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PM for Customer Confidence

Effective implementation of project management practices has helped Cognizant gain customer confidence and retain it year after year

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By Invitation
Discourage heroics by top few: Project Management calls for task delegation

B G Jayaram
Head - Project Management
Centre of Excellence (PMCOE),
Infosys

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PM for Customer Confidence: The Cognizant Story

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Cognizant, Thoraipakkam facility, Chennai

Letter from the Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

I write to you with overwhelming pride, as the past couple of months have seen a slew of events happening under the aegis of PMI. The first Cloud Computing Project Management Conference in India was organized in Bangalore on 7 August. The Conference, on the theme 'Journey to Transform India into a Global Leader in Cloud Computing by Leveraging Project Management', which was the brain child of Mr. V. Srinivasa Rao (VSR), helped bring to the fore the essence of project management and show how it can help deliver better, faster and cheaper cloud computing services.

The PMI Mumbai Chapter, Narsee Monjee Institute of Management Studies (NMIMS), Mukesh Patel School of Technology Management and Engineering (MPSTME) branch had the pleasure of applauding the first batch of students who received the Certified Associate of Project Management (CAPM) certificate. The function was held on 31 July, and was enriched by the presence of Mr. Saurabh Parikh (VP Branches at PMI Mumbai Chapter), Mr. Rakesh Gupta (VP Volunteer Development at PMI Mumbai Chapter) and Mr. Uday Yedur (Head - Academic Relations & Infrastructure Markets at PMI).

Let me also take this opportunity to let you all know that the Project Management Institute (PMI®) has recently instituted an Endowment Fund for Project Management Promotion at the National Institute of Construction

Management & Research (NICMAR), Pune. This provides for a student scholarship to recognize and reward meritorious students in the discipline of Project Management from NICMAR. The corpus and interest generated from it would support the scholarship scheme for a period of five years. Ms. R. Sandhiya bagged the Best Student Award in Project Management, and was given a cash prize of Rs. 1 lakh, while Ms. Pooja Agarwalla, the first runner-up, was awarded Rs. 25,000.

On 25 August, PMI unveiled a new program, christened 'PMI India Champions Program', to be initiated on a pilot basis for a six-month period in Bangalore. The primary objective of the Champions Program will be advocacy of project management in India through eight appointed Champions. These Champions, passionate members of PMI and successful, practicing project management professionals picked from various industries in India, will essentially be ambassadors for PMI.

Let me also invite your attention to the Project Management Learning Exchange Forum held on 14 September in Bangalore. It gives me immense pride to state that PMI was partnered by Intel India in organizing this. The event had an attendance of 400 people from among project management practitioners from Intel and other IT organizations.

Another important aspect of our forthcoming initiatives is the Project Management Conference, India 2010, to be held from 19 to 21 November. To be co-hosted by the Pune and Mumbai

Chapters of PMI, I'm sure the event will provide you all with the opportunity to meet professionals across all industries to exchange ideas on today's project challenges and emerging trends. If you are a certified PMP attending this three-day conference, you will also earn up to 14 PDUs to maintain your certifications from PMI as part of the Continuing Certificate Requirements (CCR). Registration has opened. Go for it early to avoid disappointment later. You also have an opportunity to showcase products and services that are used as tools by practitioners, by way of sponsorship. Go to conference information for details - http://pmi.org.in/conference2010/.

Look forward to meeting you at the conference.

Warm regards,

Raj Kalady
Managing Director, PMI India

(Please write to editor.manageindia@pmi-india.org with your feedback and articles.)

Discourage heroics by top few: Project management calls for task delegation

In a project manager, the gift of foresight and the ability to switch between focus and defocus at the project level are invaluable. Smart delegation of tasks and the ability to achieve good integration through effective communication and leadership are key factors for assured success.

B. G. Jayaram
Head of Project Management
Centre of Excellence (PMCOE), Infosys

Managing a large project calls for the project manager taking into account areas and activities that may not offer the comfort of direct visibility. It is here that the experience and expertise of a project manager should be leveraged in order to anticipate and foresee at least some of the unique challenges that may arise during the course of project strategizing and implementation.

Delegating and assigning work to suitable team leads and tracking appropriately identified critical dependency factors are key factors in this effort.

