

development and additionally places the company in a better position in the whole business community as well as the IT sector. It also helps employees to build confidence in the organization and build up their own image in the industry as well as among peers.

The researcher strongly believes that the recommendations above to improve trust and softskills in offshore development centres help address key expectations/perceptions of local developers and the point of origin management staff in offshore development centre. This will lead to long term sustainable success for the organisation.

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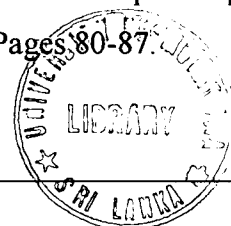
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Appendix A- Questionnaire Local Software Developers

(Fonts/Size spacing has been changed from the web site to present on a printed sheet.)

If you are a developer who has worked in an offshore software development centre you are welcome to contribute to this survey. If you have any friends who are eligible please encourage them to fill in the questionnaire and share their expectations with us.

Part A (General Info)

Name	<input type="text"/>
Designation	<input type="text"/>
Date of Birth	<input type="text"/>
Gender	<input type="radio"/> Male <input type="radio"/> Female
e-mail address	<input type="text"/>
<input type="checkbox"/> e-mail the results (Available only if all fields are filled)	
Contact Phone number	<input type="text"/>
Company Name	<input type="text"/>
Company web Address	<input type="text"/>

The company has been in operation for

- Less than three years Three or more years

Total number of software developers employed

- Under 10
- Between 10 and 49
- Between 50 and 200
- Over 200

Average number of hours worked per week

- Under 36
- 36-40
- 40-45
- 45-60
- Over 60

What is the average educational background of developers

- High School
- Diploma
- Bachelors
- Masters
- Phd

Is flexible work hours allowed ?

- Yes
- No

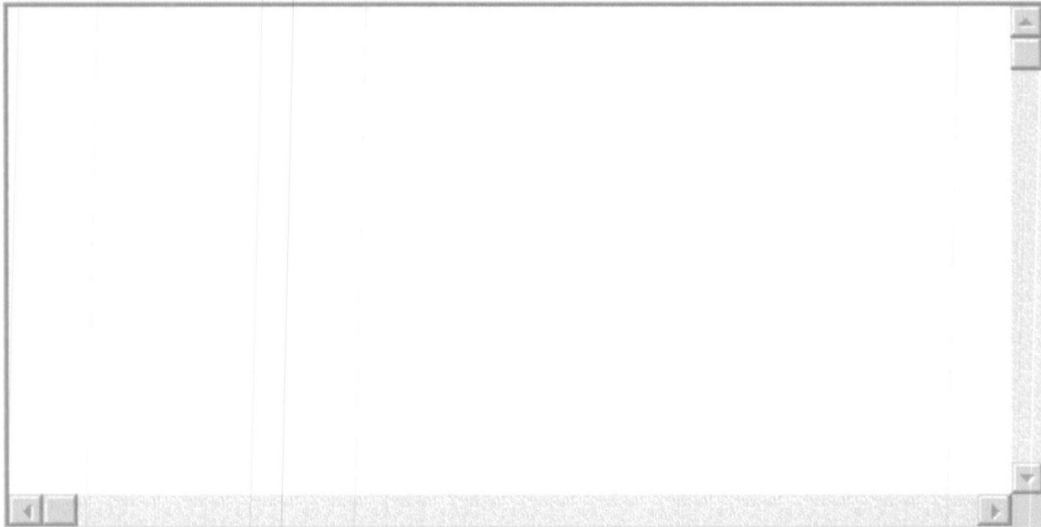
Is telecommuting allowed (work from home)?

- Yes
- No

Part B (Open Ended)

There are only five open ended questions. Your contribution would be valued and would improve the research

- What were your initial expectations in joining an offshore development company and have they been met?

A large, empty rectangular text box with a thin black border and a light gray background. It has small arrow icons in the corners, indicating it is a scrollable text area.

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- What are the advantages you find working for an offshore software development company?

A large, empty rectangular text box with a thin black border and a light gray background. It has small arrow icons in the corners, indicating it is a scrollable text area.

