

Are you curious about the effects of outsourcing and offshoring of service work on your job, your company, and your country?

Do you want to learn about what you can do as a manager to advance your career and your company's strategy in a global economy?

Consider the following puzzles:

- Why do some firms rely solely on their subsidiary units offshore while others of the same size and in the same industry use 3rd party vendors?
- Should a firm use many best of breed providers for each outsourced task or one or two providers, who will apply economies of scale and scope across tasks?
- Some people say that cultural differences play an insignificant role in offshored projects, while others say that these issues are critical: Who is right?

**SIGN UP FOR "GLOBAL OUTSOURCING STRATEGY"
B20.31565 - WINTER 09 INTENSIVE
OR B20.3355 – FULL TERM SPRING 09 COURSE**

We will discuss:

- Effects of offshoring and outsourcing on US and other global economies
- The evolution of global sourcing models in IT, financial services, back-office operations, and new Knowledge Process Outsourcing areas (e.g., legal and medical work).
- Comparative advantages of sourcing to different geographic areas and with different vendors
- Skills required to build and manage outsourced relationships and projects
- Legal issues relating to IP, taxation, privacy, and compliance
- Capabilities needed to innovate across country and company boundaries

The class is taught by **Prof. Natalia Levina**, IOMS, and counts towards specializations in **Global Business, Management of Technology and Operations (MOTO), Supply Chain Management and Global Sourcing, Information Systems, and Operations Management**. Prof. Levina conducts research on how companies collaborate across organizational and country boundaries. She has collected data on offshoring to India, Russia, Ukraine, Czech Republic, and Armenia. The course also involves many exciting guest speakers from the industry.

Course syllabus available below and also accessible at:

<http://pages.stern.nyu.edu/~nlevina/GOS-Win-09.pdf> (Winter Intensive)

<http://pages.stern.nyu.edu/~nlevina/GOS-FT-08.pdf> (Spring 08, new speakers and exercises will be added in 2009)

Here are students' comments from feedback forms:

"Truly excellent course. Wish I could do it again. Phenomenal speakers."

"Great Course! In fact, this was the most interesting and energizing course that I have taken at NYU Stern so far."

"This is an extremely important topic, and it should be a mandatory class for anyone who wants to be prepared for the changing labor landscape ."

B20.3155.W1: Global Outsourcing Strategy

(Updated on October 10, 2008)

Winter 09 - DRAFT

Prof. Natalia Levina

Blackboard site: <http://sternclasses.nyu.edu>

January 10th - January 17th, 2009

Room TBD

Scheduling: Sat (1/10) 9-4pm, Mo (1/12) 6-9pm, Wed (1/14) 6-9pm, Sat (1/18) 9-4pm

Instructors **Prof. Natalia Levina**
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Course Overview

Exporting of white collar jobs is receiving increasing attention both at business and political levels. Whether you are a proponent or an opponent of this trend, you need to know how to make sound decisions about your global sourcing strategy. This course focuses on services outsourcing, with special attention paid to Information Technology (IT) outsourcing – currently the largest area of global professional services outsourcing. The course covers two broad areas

- Global Services Sourcing Landscape: Past, Present, and Future
- Developing Managerial Competence in Global Sourcing: Strategy and Management

It draws on economic and management theories as well as real world examples from managerial practice. The goal of the course is to help you identify the challenges of global sourcing as well as the costs, risks, rewards, and strategies involved in making sourcing decisions.

Some of the topics covered are:

- Historical and economic perspectives on outsourcing and offshoring.
- Trade-offs among global sourcing models (Domestic Outsourcing, Offshore outsourcing, Domestic In-sourcing Captive Models).
- Types of global outsourcing services (IT, BPO, Infrastructure)
- Developing an outsourcing strategy
- Sourcing in different geographies
- The vendor landscape (local/multinational, niche players/generalists)
- Legal Issues: Contracts, Taxes, IP, Privacy, Compliance
- Critical success factors in managing outsourcing relationships
- Managing distributed work teams: overcoming distance, time, and culture
- Innovating through global sourcing

During the course we will analyze several case studies which highlight various aspects that organizations undergo while developing a global sourcing strategy. The case studies will be based on real world examples and will illustrate the intersection of business rationale with human

Global Outsourcing Strategy

emotions. The course delivery format will be a mixture of instructor-led sessions and guest speakers from vendor, client, consulting, and legal firms. As their final project, student groups will be given an opportunity to investigate a topic of their choice pertaining to global sourcing.

