

Offshoring IT Services:  
**A Framework for Managing Outsourced Projects**  
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**SECTION I: Offshoring Management Context**

**1. Trends in Offshore IT Outsourcing**

Tracing the history of Offshore IT Outsourcing  
Offshore outsourcing: The Strategic imperative  
Building the Offshoring Strategy  
Offshore Outsourcing: Interview and perspectives  
Outsourcing Bandwagon: Corporations are not the only drivers

**2. Planning Offshoring**

Outsourcing: Two Sides of the Coin  
Offshoring Models  
Risks of Offshoring  
Selecting the Offshoring Model

**SECTION II: Offshoring Management Framework**

**3. Framework for Managing Global IT Projects**

Offshoring Management Framework [OMF]  
Governance Layer  
Service Level Agreement [SLA]  
Transitioning Offshoring  
Managing Offshoring Programs

**4. Offshoring: The IT Management Context**

The Management Layer  
Global Project Management  
General Body of Knowledge  
Organizational Practices and Tools  
Experience and Knowledge  
Globalization and Cultural Awareness  
The Global IT Manager

**5. Project Execution Layer**

Planning  
Controlling and Monitoring  
Closing  
Change Management  
Quality  
Customer-Vendor Relationship Focus

The Offshoring Sweet Spot: Project Execution

**6. Project Execution Layer: Application Development**

Application Development and Software Engineering

The Development Life Cycle

Managing the Application Life Cycle

Offshoring Application Development

**7. Project Execution Layer: Maintenance**

Maintenance Life Cycle

Offshore Management of Application Maintenance

**8. Communication Layer**

Communication Context

The Communication Layer

Tools and Technologies of Communication

**SECTION III: Global Environments**

**9. Managing Globalized Workforce**

Cultural Aspects of Offshoring

Managing Technical Aspects

Human Aspects

**10. External landscape and Offshoring Management**

Technology Landscape

Knowledge Management

Emerging techniques from Special Interest Groups

Globalization and Economic Environment

Business, Government and Society

Staying the Course

Conclusion

**Appendix A**

**Appendix B**