Another unique challenge in large projects is change management. Changes, including those during the implementation stage, may often have conflicting impacts not easily visible. Besides, a change in one area often sets off a chain of impacts in other areas. For example, a change of schedule for a particular module might be critical and inevitable. However, it might impact another module/resource planning, by setting off another chain of changes in some other project. This challenge needs to be addressed in an effective manner.

Effective Management

In the information technology scenario, the most significant challenges in managing complex projects are:
• the changing project environment due to the need for a longer period of implementation;
• difficulty in foreseeing adequate integrated risks;

• managing the identified risks; and
• variance in performance of different components, throwing up the need for reactive support.

The project manager's ability to identify the components that bring complexity vis-a-vis the activities that are the usual part of a project, assumes significance here. If these components are managed well, the degree of complexity gets reduced.

Shortcomings mushroom even in projects progressing as per strategy. In a typical services industry, varying client needs and agreements are part of the engagement. In addition, deadline slippages and cost overruns are almost

> *The project manager's ability to identify the components that bring complexity vis-a-vis the activities that are the usual part of a project, is invaluable. If these components are managed well, the degree of complexity gets reduced.*

routine. Larger projects could need a longer duration for strategizing and implementation. During this extended period, many factors—both internal and external to the organization—could change considerably, in turn affecting the project plan and cost. During this crucial period, effective information exchange—to know what is happening and what should be done at different levels in the project at the right time—could become the casualty. This needs to be addressed.

Team Work Essential

Good leadership can address many of these challenges and taking periodic action can prevent such challenges from recurring. The project leadership should be strong enough to get the project work done by delegation rather than through the heroism of a few at the top. In the project manager, the gift of foresight and the ability to switch between focus and defocus at the project level are key factors for assured success.

In the light of the multiple challenges, a project manager needs to have a good understanding of what is essential and what is likely to happen, and draw his own inferences professionally. Besides, focusing on integration efforts through effective communication and leadership, delegating work and reviewing it, and supporting team leads smoothes the path of large projects.

Realize the Growth Potential

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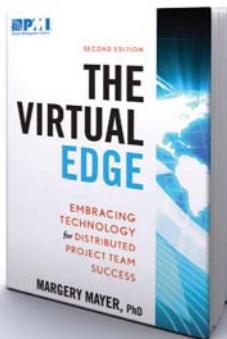
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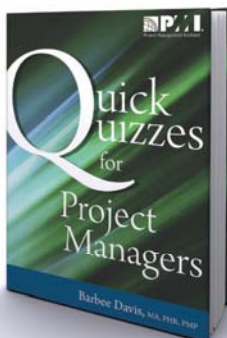
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ISBN: 9781935589105 | 2010 | $39.95 | 218 pp

Whether trying to stay afloat in a busy, stressful project management job, or as a supplement to PMP® certification test preparation, *Quick Quizzes for Project Managers* provides a quick approach to testing your project management knowledge through interesting and mind-opening questions about everyday situations that project managers face.
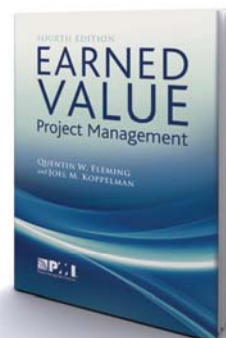
Earned Value Project Management—Fourth Edition

ISBN: 9781935589082 | 2010 | $49.95 | 231 pp

Everyone wants projects to be completed within budget and on schedule. With this aim in mind, *Earned Value Project Management*—Fourth Edition provides guidance useful to project management practitioners who are familiar with EVPM, as well as those who are new to the use of this technique.
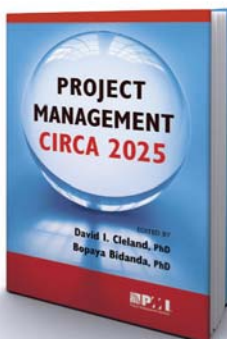
Project Management Circa 2025

ISBN: 9781933890968 | 2009 | $49.95
519 pp Hardcover

For nearly 50 years, numerous books have addressed the management of projects – theory, processes and principles – across many industries, cultures, and environments. Until now, very little has been published about the future of the profession – *Project Management Circa 2025* fills that void.

Coming Q4 2010

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Consistent with the *PMBOK® Guide*—Fourth Edition, the *Practice Standard for Project Estimating* describes the life cycle stages of project estimating. It details the aspects of resources, durations, and costs, and explains the concept of progressive elaboration-continuously refining and improving a plan as a project evolves.

