

SEMESTER VI (BPO)

0201219: INTRODUCTION TO BPO

Full Marks: 100

Overview of BPO Industry

Marks: 12

Introduction; BPO Explained, Importance and Types of Services; Types of Services; Job Profile; Other Roles; Key Skills Required: The Voice, The Thought Process, Future Potential in the BPO Industry; Challenges and Threats Facing the BPO Industry; Cost/Quality Model Resulting in Outsourcing; Cost/Quality Model; Getting Familiar with Non Voice/ TP/ Back Office; Familiarisation on High-Volume Data Requiring Processing; Understanding Conversion of Paper to Images; Concept of Split-Screen; Importance of Documentation; Rule Set Data Entry; Latency; Getting Familiar with Voice; Introduction of Regional Accent and Grammar Modification: Correct Vowel and Consonant Pronunciation, Differences between Vowels and Consonants, The International Phonetic Association, The Vowels, The Vowel Sounds, Diphthongs, Consonant Sounds

Business Process Outsourcing

Marks: 11

Introduction; Typical BPO Services; Outsourcing and Off-shoring; Sustainability of Global Demand for BPO Services: General Trends in Tradability of Services, Growth of BPOs Worldwide, Main Drivers for Growth

Developing BPO Strategies

Marks: 9

Introduction; Sourcing and How it Relates to Transformation; Business Case; Introduction to Nelson Hall's Business Case Methodology

Business Process Modelling and Simulation

Marks: 14

Introduction; Evaluation Criteria of BPM Tools; Tools for Business Process Simulation: Business Process Modelling Tools, Business Process Management Tools, General Purpose Simulation Tools; Evaluation Criteria for BPS Tools: Modelling Capabilities, Emulation Capabilities, Output Analysis Capabilities; Comparison of BPS Tools: Modelling Capabilities, Simulation Capabilities, Output Analysis Capabilities

Outsourcing

Marks: 14

Outsourcing; The 5 W's: Who Should Outsource?, Why Should a Company Outsource?, What Should a Company Outsource?, When Should a Company Outsource?, Where Should a Company Outsource?; Benefits of Outsourcing; Disadvantages; Types: Nearshoring, Offshoring, Onshoring, Information Technology Outsourcing, Knowledge Process Outsourcing, Business Process Outsourcing; Sales Outsourcing: How is it Done?; Benefits of Sales Outsourcing; Marketing Outsourcing; Marketing Outsourcing as a Business Model; Different Types of Marketing Outsourcing; Ten Precautions while Outsourcing

Challenges in the BPO Industry

Marks: 10

Challenges in the BPO industry; Attrition: About the Industry, Causes, Analysing Causes of Attrition using a Multilevel Approach, Recommendations, The Win-Win Model

Scope and Need of BPO

Marks: 16

Need of the BPO Industry: Customer Relations, Getting your Money's Worth; Scope of BPO; Current Scenario: Why People Join BPOs?, Why People Leave BPOs?; Future Scenario; Indian ITES-BPO Industry: Nasscom Analysis: The

Indian ITES-BPO Scenario, Key Highlights of Indian ITES-BPO Sector Performance, Key Highlights of Domestic BPO Industry, Contrary to Concerns of India; Key Growth Drivers of Indian ITES-BPO Exports; BPO: Three Rules to Live By; Future of BPO Industry: in India, in China, in Russia, in Philippines; Area of Concern in BPO

BPO and KPO

Marks: 15

Difference between BPO and KPO; KPO; KPO: A Step Ahead of BPO; Demand Side Perspective of KPO: Well Beyond Cost Arbitrage; Supply Side Perspective of KPO: People, Quality, Differentiation and Marketing; Why KPO?; Benefits of KPO; What KPO can Deliver to You?; Scope and Research of KPO; Bottlenecks in Future Growth; Why India to be preferred to other Countries?; Why is India the preferred KPO Destination?

