A brief review of some of the studies conducted in recent years relating to the topic is given below.

Abdullah Aldarrab, Sandeep Jagani and Tauseef Iqbal (2006) “Outsourcing to India: Current and Future Trends” researched that the Indian market. Multinational Corporations (MNC’s) have managed to identify several countries world wide to outsource their non core competencies abroad, in order to focus more on what they can do better than others and improve profitability. India is one of the leading countries to attract foreign business activities in the past two decades. This was a result of multiple factors that made the country an attractive choice for outsourcing by MNCs.

Abdulwahed Khalfan, (2003) "A case analysis of business process outsourcing project failure profile and implementation problems in a large organization of a developing nation", Business Process Management Journal, Vol. 9 Iss: 6, pp.745 - 759. As is the case for many developing economies, internationally published research on information systems (IS) practice in Kuwait is in short supply. The few reports of Kuwaiti IS/information technology (IT) practice highlighted in studies of Middle Eastern or Arab computing, have also largely discussed them in terms of these broader regional identities rather than their specific national context.

significantly affects a host country, most research on offshore production still focuses on its demand side. It, introduces the factors that affect the performance of Indian suppliers in an outsourcing relationship, popularly called the Business Process Outsourcing (BPO) firms. In the absence of a sound theoretical framework on BPO firms, combination of suitable elements from the model of an intermediate input producer of the endogenous growth theory.

Asherfeliliyan (2008) - “Performance, Challenges and Opportunities of Indian Software Export” Journal of Theoretical and Applied Information Technology (Pg1088-1106) India has emerged as an „IT Super power”, especially in the field of software and related services export. The paper is an attempt to discern and delineate the growth performance, challenges and opportunities of such a promising sector of Indian economy. It has been observed that software export has registered an annual compound growth rate of 45 per cent during the last decade and continues to show robust growth even today.

BhimraoGhodeswar, JanardanVaidyanathan, (2008) "Business process outsourcing: an approach to gain access to world-class capabilities", Business Process Management Journal, Vol. 14 Iss: 1, pp.23 - 38. This paper sets out to review the different types of outsourcing, its drivers and process, and to identify world-class capabilities that host organizations can leverage. This paper is primarily based on a review of literature. Outsourcing helps the organization to achieve higher levels of value creation for the final customer.

Chandraiah K., S.C. Agrawal, P. MarimuthuAnd N. Manoharan (2008) in their study in few of the large scale industries in Calcutta - “Occupational Stress and Job Satisfaction Among Managers” published in Indian Journal of Occupational and
Environmental Medicine, found that job becomes less satisfying under excessive stress and their expected intrinsic and extrinsic needs are not fulfilled.

Devesh Kumar Srivastava, Durg Singh Chauhan and Raghuraj Singh (2011) “Square Model- A Software Process Model for IVR software System” published in International Journal of Computer Applications this paper stated that the process is not a static entity. Improving the quality and reducing the cost of products are fundamental goals of software engineering discipline. As the qualities are determined by the process to satisfy the objectives of quality improvement and cost reduction, the software process must be improved. Nowadays it has been widely accepted that the quality of software highly depends on the process that is carried out in an organization.

Dharmendra Mehta, Jitendra K. Sharma & Naveen K. Mehta (2011) in their article “An Empirical Study on Job Prospects in BPO: Indian Perspective” Published in UTMS Journal of Economics, concluded that, it can be inferred that rural aspirants in India have started giving serious consideration to BPO sector while their respective career planning. It has been indicated that there is significant preference of rural youth aspirants towards BPO as a career prospect.

Dibyendu Choudhury and Dr. Sasmita Mishra(2010) - “Compensation-satisfaction correlation at workplace: A study on BPOs at Orissa” published in International Journal of Business and Management Tomorrow Vol. 1 No. 1 pg 1 -15. Sated that Indian BPOs have been in news for certain contradictory issues. While this industry is able to create more employment on the other hand is facing the problem of attrition. Although these issues have been addressed from different perspective, more and more researches are required to understand the employment
trends and employee expectation and satisfaction, may be in the local level.

A study conducted by Dun & Bradstreet (India), 2009 a report published in the The Financial Express attempts to highlight Key trends in the Indian public sector undertaking and provides insight into their performance. The study pointed out that the aggregate net profit margin of the profiled PSUs was 8.3 percent in FY 08. Within this the manufacturing PSUs and the service had an NPM of 9.1 percent and 7.8 percent respectively. The study further pointed that PSUs are enjoying a low dept and huge cash reserve position. Many private sector companies wanted growth at all costs whereas PSUs used their strong earnings to strengthen their balance sheets and make calculated expansions.

