

File ID	uvapub:105129
Filename	336099.pdf
Version	final

SOURCE (OR PART OF THE FOLLOWING SOURCE):

Type	conference contribution
Title	The equivoque of knowledge management in global IT sourcing: A practice-based perspective
Author(s)	S. Khan
Faculty	FEB: Amsterdam Business School Research Institute (ABS-RI)
Year	2010

FULL BIBLIOGRAPHIC DETAILS:

<http://hdl.handle.net/11245/1.336099>

Copyright

It is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), other than for strictly personal, individual use, unless the work is under an open content licence (like Creative Commons).

The Equivoque of Knowledge Management in Global IT Sourcing: A Practice-based Perspective

Saima Khan
University of Amsterdam, Netherlands

Abstract

Against the backdrop of today's highly connected world marked with the increased use of technology, Global IT Sourcing is growing consistently over the last two decades. Such a trend entails the need to deploy effective knowledge management strategies within and across outsourcing organizations. Extant literature shows that this area remains largely under-theorized due to the complexities involved in understanding the underlying mechanisms and many facets of knowledge processes. One such complexity is the embeddedness of knowledge in local, situated practices and the difficulties that arise in reaching shared meanings when knowledge is circulated across globally dispersed settings. This research takes up the challenge of exploring what managing knowledge processes entails in the case of an IT-outsourced project using a practice-based vocabulary. Such a vocabulary seems particularly appropriate in understanding ongoing knowledge processes by studying the everyday work practices of human-actions as they interact with material artifacts. This encompasses a shift in discourse from individuals, organizations and institutions to human-action as the unit of analysis. The purpose of this research is two-fold: Firstly, it aims at investigating the knowing-how that is enacted through the everyday, ongoing work practices of human-actions as they interact with material artifacts. Secondly, it investigates how the collaborative ability in organizing and knowing-how to effectively manage knowledge across global boundaries improves the outsourcing process.

Keywords: Knowledge, Global Sourcing, Practice, Sociomateriality

Permanent URL: <http://sprouts.aisnet.org/10-104>

Copyright: [Creative Commons Attribution-Noncommercial-No Derivative Works License](#)

Reference: Khan, S. (2010). "The Equivoque of Knowledge Management in Global IT Sourcing: A Practice-based Perspective," Proceedings > Proceedings of IFIP 8.2/Organizations and Society in Information Systems (OASIS) . *Sprouts: Working Papers on Information Systems*, 10(104). <http://sprouts.aisnet.org/10-104>

The Equivoque of Knowledge Management in Global IT Sourcing: A Practice-based Perspective

Against the backdrop of today's highly connected world marked with the increased use of technology, Global IT Sourcing is growing consistently over the last two decades. Such a trend entails the need to deploy effective knowledge management strategies within and across outsourcing organizations. Extant literature shows that this area remains largely under-theorized due to the complexities involved in understanding the underlying mechanisms and many facets of knowledge processes.

One such complexity is the embeddedness of knowledge in local, situated practices and the difficulties that arise in reaching shared meanings when knowledge is circulated across globally dispersed settings. This research takes up the challenge of exploring what managing knowledge processes entails in the case of an IT-outsourced project using a practice-based vocabulary (Schatzki et al., 2001; Orlikowski, 2002; Gherardi, 2006). Such a vocabulary seems particularly appropriate in understanding ongoing knowledge processes by studying the everyday work practices of human-actions as they interact with material artifacts. This encompasses a shift in discourse from individuals, organizations and institutions to human-action as the unit of analysis.

The purpose of this research is two-fold: Firstly, it aims at investigating the knowing-how that is enacted through the everyday, ongoing work practices of human-actions as they interact with material artifacts. Secondly, it investigates how the collaborative ability in organizing and knowing-how to effectively manage knowledge across global boundaries improves the outsourcing process.

