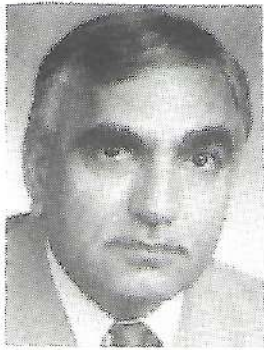
Wayne Shackelford
Commissioner, Georgia Department of Transportation

Wayne Shackelford was born in Carroll County, Georgia. He has a Bachelor of Science degree in Agriculture and graduate degree from University of Georgia. He has served in the U.S. Army from 1956 through 1958.

With a modest beginning as Executive Assistant to the Gwinnett County Commission in 1973, Mr. Shackelford had a distinguished career and was appointed as Commissioner of the Georgia Department of Transportation in 1991. He has been active in both regional and national transportation policy development and was elected as President of American Association of State Highway and Transportation Officials in 1994. He was also named to the Executive Committee of the U.S. Transportation Research Board. As Commissioner of Transportation he administers an annual budget of \$1.3 billion and manages the department's 5900 employees state-wide.

Mr. Shackelford is recognized for his interest in multimodal and intermodal transportation issues. He nurtured the incident management and transportation management programs existing in the department to bring them to a world-class level in time for the 1996 Olympics. While he has earned many national and state awards, his most recent and most prized award was the Key Citizen of 1996 award from the Georgia Municipal Association.

Conference Keynote Speakers



Breakfast Keynote Speaker

Vern Singh

Senior Vice President, URS-GRIENER

Vern Singh graduated from the Roorkee University, India with degree in Civil engineering and earned his Masters in Civil engineering from Illinois Institute of Technology, Chicago. He is a registered professional engineer in several states and member of numerous technical and professional societies. Vern has been in this country for 27 years and has spent his entire career in private consulting environment. Presently, he is a senior Vice President at URS-GRIENER, a 3000 plus staff consulting firm.



Lunch Keynote Speaker

Ashok Kothari

Senior Vice President, Parsons Brinckerhoff, Inc.

Ashok Kothari has extensive program management experience in the transit industry. He has worked on various transit projects in North America and has performed peer review on many transit projects outside the U.S. He is an active member of the Project Management Institute (PMI).

Ashok is presently a senior vice-president and principal professional associate with Parsons Brinckerhoff Inc. He is the Project Manager for the Joint Venture General Engineering Consultant, Bay Area Transit Consultants in California.



Banquet Speaker

R.K. Sehgal

Vice Chairman and C.E.O., H.J. Russell and Co.

R.K. Sehgal received his B.S. in Civil engineering from Auburn University and joined Law Engineering firm in 1963. He was named Chairman of the company in 1985 and under his leadership till 1995 the company grew significantly. Since 1996 he has been named Vice Chairman and CEO of H.J. Russell & company. He also serves on the Board of Advisors/ Trustees of some universities and on the Board of directors of many prominent companies.

R.K. Sehgal will introduce the Chief guest/Key Note speaker, Mr. Wayne Shackelford.

Conference Technical Session 1: **Speakers**



Preparing for and thriving in the 21st Century

Akshya Kumar Singh
Anderson Consulting

Akshya Kumar Singh received his MBA degree from the State university of New York at Buffalo with certificates in Human Resources Management, Corporate Financial Management, and Financial Institutions and Markets. His experience includes Project management in major fuel company and Cost accounting project in major pharmaceutical company in the Buffalo region.

He is presently with the Andersen Consulting in their Process Competency Group, National Specialty Practice.



Preparing for and thriving in the 21st Century

Paramjit Singh
Director on the Boards of GAPS and TLC Adult Family Home Inc.

Paramjit Singh graduated from I.I.T., Kharagpur in Mechanical engineering and has a MBA from Case Western University. He is a part-time faculty member of Cuyahoga Community college and Cleveland State university.

He was a Manager of Marketing services of McNeil Corporation, Akron, Ohio and has represented the company in President Nixon's price stabilization program. He started Productive Sales Corporation (PSC), a company specializing in developing and implementing market-driven information system for target marketing and was also the Executive vice-president and General Manager of Decor Manufacturing division of SDA Inc., in Alliance, Ohio.