PMI Project Management Institute

Cognizant, Thoraipakkam facility, Chennai

COVER STORY

PM for Customer Confidence:
The Cognizant Story

Effective implementation of project management practices has helped Cognizant gain customer confidence and retain it year after year

Project management initiatives adopted by technology major, Cognizant, have borne amazing results in the form of steady improvement in productivity, on-time delivery and cost performance. The company has found that institutionalizing a robust project management framework through initiatives in the areas of process, automation, and human resource management is paying rich dividends.

Project managers are often described as leaders with a vision of where to go and how to get things done. Most importantly, project managers come with the ability to communicate with people at all levels, possess skills to make their team work for a goal and create standards. Most often, project managers tend to be enthusiastic leaders with a can-do attitude who are

COVER STORY

committed to their goals and are optimistic to the core.

In the modern business arena, project management has come to be recognized as a field in itself. The ability to successfully lead the team toward a set goal comes about as a skill in itself. Thereby, every project manager would be banking on that asset called trust, and it comes as an essential element in the relationship of a project leader and the team he or she leads. Besides, the leader always keeps his (or her) cool even as it is understood that many projects come with a host of problems. Building a team, nurturing team members, attaining skills that help solve complex problems and thereby, managing large projects come easy for a good project manager.

Assistant Vice-President and Global Head of Delivery Assurance Group, Hariharan Mathrubutham elaborates on the journey the company has undertaken to smooth things out. "A well laid-down process repository, aligned with PMBOK® Guide principles and enriched by years of experience of Cognizant's senior practitioners, forms the backbone of project management in Cognizant," he says.

But how did it happen? Cognizant 2.0 (C2.0), the company's homegrown global knowledge-sharing and project management platform, enables its teams, business partners and clients to collaborate virtually via instant messaging, blogs, wikis and other Web 2.0 tools. "The platform also provides active process guidance to our project teams, enabling them to work faster and more efficiently, solving IT and business challenges. It orchestrates process enactment, metrics, all project manage-ment aspects, including risk manage-ment and knowledge management," Mr. Mathrubutham points out.

The Cognizant 2.0 Platform
Collaboration encapsulates the spirit of

> ❝*Our cost of quality has optimized over the period…The focus on maintaining a good project management process culture has helped the organization sustain its management and quality differentiators despite the rapid, industry-leading growth over the last several years.*❞

Hariharan Mathrubutham
Assistant VP and Global Head of Delivery Assurance, Cognizant

Cognizant's knowledge management. The Cognizant 2.0 platform facilitates collaboration beyond the sphere of immediate team and acquaintances. This, along with rigorous classroom training, e-learning programs, and in-project facilitation by in-house process experts, makes sure that the people in action follow the right processes.

Powered by a strong foundation of quantitative techniques, Cognizant's project management efforts have raised the bar to ensure better results. The company's project management practices ride on aspects such as understanding the past, controlling the present and predicting the future. These, in fact, define the whole process. A solid foundation in project management and a good understanding of its tenets enable this culture to thrive. As Mr. Mathrubutham points out, information security and business continuity are the other two important aspects that are built into Cognizant's project management processes.

Mechanisms are continuously monitored to check the extent of implementation of operational processes and unearth risks in delivery. In such efforts, the company follows a global rating algorithm that presents the outcome in a quantitative manner. This, in turn, gives the executive management a clear picture of the status of delivery excellence. "Right up to the top level, this risk rating is an important agenda and is

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> *The positive impact of PM has been recorded in large measure. There has been a steady improvement in productivity, on-time delivery and cost performances. Delivered defect density has also been recorded as dropping and is being maintained within the specified benchmark.*

reviewed rigorously through all levels downstream on a monthly basis," Mr. Mathrubutham adds.

Motivating for Success

As one examines how the company has integrated project management initiatives into its operations in such an effective manner, it comes to light that a slew of motivational initiatives are undertaken from time to time on the aspect of project management excellence and delivery performances. The company announces and honors three customer accounts that are rated topmost in terms of project management and delivery performance among the accounts in a particular business unit. The company encourages practitioners to create best practices around project management and also to adopt suitable practices developed by others at Cognizant.

