

Engineering Management



NEWSLETTER

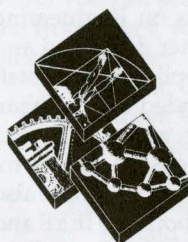
The IEEE Engineering Management Society Newsletter

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Your 1996 Engineering Management Society Officers



ENGINEERS
Turning Ideas
Into Reality.



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ENGINEERS
Turning Ideas
Into Reality.



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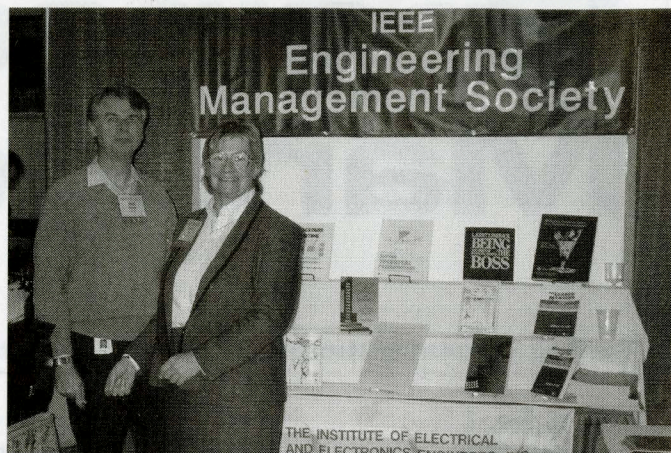
Another year, and with it more enthusiasm than the previous one for new programs and services that your newly elected officers can provide for YOU the member of the Engineering Management Society. Whatever your needs we have an EMS volunteer at the vice-president level ready to assist you. Not sure who to contact? Contact your Newsletter Editor on the EMS Toll-Free (U.S. Only) Member Service Hot-Line (800) 742-0432, or by e-mail at <c.rubenstein@ieee.org>. And keep watching for the "grand-opening" of our new EMS home page at <http://sil.sil.pratt.edu/~ems/>

EMS and ProjectWorld 1996 Update

In 1996 the Engineering Management Society will again participate as a Co-operating Society in the ProjectWorld project management conference and exposition. This year ProjectWorld will be held on both coasts: the summer conference will be held in Washington D.C. from August 5-9; the winter conference will be held in Santa Clara, California, from Dec. 11-15. ProjectWorld Conferences are designed to provide information on the latest advances in project and program management for technical professionals and other executives who work in technology-supported organizations. ProjectWorld Summer will include 24 pre-conference workshops; an exhibition with 80 booths highlighting state-of-the-art developments in project management, groupware, consulting, and training; and 8 paper tracks presented by experienced industry practitioners, covering the following subjects: leadership and team building; implementing project management methodologies, reducing time-to-market, project management in software design and systems integration, strategies for coping with super-urgent demands, business process re-engineering, and establishing and maintaining a project management organizational culture.

IEEE EMS members will receive a \$100 discount of the conference fee. To obtain more information about ProjectWorld, call (617) 431-9797, e-mail to admin@projectworld.com, or check out the Web site at <http://www.projectworld.com/projectworld>

The EMS has staffed booths on the exhibition floor at the last three ProjectWorld conferences, to meet current and potential members and show conference delegates what the IEEE and EMS have to offer. As usual, ProjectWorld 1995 this past December was a great event for EMS. We signed up some new members, sold some IEEE press books, collected business



Fred Jakslat, EMS SCV treasurer, and Judith Barr at the booth.

cards from interested delegates, distributed IEEE publications catalogs and membership applications, and passed out complimentary copies of our EMS publications; the Engineering Management Review and the Transactions on Engineering Management. The Santa Clara Valley chapter decorated and staffed the booths, with IEEE material supplied by our staff at headquarters and EMS publications rounded up by Vivian Carr. We also co-hosted a dinner meeting with the Project Management Institute, where a panel discussed trends toward international project management certification. We also had a chance to tell the 300 dinner guests about the IEEE and EMS. Don't miss your chance to participate in this excellent conference, and look for the IEEE EMS Booth while you're there!

Newly Elected EMS Senior Members

Congratulations from your Board of Governors to

Ken D. Kalbfell San Diego, CA (Region 6)

for being elected to Senior Member standing in the IEEE.

