

## INDEX

- A.T. Kearney, 52, 73  
 Abdullah II, king of Jordan, 199, 211  
 ABN Amro Bank, 23, 29, 54, 58, 66  
 Accenture, 21, 27, 30, 222  
 access to new markets. *See* new market access  
 accounting services, 204, 206  
 Acquired Rights Directive, 114  
 acquisition of companies, 27, 96, 223  
 Africa, 29, 30, 177, 178, 205, 216, 231  
 Agarwal, R., 8  
 agent, 60, 217, 227, 228, 229  
 agglomeration. *See* clustering  
 agility, 11, 55, 98, 160  
 airline and hotel reservations, 28, 205  
 Alcatel, 86  
 alliance, 105, 214, 229, 239  
 Amdocs, 24  
 American Express, 18, 29, 30  
 American-Born Chinese (ABCs), 217  
 Andhra Pradesh, 201, 236  
 animation, 28, 207  
 Apple, 98  
 Aptech, 87  
 architectural drawings, 28  
 Argentina, 27, 74, 117, 216  
 Armenia, 239  
 Asian Development Bank (ADB), 240  
 Asia-Oceania Computing Industry Organization (ASOCIO), 271  
 Asocpor (Czech Republic), 238  
 Atos Origin, 27, 130, 146  
 attrition, 38, 39, 48, 104, 137  
 Australia, 8, 32, 74, 117, 216, 222, 243  
 automation of software development, 7  
 autonomy, 195  
 AXA, 86
- Baan, 23, 193, 194, 195, 209  
 back-office work, 28, 30, 204, 205, 206  
 backup site, 39, 46, 50, 75  
 BAIT (Bulgaria), 238  
 Balanced Scorecard, 107, 142, 145, 147  
 BaliCamp, 23, 217  
 Baltic IS Cluster, 86  
 bandwidth, 4
- Bangalore, 21, 22, 27, 30, 32, 72, 80, 97, 108, 109, 187, 212, 214, 217, 236  
 Bangladesh, 34, 51, 70, 88, 200, 211, 212, 213, 214, 217, 227, 231, 237, 239  
 Bank of America, 29  
 Bank of Ireland, 241  
 Bapu, K., 193  
 Barclays Bank, 87  
 Barrett, C., 244  
 Basis (Bangladesh), 238  
 Bayer, 88  
 Bayman, S., 109  
 Beijing, 99, 214  
 Belarus, 86, 219, 231  
 Belgium, 70, 87, 146, 235, 239  
 benchmark, 29, 35, 41, 42, 54, 57, 106, 127  
 Bennett, M., 180  
 Berne Convention, 113  
 Beulen, E., 130  
 Bhubaneswar, 212  
 biotechnology, 237  
 Birlasoft, 109  
 blended charge rate, 78. *See also* charge rate  
 BMW, 22  
 body language, 12, 151, 176  
 body shopping, 34, 106  
 Bonvillian, W., 248  
 brain drain, 81, 86, 207, 208, 247  
 brand recognition, 219, 222, 236  
 Brazil, 5, 8, 23, 27, 32, 70, 74, 200, 211, 212, 218, 227, 231  
 Breukink, L., 190  
 British Airways, 21, 29, 100, 206  
 British Telecom, 18, 21, 29  
 Broadengate Systems, 105  
 BS 7799, 142  
 budget, 39, 40, 43, 56, 67, 221  
 bugs, 12, 57, 59, 133, 160  
 build, 4, 17  
 build operate transfer (BOT), 106, 120, 124  
 build strategy, 103, 104. *See also* subsidiary  
 Bulgaria, 51  
 bulletin board forum, 160  
 bureaucracy, 104, 162, 211  
 business case, 56, 58

**274**    **Index**

- business continuity, 45, 74  
 business culture, 21, 62, 83, 105, 131, 133, 175, 220, 224, 234, 235  
 business domain knowledge, 14, 39, 61, 62, 102, 131, 132, 194, 203, 204, 205, 206, 209, 221  
 business process outsourcing (BPO). *See* back-office work  
 business-friendly climate, 3, 211  
 buy strategy, 103
- Cadence, 20  
 calendaring, 161, 164, 165, 167  
 call center, 12, 28, 30, 38, 204, 205, 216  
 Camtic (Costa Rica), 238  
 CAN (Nepal), 238  
 Canada, 27, 32, 69, 74, 76, 116, 117, 216, 222  
 Capability Maturity Model (CMM), 6, 62, 81, 88, 127, 132, 142, 160, 209  
 Cape Verde, 30  
 Capgemini, 27  
 captive center. *See* subsidiary  
 Carmel, E., 8, 11, 34, 93, 130, 161, 210  
 cartoons, 207  
 CBI, Centre for the Promotion of Imports from Developing Countries, 239, 256  
 CeBIT trade fair, 231  
 centrifugal forces, 151, 154, 157  
 change agent. *See* offshore champion  
 change management, 57, 130, 135, 136, 139, 140  
 charge rate, 33, 34, 62, 65, 233  
 Check Point, 84  
 Chennai, 109, 161, 214  
 ChevronTexaco, 30  
 Chief Executive Officer (CEO), 145  
 Chief Information Officer (CIO), 55, 136, 145  
 Children's Online Privacy Protection Act (COPPA), 116  
 Chile, 74  
 China, 4, 28, 29, 73, 99, 110, 115, 119, 205, 211, 213, 242, 248  
   culture, 177, 178  
   domestic market, 5, 72, 82, 99, 105  
   labor supply, 4, 77, 81, 212, 246  
   linkages, 208, 217  
   quality, 16  
   R&D, 20, 82, 166  
   software exports, 81  
   wages, 6, 32, 33, 61  
 churn, 234, 243  
 Cisco, 47, 81, 82, 84, 88, 104  
 Citibank, 29, 100  
 client relationship management, 141  
 Clinton, Hillary, 243  
 Clockwork, 75  
 clustering, 70, 72, 73, 98, 150, 203, 214  
 co-authoring, 167  
 coding. *See* programming
- Cognizant Technology Solutions, 223, 232  
 cohesion barriers, 13, 153  
 collaboration across distance and time.  