Role of Engineering in Food Processing

Dr. M.S. Chinnan
Professor of Food Engineering in the University of Georgia

Manjeet Singh Chinnan has an undergraduate degree from Punjab Agricultural university and Masters from North Carolina State university in Biological and Agricultural engineering. He was a researcher at University of California at Davis. His areas of research are in computer modeling and optimization of food processing operations including controlled and modified atmosphere packaging and storage of foods. He has authored several papers and was awarded 1991 Institute of Food Technologists' award. He is the chairman of the General Arrangement committee for the 1998 Institute of Food Technologists annual meeting in Atlanta.

Conference Technical Session 2: **Speakers**



Business Planning for International Markets

P.S. Krishnamoorthy

Senior Vice President and General Manager, SNC-Lavalin

Krishnamoorthy graduated from IIT, Madras in Chemical Engineering and earned his Masters from University of Waterloo, Ontario. He has a MBA from McGill university, Montreal. He worked with Gulf Oil Canada in Refining and Petrochemicals covering operations, technical services, project engineering and plant commissioning. His career with SNC-Lavalin since 1974, has taken him through a variety of positions in engineering design, project engineering/management, marketing and sales, contract negotiations and corporate risk management. Based in Calgary he manages SNC's Chemicals and Petroleum Business unit's worldwide operations.



Telecommunications

Ashok Trivedi

Co-Chairman, President, Mastech

Ashok Trivedi holds an MBA from Ohio university as well as Master's and Bachelor's degrees in Physics from Delhi university. He has also attended the Owner/President Management Program at the Harvard Business School.

Trivedi is Co-Chairman, President and Co-Founder of Mastech Corporation, an international software firm. The company provides leading-edge application design and development, century date change, legacy maintenance, training and off-shore software development. Prior to Mastech, Trivedi has worked with Unisys Corporation as Marketing and Product Manager. He has received Entrepreneur of the Year honors from Ernst & Young Inc., magazine as well as the Free Enterprise award from Robert Morris college.

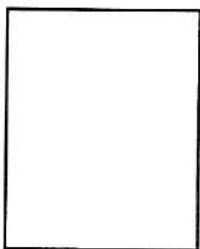


Telecommunications

Kamlesh Dwivedi

Vice President, Information Technology, Scientific Atlanta

Kamlesh Dwivedi holds a Bachelors degree from IIT, Kanpur, Master of Engineering from Carleton university, Ottawa and Program for Management Development, Graduate school, Harvard. Dwivedi worked with Mitel Corporation in Ottawa and NovAtel Communications Ltd where he was in charge of development of products for cellular and mobile telephones. As Vice President of Information Technology at Scientific Atlanta, he heads the internal computer systems and network function.



Telecommunications

Chandan Seernani

Senior Consultant, IBM

Chandan W. Seernani received his Bachelor of Science and Post Graduate diploma in Computer Science from Bombay university. He has also received a MBA degree from Emory university, Atlanta. He has eighteen years of consulting experience, including nine years in wireless communication industry. He has lead team of design consulting engineers in developing business strategies for the Personal Communication Services (PCS) industry, and design of Operations Support Systems in Network management. He has focused on wireless industry applications in the areas of customer care and billing.

Conference Technical Session 2: **Speakers**



Telecommunications

Rattan Bhavinani

Product & Market Development Manager, G.T.E. Corporation

Rattan Bhavinani received his undergraduate degree from Birla Institute of Technology and Science and an MBA from Xavier Institute, Jamshedpur. He worked with IBM as a Systems engineer, Manufacturing Industry specialist and as Systems Engineering Manager responsible for training programs for midrange hardware and software. At GTE he is presently responsible for the Public Safety market segment.



Environmental Issues

Sam Bhate

President, Bhate Environmental Associates

Sam Bhate has 18 years of experience in managing environmental and geotechnical projects. His company received the Environmental Restoration/Small Business Excellence award for year 1997. His educational background includes a Mechanical engineering degree and Business/Financial management degree.



Environmental Issues

Dr. Tara Singh

Founder, Resource Applications Inc.,

Tara Singh holds a Bachelor degree in Civil engineering from Ohio university, Masters in Sanitary engineering from the University of Missouri and Doctorate in Environmental engineering from Illinois Institute of Technology.

In 1980, Singh founded the Resource Applications Inc., which has offices in 4 locations and supports federal agencies including EPA, DOD, and DOT nationwide. He is the author of several scientific papers and technical reports.