Students who have taken the course in the past commented on their anonymous CFE forms:

The Class

The format of the class will be 50% lecture and 50% class discussion.

Because this is a heavily discussion-oriented class, no laptops or other electronic devices can be used during the class.

Assignments and Grading

Grading will be done on the basis of:

- Take-home Assignments (40%)
- Class and Blackboard discussion (20%)
- Final Paper (40%)

In a spirit of mutual feedback, I am actively looking for your feedback on this course. Please feel free to share your comments anonymously on the Discussion Board or just talk to me informally. I will also collect more feedback in class.

Participation:

This course is based on a model of active learning, with class discussions and exercises playing a central role. Students are expected to read the **required** material, and to carefully prepare for all cases and exercises, **before coming to class**. Please bring name cards to class to help me learn your names.

Participation is measured by the ability of students to bring quality discussion in the class. Given that this is an intensive course, attendance is mandatory. If you plan to miss a day, do not register for the class.

In evaluating your class participation, I will consider (a) whether you regularly contribute to class discussions and demonstrate that you are prepared for those discussions, and (b) the extent to which your in-class comments demonstrate both relevance and insight, help to move the discussion forward, and build upon the comments of others. In other words, I am interested in quality, not just quantity. Absence and lateness will reduce your participation grade. If you are concerned that a difficulty with English or some other situation will interfere with your ability to participate, please discuss this with me during the first week of the course. I will keep track of your participation throughout the semester using a three point scale (0, 1, or 2), and will be glad to provide you with feedback at any time. I recognize that expressing viewpoints in a group is difficult for some people, but it is an important skill for you to develop here at Stern. I will do what we can to make this as anxiety-free as possible. Also, participation on the Blackboard discussion board will be partially counted towards the participation grade (it is not a full substitute, though).

Assignments

You will be asked to prepare a few assignments which may involve a case analysis, a reaction to a reading, or research on a topic. The assignments are listed below and each session on Blackboard will further detail assignments. They should be typed. Each assignment specifies how it should be submitted (e.g., blackboard, email, vs. in-class). Late assignments will incur a heavy penalty. If you have to miss a class due to unforeseen circumstances, I need to receive your assignment before the due time electronically. Assignments will be graded with a check (meets expectations), a check plus (exceeds expectations – rare grade), or a check minus (falls short of expectations). Assignments are to be done individually (due to the format of the class coordination of team assignments is challenging).

Take Home Final Paper:

Students will be asked to write a final paper in which they will apply takeaways from the course to a specific case of outsourcing that they are closely familiar with (e.g., outsourcing experience of a company that you used to work for) or that they have read (a selection of 2-3 existing cases will be provided to you).

Paper Due: About 10 page double-spaced research paper is due on **January 25th** by 11pm electronically submitted to Natalia. The length may vary depending on how much space you need to describe your own company's example.

Stern Honor Code should be followed in all assignments, projects, and exams.

Required Readings/Materials – will become available in Mid December

- A printed or electronic **Course Pack** with cases and articles “Global Outsourcing Strategy B20.3155”
- Additional articles and cases available through **Blackboard** will be assigned for each class.

Recommended Readings available at NYU Professional Bookstore:

- *General Reading about Globalization:* “The World Is Flat: A Brief History of the Twenty-first Century” by Thomas Friedman, 2005.
- *A high quality book over viewing every aspect of IT offshoring on the basis of the latest research in the field:* “Offshore Information Technology: Sourcing and Outsourcing to a Global Workforce” by Erran Carmel and Paul Tjia, Cambridge University Press, 2005.
- *A hands on guide for how to do offshoring (little emphasis on outsourcing):* “Strategies for Success in Global Outsourcing and Offshoring,” by Vashistha and Vashistha, 2006
- *A hands on guide on how to set up an outsourcing and vendor strategy and decide what is in and what is out* “Multisourcing: Moving Beyond Outsourcing to Achieve Growth And Agility” , Cohen and Young, 2006

Blackboard Site:

This course is hosted on the Stern Blackboard site. <http://sternclasses.nyu.edu>. Online discussion board would be used extensively for discussions outside the classroom. Students are expected to check Blackboard site at least a week before classes start.

