

a) A paper title indicating the theme or topic:

THE ROLE OF ORGANISATIONAL CHANGE MANAGEMENT IN OFFSHORE OUTSOURCING OF INFORMATION TECHNOLOGY SERVICES: QUALITATIVE CASE STUDIES FROM A MULTINATIONAL PHARMACEUTICAL COMPANY

(b) Names, affiliations and emails of all authors:

Name: T.R. Ramanathan

Affiliation: DBA candidate, Newcastle Business School, Northumbria University, Newcastle, UK.

email: tr.ramanathan@sanofi-aventis.com

(c) A description of the paper, including the rationale for its inclusion in the conference and fit with the overall conference them:

Please see document attached (paper abstract). **My paper fits well with the pre-themed session "Innovation and change through alliances in the service, public and education sectors".**

Please do not hesitate to contact me if you require any additional information.

Sincerely,
T.R. Ramanathan

Attachment: MOPAN Paper Submission_TR Ramanathan.doc (39k bytes) [Open](#)

**THE ROLE OF ORGANISATIONAL CHANGE MANAGEMENT IN
OFFSHORE OUTSOURCING OF INFORMATION TECHNOLOGY
SERVICES: QUALITATIVE CASE STUDIES FROM A MULTINATIONAL
PHARMACEUTICAL COMPANY**

T.R. Ramanathan, DBA candidate, Newcastle Business School, Northumbria University, Newcastle, UK.

Email: tr.ramanathan@sanofi-aventis.com

This research study seeks to understand the nature of organisational change with respect to offshore outsourcing of information technology services in a multinational pharmaceutical company, and to examine the effectiveness of approaches used to manage this change so that lessons may be drawn from these experiences. Despite the abundant literature on effective organisational change management, the key factors that need to be managed properly at different stages of the offshore outsourcing process are not well understood. The research adopts a processual view to paint a broad picture of the issues involved in these different stages. The processual change literature focuses on the following stages in the change process: context, diagnosis and planning, implementation, and institutionalisation. The research employs a qualitative case study research approach and draws on fieldwork from three independent information systems departments (cases) of the company, where offshore outsourcing programmes were implemented. Qualitative data from semi-structured interviews, direct observation, and document analysis are analysed using the generic process model of change to produce a detailed account of the way in which change was managed. The findings reveal that a combination of contextual factors, both external and internal to the company, influenced the adoption and use of offshore outsourcing in the case organisations. A number of organisational factors involved in the diagnosis and planning as well as implementation phases that contribute to or prevent the successful management of change are identified. The most commonly reported effects of change resulting from offshore outsourcing are also analysed. Recommendations for further research, as well as recommendations for improving change management practice, form a significant part of the conclusions.

Key words: Organisational change management; offshore outsourcing; positivist case study; pharmaceutical industry.