   *See* distributed collaboration  
 collaboration strategy, 103, 109  
 collaborative technologies, 149, 164, 165  
 collectivism, 177, 178, 268  
 Colombia, 219  
 Colombo, 204  
 colonial history, 21, 88, 183  
 Colt Telecom, 242  
 commission, 227  
 commoditization, 4, 14, 98, 203  
 communication, 59, 141, 143, 150, 152  
   breakdown, 12, 151, 181, 188  
   costs, 127  
   culture, 167, 170, 176, 180, 187  
   high-context vs. low-context, 179, 189  
   knowledge transfer, 134  
   lateral, 185  
   low-context vs. high-context, 179, 189, 190  
   synchronous vs. asynchronous, 158, 165, 168  
 company culture. *See* business culture  
 competition, 10, 25, 26, 27, 31, 34, 94, 205, 211, 214, 221, 225, 243  
 competitiveness, 10, 11, 15, 47, 244  
 computer aided design (CAD), 28, 206  
 confidentiality, 67, 113, 124, 126, 235  
 conflict, 75, 129, 152, 153  
 Confucianism. *See* future orientation  
 connections. *See* linkages  
 Constantine, L., 180  
 consultants, 55, 70, 187, 227, 229, 238  
 contingency, 46  
 contract, 67, 118, 141  
   breach, 75  
   enforcement, 113  
   incentive-based, 107  
   negotiation, 55, 110  
   risks, 48  
   termination, 125  
 contractor, 17, 24, 126, 138, 183  
 control, 12, 40, 45, 46, 102, 104, 118, 120, 121, 124, 126, 130, 139, 140, 141, 152  
 conversion, 19, 58, 204, 206  
 coordination. *See* project coordination  
 COPC (Customer Operations Performance Centre), 209  
 copyright. *See* patent  
 Cordys, 23, 193  
 core competency, 15, 48, 99, 101, 102, 103, 111  
 corruption, 48, 89, 104, 237  
 co-sourcing model, 263  
 cost savings, 9, 18, 29, 31, 36, 40, 56, 57, 59, 72, 78, 89, 94, 103, 107, 111, 139  
 Cost Strategy Stage, 9, 94, 95. *See also* Offshore Stage Model

- Costa Rica, 70, 74, 76, 89, 203, 211, 216
- costs
- of governance, 39
  - of labor, 31, 32, 40
  - of offshoring. *See* extra costs of offshoring
  - of rent, 33, 42, 83, 227
  - of telecommunication. *See* telecommunication
- country risks, 29, 45, 49, 71, 74
- country selection, 60, 61, 71, 72, 73, 77
- creativity, 64, 158, 195
- credit card processing, 28
- Crédit Suisse, 23
- Crimsonwing, 87
- cross cultural communication. *See* communication, culture
- CSC, 27, 223
- Cuba, 49, 70, 200, 237
- cultural differences, 13, 52, 61, 65, 133, 142, 153, 170, 172, 175, 180, 190, 192, 194, 234
- cultural training. *See* intercultural training
- Cummings, J.N., 149
- currency risk, 45, 74, 119
- customer interaction services, 28, 29, 30, 205
- Cusumano, M., 17
- Czech Republic, 27, 28, 73, 219
- Dakor, 206
- Daksh E-services, 29
- Dalian, 28
- dashboard, 142, 157
- data entry, 28, 204, 206
- data security, 47, 115, 116
- data transfer restriction, 115, 116, 117
- DATI, 86
- deadline, 60, 64, 168, 170, 179, 191
- Decos, 24
- delivery manager, 145
- Dell, 30
- Deloitte Consulting, 40, 242
- Delta Air Lines, 29
- demonstration project, 57, 136, 137
- dependency, 172
- design task, 5, 7, 14, 15, 141, 152, 155, 160, 172
- Designco, 237
- destiny orientation, 179
- Deutsche Bank, 22, 96
- Deutsche Telekom, 86
- developing countries, 24, 69, 88
- domestic software demand, 217, 218
  - government policy, 211
  - national ICT strategy, 200
  - risks, 45
  - software export, 199, 208
- development methodology, 62, 77, 155, 159
- development task, 6, 11, 14, 103, 152
- Dhaka, 217
- digital divide, 209
- digitizing, 28, 206
- disaster recovery center, 62, 122, 216
- dispute resolution, 48, 125, 129
- distributed collaboration, 130, 131, 149, 154, 155, 160, 162, 164, 172, 175
- diversification, 111
- Dobbs, Lou, 241
- document imaging, 59, 206
- documentation, 42, 46, 57, 59, 89, 131, 132, 133, 148, 160
- domain knowledge. *See* business domain knowledge
- domestic market, 83, 86, 218, 220
- Dresdner Bank, 22
- due diligence, 56, 65, 123, 236
- Eastern Software Systems, 215, 269
- Ebene CyberCity, 216
- e-bookers, 100
- Ecuador, 204
- EDS, 8, 27, 85, 223
- education, 72, 79, 87, 88, 202, 208, 211, 212, 214, 246
- efficiency. *See* productivity
- Egypt, 8, 70, 215, 216, 219, 231, 237
- Eisner, R., 112
- El Salvador, 70
- electrical power, 62, 202, 215
- E-loan, 28
