

ABSTRACT

A business model that has gained increasing prominence in the last decade is outsourcing of value chain activities. Interestingly, the rise of outsourcing has been accompanied by the rise of India as the “destination of choice” for firms that choose to outsource their activities. The growth of outsourcing industry in India has contributed to the economic growth of the country, and has generated significant employment opportunities in the Indian labour market. Given the highly competitive nature of the Indian outsourcing industry, different firms in the Indian business process outsourcing (BPO) industry, have reacted to the challenges to their sustainable growth in different ways. This has led to a wide variation in the performance and subsequent success of BPO firms. In such a scenario, a study that examined how different firms in the BPO industry managed their organizations and their environment, and paved their way to organizational success appeared to be an important area of enquiry.

This research originated from some basic questions: Why are some BPO firms more successful than others? What types of work designs, contexts and strategies tend to be associated with more successful organizations? Can BPO firms organize themselves in more

