Contents

Volume I

Section I. Fundamental Concepts and Theories

This section serves as the foundation for this exhaustive reference tool by addressing crucial theories essential to the understanding of IT outsourcing. Chapters found within these pages provide an excellent framework in which to position outsourcing within the field of information science and technology. Individual contributions provide overviews of why, when, and what to outsource, business determinants of offshoring intensity, and global IT outsourcing, while also exploring critical stumbling blocks of this field. Within this introductory section, the reader can learn and choose from a compendium of expert research on the elemental theories underscoring the research and application of outsourcing.

Chapter 1.1. Why, When, and What to Outsource ................................................................. 1
    Donald A. Carpenter, Mesa State College, USA
    Vijay K. Agrawal, University of Nebraska - Kearney, USA

Chapter 1.2. A Paradigmatic and Methodological Review of Research in Outsourcing .......... 19
    Vanita Yadav, Management Development Institute, India
    Rajen K. Gupta, Management Development Institute, India

Chapter 1.3. IT Outsourcing: Impacts and Challenges ......................................................... 29
    Luke Ho, Staffordshire University, UK
    Anthony S. Atkins, Staffordshire University, UK

Chapter 1.4. Information Technology/Systems Offshore Outsourcing:
    Key Risks and Success Factors ......................................................................................... 50
    Mahesh S. Raisinghani, Texas Woman’s University, USA
    Brandi Starr, Texas Woman’s University, USA
    Blake Hickerson, Texas Woman’s University, USA
    Marschelle Morrison, Texas Woman’s University, USA
    Michael Howard, Texas Woman’s University, USA
Chapter 1.5. Information Technology as a Service ................................................................. 71
Robin G. Qiu, The Pennsylvania State University, USA

Chapter 1.6. Offshoring: Evolution or Revolution? ............................................................ 89
Nicholas Beaumont, Monash University, Australia

Chapter 1.7. Business-Related Determinants of Offshoring Intensity ................................. 110
Shirish C. Srivastava, National University of Singapore, Singapore
Thompson S.H. Teo, National University of Singapore, Singapore
Partha S. Mohapatra, Morgan State University, USA

Chapter 1.8. Making Sense of the Sourcing and Shoring Maze: Various Outsourcing and Offshoring Activities ................................................................. 126
Subrata Chakrabarty, Texas A&M University, USA

Chapter 1.9. Information Technology Outsourcing ............................................................ 158
Anne C. Rouse, Deakin University, Australia

Chapter 1.10. Macro-Economic and Social Impacts of Offshore Outsourcing of Information Technology: Practitioner and Academic Perspectives ......................... 166
Karl Knapp, University of Indianapolis, USA
Sushil Sharma, Ball State University, USA
Kevin King, Clarian Health, USA

Chapter 1.11. Strategies for Business Process Outsourcing: An Analysis of Alternatives, Opportunities, and Risks ................................................................. 188
Subrata Chakrabarty, Texas A&M University, USA

Marianne Bradford, North Carolina State University, USA
Robert Gingras, Business Process and Technology Advisor, USA
Jonathan Hornby, SAS Institute, USA

Chapter 1.13. Global IT Outsourcing: Current Trends, Risks, and Cultural Issues ........................... 229
Subhankar Dhar, San Jose State University, USA

Chapter 1.14. Outsourcing and Strategic Outsourcing ............................................................. 258
Sonia Dahab, Universidade Nova de Lisboa, Portugal
Filipe Amaral, Grupo Sumol, Portugal

Chapter 1.15. Strategic Decision Making in Global Supply Networks ................................ 267
Ozlem Arisoy, University of Pittsburgh, USA
Bopaya Bidanda, University of Pittsburgh, USA

Chapter 1.16. An Overview of IT Outsourcing in Public-Sector Agencies .................................. 276
Anne C. Rouse, Deakin University, Australia
Chapter 1.17. Evolving Relationship between Law, Offshoring of Professional Services, Intellectual Property, and International Organizations ................................................................. 286
Amar Gupta, University of Arizona, USA
David A. Gantz, University of Arizona, USA
Devin Sreecharana, University of Arizona, USA
Jeremy Kreyling, University of Arizona, USA