Environmental Issues

Christina Go

Marketing Manager, Georgia Department of Trade & Tourism (GDITT), Atlanta

Christina Go received her Bachelors degree in Economics from University of Philippines and Masters in Business Administration from Universite de Syracuse, France. She has been associated with GDITT in several capacities promoting Georgia exports, maintaining export statistics, and managing programs to promote state environmental industry's products and services. She leads the team which identifies Georgia companies with export potential; further, the team also analyzes and evaluates overseas markets to facilitate exports, joint ventures and licensing agreements. She acts as liaison to trade representatives in Taiwan, China and ASEAN.

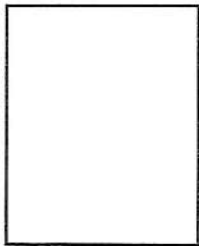
Conference Technical Session 3: **Speakers**



Engineering in Cooperation with the Department of Energy **Ram. Y. Uppuluri**

Senior Advisor, US Department of Energy, Washington D.C.

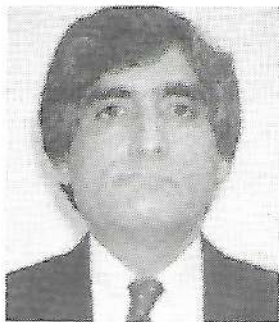
Ram Y. Uppuluri received his B.A. in English literature from Princeton university and Law degree from Vanderbilt University School of Law. He headed the Vanderbilt Environmental Law Society and later worked as reporter for Tennessean newspapers. As legislative assistant to Rep. Cooper, he played a key role in reauthoring the national Clean Air Act and helped develop cost-effective legislation to combat acid rain. As specialist in issues relating to energy and environment, he worked as legislative assistant to then-Senator Al Gore and helped him prepare for the Earth Summit in Brazil in '92. He has also served as Senior Manager at the Tennessee Valley Authority and as Assistant Director of the Joint Institute for Energy and Environment at the University of Tennessee.



Transportation - Infrastructures

Dr. Som Pal Singh
Lucent Technologies

Dr. Som Pal Singh holds a Bachelors degree from Punjab university in Aeronautical engineering and Masters degree from University of Illinois in Structural Dynamics. He spent 20 years working in the Dynamics group doing vehicle interaction studies involving railcars and locomotives for the Association of American Railroads.



Transportation - Infrastructures **Surinder Puri**

Project Manager, Parsons Brinckerhoff Tudor-Turner Associates

Surinder Puri graduated from Thapar Engineering College, Patiala, Punjab, India and did his graduate work at Michigan State University. He started work as a project manager with Brighton Engineering Company in Michigan, designing highways, and later joined Bechtel Power as a group leader in the Structural Engineering Department. He was also the project manager for the design of Tunnels under I-285 which were constructed using microtunneling technology - a first for the transit industry. More recently, he was the project manager for the MARTA Buckhead Station, Dunwoody Station, as well as on other MARTA projects. He is the in-house specialist at PBT-TA for roofing and waterproofing.



Transportation - Infrastructures **S.P. Singh**

Founder, USInfrastructure Inc., Birmingham

S.P. Singh holds a Bachelor's degree in Civil engineering from Aligarh university and Masters from University of Tennessee in Transportation Engineering. In 1994 he founded the consulting engineering firm USInfrastructure Inc., which provides engineering services to federal, state and local governments; industrial and private clients. USI's scope of work include transportation, waste water, environmental and construction management services.

Conference Technical Session 3: **Speakers**

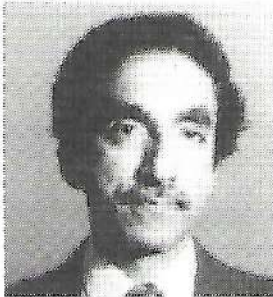


Transportation - Infrastructures

Ajeet Singh Sood

Chief Executive/Director of Operations, AWMC inc./A & W Associates, Atlanta

Ajeet Singh Sood received his Bachelor of Science in Civil engineering from Institute of Engineers, Calcutta, Masters degree in Engineering Mechanics from Case Institute of Technology, Cleveland and MBA from Case Western Reserve university. He was involved in leading consulting engineering groups specializing in transportation projects, and provided construction management guidance to Atlanta airport engineers. He was also involved in several construction projects in the metropolitan Atlanta area including the Atlanta subway system (MARTA).