Are YOU qualified? Call or write IEEE for a senior member application and see YOUR name in this column. Special thanks to IEEE Staff member Deana Simonetti, Society General Activities, who compiled this information for your newsletter.

**U.S. TOLL-FREE MEMBER SERVICE
HOTLINE: 1-(800) 742-0432**

Student Activity Coordinator Update:

Dave Kemp, your EMS VP Member Relations, is delighted to announce the appointment of Mike Aucoin to the IEEE Engineering Management Society Member Relations Team as our EMS Student Activities Coordinator. Mike replaces Cecelia Jankowski who is now serving the Institute as Managing Staff Director for Regional Activities.

If you have ideas, suggestions, experience, or just a desire to pitch in please get in touch with Mike at:

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e-mail: aucoin@eesun1.tamu.edu

The Engineering Management Society is always on the lookout for Society member volunteers to lead and coordinate the member activities of our society.

For more information contact your VP, Member Relations Dave Kemp (204) 992-2494 or via e-mail at: d.kemp@ieeee.org

EMS ENGINEERING MANAGER'S NOTEBOOK

On Our Thanks, Visions, and Relevance

by Gerard H. Gaynor, EMS President

As 1995 becomes history and we begin 1996 I want to convey our thanks to all who worked with and supported the Engineering Management Society (EMS) activities in 1995 and in all previous years and extend an invitation to all EMS members to actively participate in furthering the objectives of the Society.

The Society extends its sincere thanks to outgoing President Marvin McKoy and Executive Vice President Merrill W. Buckley, Jr. for their leadership and contributions to the growth of the Society. We look forward to their continued participation and counsel in 1996 and many years to come.

Your past Society officers, various committee members, editors of the Transactions, Review, and the Newsletter, and members-at-large have built the operational infrastructure of our Engineering Management Society. We will continue in 1996 to further advance the objectives of the Society by building on the foundations of the past.

As you can see from their photos and phone numbers on the front cover, your 1996 Engineering Management Society officers include:

President: Gerard H. (Gus) Gaynor
Executive Vice President: William J Burke
Vice President Education: Robert B. Bishop, Jr.
Vice President Member Relations: David Kemp
Vice President Recognition & External Relations:
Ronald L. Mangum
Vice President of Conferences: K. R. S. Murthy
Vice President of Publications: Wade H. Shaw, Jr.
Treasurer: Seymour Krevsky
Secretary: Chuck Hollocker

I have been asked on several occasions to reveal my vision for the EMS. You may be surprised to know that I have no "vision" for EMS, at least not in the traditional sense in which the word is used. Utopia does not exist or is at least buffeted and tempered by the realities of life. A dynamic society requires that engineers and their managers respond in a proactive manner and focus on business related issues.

Words like "vision" and others propagated by the management gurus provide no direction and lose their significance. I prefer to think in terms of foresight, intent, and accepting challenges in a dynamic world. Where do we want EMS to position itself? What do we want EMS to be? Those are the two questions we need to answer. Your Board is committed to "anticipating and looking forward to" fulfilling the needs of YOU, the EMS membership. If you wish to call this a vision, so be it. The needs of engineers and engineering management are changing. The national, social, and business cultures are changing. Global competition requires more from engineers and their managers today than it did in the past. I commit the EMS Board of Governors to providing services to the EMS membership that help them to not only meet the new requirements of employers but in the process enhance their own performance and level of professionalism.

I believe the Society's direction is well documented in Section 3 of the EMS Constitution which states:

"The Society shall promote cooperation and exchange of information on the theory and practice of management among its members. To these ends the Society shall hold meetings for the presentation of papers and their discussion and publication, publish books and periodicals, and through its committees shall conduct studies and otherwise provide for and promote the interests of its members. Also, the Society shall provide training, education, and other activities designed to prepare engineers to practice the engineering management discipline and to assist them with their transition to the discipline."

The key concept for me in this Section 3 of the EMS is "relevance." Theory can be relevant, Practice can be relevant. The question is to determine what theory and what practice are relevant to a specific situation and then act on it.

A word about the words "manager and management." The words "manager and management" do not refer only to people with the formal title of manager but to everyone in the engineering profession. At the very least we all must be able to manage our own activities. As engineers gain greater professional levels of responsibility, that management activity takes on new significance. Membership in the EMS must not be construed as being open only to persons with the title of "manager."