Easterlin and Crimmins (1991) studied the issues of personal self-fulfillment, family life, and public interest with reference to values of American youth. A change in students’ opinion and career plans toward those leading to higher paying jobs and a marked increase in attractiveness of working in large corporations was observed.

Herald Monis and T. N. Sreedhara (2010) in their article “Correlates Of Employee Satisfaction With Performance Appraisal System In Foreign MNC BPOS Operating In India” published in Mangalore University Journal, concluded that, the present system may be made simple and supportive of the employees’ personality development and learning, it may provide a basis for factual feedback for the future development of the employees.

Herald Monis and T. N. Sreedhara (2011) in their article “Employee Satisfaction With Career Development Practices: A Comparative Study Of Indian And Foreign MncBpo Firms” published in Researchers World concluded that, the employee growth and development activities include continuing education courses, tuition
reimbursement, career development skills training, opportunities for promotion and internal career advancement, coaching, mentoring, and leadership development programs.

Indra kumar and Dr. B. James. 1990 conducted a study entitled “Public Sector Enterprises in India” Commonwealth Publishers, New Delhi. They have accepted the profitability test for analyzing the performance of state owned enterprises in Kerala.

International Journal of Computer Applications (0975 - 8887, Volume 13- No.7, January 2011 Pg.33 -36) stated that the process is not a static entity. Improving the quality and reducing the cost of products are fundamental goals of software engineering discipline. As the qualities are determined by the process to satisfy the objectives of quality improvement and cost reduction, the software process must be improved. Nowadays it has been widely accepted that the quality of software highly depends on the process that is carried out in an organization.


Jörg Ohnemus (2009) “Productivity Effects of Business Process Outsourcing (BPO)” stated that the impact of business process outsourcing (BPO) on firm productivity based on a comprehensive German firm-level panel data set covering manufacturing and service industries. The growing importance of service inputs into the production process is undisputed. Firms increasingly decide to go to the market and buy all or at least parts of selected services they need from external service providers. This is especially true for services which rely to great extend on new information and
communication technologies. Doing so, outsourcing firms can concentrate on their core competencies.

Jain K.K., FauziaJabeen, Vinita Mishra and Naveen Gupta (2007) - “Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil” published in the International Review of Business Research Papers found the results of the study also confirmed the assumption that high age group managers as well as high age group engineers were equally satisfied with their jobs and the study revealed the same findings when low age group managers and low age group engineers were compared on their job satisfaction level.

Kenneth L. Simons, Ashok Nag and Sumit K. Majumdar (2010) - “Bodyshopping versus Offshoring among Indian Software and Information Technology Firms “ stated that the investigations of offshore outsourcing of information systems have presented little evidence on developing country software and information technology (IT) industries. This study probes how Indian software and IT suppliers trade off work in India versus body shopping of employees. Worldwide clients view these practices as full offshoring versus on-shore temporary hiring from an Indian firm, but these practices are probed from suppliers’ perspective. Suppliers’ characteristics are theorized to affect their use of body shopping versus in-India work. A Reserve Bank of India survey of every Indian software and IT firm elicited suppliers’ use of body shopping to serve clients abroad.

Khera S, J. Khandekar (2011) - “Computer Related Health Problems Among Information Technology Professionals in Delhi” - A publication in Indian Journal of Community Medicine found more on visual stress and musculoskeletal symptoms, initially being mild and temporary and later with increasing years assuming more intense and permanent nature. It also found that computer related
morbidity had become an important occupational health problem and of great concern. It suggested an immediate need for the concerned authorities to collaborate and enforce suitable preventive measures.

Krishn A Goyal (2006) - “Impact of Globalization on Developing Countries (With Special Reference To India)” The growing integration of economies and societies around the world - has been one of the most hotly-debated topics in international economics over the past few years. Rapid growth and poverty reduction in China, India, and other countries that were poor 20 years ago, has been a positive aspect of Liberalization Privatization and Globalization (LPG). But Globalization has also generated significant international opposition over concerns that it has increased inequality and environmental degradation. There is a need to study the impact of globalization on developing countries from the viewpoint of inward foreign direct investment. Attention should also be focused on the role which some developing countries, particularly from parts of Asia and Latin America, are playing as initiators of globalization through their own MNCs. India opened up the economy in the early nineties following a major crisis that led by a foreign exchange crunch that dragged the economy close to defaulting on loans.