Commensurate with the above objectives, three interlinked questions form the core of this thesis: Firstly, how is practical knowledge created, diffused and integrated within a specific practice and across interdependent practices in the field of outsourcing? Secondly, what are the processes by which distributed, fragmented items of knowledge are coordinated and integrated across globally dispersed settings, and how are these processes embedded in the work practices of human-actions as they engage with material artifacts? And thirdly, how do certain practices synchronize and others improvise, and what role do these practice re-configurations play in improving collaborative ability in outsourcing?

Renewed and emerging conceptualizations of knowledge, knowledge management, organization and sociomateriality from the social sciences literature are embedded in the IS field and using a practice-based vocabulary underpin the research framework for this project.

Preliminary findings for this research are from a case study at an outsourcing organization. This will be followed by an ethnographic study to look at and explicate knowledge processes in everyday work practices as team players interact amongst themselves and with artifacts.

Keywords: Knowledge, Global Sourcing, Practice, Sociomateriality

Contact Details: Saima Khan, University of Amsterdam Business School, The Netherlands, s.khan@uva.nl

Editors:

Michel Avital, University of Amsterdam

Kevin Crowston, Syracuse University

Advisory Board:

Kalle Lyytinen, Case Western Reserve University

Roger Clarke, Australian National University

Sue Conger, University of Dallas

Marco De Marco, Università Cattolica di Milano

Guy Fitzgerald, Brunel University

Rudy Hirschheim, Louisiana State University

Blake Ives, University of Houston

Sirkka Jarvenpaa, University of Texas at Austin

John King, University of Michigan

Rik Maes, University of Amsterdam

Dan Robey, Georgia State University

Frantz Rowe, University of Nantes

Detmar Straub, Georgia State University

Richard T. Watson, University of Georgia

Ron Weber, Monash University

Kwok Kee Wei, City University of Hong Kong

Sponsors:

Association for Information Systems (AIS)

AIM

itAIS

Addis Ababa University, Ethiopia

American University, USA

Case Western Reserve University, USA

City University of Hong Kong, China

Copenhagen Business School, Denmark

Hanken School of Economics, Finland

Helsinki School of Economics, Finland

Indiana University, USA

Katholieke Universiteit Leuven, Belgium

Lancaster University, UK

Leeds Metropolitan University, UK

National University of Ireland Galway, Ireland

New York University, USA

Pennsylvania State University, USA

Pepperdine University, USA

Syracuse University, USA

University of Amsterdam, Netherlands

University of Dallas, USA

University of Georgia, USA

University of Groningen, Netherlands

University of Limerick, Ireland

University of Oslo, Norway

University of San Francisco, USA

University of Washington, USA

Victoria University of Wellington, New Zealand

Viktoria Institute, Sweden

Editorial Board:

Margunn Aanestad, University of Oslo

Steven Alter, University of San Francisco

Egon Berghout, University of Groningen

Bo-Christer Bjork, Hanken School of Economics

Tony Bryant, Leeds Metropolitan University

Erran Carmel, American University

Kieran Conboy, National U. of Ireland Galway

Jan Damsgaard, Copenhagen Business School

Robert Davison, City University of Hong Kong

Guido Dedene, Katholieke Universiteit Leuven

Alan Dennis, Indiana University

Brian Fitzgerald, University of Limerick

Ole Hanseth, University of Oslo

Ola Henfridsson, Viktoria Institute

Sid Huff, Victoria University of Wellington

Ard Huizing, University of Amsterdam

Lucas Introna, Lancaster University

Panos Ipeirotis, New York University

Robert Mason, University of Washington

John Mooney, Pepperdine University

Steve Sawyer, Pennsylvania State University

Virpi Tuunainen, Helsinki School of Economics

Francesco Virili, Università degli Studi di Cassino

Managing Editor:

Bas Smit, University of Amsterdam

Office:

Sprouts

University of Amsterdam

Roetersstraat 11, Room E 2.74

1018 WB Amsterdam, Netherlands

Email: admin@sprouts.aisnet.org