Reference Books:

1. Anandkumar, V. & Biswas, S., 2008. *Business Process Outsourcing*, Sage Publications Pvt. Ltd.
2. Barjis, J., Eldabi, T. & Gupta, A., 2011. *Enterprise and Organisational Modeling and Simulation: 7th International Workshop*, Springer.
3. Barrar, P. & Gervais, R., 2006. *Global Outsourcing Strategies: An International Reference on Effective Outsourcing Relationships*, Gower Publishing, Ltd.
4. Boatright, C. 2012. *Magic BPO Success Secrets*, 1 st ed., Cory Boatright.
5. Brocke, J., 2010. *Handbook on Business Process Management*, Springer.
6. Brown, D. & Wilson, S., 2005. *The Black Book of Outsourcing: How to Manage the Changes, Challenges, and Opportunities*, Wiley edition; 1st ed
7. Cain, S., 2012. *How To Do A BPO-Your Step-By-Step Guide*, Kindle Edition

0201221: TRAINING METHODOLOGY IN BPO ORGANISATION

Full Marks: 100

Training and Development – Learning Principles

Marks: 12

Introduction; Difference between Training and Development; Need for Training in BPO Industry; Objectives of Training and Development: Training Need Analysis, Job and Skill Analysis, Interviewing, Survey Methods, Appraisal Systems, Development Centres, Critical Incident Technique; Roles of a Trainer: The Trainer, The Provider, The Consultant, The Innovator, The Manager; Steps of Conducting Training: Identification of Training Needs; Organisational Set up Training; Training Methods: On the Job Training, Apprenticeship Training, Internship Training, Other Methods, Other Important Training Methods; Training Aids; Methods of Training Evaluation; Importance of Training; Benefits: Benefits of Training to the Employers, Benefits to Employees

Training Climate and Pedagogy; Developing Training Modules

Marks: 15

Introduction; Training Climate and Organisational Climate: Characteristics of a Good Organisational Climate; Psychological Principles of Training: Principle of Motivation and Interest, Principle of Cooperation, Principle of Recreation, Principle of Feedback and Reinforcement, Principle Group Dynamics and Self-learning; Areas Covered in Training Programs: Customer Service, Technical Support, Telemarketing, Customer Relationship Management (CRM); Preferred Training Methods in BPO Industry: Computer Based Training Methods, E-learning, CD-ROM-Based, Lectures and Discussions, Web Based Training, Video; Choosing the Right Training Method: Comparing on the Basis of Training Objectives, Comparing on the Basis of Learning Process and its Stages, Comparing Training Methods on the Basis of the Available Time, Skills, Facilities and Resources; Learning Curve

Training Techniques in BPO Industry

Marks: 12

Introduction; Techniques of On-the-Job Training in BPO; Coaching Apprenticeship: Procedure of the Coaching; Job Rotation: Benefits; Job Instruction Training; Techniques of Off the Job Training: Training Lectures, Role Play, Case Studies, Planning Programmed Instructions, T-Group Training; Match Between Skills or Tasks and Training Delivery Methods; Effectiveness of Training Methods: Reaction, Learning, Behaviour, Results; Cross-cultural Training; Training Methods: Didactic Training, Experiential Training, Attribution Training, Language Training, Cultural Awareness Training, Interaction Training, Cognitive Behaviour Modification; Benefits of Cross Cultural Training

Soft-skills Training and Cultural Sensitisation of Indian BPO Workers

Marks: 10

Introduction; The Indian Scenario; Need for Soft Skills in any Organisation; BPO Workforce Training: The BPO Chain of Action, The Project Transition, The Hiring Stage, The Selection Process, Overview of Training, Baseline Assessment; Overview of Cultural Sensitisation: The Course Content, The Role of the Soft-skills Training Manager, Client-Customisation and the Soft-skills Team, Outsourcing Cultural Sensitisation Training; Training Methods: Listening Comprehension, Role Play, Real-time Coaching, Performance Monitoring and Assessment, Remediation Coaching; Challenges Facing the Indian BPO Environment; Overview of Design and Evaluation Features Related to the Effectiveness of Training; Training Evaluation Criteria; Training and Support Infrastructure in BPO; Modular Design for Training: Training Vendor-Side Employees

