



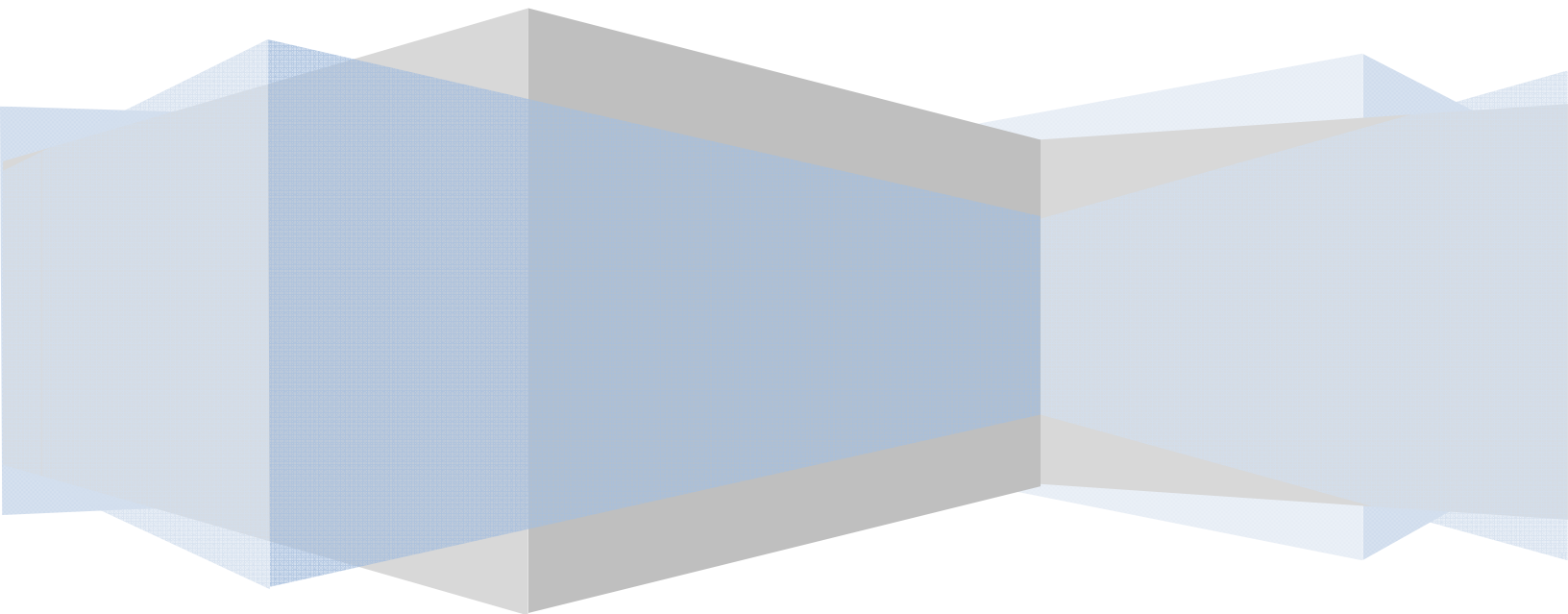
The International Institute for Outsource Management

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# Outsourcing Management Body of Knowledge (OMBOK)<sup>™</sup>

*A Framework for Professional Outsourcing*

Release 2.3 - June 2010



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# Outsourcing Management Body of Knowledge (OMBOK)™

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## Introduction

Outsourcing was born overnight and with its entry came the visions of untold success, and the growth pains that come from an industry formed out of opportunity rather than founded as a profession. Nearly 20 years have passed since those early sourcing engagements and even we still are challenged by the balance of pragmatic behavior and expectations, with profit and risk overt pursuits. This is the world of outsourcing, a gold rush of opportunity with a boom or bust flavor.

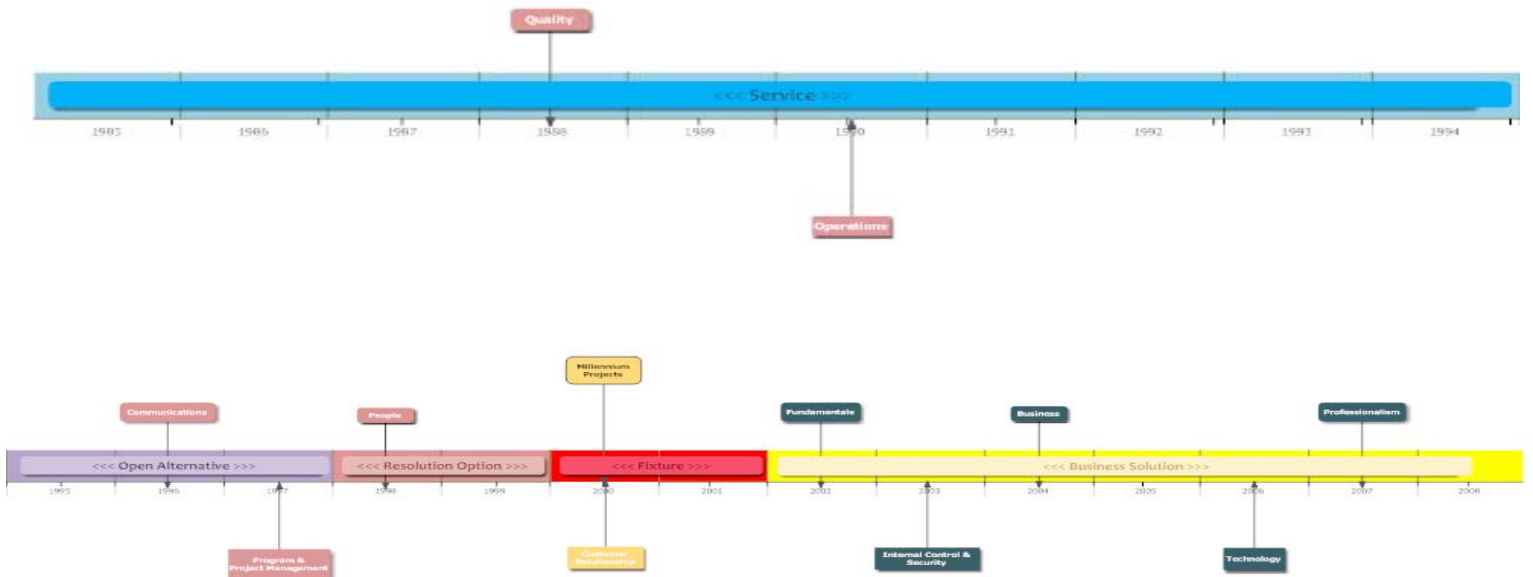
The International Institute for Outsource Management (IIOM) was formed to address a long history of standard service delivery. For every success story there has been an abundance of failures. One might ask why? Where does the problem lie, is it the service supplier, unclear requirements or mutual culpability with the buyer of outsourcing services? Outsourcing, as a profession has made its mark, yet the stories continue to unfold and history continues to repeat itself. While IIOM's objective is to address the source (outsource service providers) it remains clear that many problems also exist within the buying community. The need for a professional framework is needed and as a result the Outsourcing Management Body of Knowledge (OMBOK)™ was born.

## History

The Outsourcing Management body of Knowledge (OMBOK)™ started its journey in 1988. IIOM's founder Jerry Durant, was confronted with his first outsourcing engagement. The pioneering nature of outsourcing relied heavily on the talent of the people. This situation created an atmosphere where results varied widely, and the success on one project did not guarantee positive outcomes for the next. The lack of a framework caused outsourcing to be treated as a service and not a profession which followed a fundamental framework of core competencies. Over the next 20 years knowledge was sought to better understand what core competencies would be required to carry out expert based global outsourcing. The quest for knowledge came about through numerous discussions with outsourcing practitioners, and experts in various business and software engineering disciplines. Extensive study was carried out to understand the essential elements that are necessary to successfully deliver global outsourcing. The following table, illustrated in Exhibit 1, reflects the evolution of the OMBOK™ and the significant events that surround it's introduction.

# Outsourcing Management Body of Knowledge (OMBOK)™

OMBOK™ Segment	Formation Timeframe	Sourcing Period	Influencing Event
<b>Fundamentals of Outsourcing</b>	2002	Business Solution	Sourcing/Outsourcing recognized as permanent
<b>Business</b>	2004	Business Solution	Long term necessity to operate as a business
<b>Operations</b>	1990	Service	Immediate visible delivery
<b>Quality</b>	1996	Service	Delivery meeting acceptable expectations
<b>People</b>	1988	Resolution Option	Service requires dependable and valued resources
<b>Internal Control &amp; Security</b>	2003	Business Solution	Intellectual property focus, governance, regulatory mandates and cultural variations
<b>Technology</b>	2006	Business Solution	Identification and economies through technologies
<b>Customer Relations</b>	2000	Fixture	Maintaining customers through diligent purposeful attention
<b>Program &amp; Project</b>	1997	Open Alternative	Adhoc process costs directly attributable to poor program and project management
<b>Professionalism</b>	2007	Business Solution	Focus on conduct as a regional differentiator



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Outsourcing is more than delivering service; it is fundamentally based on the principle of a solid business foundation tempered by global reach. While delivery is the goal, the strength of the business enterprise has a direct impact on this goal. Outsourcing startups need to acknowledge that their technical talents are at risk if a strong business foundation cannot be established, maintained, adapted, and grown. Thus, the reach of OMBOK™ is to make the journey less risky through a framework of intellectual content understanding. And for the buyer of outsourcing, the OMBOK™ helps to assess potential service partners but also acknowledge a mutual level of competency necessary for successful outsourcing engagements.

## OMBOK™ Framework

The OMBOK™ is established as a framework discipline formed as a baseline for professional outsourcing. It pertains to suppliers, buyers, and related supporting service disciplines.

OMBOK™ Is:

- Established as a baseline set of knowledge, minimum discipline framework
- Pertinent to the outsourcing supply chain: buyer-supplier-support servicer
- Essential for Scope and Risk Management

OMBOK™ Is Not:

- A replacement for but an augmentation to existing topical Bodies of Knowledge (BOK)
- Established to promote commercial service offerings, or to influence buying decisions for related outsourcing training, assessment or guidance service
- Static or produced to emulate similar BOK models, pursuits or initiatives.