The Society welcomes all engineers regardless of level of experience or discipline to learn about the management aspects related to the engineering profession. As a member of the engineering community you have a management role in relation to your own activities and a management role in the decision processes related to technological direction. That personal management responsibility goes with the profession. There is no way out of accepting that responsibility as an engineer.

Section 3 by any yardstick, encompasses a major effort for any organization that depends on volunteers to further its development and growth.

How can we better serve your interests as a participant in the engineering profession, whether as technical specialist or manager? The continued success of EMS depends on your input and participation.

This Engineering Management Newsletter provides you with appropriate addresses for each of the officers of the Society. We need your input. Please help us do the job that you expect from us. Let us know what we can do as a Society to help you meet your professional career objectives and improve the performance of your organizational units.

Gerard H. (Gus) Gaynor, a regular contributor to your newsletter, is your Engineering Management Society President for 1996. He is Editor of the Handbook of Technology Management and can be reached at G. H. Gaynor Associates, Inc., 1300 Nicollet Mall, Suite 5168, Minneapolis MN 55403. His phone number is (612) 332-8822, FAX (612) 343-3299, and can be reached via e-mail at g.gaynor@ieeee.org. Gus welcomes your comments and discussion on his ideas.

Santa Clara Valley EMS meeting - October 1995

The October SCV EMS chapter panel session addressed the subject of remote workers and remote work groups. The three panelists related three different personal experiences involving remote management. Each discussed the positive and negative aspects of remote managing and each offered some advice based on experience.

Mike Wentz, Director of Engineering at Teletbit Corporation, tackled an international project with the software already a year late and only 90 days until the targeted delivery of a mass distribution product. The technology development was in Germany and the sales was in the U.S. No other staff existed. There was no time to hire! The entire project staff was contracted and managed remotely. He reached his goal and here are some of his comments:

1. Write everything down and share it.
2. Make sure the remote managers are happy.
3. Make sure there are no hidden agendas.
4. QA the project not the product.

If he had to do it again, these are the things that Mike would emphasize:

1. Be more selective choosing managers.
2. Get total "buy in" from the team.
3. Manger at the high level, i.e. don't get lost in the details.

The second panelist was Sam Prather, R&D Lab Manager at the HP Advanced Systems Lab. He has been a telecommuter, he has been a telecommuting manager and he has managed telecommuters as a telecommuting manager. Sam's discussion focused more on the psychological and behavioral aspects of remotely managing people. He talked about the up side and the down side of telecommuting; the problem of

distractions; the issue of feelings, e.g., separation, fears, loneliness. He emphasized the necessity of creating work space and work time. In Sam's opinion, the tools to support remote management are not really there yet.

Sam identified "trust" as the key issue in both directions between manager and employee. His advice:

1. Stay in touch; daily talks
2. Establish goals; maintain accountability
3. Do more formal planning.
4. Pick the right people.

The third panelist, Martha Haywood, is currently a partner in Calibrated Management, a management consulting firm. She managed a hardware/software router development project that bridged resources in a newly merged corporation; half in Silicon Valley, half on the East Coast. In addition to the lack of technology on the East Coast, e.g., e-mail and voice mail, she had telecommuting software developers in Silicon Valley and a technology resource in Amsterdam. One of the issues she confronted was the impact of work time mismatches due to time zones and work behaviors. Martha identified two key techniques that helped her:

1. Managing more proactively
2. Retraining the remote staff to take more responsibility.

In her own words, "It was detailed planning that saved my bacon!". Also, in the process of shifting from co-located management to remote management, Martha found that she had to shift to mentoring rather than doing. Her own metaphor sums it up. "(I found it more successful) to teach them to fish instead of running around giving them fish".

The meeting closed with a lively Q & A period.

The Fall 1995 EMS BOG meeting in review

by Chuck Markee,
Chairman SCV EMS Chapter

Riddle:

What 20 member board meets only twice a year to manage an organization of 10,000 members?

Answer:

It's the ruling body for all the IEEE Engineering Management Society Chapters. Their title is the Board of Governors, affectionately referred to as the BOG.