Concept of Management Development

Marks: 17

Introduction: Internal Management Development Advantages, Need and Importance; Management Development Process; Methods/Techniques Development Programs: Decision Making Skills, In Basket Technique; Leadership and Management Development: Similarities and Differences; Management Development and Training: The Indian Experience: Management Development and Training: The Indian and Global Context; Status of Management Development & Training: Management Development and Training in Public Enterprises, Features, Department of Public Enterprises, Management Development and Training in Private Enterprises; Management and Leadership Development: Current State, Recent and Future Trends: Trends in Management and Leadership Development; Components of Management Development Programmes; Steps; Building a Management Development Program

Training Evaluation

Marks: 12

Introduction; Evaluation Models and Approaches: The Four-Level Model, Hamblin's 5 levels, Guskey's Critical Levels, Industrial Society Stages, Kearns and Miller KPMT Model; Evaluation Designs; Training Evaluation Techniques: Post-Course Assessments, Pre- and Post-Course Tests, Management Briefing, Management De-Briefing, Questionnaires, Training Appraisals, Training for Promotion, Assessment/Development Centres, Repertory Grids, Surveys, Trainer Interviews, Trainer-Observed Behaviour, Participant Observation, Records of Performance, Action Plan Follow-Up; Types of Evaluation: Formative, Summative, Confirmative, Meta, Goal-based, Process-based, Outcomes-based, Programme Evaluation; Purpose of Evaluation; Post Training Evaluation

Training and Development Techniques for Organisational Performance

Marks: 11

Introduction; Strategies for Improving; Learning Organisation; Knowledge Creation and Conversation; Transfer of Training: Relationship between Learning Organisation and Transfer of Training; Strategies for a Competitive Advantage: Focus on Learning and Knowledge, Action for Performance Improvement; Measures: Customer Satisfaction; Successful Models of Training: Instructional System Design (ISD), Human Performance Technology (HPT), Performance-Based Instructional Design (PBID), The Purpose of Evaluation and Feedback Procedures, Total Quality Management (TQM)

Training Techniques in Top 10 BPO Organisations

Marks: 11

Introduction; Reasons Behind India's Success in BPO Industry; Challenges Faced by the Indian BPO Industry; Genpact India Pvt. Ltd: Training & Development, Learn While You Earn, Leadership Development; Tata Consultancy Services BPO: The Challenge, The Solution, The Benefits; Aegis Ltd: Induction, Technical Training, Professional Development, Management Development, Personal Effectiveness, Our Solutions; Wipro BPO; Competency Mapping to Create Individual Development Plans: Quantitative Targets, Qualitative Targets; Firstsource Solutions Ltd.; Aditya Birla Minacs Worldwide Ltd; WNS Global Services Ltd: T&D as a Business Partner; Infosys BPO: Training in Infosys; Hinduja Global Services Ltd

Reference Books:

1. Pont, T., 2003. *Developing Effective Training Skills*, 2nd ed., CIPD Publishing.
2. Ryan, R., 2012. *Leadership Development*, Routledge publishers.
3. Verma, S., 2009. *Soft Skills for the BPO Sector*, 3rd ed., Pearson Education India
4. Walter, D., 2001. *Training on the Job: A New team-Driven Approach that Empowers Employee*, American Society for Training and Development.
5. Werner, M. J. & DeSimone, L. R., 2008. *Human Resource Development*, 5th ed., Cengage Learning.
6. Woodall, J. & Winstanley, D., 1998. *Management Development: Strategy and Practice*, Wiley publishers.
7. Zaidi, B., 2009. *Human Resource Management*, 4th ed., Excel Books India

0201218: ETHICS IN BUSINESS

Full Marks: 100

Ethics - An Introduction

Marks: 10

Introduction; Meaning and Definition; Nature and Objectives: Objectives, Nature; Ethics and Related Terms; Business Ethics; The 3 C's of Business Ethics; Need and Objectives; Importance