Chapter 1.18. Offshoring in the ICT Sector in Europe: Trends and Scenario Analysis...................... 310
Esther Ruiz Ben, Technische Universität Berlin, Germany
Michaela Wieandt, Technische Universität Berlin, Germany
Martina Maletzky, Technische Universität Berlin, Germany

Chapter 1.19. Scales and Dynamics in Outsourcing ........................................................................... 340
Iva Miranda Pires, Faculdade Ciências Sociais e Humanas, Portugal
Torunn Kvinge, Fafo Institute for Labour and Social Research, Norway

Chapter 1.20. Sourcing and Outsourcing Arithmetic.......................................................................... 350
Tapen Sinha, Instituto Tecnológico Autónomo de México, Mexico & University of Nottingham, UK
K. Subhadra, ICICI Bank, India

Chapter 1.21. Classes of Collaborative Networks .............................................................................. 364
Luis M. Camarinha-Matos, New University of Lisbon, Portugal
Hamideh Afsarmanesh, University of Amsterdam, The Netherlands

Chapter 1.22. IT-Enabled Reengineering: Productivity Impacts ........................................................ 371
Yasin Ozcelik, Fairfield University, USA

Chapter 1.23. The New Process of Work ............................................................................................ 377
Maria do Rosário Alves de Almeida, Open University of Lisbon, Portugal

Section II. Development and Design Methodologies

This section provides in-depth coverage of conceptual architectures, frameworks and methodologies related to the design and implementation of outsourcing projects. Throughout these contributions, research fundamentals in the discipline are presented and discussed. From broad examinations to specific discussions on particular frameworks and infrastructures, the research found within this section spans the discipline while also offering detailed, specific discussions. Basic designs, as well as abstract developments, are explained within these chapters, and frameworks for designing and planning for successful outsourcing systems, structures, and architectures are presented in these chapters.

Chapter 2.1. Managing the Dynamic Reconfiguration of Enterprises............................................. 387
Ben Clegg, Aston University, UK
Mario Binder, Aston University, UK
Chapter 2.12. Object-Oriented Software Design Patterns Applied to Management Theory .............. 594
  Eric Tachibana, National University of Singapore, Singapore
  David Ross Florey, Merrill Lynch Global Business Technology, Singapore

Chapter 2.13. The Creation of a Commercial Software Development Company
  in a Developing Country for Outsourcing Purposes ................................................................. 610
  Sam Lubbe, University of KwaZulu-Natal, South Africa

Volume II

Chapter 2.14. Networked Knowledge Management Dimensions in Distributed Projects.............. 618
  Ganesh Vaidyanathan, Indiana University South Bend, USA

Chapter 2.15. Leveraging Knowledge Reuse and Systems Agility in the Outsourcing Era.............. 634
  Igor Crk, University of Arizona, USA
  Dane Sorensen, Raytheon Missile Systems, USA
  Amit Mitra, TCS Global Consulting Practice, USA

Chapter 2.16. A Multi-Agent System for Optimal Supply Chain Management ................................. 654
  Hyung Rim Choi, Dong-A University, Korea
  Hyun Soo Kim, Dong-A University, Korea
  Yong Sung Park, Catholic University of Busan, Korea
  Byung Joo Park, Dong-A University, Korea

Chapter 2.17. Integration of Global Supply Chain Management
  with Small to Medium Suppliers .................................................................................................. 679
  Asghar Sabbaghi, Indiana University South Bend, USA
  Ganesh Vaidyanathan, Indiana University South Bend, USA

Chapter 2.18. An Application of Multi-Criteria Decision-Making Model
  for Strategic Outsourcing for Effective Supply-Chain Linkages............................................. 707
  N. K. Kwak, Saint Louis University, USA
  Chang Won Lee, Jinju National University, Korea

Chapter 2.19. Using Collaborative Transportation Management in Global Supply Chain ................ 721
  Jonah C. Tyan, Taiwan Semiconductor Manufacturing Company, Taiwan

Chapter 2.20. A Reference Model for Strategic Supply Network Development ............................... 731
  Antonia Albani, Delft University of Technology, The Netherlands
  Nikolaus Müßigmann, University of Augsburg, Germany
  Johannes Maria Zaha, Queensland University of Technology, Australia