- e-mail, 161, 164, 184, 186
- disadvantages, 151, 152, 179
  - overload, 156
  - war, 170
- embedded software, 8, 31, 41, 47, 81, 95, 96, 98
- Emerging Software Exporting Nations, 70, 71, 200, 206, 219
- employee benefits, 33
- employee selection, 149, 170, 171, 194
- Employee Stock Option Plan (ESOP), 208
- end user interaction, 141, 142
- engineering services, 28, 204
- English, 38, 81, 84, 86, 88, 186, 213, 224
- linguistic linkage, 87, 108, 183, 216
- entrepreneurial, 5, 84, 209, 214, 248
- EPAM, 220
- Ericsson, 23
- errors. *See* bugs
- escalation of problems, 129, 141, 157
- escrow, 123
- Espinosa, A., 34, 161
- Estonia, 28, 242
- ethics, 17, 232, 235, 238
- e-touch, 159
- euro conversion, 19, 220
- Europe, 30, 47, 81, 85, 86, 88, 116, 239, 246
- culture, 20, 234
  - market for offshore services, 20, 225, 233
  - offshore users, 17, 27, 40
  - visa and work permits, 61, 114

- European Bank for Reconstruction and Development (EBRD), 240
- European IT Service Center (EITSC), 239
- European Union Data Privacy Directive, 116, 243
- EXL India, 108
- expatriate, 159, 186, 226, 227, 228, 229, 240
- Experimental Stage, 8, 58, 95, 107, 234. *See also* Offshore Stage Model
- explicit knowledge, 131, 179
- export of software packages, 204
- export restriction, 49, 85, 115, 124
- export revenues, 70, 80, 81, 82, 86, 88, 89
- external expertise. *See* consultants
- externalities. *See* spillover effects
- extra costs of offshoring, 36, 39, 40, 56, 141
- Extreme Programming (XP), 159, 160
- face-to-face contact, 12, 133, 149, 151, 158, 159, 165
- failures, 35, 48, 51, 52, 130, 139, 154, 172, 181, 220
- fatalism. *See* destiny orientation
- Fedesoft (Colombia), 238
- Fiat, 30
- financial research, 28
- financial risk, 45, 105
- Financial Times, 232
- Finland, 23, 28, 69, 183, 242
- Fiorina, C., 244
- fixed price pricing method, 64, 77, 126, 128
- Flexcube, 100
- flexibility, 10, 53, 54, 62, 96, 126
- Florida, R., 217
- Flying Geese Formation, 6
- follow the sun, 11, 97
- foreign direct investment (FDI), 3, 71, 72, 76, 84, 211, 215
- formalisms and informalisms, 154, 158, 174
- Forrester, 10, 30, 241, 242
- Fortune 1000 companies, 10, 20, 39, 40, 41, 187
- FPT Vietnam, 88
- France, 27, 69, 163, 177, 178, 179, 205, 207, 216, 235, 243
- free publicity, 232, 237, 245
- free trade, 242
- friendship, 104, 178, 179
- Fujitsu, 21, 27
- fully burdened employee costs, 33, 35, 42
- Function Point, 38, 59
- functional expertise. *See* business domain knowledge
- future orientation, 178
- fuzzy knowledge. *See* tacit knowledge
- GAAP, 209
- Gartner Group, 18, 38, 39, 40
- Gates, Bill, 246
- GE Capital International Services (GECIS), 110
- General Electric, 18, 29, 46, 107, 108, 110, 136
- General Motors, 8
- geographic information systems (GIS), 206
- Georgia, 239
- Germany, 21, 28, 69, 177, 178, 179, 200, 216, 235, 242, 246
- Ghana, 30, 205
- Gillette, 108
- Glass Egg, 215
- global manufacturing, 5, 6, 102, 199
- global networks of software producers, 7, 30, 99
- Global Savvy, 183, 187
- global software teams. *See* distributed collaboration
- global sourcing, 19, 30, 93
- global sourcing unit, 136
- global supply chain, 7, 8, 30
- globalization, 3, 24, 69, 207, 243
- Google, 20
- governance, 122, 130, 140, 141, 142
- costs. *See* extra costs of offshoring
- government regulatory changes, 45, 75
- government support, 76, 82, 201
- GPI Consultancy, 256, 260
- Gramm-Leach-Bliley Act, 115
- Granstrand, O., 99
- Gurgaon, 214
- H1-B work permit, 114
- Hall, E T., 176, 189
- harmony, 178
- Harvey Nash, 88
- HCL Technologies, 29, 104, 221, 227
- Health Insurance Portability and Accountability Act (HIPAA), 115
- Heeks, R., 252
- helpdesk, 28, 29, 30, 110, 141, 205
- Herbsleb, J.D., 154, 158, 172
- Hewlett-Packard, 27, 34, 84, 244
- hidden costs. *See* extra costs of offshoring
- hierarchy, 62, 148, 177, 185, 195, 235
- high piracy nations, 217
- high-context, 179, 189
- Hira, R., 106, 241
- Hofstede, G., 175, 176, 177, 178
- holiday, 33, 161, 164, 237
- Hong Kong, 82, 164, 177, 178
- HR offshoring, 28
- HSBC, 29, 241
- Huawei, 47, 82, 163
- human capital, 71, 79, 80, 81, 202, 211, 212.