It is no small matter that Cognizant's project management processes and practices are benchmarked with ISO 9001:2008 and CMMI version 1.2 for Development — maturity level 5 requirements. "For appropriate situations, our practices are enriched and aligned with the requirements of ITIL, PRINCE2 and various customer/industry-segment specific standards. Feedback received from customers, model recommendations and also the feedback from our own employees keep our process improving continually," reveals Mr. Mathrubutham.

Cognizant has made sure that all its

projects follow the organizational process for project management. "In cases where customers' project management practices differ from Cognizant's practices, conscious process integration with necessary tailoring and risk assessment is carried out. Nearly all our projects today are using the C2.0 system that has our project management practices built into it. This also provides a widespread metrics infrastructure and knowledge management culture. Project risks are logged and tracked in a dedicated Risk Portal."

The positive impact of project management measures has been recorded in large measure. There has been a steady improvement in productivity, on-time delivery and cost performances. Delivered defect density has also been recorded as dropping and is being maintained within the specified benchmark. In Mr. Mathrubutham's words, "Our cost of quality has optimized over the period and is currently maintained at healthy proportions. Above all, the focus on maintaining a good project management process culture has helped the organization sustain its management and quality differentiators despite the rapid, industry-leading growth we have witnessed over the last several years."

Challenges Well Addressed

It is not that there haven't been challenges. Challenges have come in the form of the need to address the constantly evolving scenario resulting

from the rapid growth in the number of projects and resources, and geographical diversity. With new resources joining almost every week and new development centers coming up, it is crucial to make sure that the teams always keep checks and balances strong to maintain a uniform level of excellence. Cognizant has addressed the challenge by way of regular awareness programs, stringent internal audits and process automation through C2.0.

That wasn't enough, though. The company also had to make efforts to ensure that the quality of deliverables to all its clients was maintained at the highest level. This was to be done irrespective of the geographic location from which the services are offered. This was in fact a key challenge, and the deployment of C2.0 as the base ecosystem to execute projects made things easier.

The effective implementation of project management practices in Cognizant's operations has helped the company gain customers' confidence and thereafter retain customers year after year. As Mr. Mathrubutham puts it, "The culture of data-centric, mature project management has percolated effectively across the workforce. The culture is supported by efficient IT usage. True commitment and active participation of the management keeps this culture growing."

Question Bag

Take this quiz to assess your knowledge in the project management domain.

1) Which of the following statement describes correctly the term 'grade'?

a) Better quality is the same as better grade
b) It is the rank used to describe items that has same technical specifications but different functional characteristics
c) Grade is same as quality
d) It is the rank used to distinguish items that have same functional use but different technical characteristics

2) Records management system in project can be best described as:

a) System that manages invoices paid
b) System that manages lessons learned in the project
c) System that manages contracts and related records of the project usually used for future project decisions
d) System used generically for maintaining all types of records in the organization

3) 'Defect' can be described as:

a) Project baseline incomplete as under progressive elaboration
b) Action required based on change request
c) Proactive state of deliverable to avoid 'error'
d) Deliverable that does not meets its requirement

4) 'Kaizen' technique is described as:

a) Technique that employs quality assurance techniques to continuously improve processes
b) Just-in-time technique
c) Plan-Do-Check-Act technique
d) Tackle major issues first rather than focusing on small step improvements

5) Monte Carlo Analysis techniques is popularly used as:

a) Performance analysis tool
b) Risk analysis tool using random probabilities and impacts
c) Project success criteria analysis
d) Project post mortem analysis

Quiz Master: Nitin Shende, PMP, IPMA-D, DBM (UK), Qualified Lead Auditor & Vice President, Vinsys IT Services (I) Pvt. Ltd.

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FEATURE

Go green without sacrificing ROI

Sustainable projects can deliver big financial returns, build reputation in marketplace
- By Cara Canella.

Sustainability is soon going to be, if it is not already, a mainstream concern. The reasons for encouraging sustainable development are multifaceted. Global warming, industrial pollutants and the burning of fossil fuels have all been linked to natural disasters such as the 2005 Gulf Coast hurricanes in the United States and other places. The economic impact of such instances — for example, Hurricane Katrina cost $200 billion in Louisiana alone — has spurred many to take retroactive and preventive measures against climate change.

Across sectors, the days of unquestioned, unsustainable growth are coming to an end. But vital questions remain: Can an organization survive without implementing sustainable projects? And can an organization embrace the concept of environmental conservation while still improving the bottom line?

