

Preface

As businesses continue to grow, develop, and adapt to an ever-changing world, the concept of outsourcing has emerged as essential to our modern vocabulary. Companies, as well as individuals, partake in outsourcing decisions and experience the ramifications of outsourcing services and facilities. With outsourcing becoming more pervasive and mainstream, a keen understanding of the issues, theories, strategies and emerging trends associated with this rapidly developing field has become increasingly important to researchers, professionals and employees alike.

The recent explosion of methodologies in the field has created an abundance of new, state-of-the-art literature related to all aspects of this expanding discipline. This body of work allows researchers to learn about the fundamental theories, latest discoveries, and forthcoming trends in the field of outsourcing.

Constant technological and theoretical innovation challenges researchers to remain informed of and continue to develop and deliver methodologies and techniques utilizing the discipline's latest advancements. In order to provide the most comprehensive, in-depth, and current coverage of all related topics and their applications, as well as to offer a single reference source on all conceptual, methodological, technical, and managerial issues in outsourcing, Business Science Reference is pleased to offer a four-volume reference collection on this rapidly growing discipline. This collection aims to empower researchers, practitioners, and students by facilitating their comprehensive understanding of the most critical areas within this field of study.

This collection, entitled **IT Outsourcing: Concepts, Methodologies, Tools, and Applications**, is organized into eight distinct sections which are as follows: 1) Fundamental Concepts and Theories, 2) Development and Design Methodologies, 3) Tools and Technologies, 4) Utilization and Application, 5) Organizational and Social Implications, 6) Managerial Impact, 7) Critical Issues, and 8) Emerging Trends. The following paragraphs provide a summary of what is covered in each section of this multi-volume reference collection.

Section One, **Fundamental Concepts, Methodologies, Tools, and Applications**, serves as a foundation for this exhaustive reference tool by addressing crucial theories essential to understanding outsourcing practices. Some basic topics in the field are examined in this section through articles such as "Why, When, and What to Outsource" by Donald A. Carpenter and Vijay K. Agrawal. As its title suggests, this contribution provides an overview of outsourcing, identifying the primary reasons why a company outsources, the types of services that are outsourced, and the types of environments and situations that make outsourcing possible. The selection "IT Outsourcing: Impacts and Challenges" by Luke Ho and Anthony S. Atkins reviews existing literature on outsourcing and provides a framework for decision making in the field. Additional selections, such as "Outsourcing and Strategic Outsourcing" by Sonia Dahab and Filipe Amaral and "Global IT Outsourcing: Current Trends, Risks, and Cultural Issues" by Subhankar Dhar provide additional insight into the elemental concepts that define and inform modern-day

outsourcing research. These are only some of the foundational topics provided by the selections within this comprehensive section that allow readers to learn from expert research on the theories underscoring IT outsourcing.

Section Two, **Development and Design Methodologies**, contains in-depth coverage of conceptual architectures and frameworks, providing the reader with a comprehensive understanding of emerging theoretical and conceptual developments within the development and design of outsourcing models and projects. In opening this section, the selection “Managing the Dynamic Reconfiguration of Enterprises” by Ben Clegg and Mario Binder provides a framework for restructuring and strategically managing enterprises. Similarly, the selection entitled “Strategic Approach to Globalization with Mobile Business” by Walied Askarzai and Bhuvan Unhelkar examines the phenomenon of globalization, its impact on mobile business, and strategic approaches for addressing this topic. “Planning for Information Systems Outsourcing” by Vijay K. Agrawal and Donald A. Carpenter provides both historical and current perspectives on successfully outsourcing IS projects. Later chapters, such as “An Outsourcing Acceptance Model: An Application of TAM to Application Development Outsourcing Decisions” by John Benamati and T.M. Rajkumar and “A Reference Model for Strategic Supply Network Development” by Antonia Albani, Nikolaus Müssigmann, and Johannes Maria Zaha present specific models that derive from and are used to inform outsourcing decisions and methodologies. Overall, these selections outline design and development concerns and procedures, advancing research in this vital field.

