

## News Archives

*International Herald Tribune*

*Bombay Bureau*

### **India's Edge Goes Beyond Outsourcing (see ref. to Nicholas plrma)**

By Anand Giridharadas

Outsourcing is breaking out of the back office.

For years, most service industry jobs that were moved to countries like India were considered relatively low-skill tasks like answering customer inquiries. But that has been changing in recent years, and increasingly the jobs of Western white-collar elites in fields as diverse as investment banking, aircraft engineering and pharmaceutical research have begun flowing to India and a few other developing countries.

In the view of most specialists on the phenomenon, the kinds of jobs that cannot be outsourced are slowly evaporating.

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