In short, the OMBOK™ is a unique, adaptive, and purpose driven framework that fits the dynamic nature of the outsourcing discipline. The intent of the author, the participating contributors and those committed to the discipline of outsourcing is singularly focused on establishing discipline guidance to aid service suppliers and service recipients.

## Professional Outsourcing Roles

The following list reflects the primary roles affected by the OMBOK™. Organizations may use other titles for these roles and in some cases may have included specialized roles to fit the needs of their service offering. The outsourcing role list is provided as a base of comparison with the core disciplines of the OMBOK™.

Illustrated below are some of the outsourcing roles that exist. RACI (Responsible-Accountable-Consulted-Informed) diagrams accompany each the eleven core discipline area descriptions as reflected on the following pages. Each diagram lists the predominant roles as they relate to the specific discipline relationship (denoted in **BROWN**).

Buyer/Supplier:                      Administrative Management  
   Corporate Governance

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# Outsourcing Management Body of Knowledge (OMBOK)™

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	Finance
	Human Factors Engineering
	Human Resources
	Project Management
	Technologists
Supplier:	Customer Relations/Service
	Facilities and Support Services
	Marketing
	Quality Engineering
	Sales
	Software Engineering
	Testing Engineering
Buyer:	Compliance
	Legal
	Procurement
Specialists:	Advisory Services
	Arbitration
	Educational Delivery
	Government
	Professional Trade Organizations
	Research Sciences
	Surrogate Services

## OMBOK™ Overview

Bodies of Knowledge (BOK) have different meanings for different readers and users. Some BOK are a series of independent “best practice” disciplines assembled to represent a profession or support a certification. The OMBOK™, and the discipline of outsourcing represents an extension of BOK foundation disciplines. While having it’s own foundation, as the core, it relies heavily on the emerging nature of both business and technology to form it’s value in the outsourcing profession.

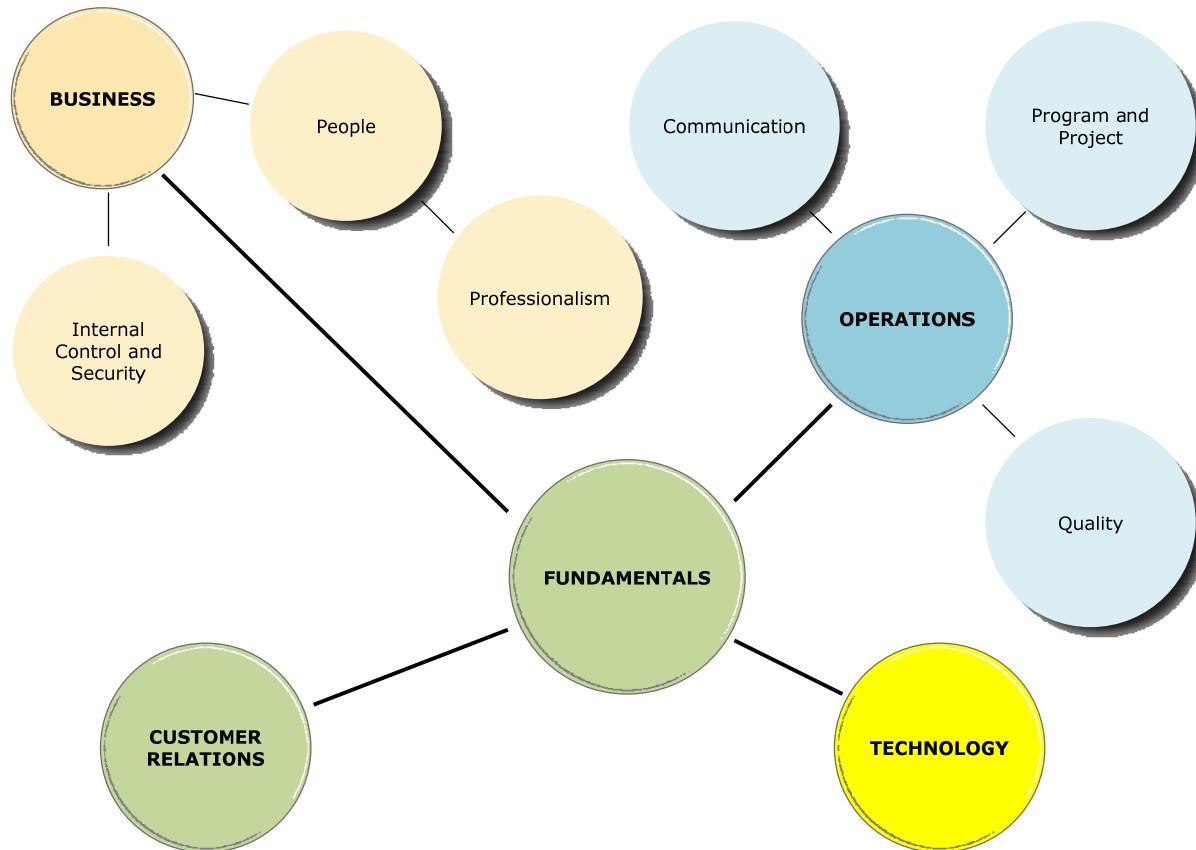
Exhibit 1 reflects the interconnection of disciplines within the Outsourcing Body of Knowledge. Please note that at a High Level there are five (5) fundamental management areas,

- Outsourcing Foundation
- Business
- Operations
- Customer Relationship
- Technology

# Outsourcing Management Body of Knowledge (OMBOK)™

These five areas serve as the hubs for the interaction of disciplines.

Exhibit 2:



The OMBOK™ is comprised of 11 core disciplines that are supported by 94 topical specializations (refer to Exhibit 3). The core disciplines are expected to remain relatively static with the majority of the changes taking place in the 'Knowledge Component' area. This fluid state reflects the dynamics of the discipline and embraces the need to be adaptive, yet specific enough to address the many demands of the discipline.



# Outsourcing Management Body of Knowledge (OMBOK)™

Exhibit 3:

Management Discipline	Knowledge Components
Fundamentals of Outsourcing	<ul style="list-style-type: none"> <li>• Principles of Outsource Management</li> <li>• Outsource Models and Life Cycles</li> <li>• Operations/Processes for Information Technology (ITO) and Business Process Outsourcing (BPO)</li> <li>• Outsource Project Components               <ul style="list-style-type: none"> <li>○ Buyer-Side</li> <li>○ Supplier-Side</li> <li>○ Joint</li> </ul> </li> <li>• Outsourcing Rationale and World Economies</li> <li>• Understanding and Working in Culturally Diverse Technological Settings</li> <li>• Communications – Management and Technicians</li> <li>• Global Development and Delivery (GDD)</li> <li>• Emerging Type of Outsourcing: KPO, EPO, RPO, LPO, BTO, ...</li> </ul>
Business	<ul style="list-style-type: none"> <li>• Industry Structure and Dynamics</li> <li>• Selecting and Qualifying Service Providers               <ul style="list-style-type: none"> <li>○ Fiscal Payback/ROI/NPV</li> </ul> </li> <li>• Regulatory Environment</li> <li>• Contracting for Externally Provided Solutions</li> <li>• Business Process Engineering</li> <li>• Funding and Capital Investment</li> <li>• Global Marketing</li> <li>• Managing Multiple Locations (Locally and Internationally)</li> <li>• Acquiring/Utilizing Global Specialists (Technical and Operationally)</li> <li>• Strategic Planning</li> <li>• Tactical Planning</li> <li>• Branding Strategy</li> <li>• Global Delivery Model</li> <li>• Pricing, Negotiation and Contracting</li> <li>• Outsourcing Business Models: ODCs, Joint Venture, BOT</li> </ul>
Operations	<ul style="list-style-type: none"> <li>• Project Synchronization/Balance               <ul style="list-style-type: none"> <li>○ Client Project Management</li> </ul> </li> </ul>

# Outsourcing Management Body of Knowledge (OMBOK)™

	<ul style="list-style-type: none"> <li>○ Collective Project Management (Buyer/Supplier)</li> <li>○ Time and Delivery Synchronization</li> <li>● Managing Delivery and Implementation             <ul style="list-style-type: none"> <li>○ Task Definition; Pre- and Post-Delivery</li> <li>○ Buyer/Supplier Task Qualification</li> <li>○ Qualified Specifications</li> <li>○ Inquiry and Dialog Availability</li> <li>○ Artifact Qualification</li> <li>○ Timely Delivery and Completion Feedback</li> <li>○ Project Management</li> <li>○ Application of Professional Expertise</li> </ul> </li> <li>● Service Level Agreements (SLA) and Productivity Management</li> <li>● Configuration Management</li> <li>● 24/7 Service and Call Center Operation Management</li> <li>● From Quality Assurance (QA) To Delivery Assurance (DA)</li> <li>● Delivery Management and Value Delivery Management</li> <li>● IT Service Management (ITSM/ITIL)</li> <li>● Service Process Improvement and Service Maturity Model</li> </ul>
Communication	<ul style="list-style-type: none"> <li>● Communication Framework in Construction/Verification and Validation (V&amp;V)/Delivery Periods</li> <li>● Understanding Buyer Role/Responsibilities/Duties and Obligations</li> <li>● Joint Engineering Communications Model</li> <li>● Communication Errors</li> <li>● Arbitration</li> <li>● Metrics for Cohesion</li> <li>● Healthy Boundaries</li> <li>● Coordination of Effort</li> <li>● Supplier Status Reporting</li> <li>● Real-time Status Visibility</li> <li>● Maintaining Project Repositories and Knowledge Management</li> <li>● Cross-Culture Communications and Cultural Competence</li> </ul>
Quality	<ul style="list-style-type: none"> <li>● Process Engineering</li> <li>● Quality Control Practices</li> <li>● Process Improvement and Industry Quality Models</li> <li>● Outsource Project Metrics and Quantitative Models</li> </ul>