Information Technology

Dr. Shamkant Navathe

Head of the database research group, Georgia Institute of Technology, Atlanta

Shamkant Navathe holds a Ph.D. from the University of Michigan. His areas of research include database modeling/conversion, distributed database allocation, and database integration. His current research interests include object-oriented and multimedia databases, human genome data management intelligent information retrieval, and mobile disconnected databases. Earlier, he held faculty positions at the NYU Stern School of Business Administration and the University of Florida. He was the General Co-chairman of the 1996 International VLDB (Very Large Data Base) conference in Bombay. He is an associate editor of ACM Computing Surveys, and IEEE Transactions on Knowledge and Data Engineering. He is also on the editorial boards of Information Systems and Distributed and Parallel Databases journals.



Information Technology

Dr. Narsi L. Narasimhan

Vice President of Simulation & Optimization, Navigare

He obtained his Ph.D. in Management Science from the University of Texas at Dallas and his bachelors degree in Mechanical Engineering from the Indian Institute of Technology, Varanasi. He served on the faculty of the School of Management, Georgia Tech for five years and continues as an adjunct faculty member now. He has several technical publications to his credit. He also serves as Board of Director of BOSS (Business Oriented Software Solutions, Inc.) and ISBDI (International Software Business Development). He is a Full Member of the Operations Research Society of America (ORSA).



Information Technology

Dr. Sundaresan Jayaraman

Professor, Georgia Institute of Technology

Sundaresan Jayaraman received his B. Tech and M. Tech degrees from the University Madras and his Ph. D from North Carolina State university in 1984. He subsequently worked as a Product Manager at Software Arts, Wellesley, MA, and at Lotus Development Corp., Cambridge, MA. Presently he teaches undergraduate and graduate courses on computer applications in engineering, process control and textile engineering. His present research interests are Enterprise Modeling Methodologies, Development of Knowledge-Based Systems and Computer-Integrated Manufacturing in Textiles and Apparel, Engineering Design and Analysis of Textile Structures and Processes, Development of 3-D Woven Structures for Composites, Computer-Aided Problem Solving in Science and Engineering.

Jayaraman is a recipient of the 1989 Presidential Young Investigator Award from the National Science Foundation for his research in the area of computer-aided manufacturing.

Conference Technical Session 4: **Speakers**

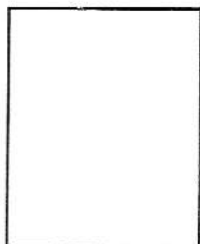


Entrepreneurship

John L. Westervelt

Gulf Coast Bank and Trust Company

John Westervelt received his B.S. degree in Finance Florida A & M university. Over the past 20 years he has worked for banks in Georgia and Louisiana. He is currently with Gulf Coast Bank and Trust company where he runs their "Loan Production Office" in their Atlanta branch. John has provided workshops and seminars on banking finance at national conventions. He teaches courses in Business credit and Small Business loan packaging at Clayton college and State university in Morrow in Georgia.



Entrepreneurship

Vinod Nayyar

Vice President, Navigare Group

Vinod is one of the three founders and principals of the Navigare Group consisting of Navigare Consulting, Navigare Instruments and Navigare International. He has extensive professional background and experience in areas of Management Consulting, Engineering and Manufacturing with several Multi-national clients. Vinod graduated from IIT Kharagpur with a B.Tech degree in Aeronautical Engineering and also holds MS degrees in Aerospace and Mechanical Engineering from University of Cincinnati.



Entrepreneurship

Laura A. Brown

District Director, U.S. Small Business Association (SBA), Atlanta

Laura A. Brown is a graduate of Benedict college, Columbia, S.C. She started her career with SBA in 1965 and after holding several important assignments elsewhere in the country, she has been appointed as District Director in Atlanta since 1995. She is responsible for over 5400 business loans worth more than \$1 billion. Brown administers the SBA Surety Bond office in Atlanta that serves 13 states. She also directs the operations of Service Corps of Retired executives (SCORE) which provides free business counseling to small business clients.



Entrepreneurship

Rebecca L. Sigmund

Attorney, Intl. Practice Group of Powell, Goldstein, Frazer & Murphy LLP

Rebecca Sigmund received her B.A. from Furman university and her Law degree from Georgia State university. She is with Powell, Goldstein, Frazer & Murphy LLP since 1995 where her work mainly involves obtaining employment visas for foreign executives, managers and professionals. She also counsels U.S. employers on compliance procedures for work eligibility for new employees under the provisions of the federal law. She speaks and writes regularly on immigration law topics for a variety of professional, business and civic groups.

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Eat Your Own Dog Food?