Chapter 2.21. Virtual Logistics from Outsourcing Logistics ............................................................. 754
  Vladimír Modrák, Technical University of Košice, Slovakia
Chapter 2.22. A Supplementary Framework for Evaluation of Integrated Logistics Service Provider

Kwok Hung Lau, Royal Melbourne Institute of Technology University, Australia
Wun Leong Ma, Royal Melbourne Institute of Technology University, Australia

Chapter 2.23. Web Services and Service-Oriented Architectures

Bruce J. Neubauer, University of South Florida, USA


Eric Walden, Texas Tech University, USA
Param Vir Singh, University of Washington, USA

Section III. Tools and Technologies

This section presents extensive coverage of the tools and technologies that both derive from and inform IT outsourcing. These chapters provide an in-depth analysis of the use and development of innumerable devices and tools, while also providing insight into new and upcoming technologies, theories, and instruments that will soon be commonplace. Within these rigorously researched chapters, readers are presented with examples of the tools that facilitate and support continued developments and advancements in outsourcing research. In addition, the successful implementation and resulting impact of these various tools and technologies are discussed within this collection of chapters.

Chapter 3.1. Innovative Technological Paradigms for Corporate Offshoring

Tapasya Patki, GGSIP University, India
A. B. Patki, Department of Information Technology, India

Chapter 3.2. Hybrid Offshoring: Composite Personae and Evolving Collaboration Technologies

Nathan Denny, University of Arizona, USA
Shivram Mani, University of Arizona, USA
Ravi Sheshu Nadella, University of Arizona, USA
Manish Swaminathan, University of Arizona, USA
Jamie Samdal, University of Arizona, USA

Chapter 3.3. Best Practice in Leveraging E-Business Technologies to Achieve Business Agility

Ehap H. Sabri, University of Texas at Dallas, USA

Chapter 3.4. Open Source and Outsourcing: A Perspective on Software Use and Professional Practices Related to International Outsourcing Activities

Kirk St.Amant, East Carolina University, USA

Chapter 3.5. Instrumental and Social Influences on Adoption of Collaborative Technologies in Global Virtual Teams

Andre L. Araujo, College of William & Mary, USA
Chapter 3.6. Improving Employee Selection with Online Testing .............................................................. 902
Jeffrey M. Pollack, Virginia Commonwealth University, USA

Chapter 3.7. Why First-Level Call Center Technicians Need Knowledge Management Tools.............. 910
Joe Downing, Southern Methodist University, USA

Chapter 3.8. Application Service Providers ............................................................................................. 920
Sathasivam Mathiyalakan, University of Massachusetts Boston, USA

Chapter 3.9. Enterprise Application Service Model ..................................................................................... 929
George Feuerlicht, University of Technology, Australia
Jiri Vorisek, University of Economics, Czech Republic

Chapter 3.10. Role of Wireless Grids in Outsourcing and Offshoring:
Approaches, Architectures, and Technical Challenges ............................................................................. 937
Ashish Agarwal, Carnegie Mellon University, USA
Amar Gupta, University of Arizona and MIT, USA

Chapter 3.11. Web-Based Data Collection in China ..................................................................................... 947
Robert M. Davison, City University of Hong Kong, Hong Kong
Yuan Li, University of Southern California, USA
Carol S. P. Kam, Yahoo! Holding (HK) Ltd, Hong Kong

Section IV. Utilization and Application

This section introduces and discusses the ways in which outsourcing has been used to revolutionize
the modern face of business and proposes new ways in which services, goods, and systems can be out-
sourced. These particular selections highlight, among other topics, sourcing decisions in small compa-
nies, outsourcing in the healthcare industry, and virtual environments. Contributions included in this
section provide excellent coverage of today’s global environment and insight into how the study and
implementation of outsourcing projects impacts the fabric of our present-day global village.