# Outsourcing Management Body of Knowledge (OMBOK)™

	<ul style="list-style-type: none"> <li>• Measuring Progress and Linkages to Success</li> <li>• Verification and Validation (V&amp;V)</li> <li>• Utilizing Process Maturity for Capability Development (and not just as a Marketing Tool)</li> </ul>
People	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Skill and Competency Management</li> <li>• Recruitment and Retaining Talent</li> <li>• Team Work Dynamics</li> <li>• Training and Development</li> <li>• Recognizing Cultural and Work Differences               <ul style="list-style-type: none"> <li>○ Paradigm Differences</li> <li>○ How Much Must be Mandated?</li> <li>○ End Result Impact</li> <li>○ Utilizing Diversity to Increase Project Experience Satisfaction</li> </ul> </li> </ul>
Internal Control and Security	<ul style="list-style-type: none"> <li>• Building Adequate Risk Management and Internal Control for ITO/BPO Organizations</li> <li>• Building Adequate Security for ITO/BPO Organizations</li> <li>• Protection of Intellectual Property Rights</li> <li>• Outsourcing Requirement Management &amp; Engineering / Identifying Stakeholders</li> <li>• Overcoming Cultural, Time, Location, Technological Difference</li> <li>• Change Management</li> <li>• Governance In Offshore Projects</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Technology Advancement and Investment</li> <li>• Software Reuse Processes</li> <li>• Technology Use in Development, Configuration Management, Testing, Quality Assurance and Implementation</li> <li>• Managing New Technologies</li> <li>• Research and Development</li> <li>• Managing Technology Infrastructure</li> <li>• Technology gap Analysis and Transfer</li> <li>• Technology Standardization</li> </ul>
Customer Relationship	<ul style="list-style-type: none"> <li>• Managing Customer Relationships and Satisfaction</li> <li>• Performance Evaluation</li> <li>• Monitoring and Maintaining Service Levels (SLAs)</li> <li>• Problem/Incident/Defect Management</li> </ul>

# Outsourcing Management Body of Knowledge (OMBOK)™

	<ul style="list-style-type: none"> <li>• Outsourcing Relationship Management</li> <li>• Building Partnership</li> <li>• Managing Partnership             <ul style="list-style-type: none"> <li>○ Setting Goals and Expectations</li> <li>○ Performance Evaluation</li> <li>○ Monitoring and maintaining Service levels</li> <li>○ Problem/Incident/Defect Management</li> <li>○ Managing Conflicts</li> </ul> </li> <li>• Strategic Partnership/Innovation Partnership             <ul style="list-style-type: none"> <li>○ Risks and Rewards Sharing</li> </ul> </li> <li>• Customer Value Management</li> </ul>
Program and Project	<ul style="list-style-type: none"> <li>• Tender Bidding</li> <li>• Negotiation</li> <li>• Financial, Resource, Issues, Problem Resolution Management</li> <li>• Project Management</li> <li>• Offshoring Management Framework (OMF)</li> <li>• Global Software Development (GSD)/Global Software Engineering (GSE)/Global Project Management (GPM)</li> <li>• Virtual Team Building</li> </ul>
Professionalism	<ul style="list-style-type: none"> <li>• Ethics/Code of Conduct/Integrity</li> <li>• Responsibilities</li> <li>• Continuous Development</li> <li>• Social Obligation</li> </ul>

# Outsourcing Management Body of Knowledge (OMBOK)™

## Fundamentals of Outsourcing Management

	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Fundamentals of Outsourcing	<ul style="list-style-type: none"> <li>• Principles of Outsource Management</li> <li>• Outsource Models and Life Cycles</li> <li>• Operations/Processes for ITO and BPO</li> <li>• Outsource Project Components                             <ul style="list-style-type: none"> <li>○ Buyer-Side</li> <li>○ Supplier-Side</li> <li>○ Joint</li> </ul> </li> <li>• Outsourcing Rationale and World Economies</li> <li>• Understanding and Working in Culturally Diverse Technological Settings</li> <li>• Communications – Management and Technicians</li> <li>• Global Development and Delivery (GDD)</li> <li>• Emerging Type of Outsourcing: KPO, EPO, RPO, LPO, BTO, ...</li> </ul>

Definition: Foundation concepts supporting the discipline of outsourcing.

Keywords: Foundation, Principles, Fundamentals, Historical, Economics

Established in OMBOK™: 2008

Formation: Business Solution Sourcing Period - 2002

## Outsourcing Management Body of Knowledge (OMBOK)™

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The Fundamentals of Outsourcing presents the foundation principles of outsourcing. Each knowledge component is dynamically influenced by past, present and future directions of the outsourcing industry. Factors of culture, world dynamics, technological and social evolution have a direct and profound impact on these core fundamentals. A unique factor of outsourcing is that while there is both a buyer and supplier component that their interrelationship is tightly connected. Considering this alignment places a stronger need to bridge gaps and create an atmosphere of high flexibility.

# Outsourcing Management Body of Knowledge (OMBOK)™

## Business Management

	R	A	C	I
	(Responsible)	(Accountable)	(Consulted)	(Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Business	<ul style="list-style-type: none"> <li>• Industry Structure and Dynamics</li> <li>• Selecting and Qualifying Service Providers                             <ul style="list-style-type: none"> <li>○ Fiscal Payback/ROI/NPV</li> </ul> </li> <li>• Regulatory Environment</li> <li>• Contracting for Externally Provided Solutions</li> <li>• Business Process Engineering</li> <li>• Funding and Capital Investment</li> <li>• Global Marketing</li> <li>• Managing Multiple Locations (Locally and Internationally)</li> <li>• Acquiring/Utilizing Global Specialists (Technical and Operationally)</li> <li>• Strategic Planning</li> <li>• Tactical Planning</li> <li>• Global Delivery Model</li> <li>• Pricing, Negotiation and Contracting</li> <li>• Outsourcing Business Models: ODCs, Joint Venture, BOT</li> </ul>

Definition: Principles that establish, guide, monitor and form the basis of business operations.

Keywords: Marketing, Planning, Structure, Funding, Global, Fiscal Return

Established in OMBOK™: 2008

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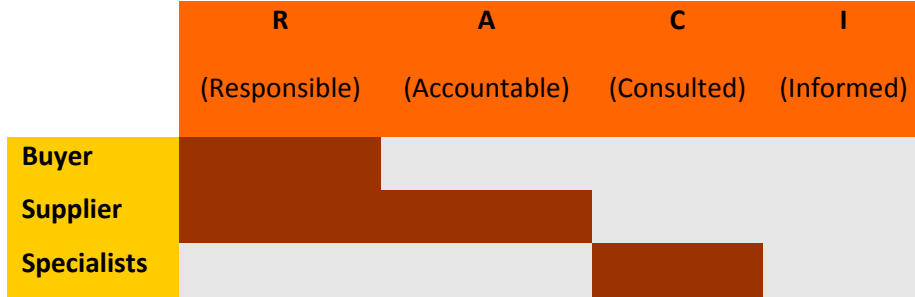
Formation: Business Solution Sourcing Period - 2004

A successful and sustainable outsourcing enterprise requires strong Business Management. Early grassroots outsourcers relied on technical talents to overcome shortcomings in running the company as a business. The demands placed on outsourcers are great and as a result they must be strong as a business. Some companies may choose to hire people who have solid business abilities, whereas others may choose to develop their skills and forgo further technological involvement. Unfortunately, many who start as technicians continue in this role despite their desire to make the change. The principles of sound business provide a backdrop that will help to sustain and grow technological outsourcing excellence. Even when applying 'Crowdsourcing' delivery approaches, individuals balance the economics of survival with the pursuit for technical excellence and commitment



# Outsourcing Management Body of Knowledge (OMBOK)™

## Operations Management



Management Discipline	Knowledge Components
Operations	<ul style="list-style-type: none"> <li>• Project Synchronization/Balance                             <ul style="list-style-type: none"> <li>○ Client Project Management</li> <li>○ Collection Project Management (Buyer/Supplier)</li> <li>○ Time and Delivery Synchronization</li> </ul> </li> <li>• Managing Delivery and Implementation                             <ul style="list-style-type: none"> <li>○ Task Definition; Pre- and Post-Delivery</li> <li>○ Buyer/Supplier Task Qualification</li> <li>○ Qualified Specifications</li> <li>○ Inquiry and Dialog Availability</li> <li>○ Artifact Qualification</li> <li>○ Timely Delivery and Completion Feedback</li> <li>○ Project Management</li> <li>○ Artifact and Component Construction, Qualification and Delivery</li> <li>○ Application of Professional Expertise</li> </ul> </li> <li>• SLA and Productivity Management</li> <li>• Configuration Management</li> <li>• 24/7 Service and Call Center Operation Management</li> <li>• From Quality Assurance (QA) To Delivery Assurance (DA)</li> <li>• Delivery Management and Value Delivery Management</li> <li>• IT Service Management (ITSM/ITIL)</li> <li>• Service Process Improvement and Service Maturity Model</li> </ul>

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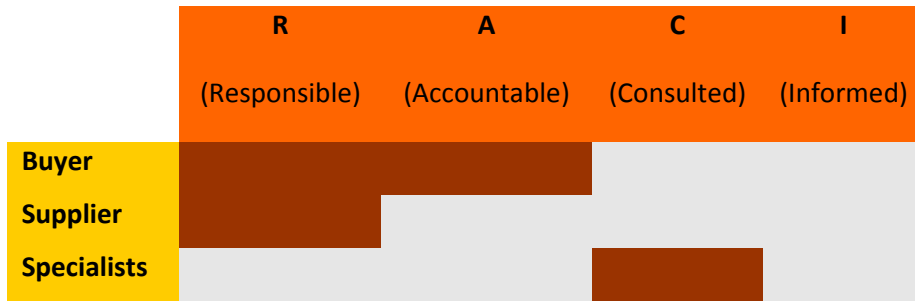
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Definition:	Functional aspects that guide outsource service delivery.
Keywords:	Delivery, Service Level, Change Control, Project Synchronization
Established in OMBOK™:	2008
Formation:	Service Sourcing Period - 1990

Delivering to contractual conditions is founded on the principles of Operations Management. How skillfully we carry out this obligations will influence the results that buyers will receive and the profit that the service provider will realize. Operations Management does not, by itself, guarantee success. Rather it must be viewed as the backdrop from which we equalize the skills, abilities and coordination on a project (or the conduct of the outsourcing business enterprise). A principle, promoted in the Agile Manifesto ([www.agilemanifesto.com](http://www.agilemanifesto.com)), is the concept of people over process. Too much of either, whether depending on defined process or dependency on the people factor, is apt to produce unacceptable results. The purpose of Operations Management is to assure the readers and adopters, the benefits of a foundation of knowledge in order to minimize variations and to insure a baseline for daily work.