Ethics in Organisation

Marks: 15

Introduction; Ethical Dimensions: Globalisation, Technology, Intangible Assets; Factors Causing Unethical Behaviour; Important Factors of Building an Ethical Infrastructure: Commitment from Top Management, Code of Ethics, Communicating Ethics, Ethics Training, Ethics Officer, Response and Enforcement, Audits, Revisions and Refinements; Values and Ethics; Characteristics of Values; Types of Values; Ethical Value System; Ethics and Value Maximisation: Ethics and Trust, Delegation of Decision Rights

Ethical Choices in Business

Marks: 12

Introduction; Factors Affecting Managerial Work Life; Elements for Developing Ethical Corporate Behaviour in the Organisation: Ethics Training, Codes of Ethics, Organisational Ethics Development System (OEDS), Ethics Committee, Ethics Advocate, Integrate Ethical Concepts, Checklist Method, Reward Punishment System, Whistle Blowing; Leadership- Ethics and Values; Significance of Ethical Leadership

Ethical Decision Making and Ethical Dilemmas

Marks: 12

Introduction; Ethical Decisions (Individual/Community) in Organisation; Structure of Ethical Decision Making; Using Ethical Reasoning: Utilitarian Criteria, Rights Criteria, Distributive Justice Criteria, Social Contract Criteria; Problems in

Ethical Decision Making; Guidelines for Manager for Ethical Decision Making; Ethical Dilemma; Salient Features; Approaches and Methods of Resolving

Corporate Social Responsibility

Marks: 12

Introduction; Meaning and Definition of Social Responsibility; Why Business should be Socially Responsible?: Long Term Survival, Public Expectation, Goodwill, Government Laws and Regulations, Better Environment to Operate, Keep the Balance (Give and take relationship); Social Responsibilities Models; Main Social Responsibilities of Business Organisation; Corporate Social Responsibility and India

Corporate Governance

Marks: 12

Introduction; Historical Background; Factors Behind the Origin of Corporate Governance; Important Issues of Corporate Governance; Corporate Governance in India; Professionalisation of Corporate Governance: Distinguish Management from Control, Active Role of Institutional, Expand the Role of Non-executive Directions, Proper and Timely Information to the Board, Size of the Board, Improve Accounting and Reporting Practices; How to Achieve Good Corporate Governance?

Ethics in Different Management Practices

Marks: 16

Ethics in Marketing – An Introduction; Common Unethical Practices; Factors behind Ethical Practices; Marketing Ethics-Important Issues: Ethical Product, Ethics in Pricing, Ethical Promotion, Ethics in Channel; Ethics in Finance; Ethics in Human Resource Management: Ethics in Job Design, Ethics in Human Resource Planning, Ethics in Recruitment and Selections, Ethics in Training and Development, Ethics in Career Development, Ethics in Performance Evaluation, Ethics in Wages and Salary Administration, Ethics in Layoffs; Ethical Guidelines: Ethical Leadership, Professional Responsibility, Fairness and Justice, Professional Development, Conflicts of Interest, Use of Information

Environmental Ethics

Marks: 11

Introduction; Environmental Ethics— Meaning; Pollution: Air Pollution, Water Pollution, Earth Warming, Ozone Depletion, Noise Pollution; Role of Ethics in Environmental Protection; The Main Facets of Environment Ethics: Resolving the conflicts, Intergenerational Ethics, Spiritual Ethics; Environment Protection in India; Some Examples of Environmental Pollution

Reference Books:

1. Bhatia, R. C., 2009. *Business Communication*. 2nd ed., Ane Books Pvt Ltd.
2. Boatright. *Ethics and the Conduct of Business*, 5/e. Pearson Education India.
3. Bregstein, S.J., 2008. *The Business Conduct of an Ethical Practice*. 2nd ed. Dental items of interest publishing co., inc.
4. Chaturvedi, P. D., and Chaturvedi, M. *Business Communication: Concepts, Cases, and Applications*. Pearson Education India.
5. Cheeseman, H.R., 2009. *Business Law: Legal Environment, Online Commerce, Business Ethics, and International Issues*. 7th ed., Prentice Hall.
6. Ferrell, O., Fraedrich, J. and Ferrell, L., 2005. *Business Ethics: Ethical Decision Making and Cases*. 6th ed. Dreamtech Press.

