

applications in various organizations. The whole focus of this chapter is to provide meaningful insights to managers with regard to the effectiveness with which they perform various roles, and their overall impact on the organization.

Chapter 10 talks about the instrumentation in the 360 degree feedback system. It discusses the relevance of the 360 degree feedback system and its application in different work sectors. Chapter 11 highlights the myths and facts of the 360 degree feedback system as it serves multiple objectives. A critical look at the 360 degree feedback system is given in Chapter 12. The authors share their past experiences with this tool and show us how it can be used effectively along with other instruments in the form of a multi rater assessment.

Chapters 13 to 15 deal with the school setup and focus primarily on developing leadership in school principals through the 360 degree feedback (Chapter 13), use of 360 degree feedback for teachers and parents (Chapter -14) and peer feedback for students (Chapter 15). The 360 degree feedback tool for NGOs is covered in the next chapter while Chapter 17 deals with its uses in some major Indian corporations.

The book identifies the developmental needs of people through a multi-rater assessment feedback. The authors have provided a format for developmental needs on the basis of the 360 degree feedback that emphasizes the inclusion of roles, styles, delegation and qualities in its action plan. Taking the journey ahead, the volume discusses coaching in a multi-rater assessment feedback in Chapter 19 and the role of the coach and the process involved. Experiences from other countries are shared in Chapter 20.

In summary, this is an excellent book which will be useful to both academics and practitioners in the field of management.

Sunita Singh-Sengupta

B. S. Group

IIM Calcutta

The Offshore Nation: The Rise of Services Globalization by Vashistha and Vashistha. 2005. New Delhi: Tata McGraw Hill Publishing Co. Ltd. Pp 296. Price: Rs. 450.

The terms outsourcing and offshoring are sometimes used synonymously though they are quite different in structure and requirements. The only commonality could be along the few common benefits they both provide. Outsourcing is seen as 'significant value addition by outside vendors'. The implicit assumption is that, the 'outside vendors' leverage their positions in cost advantageous distant places and offshore a significant

amount of work to reap benefits. These benefits are shared with the user organization that is outsourcing the work to them. Though in this model outsourcing and offshoring go together, strictly speaking, outsourcing need not always occur with offshoring.

The other model is a simple offshoring by the user organization itself wherein it shifts a part of the activities carried out in costly locations to low wage countries. Another reason for this could be the abundant availability of skillful, trained personnel who again deliver a comparative quality at a fraction of the original prices. In this case, there is no outsourcing involved but only offshoring. The entire value chain is still strictly within the bounds of the user organization though now it is geographically located at different places. Thus many issues which could arise in outsourcing may not be applicable in offshoring. Similarly, many issues may not be applicable if the vendor is not offshoring the outsourced work. This sort of distinction and clarity between outsourcing and offshoring is required while reading any material on these subjects. Clarity on the part of readers saves them from any possible mix up of issues. The book under review assumes outsourcing as happening and also assumes that most of the outsourced work is offshored. This is stated as 'offshore outsourcing'. This implicit assumption on the part of the authors takes the readers through the subject expecting them to understand issues as they are applicable. In the book, they also indicate a separate captive offshore model with no outsourcing happening.

This reviewed book is on globalization of services. The world had seen the globalization of manufacturing a few decades ago. Competitive pressures, initially along cost lines and subsequently, the need for innovation have led companies from the West to outsource their value creation activities to companies from other countries and achieve results in various degrees. This globalization phenomenon of late is happening in the services domain as well and assuming respectable proportions. This is warranting a review of practices, providing information and guidelines. As rightly pointed out in the book, the guiding principle of outsourcing has been that work which is less core to the organization is handed over to companies with cost advantages and expertise in those activities. This frees the internal resources of the outsourcing organization and helps it in focusing on enhancing value adding for its core businesses. Apparently, this benefit has gone well with the companies; hence, the outsourcing business volumes have multiplied over the years and are touching ever newer heights. This book is an attempt to address the informational requirements and concerns regarding offshoring. It provides a broad based framework so that companies can do well while attempting offshore outsourcing in the services domain.

As the authors acknowledge, most of these are happening as enabling technology is

available now. The book stresses the need for futurizing one's organization highlighting the volatility, innovation issues and labour shortages in the near future. Futurizing is not merely being prepared to meet the changed requirements but also to do well and flourish during those times. The compelling conditions like cost, focus, quality, speediness and requirement of flexibility are forcing companies to explore offshore possibilities. This opportunity existed in the form of supplier nations earlier too. However, in addition to the increased competitive pressures, the changed condition now is the enabling technologies along with a change in the mindset which have allowed it to happen.

Any globalization related discussion is not free from being politicized and globalization of services or the offshoring issue is no exception. One dominant concern is the loss of jobs due to activities being offshored. Offshoring firms need to address this issue sensitively. Backlash against offshoring is becoming a major factor the firms have to cope with while considering offshoring as a value adding mechanism. The book advises practitioners to take a long term approach and suggests that the best approach is to involve the employees and manage their displacement. Offshoring firms need to adopt a proactive approach in emphasizing overall benefits that offshoring brings and need to stress the results which can affect the economy positively.