As this year's SCV EMS Chapter chairperson, I decided to find out for myself what this group does. The meeting is normally scheduled for Friday night and Saturday, so time lost from work is minimized. I took a Friday vacation day, booked a seat on Alaska Airlines, packed a few clothes and a Toshiba notebook and left for Vancouver, B.C. (Vancouver is the proposed sight for next year's EMS Conference). A few hours later, I found myself seated at a table with the 18 men and 2 women that comprise your Engineering Management Society BOG.

On the face of it, the task seems simple, the BOG responsibilities focus on publications and conferences. However, the real challenge for the group is to accomplish its agenda with 20 members from widely different backgrounds, from different parts of the country and of different ages and experience... and do this in one day!

Friday night's meeting was unstructured. It was an opportunity to ventilate and hopefully clear the air for a productive session on Saturday. The next morning began with a listing of

everyone's personal agenda. This was followed by a consensus on rules for the meeting. The main work of the meeting included the usual officer's reports that covered issues, membership, finance, publications, conferences and coordination. The day ended with elections for 1996 Officers.

Marvin McKoy, the 1995 president, skillfully guided the discussions. Cinda Voegtli facilitated the meeting's progress using flip charts. By the end of the meeting she had captured all the information and obtained hard copy by sending herself a FAX. This FAX was duplicated for each of the attendees.

I was impressed with the meeting because it accomplished its goals, on time and within budget; appropriate for a management society. It did this in the face of the hurdles I have already mentioned.

Of course it helped to have the meeting held in a conference room with a wall of glass that overlooked Vancouver's beautiful Burrard Inlet. I noticed as the sun sank in the West that the Fall colors visible in Stanley Park, changed each time I looked at them.

The final dinner meeting on Saturday evening ended with breakout sessions to follow-up on issues set aside during the day. Sunday was a travel home day for most attendees. I remained to explore Vancouver for a few days, and can't wait to return in August for the IEMC'96 Conference.

Charles T. Markee, the Santa Clara Valley EMS Chapter Chairman, can be reached at (408) 257-3243 or via e-mail at c.markee@ieee.org

Toronto Section Joint Chapter

In December 1993, the Toronto Section chapters of the Engineering Management Society, Education Society, Professional Communications Society, Reliability Society and the Society for the Social Implications of Technology formed an "Engineering and Human Environment" Joint Chapter to deliver a variety of Society topics and activities to its members.

Its officers are:

Walter Z. Zessner Chair (416) 422-3707

Celia Desmond Vice-Chair (905) 615-6507

Mati Lehala Secretary (416) 429-3857

Bob Osborn Educational Activities Chair (416) 783-3632

Peter Brogden Professional Activities Chair (416) 367-2750

John Batelaan Membership Chair (416) 291-3625

Diane Whitehouse Newsletter/Publicity Liaison (416) 539-0393

The Toronto Section, IEEE Engineering and Human Environment Joint Societies Chapter is pleased to invite you to their Spring 1996 Program Series being held Thursday evenings at 6:30 PM at the University of Toronto in Room 202 of the Galbraith Building, at 35 St. George Street.

On Thursday, January 25, 1996, Doug Lavers of Department of Electrical and Computer Engineering, University of Toronto will present the topic "Power Frequency Magnetic Fields: An Engineer's Perspective of the Controversy".

For at least the past 10 years, there has been a growing controversy concerning potential health hazards due to exposure to power frequency magnetic fields. This issue has been widely publicized in various news media and the popular press, particularly with regard to increased risks associated with the development of certain types of cancer. These epidemiological studies have identified an increased risk point to critical magnetic field levels that are in the order of 0.25 uT. Such levels commonly occur in our everyday home and environment.

The purpose of this presentation is to review the background and present status of the technical issues surrounding this controversy. The point of view will be from the perspective of an informed engineer who has followed the issue with considerable interest.

Then, on Thursday, February 22nd, 1996 Gwen Schmidt, a Physiotherapist from the Workers Health and Safety Centre in Ontario, will present a talk on Repetitive Strain Injuries (RSI).