- See also* labor supply
- human resources management (HR), 56, 57, 62, 136, 171
- Hungary, 27, 28, 74, 222
- Hyderabad, 20, 23, 109, 193, 209, 214, 236
- I.n.d.i.a., 51
- I2, 20

- IBM, 8, 11, 19, 27, 29, 31, 33, 69, 75, 84, 85, 88, 105, 107, 137, 203, 211, 244
- ICI, 21
- IDC, 18, 25
- i-flex solutions, 100, 105, 269
- iGate, 109
- Immelt, J., 110
- immigration laws. *See* visa and work permits
- implementation, 55, 57, 131, 142
- incentives, 3, 25, 64, 67, 76, 89, 107, 142
- India, 6, 60, 61, 88, 95, 99, 110, 135, 166, 190, 193, 205, 206, 207, 213, 231, 239, 242
- brand recognition, 79, 236
  - country risks, 75, 110, 116, 117, 118
  - culture, 177, 178, 179, 181
  - government policy, 76, 211, 212
  - labor supply, 80, 111, 212
  - linkages, 208
  - offshore clients, 17, 24, 29, 31, 54, 59, 77, 98, 108, 137, 146, 199
  - quality, 16, 99, 101, 224
  - R&D, 11
  - software exports, 208
  - Tier-1 firms, 26, 27, 33, 80, 166, 214, 221, 234
  - wages, 32, 33, 213
- Indian Institute of Technology (IIT), 80, 193
- individualism, 177, 178
- Indo-German Export Promotion project (IGEP), 238
- Indonesia, 32, 61, 70, 177, 178, 200, 211, 212, 213, 216, 219, 228, 231, 237
- Indus, 109
- Infant Software Exporting Nations, 70, 71, 200, 206, 219
- Infobalt, 237, 238
- information society objectives, 200
- information-processing orientation, 180
- Infosys, 22, 33, 35, 98, 104, 209, 216, 220, 221, 222, 236
- infrastructure, 53, 62, 215
- complexity, 54
  - costs, 37, 43, 73, 213
  - quality, 48, 86, 87
- infrastructure management, 131, 141, 142, 146, 222
- innovation, 9, 10, 11, 41, 203, 214, 245, 248
- instant messaging (IM), 78, 156, 164, 165, 186
- insurance claims processing, 28, 206
- Intaj (Jordan), 238
- integration, 14, 15, 59, 102, 131, 155, 222
- Intel, 82, 84, 89, 98, 103, 107, 153, 166, 168, 169
- Intellect UK, 60, 235
- intellectual property (IP), 46, 47, 49, 61, 62, 67, 73, 78, 103, 112, 113, 217, 235, 248
- Inter-American Development Bank (IDB), 240
- intercultural training, 38, 62, 171, 187, 195, 234
- internal assessment. *See* offshore readiness
- internal support, 52, 55, 58, 66, 137
- International Finance Corporation (IFC), 215
- International Intellectual Property Institute (IIP), 262
- international product cycle, 5
- International Trade Centre UNCTAD/WTO (ITC), 221, 240
- Internet, 79, 157, 160, 164, 220
- intifadah, 75
- iPod, 98
- Iran, 24, 49, 200, 211, 212, 226, 231
- Iraq, 75
- Ireland, 6, 20, 32, 74, 76, 84, 166, 204, 208, 213, 245
- ISO 9000 or 9001, 6, 62, 88, 127, 132, 142, 209
- Israel, 5, 6, 20, 24, 32, 33, 61, 74, 76, 84, 164, 166, 177, 178, 204, 213, 215
- IT Ukraine, 238
- IT Worx, 215
- ITAA (IT Association of America), 18, 244
- Italy, 28, 69, 207, 235
- IT-enabled services (ITES), 28, 73, 86, 90, 93, 100, 110, 204, 205, 241
- job creation, 208, 269
  - market size, 18, 80
  - risks, 30
- iteration, 154, 155, 174
- ITIL (IT Infrastructure Library), 142
- Jamaica, 206, 212, 237, 239
- Japan, 7, 16, 17, 28, 32, 69, 81, 88, 117, 177, 178, 180, 200, 246, 248
- job creation, 207, 208, 244, 269
- job losses, 7, 30, 114, 137, 241, 242, 243, 248
- Johansson, C., 183
- joint venture, 105, 109, 120, 124, 172
- jokes, 181
- Jordan, 70, 216, 231, 238, 239
- José Mariá Castro Madriz, first president of Costa Rica, 199
- Kale Consulting, 100
- Karnataka, 236
- Kaspersky Labs, 82
- Kerry, John, 242
- kick-off meeting, 158
- Kiesler, S., 149
- KLM, 23
- knowledge loss, 45, 47, 49, 103, 125
- knowledge management systems, 131, 165, 174, 266
- knowledge seekers, 11
- knowledge transfer (KT), 43, 57, 65, 99, 104, 106, 130, 131, 148, 194, 204, 209
- costs, 37, 38
  - difficulties, 51, 125, 134
  - lead time, 56, 131