A review article on Microsoft's Success Story

Craig Hall, Director, Nortel

Like them or not, Microsoft sure knows how to make money. For some people the thought of emulating Microsoft's business practices is scary at best, but in a thoroughly enjoyable new book *Microsoftie* Julie Bick lays out an insider's view of what it takes to succeed in business.

The book "All I Really Need to Know in Business I Learned at Microsoft" (Pocket Books, July 1997) is written by a young MBA who joined Microsoft in 1990. What she writes is a refreshing and candid tribute to her colleagues and the company they have built. But while it is geared around Microsoft, the lessons and insight is valuable for just about anyone in the technology industry. Say the word Microsoft and it conjures up all sorts of images. Microsoft Corporation is a topic with which almost everyone has a passionate opinion to share. Whether it is that Microsoft is reputed to unfairly crush its competition and raise the almost constant scrutiny of Department of Justice or it is an opinion that Microsoft is the model of capitalistic free enterprise, one thing that can't be argued is that Microsoft is a hyper-successful corporate juggernaut. The Microsoft Corporation has been one of the most spectacular business success stories in recent history and Redmond, Washington is the geographic epicenter of the most prolific corporate producer of millionaires in the information age.

Julie Bick must be one of those millionaires because the majority of this book's proceeds are being donated to the Technology Access Foundation, a charity organization that hooks up inner-city kids with computers. It's the kind of employee philanthropy that makes even the most die-hard Microsoft detractors feel less squeamish about letting another dime flow in the direction of anything associated with Microsoft.

This Microsoft insider takes us on a tour of the corporate culture and practices that bred that success. "All I really need to Know" is non-technical, digestible and utterly engaging. Readers will find concrete tools they can use to be more successful in business. Written with equal parts humor and savvy, this book gives real, usable information to improve your management and marketing skills. Ms. Bick doesn't rely on buzzwords and catch phrases -- she simply relates successful strategies from her years at Microsoft.

Here's a sample from Chapter 1: "Eat your own dog food, but don't believe your own press releases"

In what they call "Eating your own dog food," Microsoft employees use test versions of all the programs on a daily basis long before they come out. The Windows team used the operating system every day for months before it was finally ready for market. What this means at Microsoft is for employees to use the product for themselves, rather than read all about its great features in a press release. The objective is to see what it's like to be a customer and empathize with them and understand their needs and frustrations before it goes out the door for sell.

The humor and precious insight of Bick's book is sprinkled through the 160 pages of this little gem. Some sections in the book are so useful. I've hung the titles in my cubicle to remind me of things:

- 1) Eat your own dog food
- 2) Let your employees hear your customers
- 3) Don't bet against your team's own creativity
- 4) Every process can be improved
- 5) If you can't win -- change the rules
- 6) Think three moves ahead
- 7) Hit'em where they ain't
- 8) Discuss the analysis, don't present the data
- 9) Solve controversial issues in advance
- 10) Give credit, take blame and be your team's designated jerk

"All I really need to Know", is broken into 5 primary topics and lessons learned in "Running a business; Doing your job well; Being a good boss; Communicating well, and; Managing your own career".

There's even advice on how to handle e-mail. Beck tells us that e-mail is easy, fast and you have a record of your conversations. But, it is also evil. It will control your every waking thought, consume vast amounts of your time, and e-mail can follow you no matter where you try to hide.

Be careful with those flying fingers! Misspelled e-mail names have led to everything from memos evaporating into the great electronic black hole to discovered love affairs. And never send an e-mail composed in a fit of anger.... There is no easy retraction.

One thing to watch for in e-mail is the forgery. If it looks unbelievable, it just might be. Bick says that e-mail pranks abound at Microsoft and other companies around the world. (A fact I know well from personal experience and instigation at Nortel). She tells of one prankster who sent a message from his boss's terminal telling his team of seventy-five people to take the rest of the day off. And it's not just the unattended computer at Microsoft getting in on the jokes.

One day a young marketer told her friend, "I can't believe what I just did! I walked into the cafeteria, got a cookie, then started talking to someone and walked out without paying. Whoops!" Later the afternoon the employee taking the cookie received a long, serious e-mail from the "lunchroom director." She didn't even know there was a lunchroom director.