The factors influencing the outsourced location selection are classified along exogenous, catalyst and business environment. These points are discussed with implications for outsourcing companies for making a decision. Exogenous factors are support from government, educational system, geopolitical environment and infrastructure in place. Catalyst factors are physical and time zone displacement, cultural compatibility, labour pool and language proficiency. The business environment includes cost advantages regarding direct labour and indirect process, competitiveness of suppliers, security and intellectual property (IP) related issues. Supplier countries which are leading in offshoring like India, Philippines, Russia, China, Czech Republic, Ireland, Malaysia, Poland, and Hungary among others are discussed.

The book presents a globalization strategy framework comprising of eight factors: cost savings, control, risk, quality, industry activity, social responsibility, corporate strategy and company culture. These factors are important in integrating offshore to the overall strategy of the user firm. The book discusses various offshore models like direct suppliers, dedicated centre, joint venture, third party transparent, build-operate-transfer, captive centre. Similarly, various supplier models are touched upon. There is also an attempt in the book of trying to clarify and dispel the myths surrounding the globalization of services. Some of the myths addressed here are - it is risky for the organization to

attempt offshoring, infrastructure is poor at supplier places, loss of control and lowered quality due to offshoring, offshoring is a transient phenomenon and the notion that offshoring is bad for the economy. Other myths addressed include suppliers use slave labor, only large can afford offshoring and there is no difference among suppliers.

Identifying and managing risks is a critical activity while considering offshoring or outsourcing. These risks are classified along strategic, operational and financial heads. The strategic ones are along offshoring destination, intellectual property and on-going process improvement lines. Operational ones are planning, sourcing and delivery management areas. Financial risks are inflated pricing and undervalued pricing lines. Similarly, when it comes to benefits, they vary. While some of the costs and cost related benefits may be more apparent in offshoring, they are less tangible. Summing up these benefits and costs can give one the total cost of offshoring. Considering these all with holistic understanding gives a better quality decision. The total cost of offshoring is projected here after considering components like wage rates, communication, infrastructure, transition and governance, redeployment of resources, HR change management, training costs, business continuity, knowledge development, travel costs and exchange rates.

Certain guidelines regarding supplier selection are also offered in the book. The transition issue which is critical in achieving success in any offshoring is discussed. Program management is the next crucial step and along the performance, financial, contract, relationship, resource and operations risk management lines, systems have to be put in place to monitor and manage the same. Along the operations risk management lines, the offshoring company needs to focus on business continuity, information protection, data recovery, insurance coverage, intellectual property protection and personnel and physical security.

While the book has tried to cover various topics surrounding offshoring, the need for coordination and communication along with governance issues could have been brought more into focus. The process overheads may overwhelm, especially, when interface requirements of the outsourced processes demand more communication and coordination. If the user organization is not prepared along these lines, it may be in for a rude surprise. This needed to be brought out more clearly. This also stresses the point of carrying out transformation along with outsourcing/offshoring. While it is true that getting engaged in multiple outsourcing can transform the organization, the user shall be better prepared if the process is looked at along transformational lines before moving it out of the current realm.

Another point that could be better covered is the governance mechanism. Governance mechanisms needed for the engagement differ on the nature of activity outsourced. Even the nature of engagement along the temporal dimension, like long or short time, depends on many parameters. Which type of engagement suits which type of activity and partners could be have been covered more. Similarly, among the practitioners, the attrition that is happening with outsourcing vendors is a serious cause of concern. The whole plan can go hay wire due to high attrition happening with the engaged partner. It is true that the flexibility offered by the arrangement may help the user organization along the time to market dimension. But, the same may get adversely affected due to instability along any of the other dimensions.

The book, on the whole, covers various facets of offshoring. It covers the necessity to go along the way. It provides a framework and advises the practitioners on the necessity of due diligence. It also tries to dispel some of the myths associated with the process. In some areas, it may appear that depth apparently is traded for breadth of coverage and the structuring of the book along arrangement of topics lines can also be improved. Though there are other concerns that could have been better addressed, overall, the book introduces the readers to services outsourcing as it is happening and provides information on many surrounding issues.

Srinivas Ainavolu

Doctoral Student, Strategic Management Group
IIM Calcutta

Growth Theory – Solow and his Modern Exponents by Dipankar Dasgupta. 2005. New Delhi: Oxford University Press, Price: Rs.545.

This is a book on recent contributions to the theory of economic growth. By “recent” one means the post nineteen eighties literature on the subject contrasting that with the growth economics of the nineteen fifties and sixties. The latter is now “old growth theory”, the former “new growth theory”. There has been such a deluge of publications on “new growth theory” that to simply sort things out and put them in one coherent framework would be a daunting exercise to attempt. The author has done an admirable job in this respect.

Growth theory is a demanding subject, not an accessible one. At the same time, the rewards to investing time and energy in the discipline are considerable. The subject

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