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Schedule:

<i>No</i>	<i>Date</i>	<i>Session Title</i>	<i>Guest Speakers</i>	<i>Written Assignments</i>
1	1/10 S	Globalization of Service Delivery: Historical and Theoretical Views		1. On Blackboard: Respond to two discussion board questions describing your experience and opinions of offshoring/outsourcing
2	1/10 S	Sourcing Models: Benefits and Risks		2. Prepare the “Procter & Gamble” Case – 2 page write up answering: “What do you think Walker (and P&G) should do and why?”
3	1/10 S	Geographies		
4	1/10 S	Developing an Off-shoring Strategy (1)	Outsourcing Consultancy Representative	
5	1/12 M	Developing an Off-shoring Strategy (2)		
6	1/12 M	Vendor Landscape	Vendor Representative	
7	1/12 W	Managing Outsourced Relationships (1)	Tim Tynan, Managing Director, CitiGroup	
8	1/12 W	Managing Outsourced Relationships (2)		3. In a slide presentation create a sales pitch for an offshore geography for a particular type of an offshored service.
9	1/17 S	Managing Distributed Teams		
10	1/17 S	Legal Issues	Jeff Andrews, Outsourcing Lawyer	
11	1/17 S	Innovation Through Sourcing		4. Prepare “Feed R&D or Farm It Out” Case – 2 page write up answering “Should Lars outsourcing R&D?”
12	1/17 S	Wrap-Up		

PRE-WORK: Reading for Sessions 1-4, Blackboard Assignment (HW1) Procter and Gamble Case Write-Up (HW2)

POST-WORK: Take home final paper is due on January 25th (a week after the class ends)

Topics' Outline:

Session 1: Globalization of Service Delivery: Economic and Political Perspectives

The session will focus on giving a historical perspective on outsourcing. Economic theories and studies addressing globalization questions will be discussed. We will wage in on the debate on the pros and cons of global sourcing (offshoring).

Questions Considered:

- What is going on and why?
- Does US economy benefit from offshoring?

Required Readings:

- Baumol and Gomory, "Outsourcing Perils and Promises," *Stern Innovation Review*, Fall/Winter 2006 (blackboard)
- Business Week Cover Story on The Future of Offshoring
http://www.businessweek.com/magazine/content/06_05/b3969401.htm (make sure to view the slide shows)

Recommended:

- Duke – Booth Allen Hamilton, Globalization of White Color Work, 2006
https://offshoring.fuqua.duke.edu/pdfs/gowc_v4.pdf
- Friedman, T. "It's a Flat World, After All," *New York Times*, April 3, 2005 (blackboard)
- Metters, R. and Verma, R. "History of Offshoring Knowledge Services," *Journal of Operations Management*, Forthcoming, 2008 (blackboard)

Session 2: Sourcing Models: Benefits and Risks

This session will discuss various types of services that are or could be sourced globally. We will consider risks and rewards associated with using different types of sourcing models (Domestic Outsourcing, Offshore outsourcing, Domestic Insourcing, and Captive Models).

Questions Considered:

- When should or should not a firm outsource services?
- What are the different forms of offshoring?

Required Readings:

- McFarlan and Nolan, "How to Manage an IT Outsourcing Alliance" *Sloan Management Review*, Winter 1995, Vol. 36, No. 2, pp. 9–23
- "Procter and Gamble: Global Business Services" HBS Case – coursepack

Recommended:

- Levina, N. "In or Out" in an Offshore Context: The Choice between Captive Centers and Third-Party Vendors," *Cutter IT Journal* (19:12), December 2006
- Metters, R. "A Typology of Outsourcing and Offshoring in Electronically Transmitted Services," *Journal of Operations Management*, Forthcoming, 2008 (blackboard)

- Quinn, J. B., "Strategic Outsourcing: Leveraging Knowledge Capabilities," *Sloan Management Review*, Summer 1999 (40:4), pp. 9-21 (blackboard). Executive summary: <http://sloanreview.mit.edu/smr/issue/1999/summer/1/>

Session 3: Geographies

There are multiple locations available for global sourcing. In this session we will discuss the maturity of various geographical locations worldwide.