Chapter 4.1. Real Life Case Studies of Offshore Outsourced IS Projects: Analysis of Issues and
Socio-Economic Paradigms ....................................................................................................................... 967
Subrata Chakrabarty, Texas A&M University, USA

Chapter 4.2. The Use of Outsourcing as a Business Strategy: A Case Study ............................................. 996
Ram B. Misra, Montclair State University, USA

Chapter 4.3. Global Integrated Supply Chain Implementation: The Challenges of E-Procurement ....1008
Margaret L. Sheng, Hamline University, USA

Chapter 4.4. Environments for VE Integration ......................................................................................... 1020
Maria Manuela Cunha, Polytechnic Institute of Cávado and Ave Higher School
of Technology, Portugal
Goran D. Putnik, University of Minho, Portugal
Chapter 4.5. Enterprise Architecture within the Service-Oriented Enterprise .................................. 1030
Scott J. Dowell, Shirnia & Dowell LLC, USA

Chapter 4.6. Telecommunication Management Protocols .............................................................. 1048
Katalin Tarnay, University of Pannonia, Hungary

Chapter 4.7. Strategic Outsourcing: Opportunities and Challenges for Telecom Operators .......... 1060
Varadharajan Sridhar, Management Development Institute, India

Chapter 4.8. Emerging Legal Challenges in Offshore Outsourcing of IT-Enabled Services .......... 1073
Arjun K. Pai, Queen’s University Belfast, Northern Ireland
Subhajit Basu, Queen’s University Belfast, Northern Ireland

Chapter 4.9. Exploring ASP Sourcing Decisions in Small Firms ..................................................... 1098
Maria Woerndl, University of Bath, UK
Philip Powell, University of Bath, UK
Richard Vidgen, University of Bath, UK

Chapter 4.10. Make, Source, or Buy: The Decision to Acquire a New Reporting System .......... 1109
Steven C. Ross, Western Washington University, USA
Brian K. Burton, Western Washington University, USA
Craig K. Tyran, Western Washington University, USA

Chapter 4.11. European International Freight Forwarders: Information as a Strategic Product ....... 1125
Hans Lehmann, Victoria University of Wellington, New Zealand

Chapter 4.12. IT Portfolio Management: A Holistic Approach to Outsourcing Decisions .......... 1140
Luke Ho, Staffordshire University, UK
Anthony S. Atkins, Staffordshire University, UK

Chapter 4.13. A Collaborative Learning Environment to Support Distance Learning Students in Developing Nations ................................................................. 1168
Michelle Dottore, San Diego State University, USA
Steve Spencer, San Diego State University, USA

Chapter 4.14. The Role of Prisons in Offshoring ............................................................................. 1189
Whitney Hollis, University of Arizona, USA

Chapter 4.15. Human Resources Outsourcing Strategies ............................................................... 1199
Veronique Guilloux, Université Paris, France
Michel Kalika, Université Paris, France

Chapter 4.16. Offshoring in the Pharmaceutical Industry ................................................................. 1206
Jason McCoy, Global Seawater, Inc., USA
Johannes Sarx, ALCIMED, France
Chapter 4.17. Outsourcing in the Healthcare Industry: Information Technology, Intellectual Property, and Allied Aspects
Amar Gupta, University of Arizona, USA
Raj K. Goyal, Harvard Medical School and VA Boston Health Care System, USA
Keith A. Joiner, University of Arizona, USA
Sanjay Saini, Harvard Medical School and Massachusetts General Hospital, USA

Volume III

Chapter 4.18. Governing Health Care with IT
Reima Suomi, Turku School of Economics and Business Administration, Finland

Chapter 4.19. The Role of Multinationals in Recent IT Developments in China
Michelle Rowe, Edith Cowan University, Australia

Chapter 4.20. E-Business Deployment in Nigerian Financial Firms: An Empirical Analysis of Key Factors
Uchenna C. Eze, Multimedia University, Malaysia

Chapter 4.21. Fotogenika.com: A Small Virtual Organization Serving the Mexican Market
Esperanza Huerta, Instituto Tecnológico Autónomo de México, Mexico

Chapter 4.22. Xceed: Pioneering the Contact Center Industry in Egypt
Sherif Kamel, The American University in Cairo, Egypt
Maha Hussein, The American University in Cairo, Egypt

Chapter 4.23. IT Outsourcing Practices in Australia and Taiwan
Chad Lin, Curtin University of Technology, Australia
Koong Lin, National University of Tainan, Taiwan