Focusing on What are Repetitive Strain Injuries (RSI) anyway? Is an RSI the same thing as a carpal tunnel syndrome? And Who is at risk of getting one? Gwen will cover how vulnerable are keyboard users from computing and net-surfing on the information highway? Basic causes, means of prevention by applying ergonomic principles, and treatment of RSI for this potential occupational disease of the nineties, will be detailed. In Ontario, in 1992, there were almost 6,000 claims of "repetitive body motion" cases. For each claim an average of 93 work days were lost and costing \$7,700 which represents a substantial social cost. The speaker will be introduced by Douglas Felice, Field Service Representative of the Workers Health and Safety Centre.

On Thursday, March 21, 1996, Edmund Nash, P.Eng., MBA, and Program Manager of the Stentor Company's Business Transformation Team will present a program on Engineering a Successful Business Transformation Effort. His talk will be a summary of organizational innovations initiated at STENTOR in response to changes in the Canadian telecommunica-

tion industry that took it from a semi-monopoly into a free market environment. (This presentation will be held in Rm. 1105, of the University of Toronto's Sandford Fleming Building, at 10 King's College Circle.)

On Thursday, March 28, 1996, Craig A. Fuller, B.A.Sc., P.Eng., a Consultant and Partner in FY Information Systems will review Process Analysis Fundamentals. A summary of principles and pitfalls, Fuller will present his feeling that process analysis is an essential prerequisite to ensure that organizational restructuring or re-engineering does not fail. (This session will be held in Rm. GB 119 of the Galbraith Building.)

Then on Thursday, April 25, 1996, Gale Moore, B.Sc., M.L.S., PhD (Sociology), a Professor at the University of Toronto will overview Communication, Technology and Work in the '90s. She will explore how organizational practices shape and are shaped by interaction with information technology (IT) as the result of the convergence of computer and communication technology.

Although not yet set, it is hoped that a date can be arranged for Professor William Buxton, University of Toronto/Alia Research Inc. for his presentation on Augmented Reality.

Virtual reality is the current buzz-word, and some envision a super-Orwellian future with all of us hooked up to the aetherial visions. Bill Buxton, teacher, author, graphics designer, and caustic commentator will present his views on human-computer interaction. Not a fan of "virtual reality" as practiced at Ontario Place, nor a worshipper of "information superhighways", Professor Buxton will show ways technology can be used, not abused, to enhance our understanding and appreciation of the real world. Come to a dynamic discussion. VR fans especially welcome.

For more information please contact: Mati Lehala (416) 429-3857, Walter Zessner (416) 422-3707 or Diane Whitehouse via e-mail at: dianew@utcc.utoronto.ca.

RAB-Certified ISO Lead Assessor, and examiner for the Malcolm Baldrige National Quality Award and the Texas Quality Award, seeks management position.

With my experience and readiness to give 110%, I am confident that a significant contribution can be made to any organization. A strong concentration of knowledge exists in the areas of engineering management & software engineering principles:

- *Strategic Planning:* Customer and Supplier Partnering; Customer Satisfaction Programs; Supplier Management Programs; Fast New Product Introduction; Project & Product Reviews.
- *Quality Systems Models:* Quality Systems Audit; Malcolm Baldrige Quality Award; Manufacturing Quality Programs, Standards Development and Use; ANSI, IEEE, ASQC, TickIT; Bellcore Standards & Reporting
- *Cycle Time Reduction:* Value Engineering; Process Re-engineering; Concurrent Engineering; Quality Improvement; Process Improvement
- *Software Development Model Issues:* Life Cycle Models; Software Process Improvement; Software Measurement; Verification, Validation & Test; Software Reviews and Audits; SEI Capability Maturity Model

Please call at 214-690-3490 in Dallas for a resume, or to discuss your needs.



IEEMC'96

The IEEE Engineering Management Society
1996 INTERNATIONAL CONFERENCE ON
ENGINEERING & TECHNOLOGY MANAGEMENT

August 18 - 20, 1996 in Vancouver, B.C., Canada
Renaissance Vancouver Hotel



MANAGING VIRTUAL ENTERPRISES: A Convergence of Communications, Computing and Energy Technologies

Vancouver, one of the most beautiful cities in the world, is the location for the 1996 International Engineering Management Conference to be held August 18-20. From the beautiful BC coastal mountains to the Pacific Ocean, Vancouver has all the key ingredients to make this year's conference a success. The conference hotel, The Renaissance, is located in the heart of Vancouver's vibrant downtown and overlooks Coal Harbor and Stanley Park. You can watch sea planes take off and land or go for a nice walk around the perimeter of Stanley Parks famous seawall. Besides its natural surroundings, Vancouver offers a host of cultural and leisure activities. You can visit Granville Island for an eclectic mix of artists, commerce and farmers. Or you might want to get some shopping done on Robson Street or simply relax with a cappuccino at one of the numerous sidewalk cafes. Vancouver is the ideal choice for mixing conference activities with summer relaxation and fun.