  - linkages, 216
  - travel, 38, 59
- Kolkata, 217

- Kotlarsky, J., 190  
 Krishna, S., 255  
 Kuala Lumpur, 29, 73
- labor and employment laws, 21, 114. *See also* visa and work permits  
 labor arbitrage. *See* costs of labor  
 labor savings. *See* cost savings  
 labor shortage, 18, 51, 93  
 labor supply, 4, 11, 25, 33, 41, 72, 73, 80, 82, 85, 98, 202, 212, 246  
 Lane, K., 108  
 language, 21, 52, 61, 62, 73, 86, 87, 88, 99, 172, 182, 185, 186, 187, 206, 213  
 Latvia, 85  
 launch team, 53, 55, 64, 66, 68  
 learning curve, 36, 38, 139  
 Lebanon, 231  
 legacy systems, 59, 139  
 Leveraging Offshore Stage, 10, 95, 96. *See also* Offshore Stage Model  
 liaison role, 67, 159, 161, 162  
 liberalization, 243, 245  
 Libya, 49  
 licensing. *See* software licensing  
 Lieberman, J., 248  
 linkages, 216  
   ethnic, 104, 216, 222, 226, 229  
   geographic, 216, 226. *See also* nearshore  
   historical, 21, 86, 87, 108, 183, 213, 216  
 Linux, 159  
 Lithuania, 237, 238  
 Litta (Latvia), 86, 238  
 Lizatec, 190  
 Lloyd's, 21  
 localization, 69, 72, 85, 99, 111  
 location attractiveness index, 73  
 LogicaCMG, 27  
 London Underground, 21  
 long-term orientation. *See* future orientation  
 low-context, 179, 189, 190  
 Lucent, 163  
 Lufthansa, 22, 30, 96  
 Luxoft, 16, 83
- Magnolia Communications, 40  
 maintenance, 14, 34, 38, 42, 58, 65, 121, 132, 138  
 Malaysia, 6, 27, 29, 61, 70, 73, 76, 116, 166, 200, 214, 231  
 Malta, 87, 237  
 management, 12, 44, 58, 63, 67, 71, 138, 167, 170, 177, 224. *See also* project management  
 market research services, 28  
 marketing of offshore services, 219, 224  
   business discussions, 232, 235  
   external assistance, 202, 225, 238  
   lead generation, 230, 231  
   local base, 222, 223, 227, 229  
   perseverance, 220  
 Marks & Spencer, 21  
 Massey, A.P., 184  
 Mastek, 200, 226, 232  
 matchmaking, 202, 239  
 Mature Software Exporting Nations, 69, 70, 200  
 Mauritius, 29, 30, 46, 205, 216, 226  
 Mayer, Brown, Rowe & Maw, 112  
 MBEA management by e-mailing around, 170  
 MBFA management by flying around, 158, 170  
 MBWA management by walking around, 12, 152, 158  
 McKinsey, 237, 244  
 measure and reward systems, 57, 136, 140  
 media richness, 165  
 medical transcriptions, 28, 206  
 meetings, 51, 65, 154, 155, 157, 162, 164, 235  
 Mehta, Dewang, 237  
 Meta Group, 10, 39  
 Metatude, 51, 61  
 metrics, 42, 54, 59, 96  
 Mexico, 8, 28, 32, 70, 74, 76, 183, 200, 205, 216, 218, 219, 231, 243  
 Microsoft, 7, 20, 69, 81, 84, 85, 99, 103, 117, 133, 171, 175, 199, 204  
 milestone, 36, 59, 124, 170  
 mirror organization, 172  
 miscommunication, 11, 12, 13, 30, 135, 152, 153, 172, 181, 186, 189  
 Morgan Chambers, 260  
 Morocco, 205, 216, 231  
 Morrison, S., 110  
 Motorola, 8, 13, 16, 81, 82, 83, 103  
 multimedia, 22, 28, 168  
 Multimedia Super Corridor, 73, 214  
 multiple nations sourcing, 46, 54  
 multiple providers, 54, 106, 110, 122, 139, 234, 260  
 multi-teaming, 166, 167  
 Mumbai, 87, 109, 193, 214  
 Murthy, N., 98
- Nanjing Software Export Alliance, 214  
 NASDAQ, 84, 215  
 NASSCOM, 29, 214, 236, 237, 239, 245  
 national culture, 131, 175, 180  
 national ICT strategy, 200, 204  
 national IT association, 60, 66, 202, 214, 227, 232, 236, 238, 239  
 nearshore, 22, 27, 39, 61, 86, 87, 216, 226  
 NEC, 28  
 negotiation, 55, 67, 77, 117, 124, 152, 235  
 neoIT, 260  
 Nepal, 34, 61, 200, 214, 237, 239  
 Nestlé, 23  
 Netherlands, The, 21, 25, 60, 69, 200, 243  
   culture, 177, 178, 235  
   market for offshoring, 226, 232  
   offshore users, 23, 59, 89, 190, 235

- New Adonis, 239  
 New Balance, 102  
 New Delhi, 109, 242  