Felix R. Doldán Tié, University of A Coruña, Spain
Paula Luna Huertas, University of Sevilla, Spain
Francisco Jose Martínez López, University of Huelva, Spain
Carlos Piñeiro Sánchez, University of A Coruña, Spain

Chapter 4.25. E-Government, Service Transformation, and Procurement Reform in Canada
John Langford, University of Victoria, Canada
Jeffrey Roy, Dalhousie University, Canada

Carmine Scavo, East Carolina University, USA

Chapter 4.27. Government Insurer Enters the Brave New World, A
Delyth Samuel, University of Melbourne, Australia
Danny Samson, University of Melbourne, Australia
Section V. Organizational and Social Implications

This section includes a wide range of research pertaining to the social and organizational impact of outsourcing around the world. This chapter begins with an analysis of the role of social capital in outsourcing, while later contributions offer an extensive analysis of organizational development, process improvement, and workplace ethics. The inquiries and methods presented in this section offer insight into the implications of outsourcing at both an individual and organizational level, while also emphasizing potential areas of study within the discipline.

Chapter 5.1. Outsourcing Information Technology: The Role of Social Capital
James J. Hoffman, Texas Tech University, USA
Eric A. Walden, Texas Tech University, USA
Mark L. Hoelscher, Illinois State University, USA

Chapter 5.2. Characterization and Classification of Collaborative Tools
Javier Soriano, Universidad Politécnica de Madrid (UPM), Spain
Rafael Fernández, Universidad Politécnica de Madrid (UPM), Spain
Miguel Jiménez, Universidad Politécnica de Madrid (UPM), Spain

Chapter 5.3. Outsourcing and Offshoring: Issues and Impacts on Venture Capital
Alev M. Efendioglu, University of San Francisco, USA

Chapter 5.4. Enterprise Alignment and the Challenge for Organization Development
Brian H. Cameron, The Pennsylvania State University, USA
Shaun C. Knight, The Pennsylvania State University, USA

Chapter 5.5. A Study of Software Process Improvement in Small and Medium Organizations
Deepi Mishra, Atilim University, Turkey
Alok Mishra, Atilim University, Turkey

Chapter 5.6. IT Service Departments Struggle to Adopt a Service-Oriented Philosophy
Aileen Cater-Steel, University of Southern Queensland, Australia

Chapter 5.7. Understanding Outsourcing of Web-Based Applications in Organizations: The Case of E-Insurance
Teuta Cata, Northern Kentucky University, USA

Chapter 5.8. Virtual Integration: Antecedents and Role in Governing Supply Chain Integration
Jeffrey C. F. Tai, National Central University, Taiwan
Eric T. G. Wang, National Central University, Taiwan
Kai Wang, Ming Chuan University, Taiwan

Chapter 5.9. Outsourcing of Medical Surgery and the Evolution of Medical Telesurgery
Shawna Sando, University of Arizona, USA
Chapter 5.10. Managed Services and Changing Workplace Ethics ................................. 1514
   Alan Sixsmith, University of Technology Sydney, Australia

Chapter 5.11. The Post-Offshoring IS Organization ............................................... 1522
   William R. King, University of Pittsburgh, USA

Chapter 5.12. Globalising Software Development in the Local Classroom ................... 1534
   Ita Richardson, University of Limerick, Ireland
   Sarah Moore, University of Limerick, Ireland
   Alan Malone, Siemens Corporate Research, USA
   Valentine Casey, University of Limerick, Ireland
   Dolores Zage, Ball State University, USA

Chapter 5.13. Perception Gaps about Skills Requirement for Entry-Level
   IS Professionals between Recruiters and Students: An Exploratory Study .............. 1557
   Sooun Lee, Miami University, USA
   Xiang Fang, Miami University, USA

Chapter 5.14. Building Trust in Globally Distributed Teams .................................. 1583
   Julia Kotlarsky, University of Warwick, UK
   Ilan Oshri, Erasmus University, The Netherlands
   Paul C. van Fenema, Netherlands Defense Academy, The Netherlands

Chapter 5.15. Government and Corporate Initiatives for Indian Women in IT .......... 1593
   Monica Adya, Marquette University, USA