# Outsourcing Management Body of Knowledge (OMBOK)™

## Communication Management



Management Discipline	Knowledge Components
Communication	<ul style="list-style-type: none"> <li>• Communication Framework in Construction/Verification and Validation (V&amp;V)/Delivery Periods</li> <li>• Understanding Buyer Role/Responsibilities/Duties and Obligations</li> <li>• Joint Engineering Communications Model</li> <li>• Communication Errors</li> <li>• Arbitration</li> <li>• Metrics for Cohesion</li> <li>• Healthy Boundaries</li> <li>• Coordination of Effort</li> <li>• Supplier Status Reporting</li> <li>• Real-time Status Visibility</li> <li>• Maintaining Project Repositories and Knowledge Management</li> <li>• Cross-Culture Communications and Cultural Competence</li> </ul>

Definition: Means of relating information within and outside of an organization.

Keywords: Communication Vehicles, Metrics, Knowledge, Roles, Responsibilities, Dialog, Boundaries, Status

Established in OMBOK™: 2008



# Outsourcing Management Body of Knowledge (OMBOK)™

## Quality Management

	R	A	C	I
	(Responsible)	(Accountable)	(Consulted)	(Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Quality	<ul style="list-style-type: none"> <li>• Process Engineering</li> <li>• Quality Control Practices</li> <li>• Process Improvement and Industry Quality Models</li> <li>• Outsource Project Metrics and Quantitative Models</li> <li>• Measuring Progress and Linkages to Success</li> <li>• Verification and Validation (V&amp;V)</li> <li>• Utilizing Process Maturity for Capability Development (and not just as a Marketing Tool)</li> </ul>

**Definition:** The degree by which a service or work product fulfills expectations, both stated and implied. The degree to which quality is impacted may involve an absence (or presence) of conditions that would promote failures. Fitness for use.

**Keywords:** Quality, Testing, Verification, Validation, Capability, Process Control

**Established in OMBOK™:** 2008

**Formation:** Service Sourcing Period - 1988

Quality Management is not free, doesn't happen automatically, and certainly is not the responsibility of only one party. Even though the supplier may be required and is held accountable for the quality of their work, the buyer is responsible for seeing that quality standards are defined and upheld. Quality Management is pervasive, and

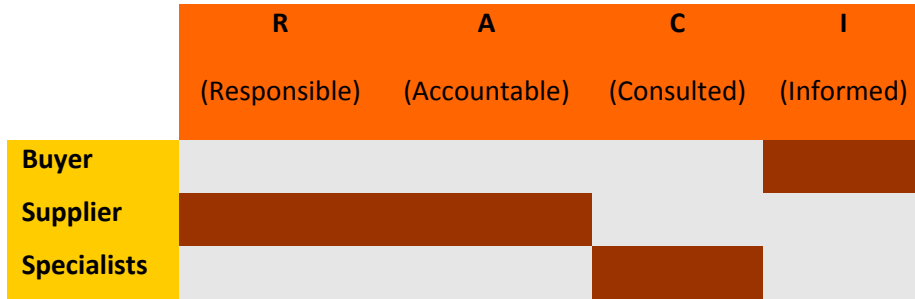
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touches every aspect of outsourcing. Low quality hinders the delivery of services and projects, a leading reason for outsourcing failures.

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## People Management



Management Discipline	Knowledge Components
People	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Skill and Competency Management</li> <li>• Recruitment and Retaining Talent</li> <li>• Team Work Dynamics</li> <li>• Training and Development</li> <li>• Recognizing Cultural and Work Differences                             <ul style="list-style-type: none"> <li>○ Paradigm Differences</li> <li>○ How Much Must be Mandated?</li> <li>○ End Result Impact</li> <li>○ Utilizing Diversity to Increase Project Experience Satisfaction</li> </ul> </li> </ul>

**Definition:** Disciplines surrounding the acquisition, development, maintenance and utilization of resources. People may be in direct or hired services.

**Keywords:** Talent, Resource, Team, Recruiting, Development, Competency

**Established in OMBOK™:** 2008

**Formation:** Resolution Option Sourcing Period - 1998

People Management (also known as Resourcing) involves the selecting, directing and controlling the talent pool. Buyers often criticize suppliers for the lack of qualified talent, inadequate attention to building talent strength, and the extent of turnover. Each successive time that inadequacy and change occurs, projects and services are placed at risk. Risk equates to money and money is one of the leading reasons why buyers consider outsourcing. If their return-on-investment (ROI) projects do not become a reality then outsourcing is placed at risk. Even

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though People Management is heavily centered on the management of the resources the individual is also engaged from the very first day of their employment. They are obligated, as professionals, to work in a positive team driven environment and are responsible for personal development and dedication to their employer (and the buyer).



# Outsourcing Management Body of Knowledge (OMBOK)™

## Internal Control and Security Management

	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Internal Control and Security	<ul style="list-style-type: none"> <li>• Building Adequate Risk Management and Internal Control for ITO/BPO Organizations</li> <li>• Building Adequate Security for ITO/BPO Organizations</li> <li>• Protection of Intellectual Property Rights</li> <li>• Outsourcing Requirement Management &amp; Engineering / Identifying Stakeholders</li> <li>• Overcoming Cultural, Time, Location, Technological Difference</li> <li>• Change Management</li> <li>• Governance In Offshore Projects</li> </ul>

**Definition:** A process, effected by an entity's board of directors, management, and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: a) Effectiveness and efficiency of operations; b) Reliability of financial reporting; and c) Compliance with laws and regulations, with specific focus on the fiduciary responsibilities of the outsource service provider to develop, maintain and oversee related security aspects.

**Keywords:** Responsibility, Intellectual Property Rights, Security, Legal Obligation

**Established in OMBOK™:** 2008

**Formation:** Business Solution Sourcing Period - 2003

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Strong business relationships between buyer and seller start with trust. Trust, established through Internal Control and Security Management efforts, places a responsibility on the buyer to engage only qualified and trustworthy suppliers, to carry out this most important aspect of the outsource service contract. Trust extends beyond the buyer and involves their customers as well. A breach of trust, an absence of precautions, and erratic Internal Control and Security processes not only create unhealthy conditions but make it difficult to pinpoint the extent of the indiscretion. Internal Control and Security Management is a situation where you either have proper care and conduct, or you do not. There is no middle ground, and the exposure is equally significant. Due diligence activities of the requestor of Internal Control and Security services may include the confirmation of Service Provider certifications (ex. CPA-Certified Public Accountant, CIA-Certified Internal Auditor, CISA-Certified Information Systems Auditor, CISM-Certified Information Security Manager, CISSP-Certified System Security Professional, CFE-Certified Fraud Examiner, CICS-Certified Information Control Specialist, etc.).

# Outsourcing Management Body of Knowledge (OMBOK)™

## Technology Management

	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Technology	<ul style="list-style-type: none"> <li>• Technology Advancement and Investment</li> <li>• Software Reuse Processes</li> <li>• Technology Use in Development, Testing , Configuration Management, Quality Assurance and Implementation...</li> <li>• Managing New Technologies</li> <li>• Research and Development</li> <li>• Managing Technology Infrastructure</li> <li>• Technology gap Analysis and Transfer</li> <li>• Technology Standardization</li> </ul>

**Definition:** Review, assessment, deployment and oversight of technologies employed. Diligent examination of potential technology solutions.

**Keywords:** Reuse, Software Factory, Research, Advanced Technologies

**Established in OMBOK™:** 2008

**Formation:** Business Solution Sourcing Period - 2006

Technology Management has a good and a bad side. On a positive note, technology can create competitive advantages and cost benefits to the supplier of outsourcing services. However, the lack of Technology experience can elevate risk. Only through pragmatic introduction, deployment, and strong oversight can the risks associated with Technology be abated. In the context of outsourcing such knowledge areas as software reuse processes offer significant time and delivery savings. At the same time it introduces a new operating

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paradigm as it pertains to intellectual rights protection. Introduction, discussion, negotiation, and care must be exercised to keep related disciplines in balance. Likewise, the use of technologies and guided research and Development (R&D) can save time and money if prudent oversight and control is maintained. Due diligence activities of the requestor of Technology Management services may include the confirmation of Service Provider Certifications (ex. COOPM-Certified Outsource/Offshore Project Manager, PMP-Project Management Professional, etc.) and detailed relevant expertise in the specific technology (ex. SAP R3 Configuration Management, Cisco PIX firewall installation Voice over IP (VoIP) evaluation, selection and implementation, etc.)

# Outsourcing Management Body of Knowledge (OMBOK)™

## Customer Relationship Management

	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Customer Relationship	<ul style="list-style-type: none"> <li>• Managing Customer Relationships and Satisfaction</li> <li>• Performance Evaluation</li> <li>• Monitoring and Maintaining Service Levels (SLAs)</li> <li>• Problem/Incident/Defect Management</li> <li>• Outsourcing Relationship Management</li> <li>• Building Partnership</li> <li>• Managing Partnership                             <ul style="list-style-type: none"> <li>○ Setting Goals and Expectations</li> <li>○ Performance Evaluation</li> <li>○ Monitoring and maintaining Service levels</li> <li>○ Problem/Incident/Defect Management</li> <li>○ Managing Conflicts</li> </ul> </li> <li>• Strategic Partnership/Innovation Partnership                             <ul style="list-style-type: none"> <li>○ Risks and Rewards Sharing</li> </ul> </li> <li>• Customer Value Management</li> </ul>

**Definition:** Connection and care over interactions and delivery of service to buyers of outsourcing services.

**Keywords:** Customer, Relationship, Service Levels, Reporting, Metrics

**Established in OMBOK™:** 2008

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Formation: Fixture Sourcing Period - 2000

The concept of Customer Relationship Management serves as a tribute for outstanding care of the buyer or as a nagging reminder of how difficult it is to meet the expectations of the buyer when delivering service. Early outsourcing left Customer Relationship Management as a reactionary response to events that had gone wrong. As a result, contractual provisions often became the next step in bridging the service level performance gap. Leading outsourcers view Customer Relationship Management as a necessity, but also a role which represents engagement leadership. Rather than capitulating to random desires, Customer Relationship Management involves a proactive and intense involvement on an ongoing basis with the buyer. The shift from viewing performance results to driving the outcomes is the order of the day.