 new market access, 5, 72, 99  
 new revenue generation, 10, 100, 104, 111  
 New Zealand, 74  
 newly industrialized countries (NICs), 6  
 Nicholson, B., 254  
 NIIT, 59, 87  
 Nike, 102  
 Nisbett, R. E., 180  
 Nokia, 23, 82, 242  
 non-resident Indians (NRIs), 216  
 Nortel, 88  
 North American Free Trade Agreement, 243  
 North Korea, 24, 28, 61, 178, 206, 207
- Offshore Bystander, 8, 95, 233. *See also* Offshore Stage Model  
 offshore champion, 55, 136, 138, 216, 233, 234  
 offshore development center (ODC), 105, 111  
 offshore readiness, 53, 54  
 Offshore Stage Model, 8, 9, 10, 58, 94, 107, 233  
 offshore strategy, 56, 93, 108. *See also* strategic offshoring  
 offshore transition. *See* transitioning of work offshore  
 onion layer team, 172  
 online marketplaces, 26, 34, 60, 228, 261  
 onshore charge rate. *See* charge rate  
 onshore/offshore balance, 13, 14, 34, 39, 43, 57, 59, 94, 95, 106, 133, 139, 140  
 Open Source Software (OSS), 88, 159, 173  
 Oracle, 20, 85, 193, 199  
 Orbys Consulting, 260  
 organizational change, 100, 136, 208  
 organizational design, 149, 172  
 outsourcing, 53, 93, 96, 100, 102, 103, 120, 121, 129  
 out-tasking, 72, 103  
 Oval Model, 210  
 Ovum Holway, 258
- P&O Nedlloyd, 21  
 PA Consulting, 260  
 packaged software. *See* software product  
 Pakistan, 24, 32, 48, 54, 61, 70, 75, 118, 146, 200, 213, 215, 238  
 Palestine, 75, 239  
 Paris Convention, 113  
 particularist orientation, 179  
 Pasha (Pakistan), 238  
 patent, 98, 109, 112, 170, 203  
 Patni, 109, 221  
 penalty, 64, 67, 115  
 People-CMM, 62, 208  
 Perot Systems, 96  
 philanthropy, 209
- Philippines, 4, 29, 30, 32, 61, 70, 74, 76, 116, 166, 200, 204, 205, 206, 207, 212, 213, 216, 219  
 Philips, 23, 30, 31  
 photographs of offshore service providers, 22, 23  
 PIIT (Poland), 238  
 pilot project, 17, 57, 58, 59, 77, 121  
 piracy. *See* Intellectual Property (IP)  
 plant and mechanical design, 206  
 PMBOK (Project Management Body of Knowledge), 142  
 Poland, 27, 28, 30, 32, 74, 146  
 Politec Brazil, 23  
 political backlash, 48, 118, 137, 233, 241  
 political instability. *See* country risks  
 Portal Player, 98  
 Portugal, 74  
 power orientation, 175, 177, 185  
 preferred suppliers, 234, 260. *See also* multiple providers  
 Premji, A., 209  
 privacy laws, 115, 116, 117  
 problem solving, 12, 59, 77, 141, 150, 152, 173  
 Procter & Gamble, 30, 206  
 procurement management methodology, 53  
 productivity, 7, 37, 38, 39, 42, 44, 59, 65  
 programming, 14, 17, 58, 69, 141, 160  
 project  
   coordination, 11, 12, 152  
   duration, 11  
   location, 172  
   management, 38, 52, 53, 54, 139, 167  
   selection, 57, 58, 62, 102, 136  
   size, 59  
 Project Management Office (PMO), 144  
 protectionism, 7, 242  
 prototype, 11, 58, 59, 97  
 provider selection, 35, 37, 55, 58, 60, 62, 65, 77, 122  
 proximity, 149, 150  
   to markets, 222, 227  
   to users, 14, 27  
 public relations (PR). *See* free publicity  
 public-private partnerships, 202  
 Pune, 24, 212  
 purchasing power parity (PPP), 32  
 Pyongyang, 207
- quality assurance, 52, 59, 62, 89, 110, 128, 202, 221  
 quality of life, 209, 217  
 Quest, 109
- R&D, 76, 93, 95, 98, 106, 166, 171  
   budget, 40  
   China, 81  
   India, 20, 80, 84, 96, 111  
   innovation, 24, 203  
   Russia, 82, 106  
 rate. *See* charge rate  
 recruitment of staff, 104, 105, 106

- Reebok, 102  
 Reed Elsevier, 206  
 re-engineering processes, 101, 111  
 references, 65, 229, 230  
 relationship orientation, 177, 178, 268  
 repository, 59, 156, 157, 160, 165  
 representative. *See* agent  
 request for information (RFI), 63, 66  