- For a Developer looking for employment in an offshore development centre, what should he check to evaluate the prospects of the offshore development centre?

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- What are the main issues faced by your company on offshore development?

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- In a well managed offshore development company what are the facilities you believe are given to developers?

Part C (Expectations/Perceptions – Current Practice/Satisfaction)

In many of the following questions ask the current practice in your company

1. The average number of times a developer travels abroad on work per year in your company
- 
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- Never
 At most once
 2-5 times
 over 6 times

2. In your opinion are reputed software companies starting offshore development Centres in Sri Lanka

- Mostly reputed few unknown
 Equal number
 Mostly unknown few reputed
 Not sure

In your opinion does your company have a good reputation in Sri Lanka

- Unknown we prefer to keep a low profile
 Not sure
 Well known established name

3. In your opinion what level of experienced developers would be needed to succeed in offshore development

- Less than one year
 1-2years
 2-4 years
 over 4 years

In your opinion the development experience at the time of hiring in your company is

- Less than one year
 1-2years
 2-4 years
 Over 4 years

4. Rate the following facilities of your company from

1-Not satisfied to 10-Fully satisfied

Facility	1	2	3	4	5	6	7	8	9	10
Work Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. In your opinion companies starting offshore development centres in Sri Lanka

mostly have managers who are

- Weak on project management
 Acceptable level of project management
 Strong on project management
 Not sure of answer

6. Are there factors such as internal politics that effect individual and company performance ?

- Not at all To some extent Very much

7. For a company to succeed in offshore software development do you feel it is important accommodate Customer Advances of Original Deadline

- Not important - Unprofessional of Customer to expect advances in the deadline
- Somewhat important depending on the situation
- Important
- Very important need accommodate any customer request

In your opinion do companies starting offshore development centres accommodate

Customer advances of deadlines

- Avoid when ever possible
- Would consider positively
- Yes done so many times

8. You are most likely to join an offshore development centre doing projects using

- Emerging technology with future prospects
- Established technology with current potential
- The technology used does not matter

The offshore development projects you have done mostly used

- Emerging technology
- Commonly used established technology
- Proprietary technology not used anywhere else
- Technology to manage legacy systems

9. Do you feel having process compliance standards improves offshore development

- No only adds complexity
- Improves marginally
- Significantly improves

Do you feel the development environment in your company is controlled with process compliance standards?

- No Standards
- Standards are available but not always followed
- Standards are followed
- Standards are followed and audited frequently

10. The type of project most likely to succeed in offshore development are

- New projects totally done offshore
- New projects with part done offshore and part in parent country
- Projects to modify running applications.

In your opinion companies starting offshore development centres in Sri Lanka mostly

- Do new projects totally in Sri Lanka
- Do new projects with part done in Sri Lanka and part overseas
- Modify existing applications

11. In your opinion offshore development projects should have

- Detailed specifications for developers to be able to develop only looking at the specification
- High level specifications good developers would interpret high level specs and get the job done.

In your opinion companies starting offshore development centres in Sri Lanka mostly use

- Detailed written specifications
- Few detailed specifications mostly brief high level specifications
- Few brief high level specifications


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12. Rate the following attributes of your company from

1-Not satisfied to 10-Fully satisfied

Facility	1	2	3	4	5	6	7	8	9	10
The work challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for continuous education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. To succeed in offshore software development do you feel the first project should be a test project only

- Should be an actual project
- should be a test project


14. If you are given an opportunity to migrate as a reward to your performance would you

- Reject it
- Not sure
- Take it

Showing interest in long term migration opportunities at a job interview for offshore development would be

- Negative
- Positive

15. In your opinion offshore software development is a

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High growth industry would overtake apparel and tea on revenue in Sri Lanka.