0201220: SETTING UP OF BPO ORGANISATION- A STRATEGIC VIEW

Full Marks: 100

Introduction to BPO Industry

Marks: 14

Introduction: Advantages of Outsourcing, Disadvantages; BPO Industry in India; A Brief Introduction; The Economics; BPO Terminologies; Business Processing Outsourcing for High-Tech Companies; Factors that have Necessitated the Conception of BPO: Increasing Stress on Efficiency and Cost Reduction, Increased Competition in the Industry, Increased Attrition Rates; How Precisely is BPO Helping the Outsourcing Industry?: Increasing Focus on Quality and Customer Needs, Laying Stress on Automation for Optimising Work Processes, Complying to SLAs and other Mandatory Requirements, Enabling Cross Selling and up Selling Capabilities, Enabling and Promoting Self Service Practices, Conceptualising and Developing Proactive Systems, Optimising Business Process Management; The Future of BPO; BPO: A Socio Technical Innovation; BPO Transcends IT Origins; Human Factors and Technology Issues; Essentials of Business Process Outsourcing: Driving Factors, Educational Attainment, Broadband Internet, Inexpensive Data Storage, Analytic Software, Internet Security, Business Specialisation

BPO Types

Marks: 11

Introduction; Offshore: Larger Challenge, Greater Reward; Onshore: Outsourcing to U.S. Based Firms; Nearshore: Outsourcing in North America; A Strategic Question: BPO or Not to BPO?; A Business Strategy-Not a Technology; The Revolution; Identifying and Selecting the BPO Opportunity; A Process that Aligns Decision Making, Goals and Needs; BPO Project Team Structure; Six-Step Process: Establish a BPO Analysis Team, Conduct a Current-State Analysis, Identify Core and Noncore Activities, Identify BPO Opportunities, Model the BPO Project, Develop and Present the Business Case

Outsourcing

Marks: 15

Introduction; What is Outsourcing?: The Client, The Vendor, The Project; Factors Driving the Need to Outsource: Cost Savings, Focus on Core Competencies, Factors Driving Global Outsourcing Efforts; Types of Outsourcing; Skills Needed to Manage Outsourcing Efforts; Ten Common Traps of Outsourcing: Lack of Management Commitment, Minimal Knowledge of Outsourcing Methodologies, Lack of an Outsourcing Communications Plan, Failure to Recognise Outsourcing Business Risks, Failure to Tap into External Sources of Knowledge, Not Dedicating the Best and Brightest Internal Resources, Rushing Through the Initiative, Not Appreciating Cultural Differences, How to Make the Vendor Productive?, Poor Relationship Management Programs

The Outsourcing Life Cycle and Strategic Assessment

Marks: 11

Introduction; Stages; Things to Bear in Mind; Strategic Assessment; Four Elements of Strategic Assessment: Business Value Assessment, Core Competencies, Executive Sponsor Team, Alignment with the Business Strategy, Operational Assessment, Mapping Organisational Processes, Nature of Processes, Benchmarking Processes, Managing Critical Elements around Processes, Financial Assessment, Direct Versus Indirect Costs, Current Costs Versus Future Costs, Type of Costing Method, Risk Assessment, Strategic Risks, Operational Risks, Technology Risks, Financial Risks, Managing Risks

Defining Our Needs for BPO

Marks: 11

Introduction; Operational Assessment: To Outsource or Not?, What to Outsource?; Can we Outsource the Process?; Can we Measure Our Processes?; Outsourcing Strategies: Total Outsourcing Versus Selective Outsourcing, Single Vendor or Multi-Sourcing, In-Source or Outsource; Defining the Needs; The SOW: Scope of the Project, Details of the Work

