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## Critical Review of Articles

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The main point of the article is that most business organization are adopting the use of Business process Outsourcing as a mean to save money. The article explains that businesses all over the world are currently preferring to outsource some projects and services since this move may be a less costly way of running the operation of some projects which may be expensive if done in the organization. Additionally, the article outlines that most business are aiming at savings costs through innovation which can conveniently be done if they outsource some of their projects to experts (Lacity&Willcocks, 2013).   
The article articulates that the need to achieve operational efficiency, access vital skills and reduce costs as the driver behind the need for companies to outsource their business process to external suppliers. The point that comes out clearly in the article is that BPOs makes it possible for companies seek more innovative ways of doing things (Lacity&Willcocks, 2013).   
The other main argument of the authors is that there are some projects which can be done in a company but at a cost that is too high compared to a situation where the completion of such projects is to be outsourced externally. Additionally, the authors argue that a gap in expertise from within the organization may be an obstacle when it comes to completing some projects within the organization. The authors believe that such a scenario demands for the outsourcing of business processes which a company cannot complete with the high level of innovation and within the cost structure of the firm.   
It is clear that the authors undertook a study and came up with the conclusions after assessing outsourcingin some business process compared to if the business processes are done within the organization (Lacity&Willcocks, 2013). According to the authors, BPO outsourcing makes companies have mandated yearly productivity improvements through building of high innovative relationships with BPO providers.   
Another argument by the authors is that through BPOs companies are able to gain a large share of benefits from projects that can be successfully be outsourced, and also contribute to increased margins for the BPO providers. Therefore, it is clear from the article that when companies want to outsource some of their business operations, they need to get a BPO provider that has the right team, the right innovation and process that can significantly add value to the company so that it achieves the maximum benefits through a relationship with BPO providers.

The Flaws in the Article   
Specific Situations In Which The Authors Arguments Could Work Best   
Some of the scenarios that can work best according to the author’s arguments is a situation in which a company is facing a threat of going under due to financial threats. In such a situation, a company may find it necessary to outsource the services of accountants, and financial experts to assist in turning around the fortunes of the company. When a company is faced with the threat of collapse due to financial issues, the answer to a company’s predicaments may be to outsource the services of financial experts who can easily bring in new processes that can be used to cut down cost and turn around a company to growth. It is sometimes difficult to use the same people who are responsible for poor performance in a company to improve performance (Lacity&Willcocks, 2013). BPO for financial services brings into the company fresh blood with different perspectives as opposed to the norm. The outsourcing of such crucial services, makes it possible for BPO providers to come up with innovative ways of handling a company’s finances and hence bring in new perspective of handling financial matters in accompany.   
The article relates to innovation and how it can be used to improve business process. It is clear from the article that when faced with different options to improve performance, a company should adopt the right strategy that can bring innovation into its process and hence enhance performance. Additionally, the article relates to the topic of managing change through innovation so that a company does not grad behind its competitors in the industry (Couto&Divaran, 2012). The article explains how innovation is key to managing change and hence the need for companies to adopt such a move to remain competitive in the ever-changing business environment. It is through innovation that a business can achieve improvements in its process and enhance productivity.   
With regard to having a winning team for a company to succeed, it is clear that the link between BPO and having the right team handle a company’s processes is key to continuous improvements. The articles clearly are in line with other authors view on having the right team and how it is important in making sure that a company can improve performance. Although the article explains BPO as having the high chance of crafting the right team to handle a company’s business process, the arguments are in line with other scholars of the need for their right team to push forward a company’s agenda.   
The article articulates that the right team of BPOs usually has innovative experts that steer a company to success. The view is in line with other texts that suggest the importance of having a winning team for the success of an organization.

## References

Couto V., & Divaran, A. (2012). Outsourcing for Virtuosos: How to Master the Art of Global Enterprise. London: Palgrave.   
Lacity M. C., & Leslie P. Willcocks.(2013). Advanced Outsourcing Practice: Rethinking ITO, BPO and Cloud Services. London: Palgrave, 2012)..