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## Program and Project Management

	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)
Buyer				
Supplier				
Specialists				

Management Discipline	Knowledge Components
Program and Project	<ul style="list-style-type: none"> <li>• Tender Bidding</li> <li>• Negotiation</li> <li>• Financial, Resource, Issues, Problem Resolution Management</li> <li>• Project Management</li> <li>• Offshoring Management Framework (OMF)</li> <li>• Global Software Development (GSD)/Global Software Engineering (GSE)/Global Project Management (GPM)</li> <li>• Virtual Team Building</li> </ul>

**Definition:** Management of service programs and project delivery efforts extending from initial offer through delivery of contracted services.

**Keywords:** Negotiate, Bids, RFP, RFQ, Proposals, Project Management

**Established in OMBOK™:** 2008

**Formation:** Open Alternative Sourcing Period - 1997

Whether a supplier is offering services (as a program) or carrying out the delivery of a project, the task of Program and Project Management starts with early discussions. The level of Program and Project Management delivery is based on the level of purchase funded. Some would think that if you struck a great deal that this

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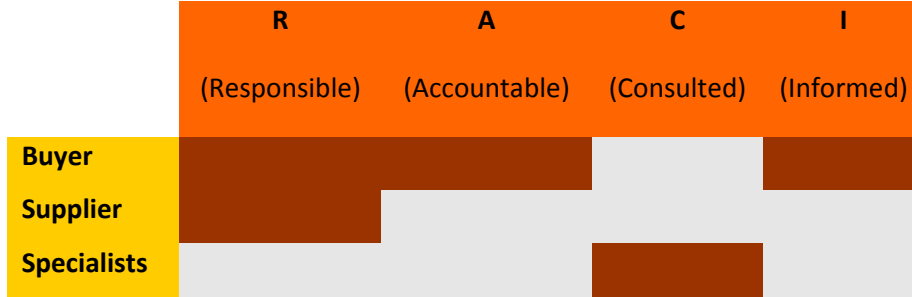
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would produce optimal results. Often to the contrary, hard fought thin-margin contracts often result in minimalistic services. Buyers need to understand that fair pricing will increase the likelihood of positive Program and Project results. Thin-margin agreements are apt to produce minimalistic service and potentially catastrophic delivery, one should also expect that fat-margin engagements may not yield a plethora of value. Outsourcing, and the price to service relationship, must be in balance. A holistic view taken by both buyer and supplier, practicing the art of responsible negotiation, will create an opportunity for mutual success. Project Scope Definition and Change Management often are crucial to successful customer and vendor relationships, and should be clearly delineated in the customer's "Request for Proposal" and the vendor's "Proposal". Due diligence activities of the requestor of Program and Project Management services may include the confirmation of Service Provider certifications (ex. COOPM-Certified Outsource/Offshore Project Manager, PMP-Project Management Professional, etc.).



# Outsourcing Management Body of Knowledge (OMBOK)™

## Professionalism Management



Management Discipline	Knowledge Components
Professionalism	<ul style="list-style-type: none"> <li>• Ethics/Code of Conduct/Integrity</li> <li>• Responsibilities</li> <li>• Continuous Development</li> <li>• Social Obligation</li> </ul>

**Definition:** The ethical delivery of responsibilities at both an organization and individual level. This involves service provider/buyer confidentiality, truthfulness and pursuit of expert level status.

**Keywords:** Professional, Ethics, Development, Responsibilities

**Established in OMBOK™:** 2008

**Formation:** Business Solution Sourcing Period - 2007

The art of Professionalism Management starts with the organization, and is reflected by its management. It reaches deep into the organization (to the employees level). The depth of professional commitment pertains to both the outsourcing organization and the buying company. Without a strong ethical basis of operation the business, business relationships and the project (and/or service) are placed at risk. Mistrust is a common factor in most outsourcing relationships. What started with an innocent lack of communications may quickly become a cover for much deeper rooted problems.

Both the customer seeking outsourced services and the service provider must perform due diligence on each other. Organizations such as the Better Business Bureau and federal, state, and local entities may be researched to ascertain professionalism in business conduct.

# Outsourcing Management Body of Knowledge (OMBOK)™

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## How to Use

As was stated earlier, the primary purpose of the OMBOK™ is to serve as a framework for professional outsourcing engagements. The OMBOK™ is presented to guide the various roles involved in outsourcing projects. At a high level the OMBOK™ serves to support the outsourcing duties of the buyer and the provider of services. Its role as a guide will help each to better understand the knowledge based behind the discipline and how its value is amplified when applied to a global outsourcing situation. A sample of how the OMBOK™ would be used includes,

- Skill Assessment,
- Competency Development,
- Organizational Development,
- Operational Improvement,
- Certification Assessment Preparation, and
- Developing Stronger Collaborative Cohesion.

There are also those that provide outsource related support to buyers and suppliers, such as outsourcing professional organizations, consultants, support suppliers (such as marketers, and sales channels partners), and academia that will find the OMBOK™ useful in guiding their respective service offerings. Outsourcing support groups will find the OMBOK™ of invaluable support for,

- Constructing Training Programs,
- Developing Support Tools,
- Focusing Service Delivery Products, and
- Building an appreciation for the full extent of outsourcing.

Again, the OMBOK™'s sole purpose is to establish a definitive framework for the outsourcing discipline.

# Outsourcing Management Body of Knowledge (OMBOK)™

## Contributors

The following individuals have played a major role in providing counsel, advice, suggestions and input into the creation of the Outsourcing Management Body of Knowledge (OMBOK™). Their unselfish participation is greatly appreciated and a tribute to their dedication to the outsourcing discipline and to the specific areas of specialization.

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## OMBOK™ Maintenance

Frequency	Activity
Ongoing	Updating Considerations
Quarterly	Consideration Review
Annual	Updating
3 Year Cycle	Recirculation and Release

## Revisions

Date	Revision	Approved	Description
09/2008	DRAFT		Review Document for Input and Comment
10/2008	1.0	----	Initial Release
11/2008	1.5	JED	Terminology and Reference Additions
04/2009	2.0	JED	Terminology Additions, Addition of IPR
07/2009	2.1	JED	Terminology Additions
01/2010	2.2	JED	Terminology Additions
09/2010	2.3	JED	Terminology Additions

Direct Additions and Revisions to:

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# Outsourcing Management Body of Knowledge (OMBOK)™

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## Reference Appendix A

### Related Bodies of Knowledge:

- Body of Knowledge for Quality Management (BOKQM)      Quality Management Profession  
*University of Minnesota – Joseph M. Juran Center*  
  
www.csom.umn.edu
- Body of Quality Knowledge (BOQK)      Quality Profession  
*Chartered Quality Institute (CQI)*  
  
[www.thecqi.org](http://www.thecqi.org)
- Business Analysis Body of Knowledge (BABOK)      Business Analysis Profession  
*International Institute of Business Analysis*  
  
[www.theiiba.org](http://www.theiiba.org)
- CSQE Body of Knowledge (CSQEBOK)      CSQE Professionals  
*American Society for Quality (ASQ)*  
  
[www.asq.org](http://www.asq.org)
- Common Body of Knowledge (CBOK)      Information Security Profession  
*The International Information Systems Security Certification Consortium (ISC²)*  
  
[www.isc2.org](http://www.isc2.org)
- Enterprise Architecture Body of Knowledge (EABOK)      Enterprise Architecture Profession  
*Mitre Corporation (non-profit)*  
  
[www.mitre.org](http://www.mitre.org)
- Internal Audit Body of Knowledge (IABOK)      Internal Auditing Profession  
*Institute of Internal Auditors*  
  
[www.theiia.org](http://www.theiia.org)

# Outsourcing Management Body of Knowledge (OMBOK)™

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Reference Appendix A (continued)

Related Bodies of Knowledge:

- Marketing Research Core Body of Knowledge (MRCBOK)      Marketing Research Profession  
*Marketing Research Association*  
[www.mra-net.org](http://www.mra-net.org)
- Outsourcing Professional Body of Knowledge (OPBOK)      Outsourcing Professionals  
*International Association of Outsourcing Professionals*  
[www.outsourcingprofessional.org](http://www.outsourcingprofessional.org)
- Product Development and Management Body of Knowledge (PDMA)      Product Development Profession  
*Product Development and Management Association*  
[www.pdma.org](http://www.pdma.org)
- Project Engineering Body of Knowledge (PMBOK)      Project Management Profession  
*Project Management Institute*  
[www.pmi.org](http://www.pmi.org)
- Six Sigma Body of Knowledge (SSBOK)      Six Sigma Quality Profession  
*American Society for Quality*  
[www.asq.org](http://www.asq.org)
- Software Engineering Body of Knowledge (SWEBOK)      Software Engineering Profession  
*The IEEE - Software Engineering Coordinating Committee*  
[www.swebok.org](http://www.swebok.org)

## Reference Appendix A (continued)

### Related Bodies of Knowledge:

- Software Engineering Institute Software Engineering

Body of Knowledge (SEISEBOK)

SEI Software Engineering Profession

*Carnegie Mellon University – Software  
Engineering Institute (SEI)*

[www.sei.cmu.edu](http://www.sei.cmu.edu)

- Usability Body of Knowledge (UBOK)

Usability Profession

*Usability Professionals' Association*

[www.usabilitybok.org](http://www.usabilitybok.org)

# Outsourcing Management Body of Knowledge (OMBOK)™

## Reference Appendix B

### Contributing Professional Organizations

#### HUMAN-COMPUTER-INTERACTION and HUMAN FACTORS

Human Factors and Ergonomics Society	<b>HFES</b>	<a href="http://www.hfes.org">www.hfes.org</a>
Association for Computing Machinery Special Interest Group on Computer-Human Interaction	<b>ACM SIGCHI</b>	<a href="http://www.sigchi.org">www.sigchi.org</a>
AIS Special Interest Group on Human-Computer Interaction	<b>AIS SIGHCI</b>	<a href="http://sigs.aisnet.org">http://sigs.aisnet.org</a>
The British HCI Group	<b>HCI</b>	<a href="http://www.bcs-hci.org.uk">www.bcs-hci.org.uk</a>
The Ergonomics Society	<b>Ergonomics Society</b>	<a href="http://www.ergonomics.org.uk">www.ergonomics.org.uk</a>
International Ergonomics Assoc.	<b>IEA</b>	<a href="http://www.iea.cc">www.iea.cc</a>
Internet Technical Group	<b>ITG</b>	<a href="http://www.internettg.org">www.internettg.org</a>