The e-mail stated, "At 12:30 p.m. today our staff witnessed you stealing an item of food from the cafeteria. Because this has been happening more and more frequently, we must take steps, including notifying your boss." The employee's face turned red and her palms started sweating as she sat reading the mail. The message went on in this fashion and it was not until near the end that it stated, "We ask you to refrain from eating chocolate for the next 2 weeks." It was only at that moment did she realize it was a joke and the cookie snatching employee was the victim of an e-mail forgery from a creative software engineer who was in on the prank.

Another piece of good advice Bick offers for all of us working in the 90's is on getting through the rough spots. Bick advises we "stay flexible" as any job may completely change in the next six months. "It's great to plan your work and work your plan, but it's just as important to know when to scrap the plan entirely and work like crazy on something new".

I also like the way Microsoft measures six-month objectives. Microsoft employees use SMART objectives. Specific, Measurable, Attainable, Results-based, Time bound objectives to let employees become masters of their own destinies by signing up only for what they agree they can handle.

And finally, it's good to remind ourselves that it's almost never as bad as we sometimes think it is. No matter what your team, partner, or department has done, losing your temper almost never helps the situation. Letting people calmly own up to and fix mistakes repairs the damage efficiently with the fewest ulcers and helps in planning better for the next time. Always ask, how did it happen? What can we do to fix it? And, what can we do so it doesn't happen again?

Good insights and a fun read from such as small book. If you need something good to read on the flight back home, I highly recommend it.

About the author

Craig R. Hall, is the director of Nortel's EtherLoop high-speed data project based in Atlanta, Georgia. He is a graduate of the University of Utah and has worked in Wall Street Banking and the White House before joining Nortel.

**ALL I REALLY NEED TO KNOW IN BUSINESS I LEARNED AT MICROSOFT
INSIDER STRATEGIES TO HELP YOU SUCCEED**

Author, Julie Bick

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1997 ASEI Award/Scholarship Recipients: Profiles

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Graduate Student of the Year Parag Doshi

Parag Doshi is a graduate student at Georgia Institute of Technology in Atlanta, GA. His doctoral thesis deals with developing the next generation of solar cells with high efficiency. As a graduate student, he has already published 6 journal articles and 9 refereed conference papers. He is also a co-inventor of 2 patents/disclosures. He has received President's Fellowship, GAANN Fellowship, Best Student Paper Award in SAIC Competition, and several other certificates and best paper awards.

Picture
not
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ASEI Merit Scholarship Sudarshan P. Gururaj

Sudarshan P. Gururaj of Parsippany, NJ, has been accepted at Yale University, where he will pursue his undergraduate studies in Computer Engineering. He was the valedictorian with a GPA of 4.523 at the Parsippany High School, and he scored 1590 in the SAT examination. He has won several awards, such as National Merit Scholarship, Sen. Robert Byrd Honors Scholarship, and SAE Engineering Scholarship. He has also been involved in various community activities, ranging from helping at St. Clare/Riverside Hospital Emergency Room to volunteering at various Indian functions. He loves to play saxophone and piano, and chess and tennis.

ASEI Support Scholarship Chakradhar C. Reddy

Chakradhar C. Reddy was born on March 4, 1981 in Norfolk, Virginia as the youngest of three children of C. Subba Reddy and Vasantha. He graduated from Fairfax High School as the youngest of his class at age 16 after completing four-year curriculum in three years, and will be studying at University of Virginia starting the Fall 1997. He won several awards in elementary, middle and high schools for his outstanding academic achievements, as a model student and in competitions in math leagues and other student projects. His hobbies are playing with computers, tennis and stock-market.



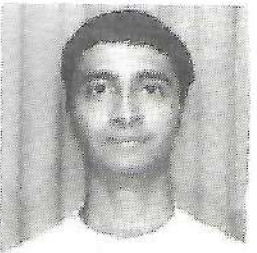
ANSTEC Scholarship Namrata Boveja

Namrata Boveja is a sophomore at the University of Maryland, College Park, MD, and she is pursuing her degree in Mechanical Engineering & Computer Science. She has won Presidential Academic Awards (3 times) and Society of Women Engineers Award. She has been listed in Who's Who Among American High School Students.



ANSTEC Scholarship Amit Bhat

Amit Bhat is a sophomore and he is pursuing his degree in Computer Science at the University of Houston. He attended John Bowne High School in New York city where he was awarded a Gold Medal in Physics, and Silver Medals in Mathematics and Chemistry. He lives with his local guardian and uncle Mr. Shekhar Bhat in Houston, Texas.