A Green Formula
To achieve balance between sustainability and ROI all that is needed is a structured, creative approach.

"There is emerging evidence that sustainable [projects] can deliver superior financial returns and market performance," according to Eric Lee, international director for property management firm Jones Lang LaSalle, Hong Kong.

London, England-based Radio Taxis Group, the U.K.'s largest operator of chauffeured vehicles started a project in 2005 to reduce and offset carbon dioxide emissions from its fleet of 3,000 black cabs. Today, they save 24,000 tons of carbon dioxide at the cost of €100,000 per year, and have attributed €1.2 million in new business to the project.

Clearly, sustainable projects and improving the bottom line don't have to be contradictory. "Companies of all sizes are realizing the enormous economic potential of being green," says Thomas J. Basile, former communications director for the U.S. Environmental Protection Agency in Washington, D.C., and present Managing Director of The Middleberg Sustainability Group—which helps companies develop eco-smart products, practices, and workplaces.

Planning From the Top Down
A key factor to linking sustainability and ROI is getting support from top executives. "Many [sustainable] projects fail because CEOs don't pay enough attention to them," says Aaron Shenhar, PMP, institute professor of management and founder of the project management program at Stevens Institute of Technology, USA. "Too often, they see projects as costs, not investments."

The best way to convince executives to get on board is to show ROI in terms of financial savings, improved brand loyalty and recognition, Mr. Basile says.

Putting the Customer First
The motivations for going green should be in line with customer requirements. Green projects can help achieve customer satisfaction and loyalty by cutting long-term costs. Toyota's hybrid Prius has in its fifth year retained value projections 5 to 10 percent better than similar gas vehicles, reports consumer group IntelliChoice. BT (British Telecom), now the world's largest consumer of green energy, has also been able to pass the financial savings from its green projects to consumers and stakeholders.

All Aboard
"[Going green] creates a unique and exciting opportunity for project managers," Mr. Basile says. "[But] if you don't have employee buy-in, it's not going to work. They're your first and best advocates in helping to develop internal and external communications."

Project leaders should find innovative, positive ways to encourage team members. Have an informal survey of staff asking how and where they'd like to see growth in terms of sustainability. Soliciting input can boost employee morale.

At Jones Lang LaSalle, project managers are encouraged to receive sustainability training and obtain green credentials.

The Bottom Line
It is clear that project management today goes beyond delivering projects on time, on budget and within scope — it extends to serving a customer and creating business results to support the short- and long-term outcome of the organization and the environment.

Sustainability isn't always easy, but it's worth the effort. It requires long-range vision, and sometimes, a complete overhaul of company processes. The benefits of "eco-efficiency" are not easy to quantify. Although installing new equipment and implementing new procedures can involve added costs, organizations can reap financial rewards from green projects ultimately.

Mr. Basile says, "While you may not always be able to put a dollar and cents value on sustainable business practices, the fact that your company is ahead of the game, ahead of the regulatory environment and responding proactively to what your customer base wants in this area helps solidify your reputation in the marketplace."

The application of **Earned Value Management** (EVM) helps project managers control costs, schedules and performance for a positive bottom-line impact on their organizations.

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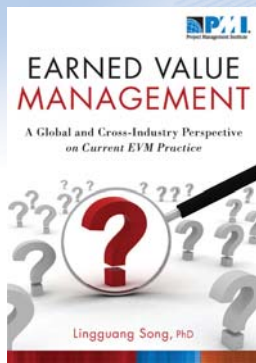
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Earned value management (EVM) is a unified way to measure cost, schedule and technical performance. Song's book will help project managers better comprehend and gauge the current level of EVM practice and its user base – and better determine if it's a good fit for their own organizations.
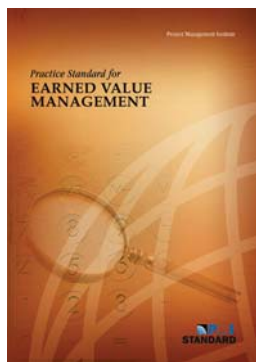
Practice Standard for Earned Value Management

Project Management Institute | ISBN: 9781930699427 | **US$44.95**

Alongside good project management principles, EVM methodology can provide greater return on any project and results that will directly benefit any organization. With detailed explanations of the basic EVM elements, this book is valuable to both novices and EVM-proficient practitioners alike, offering clear demonstrations of how EVM can be scaled to fit varying project situations.
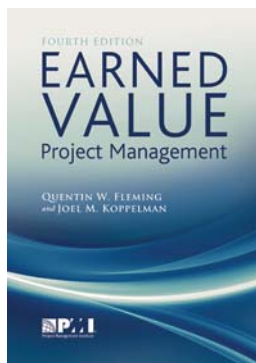
Available September 2010
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Everyone wants projects to be completed within budget and on schedule. With this aim in mind, *Earned Value Project Management*–Fourth Edition provides guidance useful to project management practitioners who are familiar with EVPM, as well as those who are new to the use of this technique in the management of projects.