#### TECHNICAL COMMUNICATIONS and INFORMATION DESIGN

Society for Technical Communication	<b>STC</b>	<a href="http://www.stc.org">www.stc.org</a>
STC Usability and User Experience	<b>STC UUX</b>	<a href="http://www.stcsig.org">www.stcsig.org</a>
STC Information Design and Architecture SIG	<b>STC Information Design SIG</b>	<a href="http://www.stcsig.org">www.stcsig.org</a>
Professional Communication Society of IEEE	<b>IEEE-PCS</b>	<a href="http://www.ieeepcs.org">www.ieeepcs.org</a>
ACM Special Interest Group on Documentation	<b>ACM/SIGDOC</b>	<a href="http://www.sigdoc.org">www.sigdoc.org</a>



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## Reference Appendix C

### Terminology

3G/4G	<i>third/fourth generation</i>
ACD	<i>Automated Call Distribution</i> (Call Center), used to channels calls to a specific destination.
AHT	<i>Average Hold Time</i> , call center performance metric.
ASP	<i>Application Service Provider</i> A company that offers individuals organizations access over a computer network to applications and related services that would otherwise have to be held on their own computers.
ARD	<i>Acquired Rights Directive</i> European Union legislation that determines employee rights in relation to outsourcings, that sets the precedent for individual countries' interpretation; in the UK this is TUPE (See TUPE).
ASA	<i>Average Speed of Answer</i> , call center performance metric.
B2B	<i>business to business</i>
B2C	<i>business to consumer</i>
Backsourcing	Same as Retrosourcing. The process of bringing outsourced operations back in-house after they have been outsourced as a result of contract expiration or termination.
Balanced Score Card	To establish the business benefits of a supplied service customers may use a balanced score card approach to "scoring" the service that a supplier provides. This would be in addition to the assessment of financial measures, it considers three other perspectives of the Customer's business: Learning and Growth; Internal Business Processes; and Customer satisfaction (with end users being chosen to represent the major stakeholders in the Customer's business). These four measures are scored relative to the supplier's services and corresponding rewards or penalties.
BCP	<i>business continuity planning</i>
Benchmarking	Activity (often specified to occur every two years) in outsourcing contracts, which requires price comparisons of like processes with the existing contract

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price, and for specific actions to be taken in the event that the contract price is higher (or lower) than the comparators by pre-specified tolerance band. Can be used to compare offered prices where there is only one bidder.

Bestsourcing	Sourcing services that best suit the needs of the organization whether that is to outsource, or insource or indeed to multisource. (see Bestshoring, or Right Sourcing)
Bestshoring	Sourcing services in the location that best suits the needs of the organization whether that is to onshore, offshore, nearshore or multishore. (see Bestsourcing)
Best value	A term used in the public sector to describe the process that aims to continuously improve local government performance through a programme of reviews and inspections. Councils are required under 'Best Value' to examine their services according to four guiding principles. They must challenge how, why and by whom a service is provided; compare its performance with that of other authorities; consult service users; and use competition to get the best service available (see Compulsory Competitive Tendering).
BBPO	<u>Business-to-Business Process Outsourcing</u> Providing full range of B2B support services for buyers operating web based sales/services.
BoB	<u>Best of Breed</u> The best product or service of its type. When the term is used for an outsourcer it is normally one that specialists, (and may be generally considered a leading expert in) in one particular area, normally a Business Process Area such as billing, HR, maintenance.
BOMs	<u>Business Orientated Metrics</u> Metrics favored by the NOA that directly relate outsourced service success to the customer's business success. Hard to implement but the very process of doing so usually ensures that outsourcing programs stay on track and are likely to be successful. Pronounced bombs.
BOT	<u>Boards Of Trade</u> Organization service to support, promote, and establish business connections for the purpose of business exchange.
BOT	<u>build-operate-transfer</u>
BPM	<u>business process management</u>
BPO	<u>Business Process Outsourcing</u> The servicing of basic business functions outside of a buyer's organization. The provision of a bundle of business processes by a third party service provider. Typically such processes may be denoted, front/middle/back office. Front office BPO normally involves contact centre processes – i.e. customer management, customer recruitment, and

customer retention. Middle office BPO normally involves 'industry specific' processes such as 'insurance claims management', 'investment custody', 'mortgage administration' etc. Finally, Back office BPO involves the normal administrative processes required by any business, that is the processes and sub-processes involved in Finance and Accounting, Human Resources, Procurement, Legal, Marketing, Security, Facilities etc.

BPR	<i><u>B</u>usiness <u>p</u>rocess <u>r</u>e-engineering</i>
BRIC	<i><u>B</u>razil, <u>R</u>ussia, <u>I</u>ndia and <u>C</u>hina</i>
BSI	<i><u>B</u>ritish <u>S</u>tandards <u>I</u>nstitution</i>
BTO	<i><u>B</u>usiness <u>T</u>echnology <u>O</u>utsourcing</i> The servicing of business technology support duties on behalf of a buying organization.
C2C	<i><u>C</u>redit <u>T</u>o <u>C</u>ash</i> BPO activity designed to convert credit accounts to operating cash. Can also be <i><u>c</u>onsumer <u>t</u>o <u>c</u>onsumer services.</i>
Captives	Company owned operation established offshore. Entity in an offshore location that provides services exclusively to the parent company. Captives are typically wholly owned by the parent company (buyer of services). A captive is the offshore service delivery unit for a company, where the offshore unit remains a part of the company group and the employees in both offshore and onshore locations work for the same company, or same corporate group.
Captive facility	The facilities used by a captive service provider.
CBC	<i><u>C</u>ommonwealth <u>B</u>usiness <u>C</u>ouncil</i>
CCO	<i><u>C</u>all <u>C</u>enter <u>O</u>utsourcing</i> The servicing of either or both in-bound and out-bound calls on behalf of a buying organization.
CCT	<i><u>C</u>ompulsory <u>C</u>ompetitive <u>T</u>endering</i> CCT required councils and NHS authorities to allow private sector companies bid to provide a range of local government services and non-clinical health services. Initially it extended only to six blue-collar service areas, including cleaning staff and school meals. It was later extended to take in a wider range of services, including some white-collar jobs. Superseded in 2000 for local government by best value. (See Best Value)
CeFA	<i><u>C</u>ertificate for <u>F</u>inancial <u>A</u>dvisors</i>
CeMAP	<i><u>C</u>ertificate in <u>M</u>ortgage <u>A</u>dvice and <u>P</u>ractice</i>

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CFA	<i>client file assessment form</i>
CIO	<i>Chief Information Officer (Chief Investment Officer in financial services)</i>
CMM	<i>capability maturity model (Software Engineering Institute–Carnegie Mellon)</i>
CMMI	<i>capability maturity models integrated</i>
COBIT	<i>Control Objectives for Information and related Technology</i>
Competitive Tender	A commercial situation in which a specified number of service providers are asked by RFP/ITT (See below) for a written priced proposal, which will form the basis of a decision to select one or more suppliers to enter a more detailed process of due diligence (see below).
Contracting out	A term often used in the public sector to describe an outsourcing arrangement. For example, local authority social services departments may "contract out" meals-on-wheels services to charities and commercial organizations
Contractor (or contracting)	Staff supplied to the organization to work as if they are the organization's own staff. Often they are self employed singletons or provided from a consultancy or outsourcing company. This type of supply is sometimes called body shopping.
COPC	<i>Customer Operations Performance Center Inc. (Call Center Performance evaluation).</i>
Core competence	Capabilities that a business believes are critical to that business achieving competitive advantage. Note: even in the same industry organizations may espouse different core competencies.
Co-sourcing	Where a business function is performed both by internal staff and external resources, such as consultants or outsourcing vendors who have specialist knowledge of the business function in question.
Cost-plus	The most basic method for pricing a service by calculating the cost of delivery and then adding a margin to ensure a profit.
CRM	<i>Customer Relationship Management.</i> The oversight of customers and their business relationship with a service provider.
Crowd-Sourcing	Mass collaboration using the wisdom of the crowd mobilized through a independent framework operated as a entrepreneurial software factory. Also referred to as Tribe-Sourcing.
CSR	<i>corporate social responsibility</i>

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DA	<i>Delivery Assurance</i>	Policies, procedures and practices established to guide the delivery of contract founded engagements and services.
Dashboard		A system used for reviewing project/service status at a glance; most managers will use a dashboard to analyze a lot of information quickly, so only the urgent issues can be given attention, in much the same way as a car dashboard conveys a great deal of information in a summarized form.
Discipline		A profession or activity carried out in a professional manner following an accepted code of conduct.
Dongles		External hardware device used for copy or digital rights protection.
DPO	<i>Document Process Outsourcing</i>	Delivery of document process services, such as scanning, storage, retrieval and conversion services to a buying source.
Due diligence		The process of discovery or detailed analysis when engaging a partner company in a service relationship. Due diligence is the process of cross-checking the claims they made during the sales process, to ensure that all the facts are on the table and visible. The potential suppliers may well carry out due diligence on the customer organization to verify the service and assets that they are proposing.
EBIT	<i>earnings before interest and tax</i>	
End user		The organization that receives services from a third party. (see Service Provider)
End-to-end process		In simply terms it refers to a complete business process that progresses a required result from start to finish. In practice it can often be difficult to define a complete process as they can be highly complex and interdependent and ultimately a judgment has to be made regarding what is considered to be a complete end-to-end process in a given context.
End-user driven		Ability of the actual user of a technology platform or outsourced service to define how it works and what services can be offered, rather than to just accept what is on offer.
EPO	<i>E-Commerce Process Outsourcing</i>	Providing E-Commerce services on behalf of a buying audience.
EPOS	<i>electronic point of sale</i>	
ERP	<i>enterprise resource planning</i>	
eSCM-SP	<i>e-sourcing capability model for suppliers</i>	