At the Peak in Sri Lanka

Declining in Sri Lanka software companies are moving to China, India and Russia

I do not know, I am not from Sri Lanka

16. Do you think the cost of developing software offshore is

- 10%- 40% cheaper than the host country
- 40%-80% cheaper than the host country
- Over 80% cheaper than the host country
- No idea of cost

17. To attract the best developers offshore software development centres should offer Salaries when compared to local industry average

- Same
 Higher
 significantly higher

In your opinion the current Salaries of developers compared to the local industry is

- Same
 Higher
 significantly higher

18. Rate the following benefits your company provides from

1-Not satisfied to 10-Fully satisfied

Benefits	1	2	3	4	5	6	7	8	9	10
Meal allowances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dress code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stock options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profit sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions and increments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. In your opinion promotions and increments should be given every

- Six months
 year
 2-4 years
 4 years

20. Do you feel the developers work is currently appreciated and they get due recognition for individual contributions in the parent company ?

- Not recognized Sometimes recognized Recognized

21. In your opinion are a majority of developers satisfied with their jobs?

- Not satisfied Somewhat satisfied
 Satisfied Extremely satisfied

22. Rate the following attributes of developers from

1-Not satisfied to 10-Fully satisfied

Attributes of developer	1	2	3	4	5	6	7	8	9	10
Productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational Background	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesty and integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Are you satisfied with developers the willingness to learn a languages or the proficiency in a language other than English ?

Not satisfied Somewhat satisfied

Satisfied Very satisfied

24. In your opinion do developers currently work longer hours than planned in your company

No As expected Little longer Lot longer

25. Are you satisfied with the current government support for offshore development?

Not satisfied Somewhat satisfied Satisfied Very Satisfied



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26. Are you satisfied with the speed entry permits/visas are given to developers ?

Not satisfied Somewhat satisfied Satisfied Very satisfied

Part D (Expectations/Perceptions – Importance)

Rate the expectations that you feel are most important for successful offshore development centres by ticking boxes 1-Least important to 10-Most important. In the last column rank the top 12 expectations.

Expectation	1	2	3	4	5	6	7	8	9	10
Overseas exposure for developers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experienced developers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social activity organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal politics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Process compliance standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for continuous education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Migration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary & Benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal allowances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dress code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stock options/profit sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions and increments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Expectation	1	2	3	4	5	6	7	8	9	10
Due recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Productivity of developers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational background	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesty and integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability to learn languages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Longer work Hours to meet project deadlines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry permits/ visas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Send me the analysis compared with my answers. (Eligible only if all questions are answered including the open ended questions)

Appendix B- Questionnaire Point of Origin Management Staff

(Fonts/Size spacing has been changed from the web site to present on a printed sheet.)

If you are an overseas manager who has worked in an offshore software development centre you are welcome to contribute to this survey. If you have any friends who are eligible please encourage them to fill in the questionnaire and share their expectations with us.


Part A (General Info)

Name

Designation

Date of Birth

Gender Male Female

e-mail address 

e-mail the results (Available only if all fields are filled)

Contact Phone number

Company Name

Company web Address

The company has been in operation for

Less than three years Three or more years

Total number of software developers employed

- Under 10 Between 10 and 49
 Between 50 and 200 Over 200

Average number of hours worked per week

- Under 36 36-40 40-45
 45-60 Over 60

What is the average educational background of developers

- High School Diploma Bachelors
 Masters Phd



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Is flexible work hours allowed ? Yes No

Is telecommuting allowed (work from home)? Yes No

Part B. (Open ended)

There are only 5 open ended questions. Your contribution would be valued and would improve the research.

- What Criteria were used to select Sri Lanka over other alternative countries as an offshore development centre ?