Chapter 5.16. Understanding Effective E-Collaboration Through Virtual Distance .... 1601
   Karen Sobel Lojeski, Virtual Distance International, USA
   Richard R. Reilly, Stevens Institute of Technology, USA

Chapter 5.17. The Role of Rhetoric in Localization and Offshoring ....................... 1609
   Kirk St.Amant, East Carolina University, USA

Chapter 5.18. Intercultural Collaboration in the ICT Sector .................................... 1617
   Martina Maletzky, Technische Universität Berlin, Germany

   Anne C. Rouse, Deakin University, Australia

Chapter 5.20. Knowledge Transfer and Sharing in Globally Distributed Teams ........ 1656
   Ilan Oshri, Erasmus University, The Netherlands
   Julia Kotlarsky, University of Warwick, UK
   Paul C. van Fenema, Netherlands Defense Academy, The Netherlands

Summer E. Bartczak, Air Force Institute of Technology AFIT/ENV, USA
Jason M. Turner, Air Force Institute of Technology, USA
Ellen C. England, Air Force Institute of Technology AFIT/ENV, USA

Section VI. Managerial Impact

This section presents contemporary coverage of the managerial implications of outsourcing. Particular contributions address risks, benefits, and challenges of outsourcing, vendor perspectives of outsourced projects, and business strategies for outsourcing. The managerial research provided in this section allows executives, practitioners, and researchers to gain a better sense of how outsourcing practices, projects, and research are continually informed by the changing global landscape.

Chapter 6.1. Risks, Benefits, and Challenges in Global IT Outsourcing: Perspectives and Practices

Subhankar Dhar, San Jose State University, USA
Bindu Balakrishnan, San Jose State University, USA

Chapter 6.2. Managing Risks of IT Outsourcing

Leonardo Legorreta, California State University, USA
Rajneesh Goyal, California State University, USA

Chapter 6.3. Risk Management in Distributed IT Projects: Integrating Strategic, Tactical, and Operational Levels

Rafael Prikladnicki, Pontifícia Universidade Católica do Rio Grande do Sul, Brazil
Roberto Evaristo, University of Illinois at Chicago, USA
Jorge Luis Nicolas Audy, Pontifícia Universidade Católica do Rio Grande do Sul, Brazil
Marcelo Hideki Yamaguti, Pontifícia Universidade Católica do Rio Grande do Sul, Brazil

Chapter 6.4. Innovation Risks of Outsourcing within Knowledge Intensive Business Services (KIBS)

Paul Trott, University of Portsmouth, UK
Andreas Hoecht, University of Portsmouth, UK

Chapter 6.5. Outsourced IT Projects from the Vendor Perspective: Different Goals, Different Risks

Hazel Taylor, University of Washington, USA

Chapter 6.6. Business Strategies for Outsourcing Information Technology Work

Subrata Chakrabarty, Texas A&M University, USA

Chapter 6.7. Outsourcing Non-Core Business Processes: An Exploratory Study

Adriana Romaniello, Universidad Rey Juan Carlos, Spain
B. Dawn Medlin, Appalachian State University, USA
Section VII. Critical Issues

This section addresses conceptual and theoretical issues related to the field of outsourcing, which include security issues, establishing trust, aligning business process, and business continuity challenges. Within these chapters, the reader is presented with analysis of the most current and relevant conceptual inquiries within this growing field of study. Overall, contributions within this section ask unique, often theoretical questions related to the study of IT outsourcing and, more often than not, conclude that solutions are both numerous and contradictory.

Chapter 7.1. International Outsourcing, Personal Data, and Cyber Terrorism: Approaches for Oversight
Kirk St. Amant, East Carolina University, USA

Chapter 7.2. Protecting Patient Information in Outsourced Telehealth Services: Bolting on Security When it Cannot be Baked in
Patricia Y. Logan, Marshall University Graduate College, USA
Debra Noles, Marshall University Graduate College, USA

Chapter 7.3. Grey Market Informatics
Kirk St. Amant, East Carolina University, USA

Chapter 7.4. Security Issues in Outsourced XML Databases
Tran Khanh Dang, National University of Ho Chi Minh City, Vietnam

Chapter 7.5. Quality Standardization Patterns in ICT Offshore
Esther Ruiz Ben, Technische Universität Berlin, Germany
Chapter 7.6. Establishing Trust in Offshore Outsourcing of Information Systems
and Technology (IST) Development
Rachna Kumar, Alliant International University, USA