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ESO	<i>Engineering Services Outsourcing</i>	Providing various civil, mechanical, electrical and chemical engineering services to a buying audience.
ESR	<i>electronic staff records</i>	
EU	<i>European Union</i>	
F&A	<i>financial and accounting</i>	
Facilities management		This term is used by some people specifically to define the management of buildings and associated services, e.g. cleaning, waste management, security, maintenance etc.. It may also extend to technical facilities in the buildings, including the IT infrastructure. The term can also be used to refer only to IT facilities management. In both instances the end user organization typically retains ownership of the facilities under management and the arrangement is based on a fixed term agreement.
Farshore		Often synonymous with <u>offshore</u> . The transfer of business functions to a different country but one that is neither adjacent or relatively close to the organization's home country.
FAO	<i>Financial and Accounting Outsourcing</i>	Fiscal service servicing for external buyers.
FCR	<i>First Contact Resolution</i>	Inbound customer call in which resolution is reached without the need for additional contact to solve.
Fixed-cost model		Where a service provider will quote a fixed price for a service, regardless of the time and effort involved, which may change as the work progresses – in much the same way as a decorator may charge a fixed price to paint a house, regardless of any snags or problems that may be encountered during the work.
FM	<i>facilities management</i>	
FMREO	<i>Facility Management and Real Estate Outsourcing</i>	Services provided in the support, maintenance, acquisition, rental, sale and use of tangible property.
FSA	<i>Financial Services Authority</i>	
FTE	<i>Full Time Equivalent</i>	units. When computing time dedicated to a specific effort this is a measure of actual to it's relative full-time effort (expressed as a ratio).
Framework		Conceptual structure used to address a specific professional community.

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Gainsharing	The concept of working together with another organization and creating measurable cash benefits from the partnership that can be used as payment to the service provider, rather than charging in the more usual way for time and materials. In outsourcing costs to the customer are often planned to decrease year on year, gainshare would allow the supplier company, if savings could be increased, to split these additional savings between themselves and the customer. Often a proportion of these savings (normally the customer's proportion) are used by the supplier to develop new services to further benefit the customer's business.
GATT	<i><u>General Agreement on Tariffs and Trade</u></i>
GDM	<i><u>global delivery model</u></i>
GDP	<i><u>gross domestic product</u></i>
GE	<i><u>General Electric</u></i>
Global Delivery Network	A specifically selected set of globally separated service delivery locations offering distinct skills sets (such as: languages, processes, quality and cost profiles) that are interlinked through governance and by resilient communications networks (in order to facilitate continuity of service) to service consuming locations.
GMAT	<i><u>Graduate Management Admission Test</u></i>
GNDM	<i><u>global network delivery model</u></i>
Governance	Governance is a contractually specified approach to managing the interface between the outsourcer and the customer. Normally there is a specification of who should meet, how often they should meet, and of what the normal agenda would consist. Governance structures can be set up to manage the service, the transition, the relationship, and multiple service contracts where these might exist.
GPM	<i><u>Global Project Management</u></i> Utilizing professional project management skills within the context of a globally disbursed initiative.
GSC	<i><u>Global Star Certification</u></i> IION Viability Assessment Certification offered since 1985 to suppliers and buyers globally in over 70 nations.
GSC	<i><u>Global Sourcing Council</u></i> Professional trade organization dealing specifically with outsourcing related matters including sourcing sustainability.

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GSD	<i>Global Software Development</i>	Software development carried out (green-field “new”, maintenance, emergency development, and sub-component construction) outside the context of an in-house supported software initiative.
GSE	<i>Global Software Engineering</i>	Software development (like GSD) but employing rigorous engineering process for development as it’s related software engineering components (verification & validation, and analysis).
High-value Services		Services that require judgment and often expertise on the part of individual(s) delivering the service. Examples include analytics, engineering, research & development and some industry-specific processes. <u>Knowledge Process Outsourcing (KPO)</u> falls into this category.
HR	<i>Human Resources</i>	
HRO	<i>Human Resource Outsourcing</i>	HR related services including hiring, supply sourcing, resource management, development and recordkeeping for buyers.
HTML	<i>Hyper-Text Markup Language</i>	
IAOP	<i>International Association for Outsource Professionals</i>	(hqtrs. New York)
ICT		information and communications technology
IFA	<i>independent financial advisor</i>	
IFS	<i>Institute of Financial Services, UK</i>	
IIOM	<i>International Institute for Outsource Management</i>	(hdqtrs. Manila)
IM	<i>instant messaging</i>	
IMF	<i>International Monetary Fund</i>	
Industry-Specific Processes		Services that are unique to a particular industry (e.g., claims process for insurance) and hence require specific skills or training.
In-sourcing		Where a function is performed without the involvement of a third party (see Shared Service). This term is sometimes used to describe bringing previously outsourced processes back in-house.
IP	<i>Internet Protocol</i>	
IPO	<i>initial public offering</i>	



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IS	<i>Information Systems and Services</i>
ISACA	<i>Information Systems Audit and Control Association</i>
ISO	<i>International Organization for Standardization</i>
ITES	<i>Information Technology Enabled Systems</i> Services delivered through and enabled by systems and their related technologies (conferences, call collection, etc.).
ITGI	<i>IT Governance Institute</i>
ITIL	<i>Information Technology Infrastructure Library</i>
ITO	<i>Information Technology Outsourcing</i> The servicing of information technology projects (development, maintenance...) and services (call center...) outside of a buyer's organization. The provision of a bundle of IT business processes by a third party service provider – software development, applications management, IT Helpdesk, Problem Management, Change Management etc.
ITSM	<i>Information Technology Service Management</i> The administration and control over IT related service engagements, contracts and projects.
ITT	<i>Invitation to Tender</i> A formal document inviting a select supplier list to competitively tender for the provision of an outsourced service delivering a bundle of processes to the customer.
IVC	<i>Interactive Virtual Communications</i> Customer/Call Center Dialog using a combination of Artificial Intelligence (AI) and avatar based tokenism.
IVR	<i>Interactive Voice Recognition</i> The ability of call centers to recognize voice commands and respond with an appropriate course of action.
JV	<i>Joint Venture</i> A business venture in which two or more organizations join forces as partners to create a shared third-party organization with goals to meet the needs of both partners. Both parties have risks and rewards associated with the JV.
Knowledge economy	As many service-based jobs have been created requiring no more than the knowledge inside a person's head, the term knowledge economy has grown in

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usage to describe the jobs these people perform and their value to the wider economy.

Knowledge management	A systematic approach to capturing, organizing, sharing, and analyzing both tacit and explicit knowledge held within an organization.
KPIs	<u>Key Performance Indicators</u> Individual metrics by which the performance of a service provider will be measured. These will normally be listed in the Service Level Agreement, and may also figure in the Remedy or Service Credit Schedule that will detail discounts the service provider will make in service charges on failure to achieve the specified KPIs.
KPO	<u>Knowledge Process Outsourcing</u> The provision of a bundle of knowledge processes by a third party service provider. These are typically higher value, thought-based intellectual tasks that often need the underwriting of success in academic achievement or professional examinations. Examples include R&D, product design, market research, investment recommendations, actuarial processes, and medical diagnoses.
KPI	<u>Key Performance (or Process) Indicators</u> Measures/metrics used to evaluate performance or process behavior (either positive or negative).
KPO	<u>Knowledge Process Outsourcing</u> The delivery of knowledge services, such as analytics, innovation or creative engineering carried out on behalf of a buyer.
KSA	<u>Knowledge-Skill-Ability</u> Used to describe the basic needs for an outsource service provider by a buyer.
Legacy systems	Old, generally proprietary systems that cannot be upgraded or improved without replacement. Often used to refer to the existing system that an outsourcer may take over.
LPO	<u>Legal Process Outsourcing</u> The servicing of legal related matters to outsourcing company/agents. Service examples include contract development, legal research, registrations and filings.
Managed services	An arrangement in which a third party assumed responsibility for the management of a service, the “hardware” of which continues to be owned by the service user.
Mbps	<u>megabits per second</u>

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MGI	<i><u>McKinsey Global Institute</u></i>
Moore's Law	The theory proposed by Gordon Moore of Intel that the data density achievable on an integrated chip doubles approximately every 18 months. This law has held good for nearly thirty years and explains the ubiquity of pcs mobiles, networks, and inter-alia outsourcing.
MRI	<i><u>Magnetic Resonance Imaging</u></i>
MRO	<i><u>Market Research Outsourcing</u></i> Market related research (foreign or domestic) carried out by a third party on behalf of a supplier or buying company.
Multi-Shoring	The transfer of business functions to different countries both close by and distant from the organization's home country.
Multi-Sourcing	Use of many source providing solutions, not necessarily with one provider and may or may not require intra-sourcing coordination. The use of several service partners within a single contract, to extract value or to ensure each can offer their key strengths. In multi-sourcing the provision of products or services from within the organization that is outsourcing is considered as one (or more) of the sources.
NASDAQ	<i><u>National Association of Securities Dealers Automated Quotations</u></i>
NASSCOM	<i><u>National Association of Software and Service Companies, India</u></i>
NHS	<i><u>National Health Service</u></i>
Novation	The process of legally transferring ownership of existing contracts from their current owner (customer or previous outsource service provider) to the new outsource service provider. Typically this process deals with licenses or service contracts and requires the formal consent and signature of all three parties involved.
Nearshore	Supplier and Buyer engagements in which a common geographical region is shared whether delineated by time zone, hemisphere or culture. Also referred to as <i>Nearshoring</i> . The transfer of business functions to a different country but one that is either adjacent or relatively close to the organization's home country.