Hotel Information

Summer is an extremely busy season for Vancouver area hotels, with frequent sell-outs. The conference committee highly recommends that participants register with the hotel as soon as possible. Please do not delay. The IEEMC '96 committee has negotiated special rates for conference participants at The Renaissance Vancouver Hotel.

Please contact the hotel directly for reservations:

Renaissance Vancouver Hotel
1133 West Hastings Street
Vancouver, B.C. V6E 3T3
Phone: (604) 689-9211 or 1-800-468-3571
Fax: (604) 689-4358

CONFERENCE DESCRIPTION

The "Virtual Enterprise" is emerging by integrating business components in multiple locations. Combining its own products and services with those from external sources, the virtual enterprise is developing a new organizational culture, a new way of doing business. Co-location of organizational groups is no longer important; permanent location of a corporate workforce is no longer relevant. Scanning, faxing, e-mail and WWW are replacing traditional communication modes.

The backbone of the virtual enterprise is the triumvirate of communications, computer and energy technologies. IEEMC '96 addresses the management of technology in such enterprises.

Areas of emphasis include;

- Managing people and organizations in the virtual enterprise
- Managing resources in the virtual enterprise
- Managing virtual projects, programs and products
- Managing innovation, creativity, and quality
- Managing technologies, including video conferencing, electronic communications and software standardization
- Managing strategic, legal, ethical and policy issues

IEEMC '96 TUTORIALS

Sunday, August 18, 1996

All tutorials will be held on Sunday, August 18, 1996. Preregistration is required by August 2, 1996. Half-day tutorials will cost \$95 and include handouts and one coffee break. Full day tutorials will cost \$195 and include handouts, two coffee breaks, and lunch. Please check the box at the bottom of the registration form on the next page if you would like more information about these tutorials.

1. Internet and the World Wide Web by Robert Bishop (full day).
2. Technical Communication by Ron Blicq (full day).
3. The Management of Technical Projects in the 21st Century by Gene Simons (full day).
4. Inside a Virtual Enterprise Tool Box by John Center and Joyce Thompsen (half day).
5. Planning and Implementing Technology for the Virtual Office. by Lauri Elliot (half day).
6. The Virtual Workplace. by Paul Gray (half day).
7. Managing at a Distance by Martha Haywood and Cinda Voegtli (half day).
8. Client-Server Model: A Viable Re-engineered Tool for Project Management by Gurdeep S. Hura (half day).
9. The Internet and its Various Services by Gurdeep S. Hura (half day).
10. Theory of Constraints and Policy Management by Clarence J. Maday and A. Y. Jonah (half day).
11. Technological Forecasting by Joseph P. Martino (half day).
12. Enhancing Horizontal Coordination in Virtual New Product Development Teams by Anne Massey and Mitzi Montoya-Weiss (half day).
13. Virtual Teams and Work Groups: A Paradigm Shift in Organizational and Communication Strategy by K. R. S. Murthy (half day).
14. Connecting with People: Building Business partnerships in the Virtual Environment by Suzanne Saxe and Virginia LaGrossa (half day).
15. Multimedia and Distance Learning for Management by Laurie Waisel (half day).

The IEEMC '96 Conference Web Page has more general information on the conference as well as authors' instructions. The URL is <http://www.sasknet.com/users/ieemc/>

Authors without access to the Internet should contact Ann White, Program Coordinator, Engineering Management Program, Portland State University, Portland OR 97207-0751 (e-mail ann@emp.pdx.edu).