ANSTEC Scholarship Ali Lakhia

As a senior at the University of Texas at Austin, I am majoring in Computer Science with concentration in Mathematics. Areas of interest include graphics design, multimedia programming, cryptography and network implementations. In my spare time, I collect stamps and play the piano. My motto in life is to never give up my dreams.



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Jonesboro, GA 30236-2206
(770) 960-5620

Lawrenceville
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Lawrenceville, GA 30245-6327
(770) 621-6250

Lilburn
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Alpharetta, GA 30201-4709
(770) 908 6580

Mansell
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Alpharetta, GA 30201-4709
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Morrow
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Morrow, GA 30260-3060
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Northlake
4855 Briarcliff Road
Atlanta, GA 30345-2701
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Palmetto
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Palmetto, GA 30268-1849
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Towne Lake
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Woodstock, GA 30189-8132
(770) 908-6590

Union City
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10 Educational Background:
(Choose all that apply)

- A. Aerospace
- B. Architecture
- C. Business
- D. Chemical
- E. Civil
- F. Computer Science
- G. Electrical/Electronics
- H. Industrial
- I. Mechanical
- J. Sciences
- Z. Other (specify)

11 Which of the following
best describes your
position ?

- A. Consultant
- B. Engineer/Scientist
- C. Manager/Director
- D. President/VP
- E. Professor/Associate/
Assistant
- F. Programmer/Analyst
- Z. Other (specify)

12 Which of the following
best describes your job
function ?

- A. Accounting/Finance
- B. Administration/Mgmt
- C. Consulting
- D. Drafting/Design
- E. Education/Training
- F. Engineering
- G. Manufacturing
- H. MIS/DP
- I. Purchasing
- J. Quality/Process
- K. R & D
- L. Sales/Marketing
- M. Telecommunications
- Z. Other (specify)

