

## TABLE OF CONTENT

CHAPTER 1: INTRODUCTION .....	1
1.1. Research Background.....	1
1.2. Problem Statement .....	5
1.3. Research Questions .....	8
1.4. Research Objectives .....	8
1.3. Research Contributions .....	9
1.4. Research Scope .....	10
1.7. Writing System.....	11
CHAPTER 2: THEORETICAL BASIS.....	14
2.1. IT Onshoring as a Strategic Capability-Building Initiative .....	14
2.2. Knowledge Based View as the Core Strategic Lens.....	17
2.3. Technical Knowledge as Strategic Capability .....	19
2.4. Managerial Decision Making Under Partial Capability.....	22
2.5. Knowledge Management as an Enabler of Capability Realization.....	24
2.6. A Phenomenological Perspective on Strategic Capability and Work....	27
2.7. Conceptual Framework of the Study.....	29
CHAPTER 3: RESEARCH METHODOLOGY .....	32
3.1. Research Design and Paradigm.....	32
3.2. Research Context and Unit of Experience .....	34

3.3.	Participant Profile and Research Participants .....	35
3.4.	Participant Selection and Sampling Logic .....	37
3.5.	Data Collection Process .....	38
3.5.1.	Preliminary Exploratory Interviews.....	39
3.5.2.	Interview Preparation .....	40
3.5.3.	Interview Execution .....	41
3.5.4.	Interview Structure and Flexibility .....	41
3.6.	Transcription and Data Preparation .....	42
3.7.	Data Analysis Procedure .....	44
3.8.	Trustworthiness and Rigor .....	46
3.8.1.	Credibility .....	47
3.8.2.	Dependability .....	48
3.8.3.	Confirmability .....	48
3.8.4.	Transferability .....	49
CHAPTER 4: RESULTS AND DISCUSSIONS.....		50
4.1.	Data Description.....	50
4.2.	Data Structure and Thematic Development .....	52
4.2.1.	Overview of the Thematic Data Structure .....	53
4.2.2.	From Codes to Themes .....	54
4.2.3.	Experiential Learning and Capability Development.....	55

4.2.4.	Technical Knowledge and Managerial Judgment .....	55
4.2.5.	Analytical Transparency .....	56
4.3.	Thematic Findings.....	56
4.3.1.	Strategic Responsibility without Full Control.....	57
4.3.2.	Decision Making under Partial Technical Capability .....	60
4.3.3.	Capability Development through Exposure and Experience .....	63
4.3.4.	Managerial Judgment and the Meaning of Autonomy in IT Onshoring.....	66
4.4.	Discussion .....	69
4.4.1.	Technical Knowledge as a Strategic Resource .....	69
4.4.2.	Partial Capability and Managerial Decision Making.....	70
4.4.3.	Capability Development through Experience .....	71
4.4.4.	Autonomy as an Experiential Outcome .....	72
4.4.5.	Implications for IT Onshoring Strategy .....	73
CHAPTER 5: CONCLUSION AND RECOMMENDATION.....		75
5.1.	Conclusion.....	75
5.2.	Implications.....	77
5.2.1.	Theoretical Implications.....	77
5.2.2.	Practical Implications.....	79
5.3.	Limitations of the Study.....	81

5.4.	Recommendations for Practice and Future Research.....	82
5.4.1.	Recommendations for Organizational Practice.....	83
5.4.2.	Recommendations for Future Research .....	84
	REFERENCES.....	86
	APPENDIX A: RESEARCH MATRIX .....	89
	APPENDIX B: INTERVIEW GUIDE.....	90
	APPENDIX C: VERBATIM INTERVIEW TRANSCRIPTS .....	94
C.1.	Verbatim Interview Transcript with Participant P1 .....	94
C.2.	Verbatim Interview Transcript with Participant P2 .....	102
C.3.	Verbatim Interview Transcript with Participant P3 .....	108
C.4.	Verbatim Interview Transcript with Participant P4 .....	119
C.5.	Verbatim Interview Transcript with Participant P5 .....	129
C.6.	Verbatim Interview Transcript with Participant P6 .....	137
C.7.	Verbatim Interview Transcript with Participant P7 .....	146

## LIST OF TABLES

Table 3. 1 Interviewee Data .....	36
Table 4. 1 Thematic Data Structure of the Study .....	53
Table A. 1 Research Questions and Interview Guide Alignment Table .....	89
Table A. 2 Analytical Emphasis.....	90
Table B. 1 Interview Guide .....	90

## LIST OF FIGURES

Figure 2. 1 Conceptual Framework of this Study .....	29
------------------------------------------------------	----