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ODC	<i>Offshore Development Counsel (or Center)</i>	Organization dedicated to the formation and development of organizations for purposes of offshore/foreign trade.
OECD	<i>Organization for Economic Co-operation and Development</i>	
OI	<i>Outsourcing Institute (hdqtrs. New York)</i>	
Offshore(ing)		Supplier and Buyer engagement that are separated by significant time zone, hemispherical and culture distances. Transferring activities or ownership of a complete business process to a different country from the country (or countries) where the company receiving the services is located. Offshoring also encompasses “nearshoring” and “farshoring”. May also be called <i>Offshoring</i> . The process of working with an offshore partner for service delivery, usually where the partner is a third party, but this term also applies to offshore services delivered from within the same company (a captive unit – see previous definition of ‘captive’). It does not automatically mean outsourcing.
Offshoring		
One-stop shop		The term has been used in many situations for many years and means providing a comprehensive offering to customers in order that they will not need to use multiple suppliers.
ONS	<i>Office of National Statistics, UK</i>	
Outsourcing		The provision by a third party organization of services or a bundle of business processes that either were historically or could have been performed in-house by the service receiving customer.
OlaaS	<i>Outsourcing Infrastructure as a Service</i>	The outsourcing of infrastructure management by a buyer to a provider. OlaaS is an extension of the IaaS principal.
OLA		Operating Level Agreements
OMBOK™	<i>Outsource Management Body Of Knowledge</i>	A framework comprised of
OMF	<i>Offshore Management Framework</i>	Foundation topics pertaining to the governance and administration of offshore ventures.
Onshore		Supplier and Buyer engagements that are in the same country and may simply be a matter of different physical locations.
OPI	<i>Operation Performance Indicators</i>	Behavior after the opportunity investment is made.

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OSaaS	<i><u>O</u>utsourced <u>S</u>oftware <u>a</u>s <u>a</u> <u>S</u>ervice</i>	Providing outsourced software services to prospective client companies with emphasis on business value. OSaaS is an extension of the SaaS principals.
OTC	<i><u>O</u>ffshore <u>T</u>echnology <u>C</u>onference</i>	Venue specifically dedicated to trade education and networking.
Outsourcing		Services and tasks that have been contracted to a separate organization. The organization can be totally independent or company operated but autonomously.
PBO	<i><u>P</u>erformance <u>B</u>ased <u>O</u>utsourcing</i>	Service delivery guided through pre-arranged performance goals and benchmarks.
PC	<i><u>p</u>ersonal <u>c</u>omputer</i>	
PDA	<i><u>p</u>ersonal <u>d</u>igital <u>c</u>omputer</i>	
Perverse Incentives		Negative unintended consequences.
PPO	<i><u>P</u>rocurement <u>P</u>rocess <u>O</u>utsourcing</i>	Providing purchase related services for buyers (usually excluding outsource related service purchases).
Profession		A vocation supported by extensive training, guided discipline, and adherence to a rigorous ethical conduct.
QCA	<i><u>Q</u>ualifications and <u>C</u>urriculum <u>A</u>uthority, UK</i>	
R&D	<i><u>r</u>esearch <u>a</u>nd <u>d</u>evelopment</i>	
RFI	<i><u>R</u>equest <u>f</u>or <u>I</u>nformation</i>	A pre-tender requesting statements of interest and initial proposals in a standard format from a long-list of potential suppliers.
RFP	<i><u>R</u>equest <u>f</u>or <u>P</u>roposal</i>	Effectively the same as an ITT (See above). RFP is favored as an acronym in the private sector, and ITT by the public sector.
Retrosourcing		Process of project or service redeployment by either returning to the buying organization or movement to another service provider.
Resourcing		The process of finding and providing material, financial and human talent to carryout a task, project or service.

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Rightshoring	The mixture of a range of solution providers which may make use of onshore, nearshore and farshore outsourcers.
Risk and Reward Based Pricing	See Gainshare
Risk Management	Ongoing identification of risk at all stages of the life cycle – whether in project or operational mode – and the adoption and completion of associated action assignments that are either designed to avoid or mitigate the risk.
ROI	<i>Return on Investment</i>
RPO	<i>Recruitment Process Outsourcing</i> Acquiring talent for the purpose of staffing client organizations either as employees, contractors or managed resource service delivery.
Run-rate reduction	Reducing the amount of actual outgoing operating costs.
RSS	<i>really simple syndication</i>
S/ITS	<i>Software and IT Services</i>
SaaS	<i>software as a service</i>
Schedules	Contracts favored for outsourcing deals typically have a core set of terms and conditions (See Ts&Cs) which invoke a series of key schedules. Typical schedules will include Scope, Pricing, SLAs, Invoicing & Billing, Service Credits, Volumetrics, Remedies, Change Control, and Exit.
SEI	<i>Software Engineering Institute</i>
Service Credits	An encouragement for a supplier to meet the SLAs (and/or other targets); where if they do not meet them a percentage of the services price is withheld by the customer. Normally not considered as a penalty. Service Credits are calculated and agreed from the number of services that miss their SLA monthly, quarterly or annually at Service Review Meetings.
Service provider	An organization that delivers a service to the service end user.
SFIA	<i>Skills Framework for the Information Age</i>
Shared service	Consolidation of a service provision point by one part of an organization or group where that service had previously been found (and provided) in more than one part of the organization or group. Coming together of similar services between one or more organizations that are normally non-competitors in the

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	same area (eg. local government) and by sharing they can gain economies of scale
Single Line Tender	A situation in which only one service provider is chosen to bid for a specified bundle of business processes. This may occur because of domain knowledge, relationship, or as the result of a policy which operationally limits the number of third party relationships a customer is prepared to manage at any one time.
SLA	<u>Service Level Agreement</u> Contractual conditions established to insure an appropriate level of delivery conduct. Often utilized to support either bonus awards or punitive judgements. A contract, or part of a contract that defines the type, value and conditions of services to be provided. The SLA is a key element to an outsourcing contract and provides the basis for measuring the performance of all parties to the contract.
SMEs	<u>small and medium-sized enterprises</u> ALSO <u>subject matter expert(s)</u>
SMO	<u>Sales and Marketing Outsourcing</u> Sourcing of sales and marketing services that will be conducted on behalf of a company. May be either on, near or offshore.
SOA s	<u>service-oriented architecture</u>
Sole Source	See Single Line Tender.
Sourcing	Locating a specific service provider that can deliver a specific service.
SPOT	<u>Single Point of Truth</u> (Call Center Performance evaluation).
TBO	<u>Total Benefit of Opportunity</u> Include such elements as cost reduction, cost avoidance, revenue increases/generation, and revenue protection.
TCO	<u>Total Cost of Opportunity</u> Costs associated with investing and operational delivery of the opportunity.
TCS	<u>Tata Consultancy Systems</u>
TEBS	<u>technology-enabled business services</u>
TEM	<u>Telecom Expense Management</u>
Ts&Cs	<u>Terms and Conditions</u> Terms and conditions are a series of legal clauses under which provide the agreed basis on which parties to the

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contractual agreement will interact and from which the detailed schedules are invoked (See Schedules). Typically issues such as contract term, methods of termination pre-term, liability, warranties, indemnities, and protection of intellectual property will be covered.

Third-Party Outsourcing	An outsourcing arrangement wherein a buyer sources service delivery from an external organization (“supplier” or “third-party”) which is not owned wholly or partially by the buyer.
T&M	<i>Time and materials</i> is the most basic method of charging for a service contract; basically it is nothing more than a unit cost for time (amount per day usually) plus expenses.
Transition	The project which moves operations from the customer or his currently incumbent supplier to the new service provider.
Transformation	The project which deploys new technology to enhance and make more efficient the delivery of a bundle of business processes to the customer. Often occurs after transition (and a stable running period) then transformation leads to the more efficient and new services.
Tribe-Sourcing	Refer to ‘Crowd-Sourcing’ (same as)
TRO	<i>Total Risk of Opportunity</i> Risk factors associated with the opportunity.
TUPE	<i>Transfer of Undertakings (Protection of Employment)</i> The TUPE Regulations protect the pay, terms and conditions of employees who are transferred from one organization to another typically as part of an outsourcing arrangement, preventing these entitlements being changed without agreement. The Regulations also protect their accrued pension rights, provide some protection against unfair dismissal and state that trade union recognition and collective agreements in force at the time of the transfer, be maintained.
USB	<i>universal serial bus</i>
Utility computing	The concept of making computing power available and charging for it in the same way as other utilities, such as electricity or gas. Compared to present models of building immense infrastructure, the idea of paying only for what you need is quite innovative.
Value-add	The measurement of where value is added to a process or service.



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Value chain	The chain of services that connect together everything your company does from one department or process to the next, and how they add value to whatever it is that you do.
Value-minus pricing	Pricing a service by quantifying the value it will create and using this figure to place a price on the service; the agreed price for the service will be this total value created figure minus a figure agreed by the two parties. For instance, if a new scheduling system might be projected to save a company £5 million per year, they might offer an IT group £3 million to produce the system, but with payment based on the projected savings being achieved – rather than time and materials payment of £1 million.
VoIP	<u>Voice Over Internet Protocol</u> Use of the internet as a conduit for voice communications.
VPN	<u>virtual private networks</u>
Warez	Copyrighted works traded in violation of copyright laws.
WMM	<u>Wireless Mobility Management</u>
XML	<u>eXtensible Markup Language</u>

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The following topical bibliographies were used, in part, to support the formation of the OMBOK™, and to serve as a basis for further research and study in each of the eleven topical areas. Two of the eleven management disciplines, Operations Management and Technology Management, are not listed in this section. However, their formation was as a result of information references from other sections.

This information represents only a partial list of information sources. There were numerous other specialized sources that were used (ex. Retrosourcing, Evolutionary Engineering, Software Reuse Factory...) and were instrumental in the formation of this framework document.

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## Quality

Quick Reference Key for Quality Topics:

SUBJECT HEADING	CLASSIFICATION NUMBER
Customer service	HF 5415.5
Empowerment	HD 5650
Hazard Analysis Critical Control Point (HACCP)	QR 115
Industrial management	HD 30, HD 70
Industrial productivity	HC 110, HD 56
Inter-organizational relations	HD 69
ISO 9000	TS 156
ISO 14000	TS 155.7
Labor productivity	HC 110, HD 56
Management	HD 30
Organizational change, effectiveness	HD 58.8, HD 58.9
Personnel management	HF 5549
Production management	TS 155
QS 9000	TL 278
Quality assurance	TS 156.6
Quality circles	HD 66
Quality control	TS 156
Quality control, computer software	QA 76.76 .Q35
Quality control standards	TS 156
Simulation	TS 155.6
Statistical process control	TS 156.8
Supervision of employees	HF 5549
Teams	HD 66
Total productive maintenance	TS 192
Total quality management	HD 62.15
Total quality management in education	LB 2331, LB 2341, LB 2805
Total quality management in government	JF 1411
Total quality management in small business	HD 62.7

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