IEEMC'96

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ENGINEERING & TECHNOLOGY MANAGEMENT

August 18 - 20, 1996 in Vancouver, B.C., Canada
Renaissance Vancouver Hotel



MANAGING VIRTUAL ENTERPRISES: A Convergence of Communications, Computing and Energy Technologies

CONFERENCE REGISTRATION

Name: _____
Organization: _____
Street: _____
City: _____ State/Province: _____ Postal Code: _____
Country: _____
Phone: _____ Fax: _____
E-mail: _____

Status: IEEE member Member Number: _____
 Author Paper Number: _____
 Student University Affiliation: _____
 Non-member

Fee Worksheet:	Conference Registration fee (all fees in U.S. Dollars):	Advanced*	Regular	
	IEEE Members	\$320	\$375	\$ _____
	Authors	\$320	\$375	\$ _____
	Non-members	\$400	\$475	\$ _____
	Students	\$ 75	\$100	\$ _____

(*Advanced fees must be received by 31 May 1996.)

Tutorials (\$195 for full day, \$95 for half day tutorials) No. _____ \$ _____
No. _____ \$ _____
Total \$ _____

Payment Method: Visa MasterCard AMEX Cheque/Money Order (please include with registration form)

Card Number: _____ Expiration: _____ Signature: _____

Please send me more information on the tutorials to be held on Sunday, August 18, 1996.

For all inquiries regarding registration please contact:

Bruce Prior
System Engineering Division
B.C. Hydro
6911 Southpoint Drive, Podium A03
Burnaby, B.C. V3N 4X8
Phone: (604) 528-2736
Fax: (604) 528-2944 or (604) 528-7945
E-mail: Bruce.Prior@BCHydro.bc.ca

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E-mail: wallaw@rpi.edu

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Ann White, Portland State University
Publications
Tim Wilkes



IEMC'96

The IEEE Engineering Management Society 1996 INTERNATIONAL CONFERENCE ON ENGINEERING & TECHNOLOGY MANAGEMENT

August 18 - 20, 1996 in Vancouver, B.C., Canada
Renaissance Vancouver Hotel



MANAGING VIRTUAL ENTERPRISES: A Convergence of Communications, Computing and Energy Technologies

This year's International Engineering Management Conference (IEMC '96) theme is Managing Virtual Enterprises. The goal of the IEMC '96 is to be the bridge between cutting-edge management research in virtual enterprises and the reality of being in business and making a profit. The conference aims to bring together researchers and business professionals and managers to provide an atmosphere of mutual learning, sharing of concerns and new thinking. An example of this goal is in our keynote speaker selections: Al Erisman, Boeing Company, will speak about Information Technology and Boeing 777; as well, Dean Hawkins, Georgia Institute of Technology, will provide a talk about Educating the Managers of Technology in the Virtual Enterprise.

Some of the sessions being considered include:

- Information/Knowledge Management
- International Aspects
- Manufacturing Management
- People and Organizations
- Product Management
- Project Management
- Quality Management
- R&D Management
- Resource Management
- Service Management
- Strategic Management of Technology
- Technological Innovations
- Technology Management
- Virtual Corporation

Spouses Program

Spouses and companions are always welcome at IEEE EMS Conferences and IEMC'96 is no exception with continental breakfast social gatherings on the Monday and Tuesday morning. Vancouver IEEE women will be on hand each morning to describe all the attractions in Vancouver and to take groups on shopping and sight-seeing tours. There will be giveaways and door prizes each morning as well. Your tour might include Vancouver's best known gardens, the best shopping centres, and perhaps a day trip up Howe Sound to Squamish aboard the steam train, the Royal Hudson.

Delegate Info Centre

There will be an information booth at the hotel, manned by local IEEE members, to help delegates with their entertainment, travel and tour options in the Greater Vancouver/Victoria areas.

Conference Fees (U.S. Dollars)

	Advance*	Regular
IEEE Members	\$320	\$375
Authors	\$320	\$375
Non-members	\$400	\$475
Students	\$75	\$100

*Advanced fees must be received by May 31, 1996.

Tutorial fees:

Half-day, including a coffee break and handouts	\$ 95
Full-day, including two coffee breaks, lunch and handouts	\$195

Inquiries

For all inquiries regarding registration please contact:
Bruce Prior, System Engineering Division, B.C. Hydro,
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Newsletter Deadlines

Month of Issue	Quarter	Deadlines
Apr 1996	Second	10 May
July 1996	Third	3 July
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January 1997	First	15 November



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