

## PM WORLD BOOK REVIEW



Book Title: ***Leading and Motivating Global Teams: Integrating Offshore Centers and Head Office***

Author: **Vimal Kumar Khanna**

Publisher: CRC Press, Taylor & Francis Group

List Price: \$79.95      Format: Hard cover, 186 pages

Publication Date: May 2017      ISBN: 978-1-4987-8474-0

Reviewer: **Masood Said, PMP**

Review Date: January 2018

---

### Introduction

This book is about managing off-shore offices. This has become quite common in managing projects in various domains especially Information Technology. Many companies in the developed world have established off-shore offices in countries such as India, Pakistan, Bangladesh, Sri Lanka. Many of these offshore offices are used for carrying out work related to software development.

This book discusses, in practical details, issues faced in managing such offices with special reference to India. It discusses the relationship between the Head Office and the Offshore Offices and the issues faced. This book would be of interest to all companies who have offshore offices in other countries as it will give them suggested solutions for common issues.

### Overview of Book's Structure

The book consists of 12 chapters which are spread over 166 pages. Abbreviations and Acronyms and Index are at the end of book on pages 167-169.

There are 8 case studies included in the book. These case studies are used to explain issues and problems in managing relationship between Head Office and Offshore Offices. This method of using case studies is indeed a good way of creating an understanding of various issues and their solutions.

The book is written in a very simple manner with explanations and case studies that can be understood easily. Issues and problems are described in a very simple and practical manner, suggesting solutions that can be understood easily.

## Highlights

### Chapter by Chapter review

#### **Chapter 1 – Introduction**

The author introduces the book in this chapter, describing the concept of Offshore Centers, highlighting the issues related to Offshore Centers. The author also briefly describes the Terminology used in the book.

#### **Chapter 2 – Be “Truly Global” in Outlook and Character**

In this chapter the author discusses the difference between the Head Office and the Offshore Centers and their specific characteristics. The author also discusses the concerns of both Head Office and Offshore Centers in this management relationship.

#### **Chapter 3 – Authority and Freedom of Offshore Center Management**

In this chapter the author discusses the level of authority and Freedom that is provided to the Offshore Centers and its impact on the working of the Offshore Centers. There is one case study included in this chapter, which gives a good prospective of the issues related to authority and freedom given to the Offshore Center Management.

#### **Chapter 4 – Integrate Offshore Center and Head Office but retain Local Work Culture**

In this chapter the author discusses the advantages and dis-advantages of keeping the local culture at the Offshore Centers and the role of Head Office related to this aspect of management. There are 3 case studies included in this chapter which outline various scenarios and issues suggesting possible solutions.

#### **Chapter 5 – Career Growth for Offshore Center Employees**

This chapter is related to issues of career advancement for Offshore Center Employees and its effect on the organization. Various aspects of this issue is discussed in detail in the chapter and also in the 2 case studies. The case studies discuss the need for finding a methodology for career advancement in such organizations so as to take advantage of the potential available in the Offshore Centers.

#### **Chapter 6 – Fair Representation of Offshore Center Management in Global Committees**

This chapter relates to developing a methodology for having a representation of Offshore Centers in the management committees formed to manage the business globally. The concept is to use the expertise available in the Offshore Center for the advancement of business in the international arena. There is one case study included in this chapter.

#### **Chapter 7 – Look Beyond offshoring Only Peripheral Projects**

This chapter is about the work that is delegated to the Offshore Center. The author propagates the idea of using the Offshore Centers for more complex projects.

### **Chapter 8 – Avoid over-insistence on the Cost Reduction Purpose of the Offshore Center**

In this chapter the author discusses the costs related to the Offshore Centers and the constraints the Offshore Office have in managing costs. There is one case study in the chapter that highlights this issue of cost management.

### **Chapter 9 – Unified awards across the Offshore Center and the Head Office**

In this chapter the author discusses another operational aspect of the Offshore Center which is compensation related to the personal working in the Offshore Center. The author discusses various ideas on how to unify the award system between the Offshore Center and the Head Office.

### **Chapter 10 – Roles and Responsibilities of the Offshore Center Head**

This chapter is related to the roles and responsibilities of the Head of Offshore Center and the functions he or she has to perform.

### **Chapter 11 – Being an Expatriate Manager from the Head Office to the Offshore Center**

This is an interesting chapter based on a scenario where a Manager from the Head Office was appointed as Head of an Offshore Center. The chapter has one case study which narrates how such an appointment resulted in a rather difficult situation for the company.

### **Chapter 12 – Using the Offshore Center to Make Strategic Contributions to the Company**

This chapter discusses how the Offshore Centers can participate in making strategic decisions for the organization. The author argues that the experience available in the Offshore Centers can be an asset in this respect and can provide value in the strategic decision making process.

### **Highlights: What I liked!**

What I liked about this book is that it has been written in a very simple manner and discusses actual issues faced in Head Office and Offshore centers. The narrative of the book is easy to understand and the solutions suggested are very practical to implement.

The second aspect of the book that I liked was the inclusion of case studies. These case studies give a very practical view of the issues faced by the organizations with practical solutions.

### **Who might benefit from the Book?**

This book will be very beneficial to any organization that has a management structure with Head Office and Offshore Centers. It will give them a very good understanding of issues and problems faced in these type of organizations and the suggested solutions for the issues.

The case studies given in the book provide a very good understanding of issues faced by such organization and the suggested solutions can be very beneficial to such organizations.

## **Conclusion**

Overall the book “Leading and Motivating Global Teams: Integrating Offshore Centers and Head office” is a good book to read. It is written in a simple language and is easy to understand. It has 8 case studies that have been included to highlight issues and problems in Offshore Center Offices.

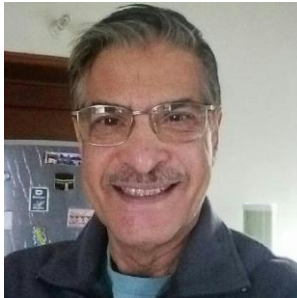
This method of using case studies is indeed a very good way of creating an understanding of the subject.

---

For more information about this book, go to: <https://www.crcpress.com/Leading-and-Motivating-Global-Teams-Integrating-Offshore-Centers-and-the/Kumar-Khanna/p/book/9781498784740>

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).*

## About the Reviewer



### **Masood Said, PMP**

Lahore, Pakistan



**Engr. Masood Said**, PMP, PMI-RMP, PMI-ACP, BS.C (Mech. Engr.; MS-IT; EMBA-HR Mngt.) is a Mechanical Engineer with over 35 years of Project Management Experience. He has worked in Pakistan and the Middle East on various Oil and Gas projects. He has been a member of PMI since 2002. Presently he is a trainer for PMP®; PMI-RMP®; PMI-ACP® certification courses. He also advises companies on optimization and improvement in processes. Based in Lahore, Pakistan, he also travels to Dallas, TX frequently and is a member of PMI Dallas Chapter.

Email address: [MasoodSaid@hotmail.com](mailto:MasoodSaid@hotmail.com)