Section Three, **Tools and Technologies**, presents extensive coverage of various tools and technologies and their use in informing and expanding the reaches of outsourcing. Selections such as “Innovative Technological Paradigms for Corporate Offshoring” by Tapasya Patki and A. B. Patki and “Hybrid Offshoring: Composite Personae and Evolving Collaboration Technologies” by Nathan Denny, Shivram Mani, Ravi Sheshu, Manish Swaminathan, and Jamie Samdal offer perspectives on the ways in which technology impacts and is impacted by outsourcing practices. The use of tools and technologies in the workforce is also explored in selections such as “Improving Employee Selection with Online Testing” by Jeffrey M. Pollack and “Why First-Level Call Center Technicians Need Knowledge Management Tools” by Joe Downing. The rigorously researched chapters contained in this section offer readers countless examples of modern tools and technologies that emerge from or can be applied to outsourcing practices and decisions.

Section Four, **Utilization and Application**, examines the use and implementation of outsourcing in a variety of contexts. This section begins with “Real Life Case Studies of Offshore Outsourced IS Projects: Analysis of Issues and Socio-Economic Paradigms” by Subrata Chakrabarty, which provides an in-depth investigation of two offshore-outsourced software development projects. Specific outsourcing ventures are further analyzed in selections such as “The Role of Prisons in Offshoring” by Whitney Hollis, “Human Resources Outsourcing Strategies” by Veronique Guilloux and Michel Kalika, and “Offshoring in the Pharmaceutical Industry” by Jason McCoy and Johannes Sarx. Similarly, region-specific outsourcing practices are discussed in the selections “IT Outsourcing Practices in Australia and Taiwan” by Chad Lin and “Information Systems/Information Technology Outsourcing in Spain: A Critical Empirical Analysis” by Felix R. Doldán Tié, Paula Luna Huertas, Francisco Jose Martínez López, and Carlos Piñeiro Sánchez. This section, with its focus on specific outsourcing projects and strategies, provides an essential resource for researchers, employers, and users alike.

Section Five, **Organizational and Social Implications**, includes a wide range of research pertaining to the organizational and cultural implications of outsourcing. The section begins with “Outsourcing Information Technology: The Role of Social Capital” by James J. Hoffman, Eric A. Walden, and Mark

L. Hoelscher, a selection which addresses how connections between social networks impact outsourcing decisions and strategies. Similarly, selections such as “Building Trust in Globally Distributed Teams” by Julia Kotlarsky, Ilan Oshri, and Paul C. van Fenema investigate the ever-important role of individual trust, and the difficulty experienced in building such trust among globally divided team members. Collaboration and e-collaboration are explored at length in chapters such as “Intercultural Collaboration in the ICT Sector” by Martina Maletzky, “Managing E-Collaboration Risks in Business Process Outsourcing” by Anne C. Rouse, and “Knowledge Transfer and Sharing in Globally Distributed Teams,” also by Ilan Oshri, Julia Kotlarsky, and Paul C. van Fenema. Ultimately, this section demonstrates needs and requirements for successful implementation of outsourcing, both at an individual and organizational level, determining that there are a multitude of factors that impact any outsourcing project.

Section Six, **Managerial Impact**, presents contemporary coverage of the managerial and implications of outsourcing. Core concepts covered include risk and risk management in outsourcing, project management, and effective virtual workplaces. “Risks, Benefits, and Challenges in Global IT Outsourcing: Perspectives and Practices” by Subhankar Dhar and Bindu Balakrishnan begins the section with an insightful study of the potential problems and obstacles associated with outsourcing. Also included are the articles “Managing Risks of IT Outsourcing” by Leonardo Legorreta and Rajneesh Goyal and “Innovation Risks of Outsourcing within Knowledge Intensive Business Services (KIBS)” by Paul Trott and Andreas Hoecht, which expound on potential risks associated with outsourcing. This section continues with insights on topics including outsourcing in high-tech corporations, project quality, employee turnover, and decision making—a few of the subjects necessary to understand the successful management and implementation of outsourcing projects.