Assignment, The SLA, Roles and Responsibilities; Characteristics of a Good SOW; Components of the RFP: Sourcing Requirements and Scope, The Vendor, Process and Quality Issues, The Client-Corporate Profile

Vendor Assessment

Marks: 12

Introduction; Types of Vendors: Leaders, Rising Stars and Rookies, Resource Based Classification; Response to the RFP and SOW: Components of the Response to the RFP and SOW; The Process of Vendor Assessment: Preparation, Assembling a Manageable List of Candidates, Evaluating the Vendors, Evaluating the Vendor's Proposal, An In-Depth Look at the Vendors; Common Errors When Choosing Vendors: Sacrificing the Needs Analysis Process for a Glamorous Vendor, Evaluating a Vendor with Cost Savings as the Decisive Factor, Poor Risk Assessment of the Vendor, Rushing Through the Process of Vendor Selection, Lack of Care in Managing Interactions between Vendors, Failing to Maintain a Balance between Using Current and New Vendors

Negotiation and Contract Management

Marks: 14

Introduction; Negotiation Management; Ten Essentials of Outsourcing Negotiation: Know Yourself, Know the Vendor, Know the Market, Prioritise our Requirements, Know Your Time Frame, Start from Your Position then Move towards the Vendor's, The Right Negotiation Team, Document, Negotiate towards a Relationship Not a Contract; Contract Management; Types of Outsourcing Contract; Components of the Outsourcing Contract: The Master Contract, Operating Principles, Metrics Definition, SOWs, SLAs; Essentials of Composing an Adequate Contract; Ensure Comprehensiveness; Assign Responsibilities Clearly; Include an Exit Strategy; Avoid Vendor-Standard Contracts

Managing the Relationship

Marks: 12

Introduction; Work Administration: Communication Management, Knowledge Management, Personnel Management, Financial Management; Continuing, Modifying or Terminating the Arrangement; The Argument for Continuing; Events that Call for Evaluation: Internal Events, External Events, Changes to the Vendor's Business; Modification or Exit Strategies; Common Decision Errors: Getting Caught in the Sunk Cost Trap, Falling for 'A Fantastic Deal', Failing to Recognise a Good Thing, Maintaining the Right Number of Vendors, Forgetting that 'A Stitch in Time Saves Nine'; The Exit Strategy

Reference Books:

1. Dr. Cullen, S., *The Outsourcing Lifecycle*, Outsourcingsolution.com.
2. *Emerging Trends in Information Technology*, Nirali Prakashan.
3. Madura, J., 2007. *Introduction to Business*, 4th ed., Cengage Learning.
4. Mani, D., 2008. *Essays on the Organisation and Value of Outsourcing Relationships*, ProQuest.
5. McIvor, R., 2010. *Global Services Outsourcing*, Cambridge University Press.
6. Mehrotra, N., 2005. *Business Process Outsourcing: The Indian Experience*, ICFAI Books.
7. Nakkiran, S. & Franklin, D. J., 2004. *Business Process Outsourcing (BPO): Concept, Current Trends, Management, Future Challenges*, Deep and Deep Publications.
8. Nargundkar, 2010. *Services Marketing 3E*, 3rd ed., Tata McGraw-Hill Education.
9. Patel, D., 2001. *OOIS 2000: Proceedings*, Springer

0201224: KNOWLEDGE PROCESS OUTSOURCING

Full Marks: 100

Outsourcing

Marks: 10

Introduction; Definition; Outsourcing Process; Offshoring; Outsourcing vs. Offshoring; Theories in the Research of the Outsourcing Process; Basic Types of Outsourcing Services; Outsourcing of Market; Outsourcing Lifecycle; Owning the Process or Managing a Phase; Advantages and Disadvantages; Need; Global Outsourcing

Knowledge Process Outsourcing

Marks: 14

Introduction; Knowledge Process Outsourcing; Types of KPO Service Providers in the Market; Global Outsourcing Trends in KPO and its Rationale; Value Proposition for KPO; Contribution of KPO towards Indian Economy; Skills Required in Knowledge Process Outsourcing; India Suitability for KPO: Offshoring Attractiveness Index, India's Education System; Most Probable Areas of KPO; Service Level Agreement (SLA) Requirements for KPO