Questions Considered:

- What are the comparative advantages of different countries?
- Why do certain countries dominate certain areas of services?
- How does the offshore/onshore ratio effect sourcing outcomes?
- What are the advantages of near shoring?
- Will China and Russia pose a serious threat to India in the next 5 or 10 years?
- What role do regulatory environments play in different type of sourcing work?

Required Readings:

- NeoIT "Mapping Offshore Markets," http://www.neoit.com/pdfs/whitepapers/OIv3i08_0905_Mapping-Offshore-Markets.pdf (2005)
- Everest Group: Sourcing for Independent Software Vendors http://www.outsourcing-requests.com/common/sponsors/81572/2007_US_ISV_Market_Report.pdf

Skim:

Consultants' Global Sourcing Indices:

- http://www.atkearney.com/shared_res/pdf/Making_Offshore_S.pdf (2004)
- http://www.atkearney.com/shared_res/pdf/GSLI_Figures.pdf (2005 update)

Recommended:

- Business Week "Angling to be the Next Bangalore" http://www.businessweek.com/magazine/content/06_05/b3969409.htm
- Carmel E. and Abbott P. "Why 'Nearshore' means that Distance Matters," *Communications of ACM*, October 2007 (blackboard)

Session 4: Developing an Off-shoring Strategy (Guest Speaker)

In this session will focus on challenges and steps involved in developing a long term outsourcing strategy. We will discuss the differences of developing an IT outsourcing strategy from development of a BPO strategy. We will work with real-life cases.

Questions Considered:

- Why should the firms develop an offshore strategy?
- How does one develop an offshore strategy?
- What can or should be outsourced and when?

Guest Speaker: Business Consultant

Session 5: Developing an Off-shoring Strategy (cont'd)

In this session we will continue discussing the issues pertaining to developing a global sourcing strategy. We will consider the following questions:

Questions Considered:

- What can or should be offshored?
- Which sourcing model should be selected?
- What are the tradeoff involved in offshoring a poorly managed process?

Required Readings:

- Aron and Singh, "Getting Offshore Right," *HBR*, December 2006 (coursepack)
 - choosing the right processes
- Puryer & Derick "Are you sending your problems offshore?" *HBR*, February, 2006 (coursepack)
 - approaching outsourcing as an organizational change

Recommended:

- Vashistha and Vashistha, "The Offshore Nation," Chapters 11-13 (book in the bookstore)
- Aron and Clemons, "Process Complexity & Productivity in Off-Shore Outsourcing of Services: Evidence from Cross Country, Longitudinal Survey Data," Wharton Working Paper, <http://opim.wharton.upenn.edu/wise2004/sun311.pdf>
- Phanish Puranam, "What's Offshorable?...", TCS Innovations, July 2007, <http://www.tcsinnovations.com/?p=210>

Session 6: Vendor Landscape

Vendor landscape is varied in terms of firm sizes, areas of specialization, and office locations. In this session we delve into various criteria that are used for evaluating vendors

Questions Considered:

- What are the key criteria for evaluating vendors?
- Is it better to choose a local or a global provider?
- Does CMM-5 or ISO-2000 always mean you will get high quality services?
- What are the tradeoffs between generalist and niche providers?
- What are the vendors' strategies in providing services to clients?
- What are current trends among vendors and clients?

Guest Speaker: Vendor Representatives

Required Readings:

- Feeny, Lacity, and Willcocks, "Taking the Measure of Outsourcing Providers", *Sloan Management Review*, April, 2005, 10 pages. (blackboard)
- Deboo, C. "Hungry tiger, dancing elephant," *The Economist*, April 4, 2007
http://www.economist.com/business/displaystory.cfm?story_id=8956676

Recommended Reading:

- “Maximizing value and avoiding pitfalls of a multi-vendor services globalization strategy” *NeoIT Offshore Insights*, November 2006 (Blackboard)
- Oshri, Kotlarski, Willcocks, “Managing Dispersed Expertise in IT Offshore Outsourcing: Lessons from Tata Consultancy Services,” June 2007 (6:2) (blackboard)
<http://www.misqe.org/V0602-03.pdf>

For Future Reference:

Computerworld Guide to Managing Vendors

<http://www.computerworld.com/managementtopics/management/report/0,11188,02212005,00.html>

A comprehensive list of top vendors by category:

<http://www.theblackbookofoutsourcing.com/2007-results-menu.aspx>

IAOP Top 100 Global Outsourcing Vendors:

<http://www.outsourcingprofessional.org/content/23/152/1197/>

Sessions 7/8: Managing Outsourced Relationships

This week’s sessions will focus on detailing the complexities involved in managing outsourced projects.