Section Seven, **Critical Issues**, presents readers with an in-depth analysis of the more theoretical and conceptual issues within this growing field of study by addressing topics such as quality and security in outsourcing and outsourced goods and services. “International Outsourcing, Personal Data, and Cyber Terrorism: Approaches for Oversight” by the editor of this collection, Kirk St. Amant, “Protecting Patient Information in Outsourced Telehealth Services: Bolting on Security when it cannot be Baked in” by Patricia Y. Logan and Debra Noles, and “Security Issues in Outsourced XML Databases” by Tran Khanh Dang, address necessary security considerations. Issues regarding quality, trust, and correctness are considered in articles such as “Quality Standardization Patterns in ICT Offshore” by Esther Ruiz Ben, “Establishing Trust in Offshore Outsourcing of Information Systems and Technology (IST) Development” by Rachna Kumar, and “Ensuring Correctness, Completeness, and Freshness for Outsourced Tree-Indexed Data,” also by Tran Khanh Dang. Further discussion of critical issues includes obstacles surrounding the alignment of business process, outsourcing and gender, and IT standards. In all, the theoretical and abstract issues presented and analyzed within this collection form the backbone of revolutionary research in and evaluation of IT outsourcing.

The concluding section of this authoritative reference tool, **Emerging Trends**, highlights research potential within the field of outsourcing while exploring uncharted areas of study for the advancement of the discipline. Innovations in outsourcing, specifically in China and India, are explored in selections such as “New Trends in Global Offshore Outsourcing: A Comparative Assessment of India and China” by Suresh Sharma and Yuanyuan Chen, “Offshoring Entertainment and Media to India,” by Alyssa D. Schwender and Christopher J. M. Leet and “Comparing China’s and India’s Evolution of Broadband Internet in the Developing World” by Nir Kshetri and Nikhilesh Dholakia. Other new trends, such as developments in the delivery and utilization of ICT, governance implications of outsourcing, and global software development are addressed at length in this concluding section. This final section demonstrates

that outsourcing, with its propensity for constant change and evolution, will continue to both shape and define the modern face of business, culture and human interaction.

Although the contents of this multi-volume book are organized within the preceding eight sections which offer a progression of coverage of important concepts, methodologies, technologies, applications, social issues, and emerging trends, the reader can also identify specific contents by utilizing the extensive indexing system listed at the end of each volume. Furthermore, to ensure that the scholar, researcher, and educator have access to the entire contents of this multi-volume set, as well as additional coverage that could not be included in the print version of this publication, the publisher will provide unlimited, multi-user electronic access to the online aggregated database of this collection for the life of the edition free of charge when a library purchases a print copy. In addition to providing content not included within the print version, this aggregated database is also continually updated to ensure that the most current research is available to those interested in IT outsourcing.

As outsourcing practices, studies, and decisions continue to expand, both in variety and usefulness, this exciting and revolutionary field will prove even more necessary to everyday life. Intrinsic to our ever-modernizing, ever-expanding global economy is the propensity to become more efficient and adaptable. Continued progress and innovation will only further establish the necessity of both understanding and adapting to IT outsourcing in today's modern, dynamic world.

The diverse and comprehensive coverage of IT outsourcing in this four-volume, authoritative publication will contribute to a better understanding of all topics, research, and discoveries in this developing, significant field of study. Furthermore, the contributions included in this multi-volume collection series will be instrumental in the expansion of the body of knowledge in this enormous field, resulting in a greater understanding of the fundamentals while also fueling the research initiatives in emerging fields. We at Business Science Reference, along with the editor of this collection, hope that this multi-volume collection will become instrumental in the expansion of the discipline and will promote the continued growth of IT outsourcing.