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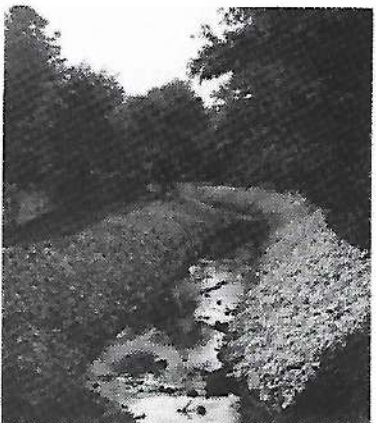
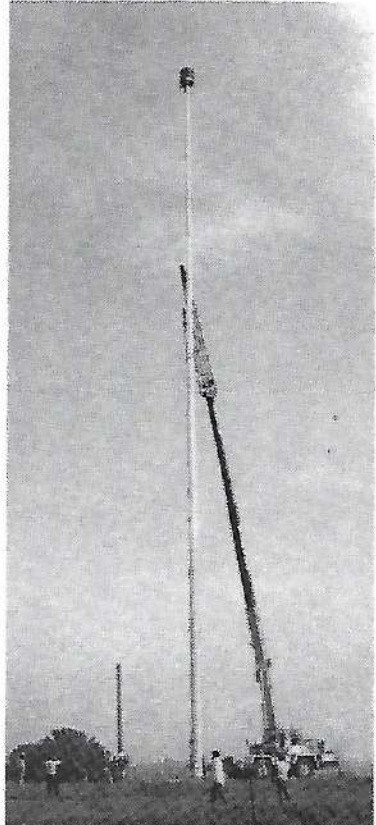
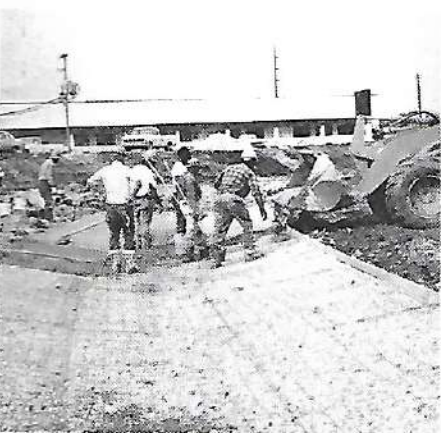
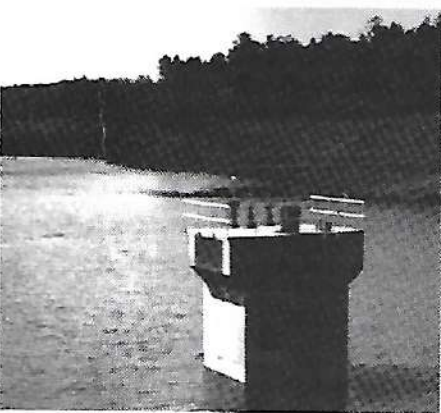
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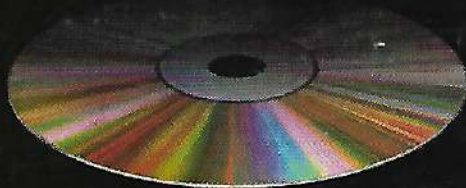
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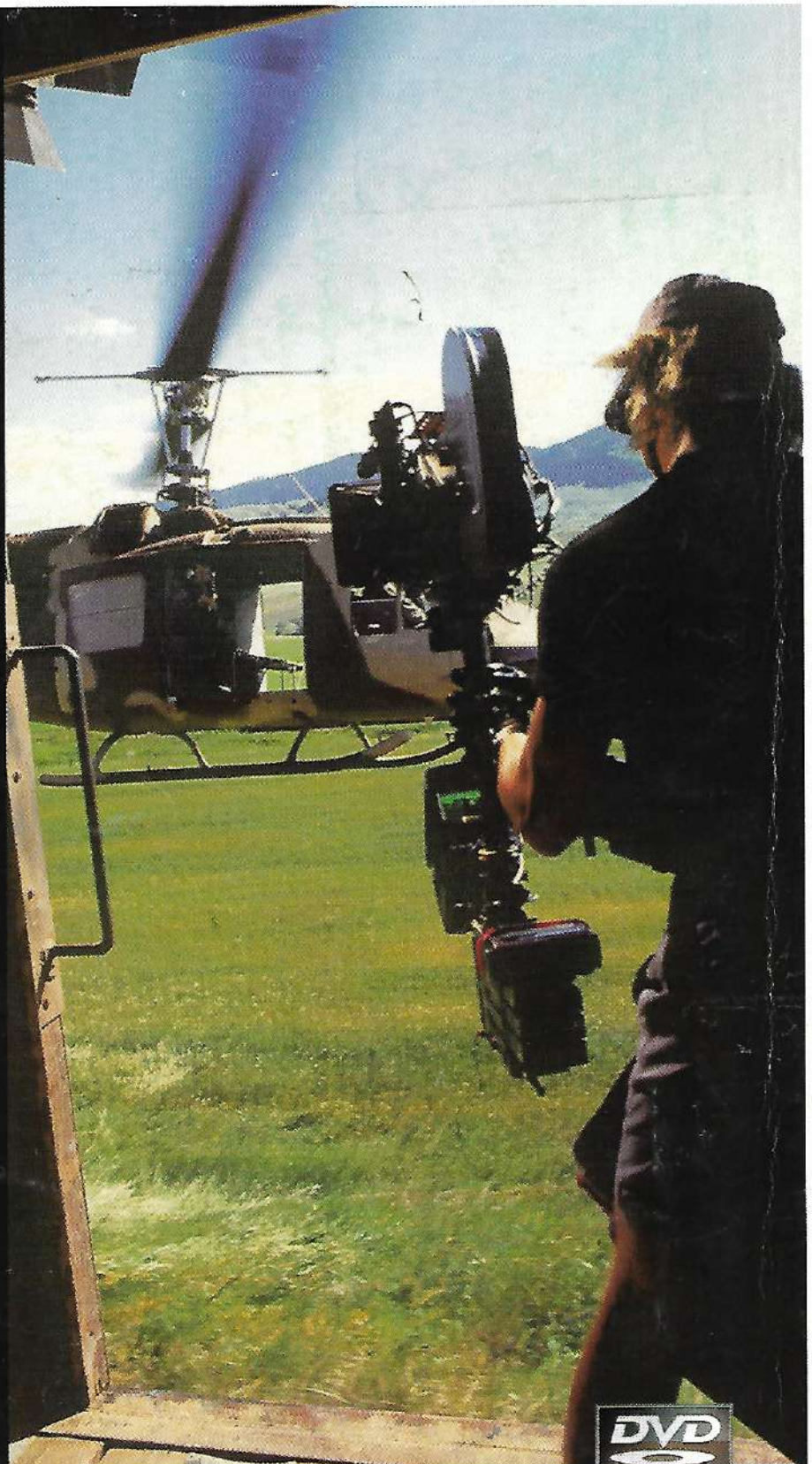


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