



Mukund Sheno, ESEP

*Lead Architect
Honeywell Aerospace*

Place of Birth: Kochi, India
Current Residence: Bengaluru, India

Domain: Aviation and Aerospace
Years in systems engineering: 25+
Year joined INCOSE: 2003
Role in INCOSE: Former Chapter President, India South Chapter

“If one wants to bring a cultural change, it must begin with oneself – and it is a long journey.”

What has been your most fun and/or challenging systems engineering project?

It was a time-bound system engineering project for the Indian Air Force involving concept development all the way through manufacturing, transfer of technology, installation and user training – covering most of the system engineering areas within a short span of time in the early phase of my career. It was all fun, with teamwork and challenges. The net result was lots of on-the-job learning and a great sense of contribution to my country.

You were the first Indian Expert Systems Engineering Professional (ESEP). How is certification beneficial to you?

Organizations interested in building, acquiring and/or maintaining very complex systems need a strong systems engineering culture. That culture has a huge impact on the financials of an organization. In government sectors it has major socio-economic influence including reduction in corruption. Originally, I became a Certified Systems Engineering Professional (CSEP), which helped me to influence systems engineering culture within Honeywell Technology Solutions Lab in India. If one wants to bring a cultural change, it must begin with oneself – and it is a long journey. The Expert Systems Engineering Professional certification is the first step in a journey to help grow systems engineering awareness, beyond my work space, across India.

Where do you see INCOSE and systems engineering going in the next 25 years?

Academic, industry and government is a well-known triad providing growth and value to society. We need to improve the balance of INCOSE’s membership profile as well as the influence we have across all three segments of society. I’d also like to see some chapters taking up consulting roles with local governments, as appropriate.