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This is your platform to join hands with peers worldwide so as to find solutions that meet your needs and advance the profession. You can share documents, surveys, announcements, member directories, and links. The platform will also help you to interact via wikis, webinars, discussions, and blogs.

For a limited time, PMI members can participate in as many communities as they like, at no extra charge. PMI members would get to enjoy complimentary access to all communities of practice. Further, they can advance their career through community participation, gain advice on project issues, register for community webinars to learn and earn PDUs and access shared documents for information and templates. What's more, PMI members can also use the platform as a space to show off project expertise via blogs and also post helpful resources or present webinars.

The communities include Agile, Consulting, Financial Services Industry, Global Diversity, Government, Innovation and New Product Development, International Development, Leadership in Project Management, Learning, Education and Development, Legal Project Management, Organizational Project Management, Pharmaceutical, Project Human Resource Management, Project Management Global Sustainability, Project Management Quality, Project Risk Management, Retail, and Utility.

QUESTION BAG ANSWERS

1. **d)** It is the rank used to distinguish items that have same functional use but different technical characteristics

2. **c)** System that manages contracts and related records of the project usually used for future project decisions

3. **d)** Deliverable that does not meets its requirement

4. **a)** Technique that employs quality assurance techniques to continuously improve processes

5. **b)** Risk analysis tool using random probabilities and impacts

First batch of CAPM certificate awardees feted

The PMI Mumbai Chapter, Narsee Monjee Institute of Management Studies (NMIMS), Mukesh Patel School of Technology Management and Engineering (MPSTME) branch honored the first batch of students who attained the Certified Associate in Project Management (CAPM)® certificate from PMI on 31 July.

The function was graced by dignitaries like Mr. Uday Yedur from Bangalore (Head — Academic Relations & Infrastructure Markets at PMI), Mr. Saurabh Parikh (VP Branches at PMI Mumbai Chapter) and Mr. Rakesh Gupta (VP Volunteer Development at PMI Mumbai Chapter).

Mr. Yedur, who gave away the certificates to the successful candidates, emphasized the importance of project management and the need for supporting PMI in India, citing India's power as a growing economy.

Mr. Rakesh Gupta complimented the committee for bringing to fruition his idea of conducting this event. Mr. Parikh had words of encouragement for the awardees. He also invited members of

the committee to volunteer for PMI work, as it would help to hone their project management skills and get them valuable first-hand exposure. A presentation gave the guests a rundown of the events at the branch, and the future course of action planned.

All the dignitaries acknowledged the efforts of the faculty-in-charge Prof. V. Seshadri and mentor Mr. Karan Jain in nurturing the PMI student branch of the college. The dignitaries participated in a cake-cutting ceremony to mark the occasion, and spent some time interacting with the students. The students who had attained certification readily interacted with future candidates, answering their queries.

Endowment Fund for PM Promotion at NICMAR

The Project Management Institute (PMI) has instituted an Endowment Fund for Project Management Promotion at the National Institute of Construction Management & Research (NICMAR), Pune.

This provides for a student scholarship to reward meritorious students from NICMAR. While the corpus and interest generated from it will support the scholarship scheme for a period of five years, the amount remaining at the end of the fifth year may be used to purchase books on project management for the NICMAR library.

The selection criteria for the Best Student Award in Project Management are as follows: the Topper and Runner-up will be selected from the top 10 rank holders

of the full-time post-graduate courses every year; the top student should have received the highest rank in the first year and scored a minimum of 85 percent in the Project Management subject.