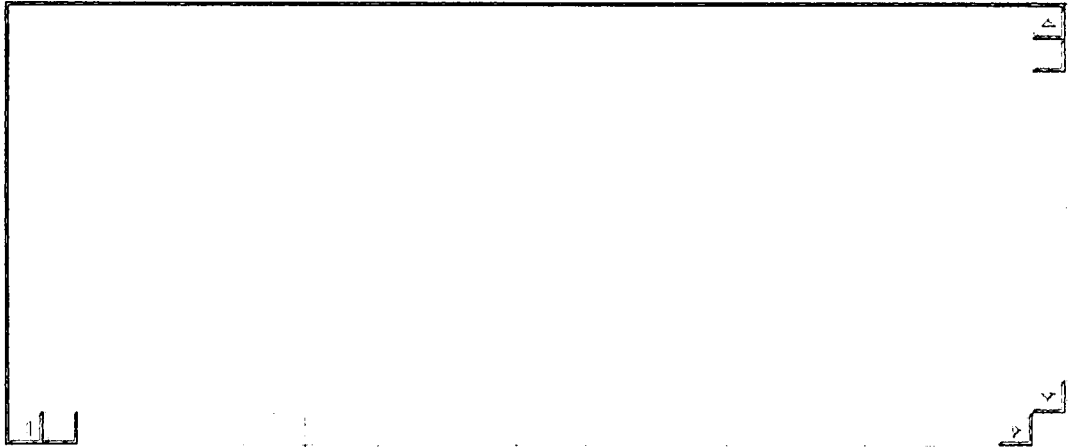


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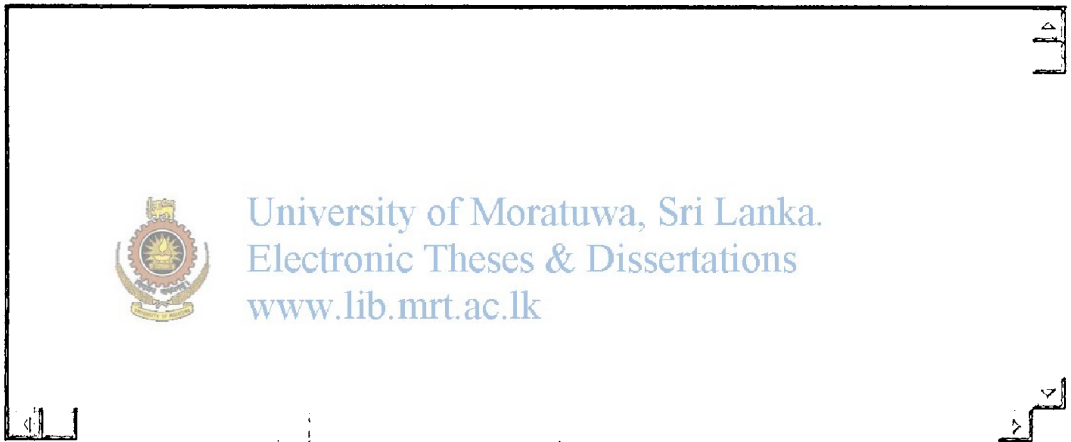

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- What are the major challenges faced during the initial stages of setting up operations?

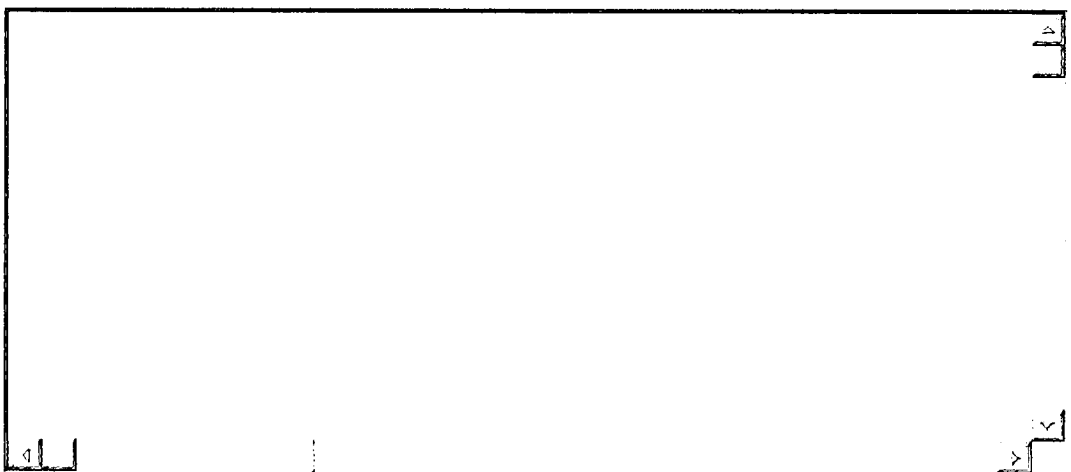
- In your opinion for offshore software development to be successful what are the key factors that must be present ?



