Acknowledgements

One of the joys of completion is to look over the journey past and remember all the friends and family who have helped and supported me along this long but fulfilling road. It would not have been possible to write this doctoral thesis without the help and support of the kind people around me, to only some of whom it is possible to give particular mention here.

Foremost, I would like to express my sincere gratitude to my guide Prof. L.Ganapathy for the continuous support of my research study, for his patience, motivation, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis. I could not have imagined having a better advisor and mentor for my Ph.D study.

I am grateful to Mr. Siby Vadakekkara, CEO, Marlabs Inc. (www.marlabs.com) for encouraging me throughout the research work. I take this opportunity to thank my colleagues Sreekumar, GM, Software Quality, Abin, and Venky for the stimulating discussions around the process methodologies and helping me in implementation and data collection from the real life projects for the case studies meeting deadlines. I would also like to thank Balu and Catherine for all the administrative support extended to me for documentation and correspondence.

I would like to acknowledge the academic and technical support of the faculty and staff of Symbiosis International University. Also, I thank Prof. Vivek Sane, Director, Symbiosis Institute of Business Management and Prof. Seema Singh, Head, Symbiosis Center for Corporate Education for encouraging me to pursue research in management. The library facilities of the University, as well as Indian Institute of Management, Bangalore, the University of Hyderabad and Cochin University of Science and Technology, Kerala, have been indispensable.

Above all, I would like to thank my wife, Sudha S, for her personal support and great patience and encouragement at all times. My son, Vibhu A Pillai, has given his vibrant support throughout, as always, for which my mere expression of gratitude likewise does not suffice.

I would like to extend gratefulness to my four sisters and their husbands who encouraged me throughout my studies. In fact, I would not have contemplated this road if not for my brother-in-law, K.N.G. Kurup, who instilled within me a love for creative pursuits, discipline and language, all of which finds a place in this thesis. Last but not the least, I sincerely thank Mr. Pradeep Kumar K, Assistant Professor, Indian Institute of Technology Management, Kerala, my nephew, who gave me research orientation and I am sure his silent prayers would have helped me completing this work.

Finally, I dedicate this thesis to my late parents, PG Raghavan Pillai and KL GowriAmma for giving birth to me at the first place and supporting me spiritually throughout my life.