Kulkarni GK. (2006) in an article “Burnout” published in Indian Journal of Occupational and Environmental Medicine said that rapid change of the modern working life is associated with increasing demands of learning new skills, need to adopt to new types of work, pressure of higher productivity and quality of work, time pressure and hectic jobs are increasing stress among the workforce. Further he added that privatization and globalization has ignited mergers, acquisitions, and precarious employment has critically affected the domestic industry.
Lakshminarayanan R (2010) in his paper “An Overview of Strategic Planning to Combat Occupational Stress - Need of the Hour in the Present Indian Context” aimed at job or occupational stress is something we all face as employees or employers and we all handle it differently. It is a mismatch between the individual capabilities and organizational demands. Also it is a mismatch between the expectations of both individual and organization.

Leemamol Mathew (2010) of University of Calicut found in - “An Exploratory Study on Occupational Stress and Coping Strategies of Special Educators” (those who teach the disabled) in South India as the sources of stress as i) school structure and climate, ii) home/work interface, iii) relationship with other people, iv) intrinsic job factors. The common effect of stress on special educators was found to be health related problems - both physical and mental - and job dissatisfaction. There was no organized method to redress the problem rising from occupational stress.

Mahmoodzadeh E, Sh. Jalalinia, F. NekuiYazdi, (2009) "A business process outsourcing framework based on business process management and knowledge management", Business Process Management Journal, Vol. 15 Iss: 6, pp.845 - 864. Purpose - Nowadays, outsourcing has proved to be an enterprise management strategy in the face of globalization and growing competition. The decision to outsource a business process for any organization has far-reaching consequences and risks. The purpose of this paper is to analyze the impact of business process management (BPM) and knowledge management (KM) on reduction of outsourcing risks and pitfalls.

Meenakshi Rajeev and B. P. Vani (2007) in their article “Direct and Indirect Benefits of Business Process Outsourcing on Indian Economy” published in International Journal of Information Technology Impact concluded that, the Indian ITES-BPO
segment besides growing is also maturing rapidly. This sector is generating significant tax revenue for the government and in turn putting pressure on the state to provide better physical infrastructure.

Mehta and Irani (2006) explored challenges and opportunities in Indian BPO. The major themes emerged from primary content analysis were: career & business prospects, HR issues, motivation & stress, work environment, customer relations, competition, costs and quality in BPO.

Muhammad Umer and Muhammad Akram Naseem (2011) “Employees Retention (Human Capital) in Business Process Outsourcing (BPO) Industry” published in Global Journal of Management and Business Research (Volume 11 Issue 3 Version 1.0 Pg 90 -98). This paper aims to investigate the impact of variables (career development, supervisor support, work environment, work life balance) on employee retention. A total of 50 interviews were taken from managers of different BPO organizations. Graphical Analysis is indicating that these variables have significant and positive impact on employee retention. Very less research have been done about employee retention in business process outsourcing, especially in Pakistan. So, these finding will provide some insights to BPO’s managers to make policies about employee retention.

Muhammad Umer, Muhammad Akram Naseem (2011) in their paper “Employees Retention (Human Capital) in Business Process Outsourcing (BPO) Industry” aims to investigate the impact of variables (career development, supervisor support, work environment, work life balance) on employee retention.

This paper sets out to classify business process outsourcing (BPO), linking it to service level agreement (SLA) design needs. The paper develops a framework based on prior literature to classify BPOs and illustrates it with field research of Indian vendors.

Nirmala S. and S. Deborah Sharon (2011) in their article “A Study On Conduct Of Teams In An It And A BPO Company” published in International Journal of Computer Trends and Technology concluded that, the Information technology (IT), India has built up valuable brand equity in the global markets. In IT-enabled services (ITES), India has emerged as the most preferred destination for business process outsourcing (BPO), a key driver of growth for the software industry and the services sector. It has rapidly grown in India and it is obligatory to study about the dynamics of human resource management practices and systems.

Nora Palugod and Paul A. Palugod (2010) - “Global Trends In Offshoring And Outsourcing” researched that the rapid growth of off shoring and outsourcing has transformed the way businesses are managing their operations in this global world. This has brought considerable benefits as well as challenges and often political backlash. In this paper, we analyze the basic facts and trends surrounding the off shoring and outsourcing phenomenon. We attempt to understand the genesis and basic drivers behind off shoring and outsourcing.

Phil Taylor and Peter Bain (2005) “India calling to the far away towns” : the call centre labour process and globalization” stated that the in recent years prominent companies have migrated call centre services to India provoking much-publicized fears for the future of UK employment. This article challenges the widely-held assumption that offshoring voice services is a seamless undertaking, principally through an investigation of the Indian call centre labour process. This enquiry is
informed initially by an analysis of the political-economic factors driving offshoring and shaping the forms of work organization to have emerged in India.