Evolution of Knowledge Process Outsourcing

Marks: 14

Introduction; Value Proposition of KPO; Captive Centres; Third Party Service Providers (Third-Party Players); Virtual Captives; Major Segments of KPO Industry; Data Management, Search and Analytics; Contract Research and Biotech; Engineering Design; Origins of Knowledge Process Outsourcing (KPO); Characteristics of KPO; Important Sub Sectors within KPO: Banking, Securities and Industry Research Services, Contract Research Organisations and Bio-Pharmaceutical Services; India's Intellectual Potential

Profile of Select KPO Verticals

Marks: 11

Introduction to Engineering Process outsourcing: Mechanical Engineering Services, Civil Engineering Services, Architectural Engineering Services; Legal Process Outsourcing; Research and Development Outsourcing; Outsourcing of Market Research/Analytics: Outsourcing of HR Services, Person-to-Person Outsourcing; Software as a Service; Knowledge and Legal Process Outsourcing; KPO Delivery; Benefit to Client; Productivity Enhancement; Focus on Core Competency

Advantages of KPO in India

Marks: 17

Introduction; Evolution; Stages of KPO Evolution in India; KPO Industry: Features, Categories, Market Size, Demand Drivers; Characteristics of KPO; Changing Dimension of KPO Units; The Indian KPO Advantage; India-The World's Largest KPO Destination; Different Models of KPO; Anticipated Growth of KPO Industry in India: Knowledge Process Offshoring: India Advantage, Advantages in Off-Shoring of Engineering Processes to India, Advantages in Off-Shoring Legal Processes to India, Advantages in Off-Shoring R&D Processes to India; Succeeding in KPO; Characteristics of KPO Projects; Important Sub-Sectors within KPO: Banking, Securities and Industry Research Services, Contract Research Organisations and Bio-Pharmaceutical Services, Data Management, Mining, Searching and Analytics, Legal, Paralegal and Intellectual Property Support Services

Partnering for Performance: Knowledge Process Outsourcing

Marks: 9

Introduction; The Maturity Class Framework; The Best-in-Class Pace Model: Best-in-Class Strategies; Benchmarking Requirements for Success; Performance Management; Required Actions

Challenges, Strategies and Trends

Marks: 13

Introduction: Strategic Importance of KPO; The Role of the CEO and the C-Level Management; Outsourcing Management Office; Relationships; Challenges in Knowledge Process Outsourcing; Strategies; Leveraging the Strengths of Indian Diaspora; KPO Opportunities for Indian Corporate; Government Policies to Aid KPO Industry: Improvements in Infrastructure, Setting up of Knowledge Parks; Future Trends; Government Interface

Knowledge Process Offshoring

Marks: 12

Introduction; The Success of Offshoring; The Process: The 4M Approach; Legal Services; Offshore Legal Services; Market Research, Consulting Research and Advertising; Data Analytics; Finance and Accounting; KPO is Different and will Evolve Differently; Critical Success Factors in Offshoring Knowledge Work; Key Conclusions on KPO Growth

Reference Books:

1. Lonsdale, C. & Cox, W. A., 1998. Outsourcing: a business guide to risk management tools and techniques, Earlsgate Press.
2. Menken, I. & B, Gerard. 2008. Outsourcing Best Practices Step-By-Step Guide on How to Manage the Changes, Challenges and Opportunities and Implement a Successful Outsourcing Process, Emereo Pty Limited.
3. Messenger, J. & Ghosheh, N., 2010. Offshoring and Working conditions in Remote Work, International Labour Office.
4. OECD, 2008. Enhancing the Role of SMEs in Global Value Chains, OECD Publishing.
5. Pollitt & David, 2005. Outsourcing and HR, Emerald Group Publishing Ltd.
6. Raju, S. & Parthasarathy, 2010. Management Text and Cases, 2nd ed., PHI Learning Pvt. Ltd.