



科研管理 2012, Vol. Issue (6) :40-47 论文 DOI:

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### 跨国服务外包中的知识转移—以软件外包为对象

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### Knowledge transfer under international service outsourcing—An analysis on software outsourcing practice

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**摘要** 在当代跨国服务外包市场上,以印度为代表的新兴市场国家外包供应商有非常活跃的表现,相关的外包项目也呈现技术含量与管理复杂程度的不断提高,由此引发的理论思考是,服务外包如何作用于接包方的技术发展。本文运用国际化生产的知识管理理论与价值链分析方法,以软件外包为分析对象,通过分解软件外包开发的产业链,研究跨国服务外包内含的知识属性以及知识转移的机制。论文提出:首先,当接包方承接的外包业务沿着软件开发价值链由低端向高端发展,外包活动覆盖的价值链环节呈现知识默会性程度的逐级提高,知识管理方式也从编码化传播为主的管理方式发展为编码化传播与个人沟通两种知识管理方式的组合;其次,发包方外包战略的演进与接包方吸收能力建设是影响知识转移机制最重要的两个因素,跨国企业国际化战略的阶段演进推动知识转移形态从单向地知识学习和信息获得发展为合作双方的知识共享与基于双向交流的合作知识管理,引发接包方逐步参与跨国企业的开放式创新体系,实现专业化优势的扩大与综合创新能力的升级。而接包方根据项目要求的组织支持和相关措施也确保了项目发包方、接包方现场团队和接包方离岸团队三主体之间充分的沟通,当接包方辅之以自主技术投入,将有力促进知识转移的转化。

**关键词:** [软件外包](#) [知识转移](#) [价值链](#)

**Abstract:** With the current outsourcing market, outsourcing projects suppliers from emerging economies, such as India, act very actively; the knowledge intensity and management complexity of outsourcing projects is continuously enhanced, and the fact evokes a theoretical thinking on how service outsourcing effects technology development of outsourcing suppliers. Using the theory of knowledge management under the international production and analysis perspective of value chain, and software outsourcing is taken as the analytic object, first a decomposition of software value chain is made, and then knowledge nature and determinants of knowledge transfer are demonstrated. It is first pointed out that while the outsourcing businesses of outsourcing suppliers grows along with the value chain of software development from low end to high end, the tacit knowledge degree of value chain link covered by outsourcing activity is gradually increasing. Second, the evolvments of MNC strategy and absorption capacity construction are composed of two determinants of technology transfer. The method of knowledge management is transferred from simply codified knowledge requirements to the combination of codified knowledge and personalized communication. The absorption capacity of outsourcing suppliers as another determinant of knowledge transfer is built on organizational transformation oriented by outsourcing target and self technology effort plays an important role for effectively promoting the transformation of knowledge transfer.

**Keywords:** [software outsourcing](#) [technology transfer](#) [value chain](#)

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