Preston and Biddle (1994) in their research found that a small percentage of individuals consciously plan their career path; rest are dependent on others. Most career programs use static processes rather than dynamic action learning process.

Rama Devi V and T.Anitha Devi (2010) in their article “KPO - The Future Cutting Edge For India” published in Osmania Journal of Management concluded that, the KPO delivers high value to organizations by providing domain based processes and business expertise rather than just process expertise. These processes demand advanced analytical and specialized skill of knowledge workers that have domain experience to their credit.


Rajeswari K.S. and R. N. Anantharaman (2010) on “Role of Human-Computer Interaction Factors as Moderators of Occupational Stress and Work Exhaustion” found that IT professionals have long work hours with different time zones, total team work, task to be completed on deadline with perfection as per client needs, which requires interpersonal, technical, and organizational. These characteristics lead to occupational stress and work exhaustion.
Shete S. (2009) “Business Process Outsourcing (BPO) and India” put across that the research paper focuses on Business Process Outsourcing (BPO) since they play very important role in employment generation and economic development of the country today. There is lot of scope for the young generations for getting quick employment, handsome salary and host of other opportunities. This further helps for the improving economic development of the Indian population which helps in raising the standard of living. [Advances in Management, Volume No.2 (9)].

Siddharth Sinha, 2009 in his article “Corporate Governance of State Owned Enterprises: The case of BSNL published in The Economic and Political Weekly, pointed out that the Government’s existing Navratna policy is not appropriate for state owned enterprises competing fiercely with the private sector. They have to compete with the private sector on an equal footing. The key requirement is a competent board with adequate powers. The role of board is likely to be more crucial than even in the case of private companies. In the absence of corporate governance changes, the only alternatives will be privatization.

Soni Agrawal, Kishor Goswami and Bani Chatterjee (2011) - of ITES Companies in India published in Centre for Promoting Ideas, (Vol. 1 No. 2; Pg 218-226). Researched that the USA Information Technology Enabled Service companies in India are providing services to domestic as well as offshore clients because of the availability of low cost talented English speaking employees. The growth of outsourcing industry in India is impressive and companies are providing services in low-end as well as in high-end services. However, sustaining this impressive growth is not possible always as these companies are facing continuous challenges in terms of competition, global slowdown, scarcity of talent, attrition of employees, and many other HR and technology related issues. The present study investigates the challenges of the ITES companies in India. It discusses the problems, preventive
measures and strategies followed by the ITES companies using case study methods.

Sudhashree V P, K.Rohit and K Srinivas (2010) in the Indian Journal of on Occupational and Environmental Medicine on “Issues And Concerns Of Health Among Call Center Employees”, talks more about the Burnout Stress Syndrome (BOSS), which is the result of continuous noise pollution by way of sudden high frequency acoustic shocks and musculoskeletal disorders.

Subramanian S. and M. Vinothkumar (2009) “Hardiness Personality, Self-Esteem and Occupational Stress among IT Professionals” published in Journal of the Indian Academy of Applied Psychology. (Vol. 35, Special Issue, 48-56). This paper said that the preoccupation with tight work schedules, offering time bound business solutions to varied and complex problems within deadline etc are a typical work life characteristic of IT professionals. Enhancing the strength of individuals’ internal resources such as hardiness and self-esteem are assumed to act as buffer while encountering any stressful events in occupational life. Present study was conducted to examine relation among hardiness personality, self-esteem and occupational stress index among IT professionals.

Tomislav Hernaus, Rok Škrinjar and Mojca G Indihar Štemberger (2007) in their paper stated that the extensive literature on business process management suggests that organizations can enhance their overall performance by adopting a process view of business. It has been shown in previous studies that the companies which have reached higher business process maturity level consistently outperform those that have not reached them. The paper presents the results of the empirical research that
confirms the impact of business process orientation on organizational performance in transition economy by using structural equation modeling.

Upadhyay and Singh (1999) in Journal of Labour Research found that the executive as well as the teachers experienced a moderate level of stress, the executives experienced more stress than the teachers did. The results revealed a significant difference between these two groups on the experience of stress due to factors such as role overload, intrinsic impoverishment and status variable.

Verma Poonam in her study “Personal Management System and there impact on performance of executive in selected public enterprises: Department of Economics, Delhi University, covered the personal systems and procedures established as the corporate level affecting the executives above the level of supervisors.