- What are the current challenges you face in offshore development ?



- What are the anticipated changes you see in offshore development in the future with respect to human resources ?



Part C (Expectations – Current Practice/Satisfaction)

In many of the following questions we ask you the current practice in your company on a topic.

1. The average number of times a developer travels abroad on work per year in your company is

- Never At most once 2-5 times over 6 times

2. In your opinion are reputed software companies starting offshore development centres in Sri Lanka

Mostly reputed few unknown

Equal number

Mostly unknown few reputed

In your opinion does your company have a good reputation in Sri Lanka

Not known we prefer to keep a low profile

Not sure

Well known established name

3. In your opinion is it important to hire experienced developers to succeed in offshore development of

- less than one year 1-2years 2-4years over 4 years

The average development experience when hiring in your company is

- less than one year 1-2years 2-4years over 4 years

4. Rate the following facilities your company provides to developers

1-Not satisfactory to 10-Excellent

Facility	1	2	3	4	5	6	7	8	9	10
Work Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. In your opinion companies starting offshore development centres in Sri Lanka

mostly have managers who are

- Weak on project management
- Strong on project management
- No idea

6. Are there factors such as Internal politics that effect individual and company performance ?

- Not at all
- To some extent
- Very much

7. For a company to succeed in offshore software development do you feel it is important to accommodate Customer Advances of Original Deadline

- Not important -Unprofessional of Customer to expect advances in the deadline
- Somewhat important depending on the situation
- Important
- Very important need accommodate any customer request

In your opinion do companies starting offshore development centres accommodate

Customer advances of deadlines

- Avoid when ever possible

- Would consider positively

- Yes done so many times



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8. In your opinion projects that would be done as offshore development would most likely be based on

- Emerging technology
- Established technology
- Proprietary technology not used anywhere else
- Technology to manage legacy systems

9. Do you feel having process compliance standards improves offshore development?

- No, only adds complexity
- Improves Marginally
- Significantly improves

Do you feel the development environment in your company is controlled with process compliance standards ?

- No Standards
- Standards are available but not always followed
- Standards are followed
- Standards are followed and audited frequently



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10. The type of project most likely to succeed in offshore development are

- New projects totally done offshore
- New projects with part done offshore and part in parent country
- Projects to modify running applications.

In your opinion type of project most likely to be done in an offshore development centre is

- New projects done totally in the offshore development centre
- New projects with part done offshore and part done in the parent company
- Projects to modify existing applications

11. In your opinion offshore development projects should have

- Detailed specifications for developers to be able to develop referring only to the specification
- High level specifications good developers would interpret high level specs and get the job done.

In your opinion companies starting offshore development centres in Sri Lanka

mostly use

- Detailed written specifications
- Few detailed specifications mostly brief high level specifications
- Few brief high level specifications

12. Rate the following from 1-Not satisfactory to 10-Fully satisfactory based on what you give developers



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Facility	1	2	3	4	5	6	7	8	9	10
The work challenges	<input type="radio"/>	<input type="radio"/> - <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for continuous education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. To succeed in offshore software development do you feel the first project should be a test project only

- should be an actual project
- should be a test project

14. How do you benchmark the quality of work against the home country ?

- Much lower Lower Same Higher Much higher

15. If a good developer wants to migrate to the host country would you

- Definitely discourage it
 discourage in most cases
 Encourage it
 Definitely encourage it.

If a candidate shows interest migration as a long term plan would you consider this a

- Negative factor Neutral Positive factor
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16. In your opinion offshore software development is a

- High growth industry which would overtake apparel and tea on revenue in Sri Lanka.
 At the Peak in Sri Lanka
 Declining in Sri Lanka software companies are moving to China, India and Russia
 I do not know I have not worked in Sri Lanka

17. Do you think the cost of developing software offshore is

- 10%- 40% cheaper than the host country
- 40%-80% cheaper than the host country
- Over 80% cheaper than the host country
- No idea of cost

18. To attract the best developers to offshore development centres is it important to give salary compared to local industry average

- Same
- Higher
- Significantly higher

In your opinion the current salaries that were given compared to the local industry average are

- Same
- Higher
- