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Personnel and Education System to support the Knowledge Management of IT offshoring

- Global IT Company C's Case Study -

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In this study, I will make it clear how Personnel and Education system of Global IT companies contributes Knowledge Management of IT offshoring.

Global IT companies are offering to open a delivery centers around the world and provide IT outsourcing services to seek the optimal solution services in align with clients' needs. This business model is commonly referred to as Global Delivery Model, advanced IT offshoring.

IT offshoring has long history in this two decade and lots of knowledge & experience are stored to offshore side. These knowledge & experience is used to create their own IT development methodology, framework, tools in align with System Development Life Cycle management and adaption of IT management framework such as ITIL and CMMI.

Generally speaking, IT development depends on the shuttle movement of advanced knowledge creation, tacit knowledge and explicit knowledge. When people make the shuttle movement, language is used but the language reflects their own culture, history and habits so providing services from the locations around world like Global Delivery Model, it may easily happen communication gaps. In other words, Global Delivery model has a potential risk in communication, however, in these days, Global Delivery Model is often used in IT development and the market has rapidly grown. To mitigate this communication risk, the most important thing is each people's skill & mind set. Against this background, I will focus

on people who support the business model of global IT companies and Personnel and Education system that support people.

The purpose of this study is to reveal Personnel and Education System that support people and knowledge management of global IT companies. What is the mechanism to utilize knowledge & experience that are taken from projects that is delivered all over world? What kind of Personnel and Education system, global IT companies have adopted? What is the difference between global IT companies and Japanese IT companies?

This study makes hints and recommendations in helping IT companies in Japan when they seek globalization. In the research process, started from public information gathering to know the outlines then reviewed receding studies such as Personnel and Education System, IT Offshoring, Globalization, Knowledge Management and Cross-cultural understanding. After that, hypothesis derived and finally, it was verified by carrying out of survey and interview to Global IT companies.