Questions Considered:

- What are the critical success factors in building and managing outsourced relationships?
- What does it take to do knowledge transition and change management well?
- What are the roles and responsibilities in governing the relationships?
- How to take care of security and privacy concerns?
- What are the implications of changing the relationships if the client is not happy with it?

Guest Speaker: Managing Director in charge of Sourcing in Financial Services Firm

Required Readings:

- Joe Rottman and Mary Lacity, “Proven Practices for Effectively Offshoring IT Work” *Sloan Management Review*, 2006 - Blackboard
- Levina N. “Innovating or Doing as Told? Leadership Practices for Achieving Effective Collaborative in Globally Sourced Projects,” *FSO Magazine*, 2008 (blackboard)

Recommended:

- Cohen and Young, *Multisourcing*, Book Introduction, 2006 (blackboard)
- Carmel and Tjia, “Managing the Offshore Transition,” in *Offshoring Information Technology*, Chapter 7, p. 130-148 (book in the bookstore)
- Mani D. et al., “Successfully Governing Business Process Outsourcing Relationships,” *MISQ Executive*, 2006 (blackboard).

Session 9: Managing Distributed Teams

Distributed work now is part of any global corporation whether it is outsourcing to 3rd party vendors or is using captive centers. We will focus on work issues pertaining to team building and everyday work coordination.

Questions Considered:

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- What are the challenges in distributed teams vs. face-to-face teams?
- Which collaborative technologies can help virtual work?
- What role, if any, do cultural differences play?
- Are face-to-face meetings necessary?
- Which processes help distributed teams?

Required Readings:

- Bret et al., “Managing Multicultural Teams,” *HBR*, 2006. (blackboard)

Recommended:

- Krishna, Sahay, and Walsham, “Managing Cross-Cultural Issues in Global Software Outsourcing,” *Communication of the ACM*, April 2004 (blackboard)
- Carmel and Agarwal, “Tactical Approaches for Alleviating Distance in Global Software Development,” *IEEE Software*, March/April, 2001 (blackboard)
- Geert Hofstede’s Cultural Dimensions: <http://www.geert-hofstede.com/>

Sessions 10: Legal Issues

Any outsourcing strategy is incomplete without considering legal issues. We will discuss five legal aspects of global sourcing: taxation, contracting, IP, data privacy, and compliance.

Questions Considered:

- What are critical legal dimensions of outsourcing and offshoring?
- What should be discussed in a contract or an SLA?
- Does using a 3rd party vendor have a higher IP-related risks than insourcing?
- What are legal concerns with data privacy in a global context?
- What does Sarbanes-Oxley mean for global sourcing?

Guest Speaker: Legal Expert

Required Readings:

- Overby, S. “Backsourcing Pain,” *CIO Magazine*, September 1, 2005:
<http://www.cio.com/archive/090105/whiplash.html>

Recommended:

- Mayer Brown, “Business & Technology Sourcing Review,” Q4, 2007
<http://www.mayerbrown.com/publications/article.asp?id=3975&nid=6>
(read any 2 of the 5 short articles that are most interesting to you)
- Hansen, E., “Avoiding ‘Gotchas’ in Outsourcing Contracts,” *IT Business Edge*, 9/4/2007
<http://www.itbusinessedge.com/item/?ci=33144>
- Barratt, R. and Kingston N., “IT, IP, and Life Sciences,” *Legal Week*, 11/15/2007
http://www.morganlewis.com/pubs/LegalWeek_TheScienceofOutsourcing.pdf

Sessions 11: Innovating through Sourcing

We will consider how sourcing strategy can be used as a competitive differentiator and how firms can learn to innovate across country and organizational boundaries.

Questions Considered:

- Can strategic advantages be gained from sourcing globally?
- Can firms produce innovative products and services through global sourcing?
- What does it take to innovate across boundaries?