The winners of the scholarship for 2009-10 were felicitated at NICMAR recently. Ms. R. Sandhiya was presented the Best Student Award in Project Management, getting a cash prize of Rs. 1 lakh from the chief guest, Mr. Raj Kalady, managing director, PMI-India. Ms. Pooja Agarwalla, the first runner-up was awarded Rs. 25,000 by Prof. Mangesh Korgaonker, the director general of NICMAR. Dr. Anil Agarwal, dean of the Post-Graduate Program was also present.

Ms. R. Sandhiya being presented the Best Student Award in Project Management, by Mr. Raj Kalady, managing director, PMI-India (right). Looking on is Dr Mangesh G Korgaonker, Director General, NICMAR, Pune.

PM meet on Cloud Computing held in Bangalore

The first Cloud Computing Project Management Conference in India was organized in Bangalore on 7 August. With India Inc already having proved its ability in the Global Delivery Model, the need of the hour is to build best-in-class capabilities to successfully deliver different types of cloud projects to global customers. In this context, project management is being seen as the game changer that can help deliver better, faster and cheaper cloud computing services.

The Conference centered round the theme 'Journey to Transform India into a Global Leader in Cloud Computing by Leveraging Project Management', and had three round table discussions on 'New Products and Technology', 'Cloud Computing-Enabled IT Services', and 'Infrastructure and Application Platforms Set Up for Cloud Computing'. Each round table discussed project management best practices, lessons learnt and impact on the global delivery model vis-à-vis the topic under discussion.

CONSEG 11:
International Conference on Software Engineering

February 17–19, 2011 at Bangalore, India

CSI Bangalore Chapter

Knowledge Partner:
PMI Project Management Institute

Organized by
Computer Society of India,
Div II (Software) and
Bangalore Chapter

Media Sponsor:
CYBER MEDIA

Theme: Software Quality- The Road Ahead

Announcement and First Call for Papers

The Computer Society of India launched an International Conference series on Software Engineering (**CONSEG**) way back in 1991 and the first International Conference on Software Engineering, CONSEG**'91**, was organized in Bangalore during October 14-16, 1991. Since then, the CONSEG series has been elucidating new and emerging ideas and solutions from the business, managerial, technological, empirical, and theoretical perspectives. The outcomes of successive conferences has been rewarding for professionals from the industry and academia to work together.

With technological capability and economic incentive, software engineering has become a global phenomenon with the stakeholders spread all over the globe. India positioned itself in the leading role with newly developed processes, tools, techniques and evolved best practices that enabled distributed development of quality software over the years. In the above backdrop, the theme "Software Quality- the Road Ahead" has been chosen for CONSEG-2011.

About CONSEG-2011: Software quality measures how well software is designed to conform to the customer requirements in terms of timeliness, price, features, reliability and support to achieve customer satisfaction. The software deliverables must meet all customer requirements within the committed time. Due to the enhanced use of software in all areas, the importance of developing high quality software within the committed time is increasing every day, but Software Engineers are still to find answers to lot of questions.

The CONSEG-2011 on theme "**Software Quality- The Road Ahead**" will discuss all the aspects of software engineering which impacts quality of processes and products. The conference will have both invited and contributed papers.

Call for Papers: Papers are invited from software developers, researchers and academicians across the globe. The original and unpublished papers on the following indicative topics (but not restricted to) may be submitted-

Process Maturity Models	Requirements Engineering
Software Architecture	Programming Paradigms and Methodologies
Software Verification and Validation	Software Metrics
Software Size and Effort Estimation	Software Reliability
Testing Effort Estimation	Mathematical Foundation
Usability Testing	Life Cycle Management
Design Patterns	Software Inspection
Software Reuse	Managing Outsourced development
People and Organization Issues	Quality Management Tools
CASE Tools	

Papers submitted will be reviewed and evaluated based on originality, technical quality and relevance to the conference. The paper length of six pages is encouraged and a upper limit of 10 pages, including figures, tables and references shall be enforced. The format of the papers should confirm to the IEEE guidelines available at http://www.ieee.org/portal/cms_docs/pubs/confpubcenter/pdfs/samplems.pdf

Important Dates:

Submission of technical papers	:	September 25, 2010
Notification of Acceptance	:	November 10, 2010
Camera Ready Paper Due	:	December 31, 2010

Please send your papers to: conseg2011@gmail.com

General Chairs:
Prof. HP Khincha, Ex Vice Chancellor, Visvesvaraya Technological University
Prof. CR Muthukrishnan, Advisor, Tata Consultancy Services

Organising Chair/Co-Chair:
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