 request for proposal (RFP), 51, 64, 120, 135, 235  
 requirements. *See* software specification  
 resistance to offshoring, 57, 66, 135, 136, 233, 242  
 response time, 57  
 restructuring costs, 37, 39  
 retention, 37, 39, 57, 62, 125, 208  
 rewards. *See* measure and reward systems  
 risk reduction, 8, 30, 39, 49, 54, 56, 59, 87, 106, 142  
 RiteChoice Technologies, 269  
 Rolta, 206  
 Romania, 32, 61, 86, 238  
 round the clock. *See* follow the sun  
 Russia, 20, 74, 95, 116, 155, 166, 220, 231, 239  
   culture, 177, 178, 190  
   labor supply, 77, 82, 221  
   quality, 16, 83  
   software exports, 82  
   wages, 32, 33  
 Russoft (Russia), 238
- Safe Harbor scheme, 117  
 Safeway, 21, 87  
 Sahay, S., 254  
 salaries. *See* costs of labor  
 Sand Hill Group, 38, 40  
 SAP, 21, 193, 199  
 Sasken Communication Technologies, 269  
 Satyam, 109, 221, 222  
 Scacchi, W., 160  
 Schafer, L.E., 183, 187  
 Schumacher, P., 93  
 scope definition document, 58, 62, 64  
 search and contract costs. *See* extra costs of offshoring  
 Securicor, 87  
 security risks, 48, 49, 52, 62, 87, 105, 109  
 SEK Studio, 207  
 seminar, 55, 136, 137, 225, 231, 232  
 Senegal, 205  
 service level agreement (SLA), 121, 127, 128, 133, 141, 143, 145  
 severance payments, 114  
 Shanghai, 21, 22, 99, 214  
 shared services model, 263  
 Shell, 23  
 Shenzhen, 105, 214  
 Siemens, 8, 21, 85, 86, 161  
 Sigma Indonesia, 23, 217  
 Signum, 204  
 Silicon Valley, 19, 31, 35, 63, 80, 98, 99, 150, 208, 214, 217, 227, 247  
 Singapore, 32, 46, 73, 76  
 site visit, 51, 53, 56, 61, 65, 187, 234  
 situation awareness, 156  
 Six Sigma, 16, 62, 142, 209  
 skills transfer. *See* knowledge transfer  
 Slovakia, 231  
 small- and medium-sized firms (SMEs), 12, 18, 21, 24, 63, 76, 221, 226  
 social facilitation effect, 149  
 Softex Brazil, 227  
 Software AG, 21, 85  
 software architecture, 14, 15, 17, 102, 172  
 software automation, 7  
 Software Engineering Institute (SEI), 16  
 software licensing, 37, 43, 62, 64, 67, 85, 113, 126  
 software park. *See* technology park  
 software piracy. *See* intellectual property  
 software product, 47, 49, 51, 98, 204, 239, 269  
 Software Services Support and Education Centre (3SE), 239  
 software specification, 14, 38, 52, 56, 58, 64, 113, 133, 134, 139, 160  
 Software Technology Park (STP), 212  
 Softwin, 86  
 Sogeti, 59  
 Solidcare Systems, 31  
 Sony, 88, 175  
 South Africa, 29, 30, 32, 49, 74, 76, 205, 216, 218  
 South Korea, 28, 70, 178  
 Soviet Union, 3, 82, 85, 238  
 Spain, 74, 102, 117, 163, 166, 207, 226, 235  
 specification. *See* software specification  
 speed. *See* time-to-completion  
 SPI Technologies, 206  
 spillover effects, 207  
 Sri Lanka, 29, 70, 204, 231  
 St. Petersburg, 190, 238  
 staff augmentation, 106  
 standardization, 4, 7, 14, 29, 139, 154, 160, 174  
 Standish Group, 40  
 start-small strategy, 9, 37, 58  
 startup company, 4, 11, 31, 51  
 Statement of Work, 188, 189  
 STM chip maker, 95  
 Strassman, P.A., 102  
 strategic offshoring, 9, 36, 41, 93, 96, 111  
 stumble-and-then-succeed, 35, 41  
 subcontractor, 122, 124  
 Subramanian, R., 193  
 subsidiary, 29, 35, 48, 71, 72, 89, 96, 104, 106, 109, 119, 203  
 Sun, 82, 85  
 Surinam, 24  
 sweatshop, 48, 199  
 Sweden, 23, 69, 82, 183



**281**     **Index**

- Swissair, 23, 29  
switching costs, 107  
Switzerland, 5, 23, 70, 116, 155, 200, 206  
SWOT analysis, 224, 228, 229  
Symantec, 85  
synchronization, 154, 155  
systems inventory. *See* project selection  
Systems Ltd., 215
- tacit knowledge, 37, 131, 132, 133  
Taiwan, 6, 20, 76, 247  
talent, 4, 10, 20, 48, 72, 83, 98, 111, 217, 247.  