Required Readings:

- HBS Case: “Feed R&D – or Farm it Out?” (coursepack)
- Chesbrough H. and Teece D., “Organizing for Innovation: When is Virtual Virtuous?” *HBR* 1996 (coursepack) – use the article to analyze the case

Recommended Readings:

- Linder, J. and Jarvenpaa, S. and Davenport T. “Toward an Innovation Sourcing Strategy.” *Sloan Management Review*, Summer2003 (Blackboard)
- Quinn, J.B. “Outsourcing Innovation: The New Engine of Growth” *Sloan Management Review*, Vol. 41 Issue 4, p13, 16p (Blackboard)

Session 12: Wrap-Up

Students will be given an opportunity to synthesize their learning. We will discuss long-term implications of global sourcing for countries, organizations, and individuals.

Required Readings:

- Wagner D. “Success Factors in Outsourcing Service Jobs,” *Sloan Management Review*, Fall 2006, <http://sloanreview.mit.edu/smr/issue/2006/fall/03/> - 1 page summary of Mithas and Whitaker’s academic paper.
- Hamm, S. “How to keep your job onshore,” *Businessweek*, Nov 2007 http://www.businessweek.com/magazine/content/07_34/b4047417.htm

Recommended Readings:

- Jaffee, Dwight, “Globalization, Offshoring, and Economic Convergence: A Synthesis,” <http://faculty.haas.berkeley.edu/jaffee/Papers/JaffeeSynthesisF1.pdf>
- Diana Farrell, “Don't Be Afraid of Offshoring,” *Businessweek*, March 2006 http://www.businessweek.com/globalbiz/content/mar2006/gb20060322_649013.htm?chan=search ACM Globalization and Offshoring of Software Report, February, 2006 <http://www.acm.org/globalizationreport/>
- McKinsey Global Institute Report: The Emerging Global Labor Market, June 2005 <http://www.mckinsey.com/mgi/publications/emerginggloballabormarket/index.asp>
- Mithas, S. and Whitaker, J., “Is the World Flat or Spiky? Information Intensity, Skills, and Global Service Disaggregation,” *Information Systems Research*, Sep2007 (SSRN Version: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=891519)
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Additional Recommended Books:

- Brown, D. and S. Wilson. *The Black Book of Outsourcing: How to Manage the Changes, Challenges, and Opportunities*, John Wiley & Sons, Hoboken, NJ, 2005.
(a good hands-on guide for how to outsource services and manage contracts)
- Power, M., Desouza, K., Bonifazi, C., *The Outsourcing Handbook: How to Implement a Successful Outsourcing Process*, Kogan Page, Philadelphia, PA, 2006
(a hands-on version of the topics that Carmel and Tjia cover)
- Linder, J. C. *Outsourcing for Radical Change*, AMACOM, New York, NY, 2004
(a good view of organizational change associated with outsourcing)
- Walker D., T. Walker and J. Schmitz. *Doing Business Internationally: A guide to Cross-cultural Success*, McGraw-Hill, 2nd Edition, 2003.
(a rather lengthy overview of cross-cultural differences and communication strategies)
- Reynolds S. and D. Valentine. *Guide to Cross-Cultural Communication, Prentice Hall Series in Advanced Business Communication*, 1st Edition, 2003.
(cross-cultural communication for dummies – short and sweet)
- Gomory R. and Baumol W. *Global Trade and Conflicting National Interests*, MIT Press, 2000.
(an innovative way of answering the question of whether global trade benefits US)

Sample Online References:

ZDNet Outsourcing Cases: itpapers.zdnet.com/search.aspx?&scid=99&dtid=3
InformationWeek: www.informationweek.com/
CIO Magazine: www.cio.com/sourcing/outsourcing/
ComputerWorld: www.computerworld.com/managementtopics/outsourcing/
NeoIT: www.neolt.com
Gartner: www.Gartner.com
Forrester: www.forrester.com
AT Kearney: www.atkearney.com
McKinsey Quarterly: www.mckinseyquarterly.com/
Deloitte www.deloitte.com
TPI: www.tpi.net
Everest Group: <http://www.outsourcing-center.com/>
IAOP: <http://www.outsourcingprofessional.org/>
Nasscom: www.nasscom.org
Russoft: www.russoft.org
The Black Book of Outsourcing: <http://www.theblackbookofoutsourcing.com/>