Chapter 7.7. A Variable Precision Fuzzy Rough Group Decision-Making Model
for IT Offshore Outsourcing Risk Evaluation
Guodong Cong, Huazhong University of Science and Technology, China
Jinlong Zhang, Huazhong University of Science and Technology, China
Tao Chen, Huazhong University of Science and Technology, China
Kin-Keung Lai, City University of Hong Kong, China

Chapter 7.8. Ensuring Correctness, Completeness, and Freshness
for Outsourced Tree-Indexed Data
Tran Khanh Dang, National University of Ho Chi Minh City, Vietnam

Chapter 7.9. Business Continuity Challenges in Global Supply Chains
Steve Cartland, HP, Australia

Chapter 7.10. Aligning Business Processes with Enterprise Service Computing Infrastructure
Wei Zhao, University of Alabama at Birmingham, USA
Jun-Jang Jeng, IBM T.J. Watson Research, USA
Lianjun An, IBM T.J. Watson Research, USA
Fei Cao, University of Alabama at Birmingham, USA
Barret R. Bryant, University of Alabama at Birmingham, USA
Rainer Hauser, IBM Zurich Research, Switzerland
Tao Tao, IBM T.J. Watson Research, USA

Chapter 7.11. Merging and Outsourcing Information Systems with UML
Herman Balsters, University of Groningen, The Netherlands

Chapter 7.12. IT Software Development Offshoring: A Multi-Level
Theoretical Framework and Research Agenda
Fred Niederman, Saint Louis University, USA
Sumit Kundu, Florida International University, USA
Silvia Salas, Florida International University, USA

Chapter 7.13. Outsourcing to the Post-Soviet Region and Gender
Elena Gapova, European Humanities University, Belarus

Chapter 7.14. Analysis of a Large-Scale IT Outsourcing “Failure”:
What Lessons Can We Learn?
Anne C. Rouse, Deakin University, Australia
Brian J. Corbitt, Shinawatra University, Thailand
Section VIII. Emerging Trends

This section highlights research potential within the field of outsourcing while exploring uncharted areas of study for the advancement of the discipline. Chapters within this section highlight developments in China and India’s outsourcing practices, eSourcing relationships, and the 24-hour knowledge factory. These contributions, which conclude this exhaustive, multi-volume set, provide emerging trends and suggestions for future research within this rapidly expanding discipline.


Suresh Sharma, JS3 Global, LLC
Yuanyuan Chen, JS3 Global, LLC

Chapter 8.2. Comparing China’s and India’s Evolution of Broadband Internet in the Developing World ............................................................... 2265

Nir Kshetri, University of North Carolina at Greensboro, USA
Nikhilesh Dholakia, University of Rhode Island, USA

Chapter 8.3. Offshoring Entertainment and Media to India ............................................................. 2278

Alyssa D. Schwender, Lions Gate Entertainment, USA
Christopher J. M. Leet, Intuit Inc., USA

Chapter 8.4. Transformation from the Information Age to the Conceptual Age: Impact on Outsourcing ...................................................................................................................... 2293

A. B. Patki, Government of India, India
Tapasya Patki, University of Arizona, USA
Mahesh Kulkarni, Center for Development of Advanced Computing, India

Chapter 8.5. The Impact of New Trends in the Delivery and Utilization of Enterprise ICT on Supplier and User Organizations ......................................................... 2302

Jiri Vorisek, University of Economics Prague, Czech Republic
George Feuerlicht, University of Economics Prague, Czech Republic


Georgia Beverakis, University of New South Wales, Australia
Geoffrey N. Dick, University of New South Wales, Australia
Dubravka Cecez-Kecmanovic, University of New South Wales, Australia

Chapter 8.7. The Governance Implications When it is Outsourced ................................................ 2335

Anne C. Rouse, Deakin University, Australia

Chapter 8.8. Supplier Capabilities and eSourcing Relationships: A Psychological Contract Perspective ......................................................................................................................... 2347

Vanita Yadav, Management Development Institute, India
Mahadeo Jaiswal, Management Development Institute, India