*See also* labor supply  
Tata Consultancy Services (TCS), 21, 26, 29, 31, 87,  
107, 109, 208, 209, 220, 221, 232  
tax incentives, 3, 75, 76, 84, 202, 213  
tax preparation services, 28  
taxes, 33, 76, 112, 118, 120  
team, 167, 195  
    cohesion, 150  
    culture, 153, 154, 157  
    multi site, 194  
    trust, 153  
    website, 163  
technological diversification, 99  
technology park, 3, 4, 76, 88, 202, 211, 214, 215,  
216  
techno-nationalism, 247  
telecommunication, 52, 62, 209, 211, 215  
    bandwidth, 4  
    costs, 4, 29, 37, 88  
    risks, 48  
    VoIP, 4, 37, 204  
teleconferencing. *See* telephone  
Telefonica, 117  
telemarketing services, 28  
telephone, 12, 59, 89, 152, 155, 156, 159, 162, 163,  
170, 174, 184, 185, 186  
termination, 107, 125, 141  
terrorism, 45, 48, 74, 128, 261  
Tesco, 21  
testing, 14, 15, 58, 89, 110, 160  
Thailand, 6, 61, 74, 231, 239  
Tier-1 software nations. *See* Mature Software  
Exporting Nations  
Tier-2 software nations. *See* Emerging Software  
Exporting Nations  
Tier-3 software nations. *See* Infant Software  
Exporting Nations  
Tilburg University, 130  
time and materials pricing method, 64, 126  
time orientation, 179  
time zone differences, 27, 61, 78, 87, 97, 149, 152,  
160, 163, 188  
time-to-completion, 10, 11, 41, 57, 96, 97, 102, 191  
Tjia, P., 256, 272  
toll-free number, 29  
Total Cost of Engagement (TCE), 35  
Total Cost of Offshoring (TCO), 35  
Total Savings of Offshore Strategy (TSOS), 35, 36, 40  
TPI, 260  
trade fair, 51, 55, 202, 225, 230, 238  
trade restriction. *See* export restriction  
trade secrets protection, 113  
trade union, 7, 57, 114, 178, 241  
training, 42, 56, 57, 132, 166, 202. *See also*  
    intercultural training  
transaction processing services, 204  
transactions costs. *See* extra costs of offshoring  
Transactions Costs Theory, 34, 35  
transition economies, 24, 69, 86, 238  
transitioning of work offshore, 34, 130  
translation, 38, 56, 181, 183  
travel, 37, 39, 53, 55, 56, 61, 127, 135, 159, 160, 175  
TRIPS agreement, 113  
trust, 13, 21, 65, 67, 115, 141, 148, 153, 158,  
220, 235  
Tumbleweed, 35  
Tunisia, 205, 216, 231  
Turkey, 74, 175, 226  
turn-key. *See* build operate transfer (BOT)  
turnover rates. *See* attrition
- UBS Warburg, 21  
Ukraine, 32, 70, 239  
uncertainty orientation, 178  
unified modeling language (UML), 77  
Unilever, 99  
Union Bank of Switzerland, 23  
United Kingdom, 20, 28, 32, 69, 166  
    culture, 181, 182  
    market for offshore services, 21, 220  
United Nations Conference on Trade and  
Development (UNCTAD), 199  
United Nations Development Programme  
(UNDP), 240  
United Nations Industrial Development Organization  
(UNIDO), 240  
United States, 25, 32, 88, 163, 166, 200, 233  
    culture, 177, 178, 180, 182, 189  
    job losses, 30, 241  
    labor supply, 25  
    market for offshore services, 19, 226  
    offshore users, 9, 17, 54, 61, 63, 103  
    political backlash, 48  
    R&D, 16, 84  
    universalist orientation, 179  
    universities. *See* education  
    University of Warwick, 190  
usability, 133, 134, 193  
USAID, 239  
user satisfaction, 38, 57, 128, 222  
user-interface design. *See* usability  
Utrecht University, 193

**282**   **Index**

- Vajpayee, A.B., 245  
 ValiCert, 35  
 Valtech, 27  
 Value Leadership Group, 93  
 values and beliefs. *See* cultural differences  
 vendor selection. *See* provider selection  
 venture capital, 4, 31, 84, 86, 104, 215, 239  
 Versendaal, J., 193  
 video-conferencing, 155, 157, 158, 164, 165, 184, 186  
 Vietnam, 6, 28, 32, 33, 34, 61, 70, 74, 77, 87, 88, 200, 207, 211, 212, 213, 215, 231  
 Vinasa (Vietnam), 88  
 virtual café, 158  
 virtual corporation, 102, 166  
 visa and work permits, 21, 61, 86, 106, 115, 235  
 voice over IP (VoIP). *See* telecommunication
- wage differences, 4, 6, 32, 56, 87, 203, 213. *See also* costs of labor  
 Wal-Mart, 132  
 war, 45, 46, 74, 75, 128, 204  
 Warburg Pincus, 100  
 website, 55, 63, 224, 225
- Welch, J., 94, 108  
 Wells, J., 256  
 Wendt, G., 108  
 whiteboard, 12, 164  
 Wipro, 21, 27, 80, 96, 104, 109, 209, 221, 222  
 WNS Global Services, 100, 204  
 work hours, 161, 162, 163, 174, 194, 224  
 workflow, 156, 157, 161, 162, 164, 167, 170  
 working conditions, 89, 178, 199, 208  
 World Bank, 199, 201, 215, 237, 240  
 World Distribution Nepal, 237  
 World Information Technology and Services Association (WITSA), 271  
 WTO agreements, 243
- Xansa, 27, 220  
 Xerox, 85
- Y2K, 19, 138, 204, 220, 228  
 Yugoslavia, 28, 75
- Zara, 102  
 Zenith Electronics, 10, 94  
 Zensar Technologies, 105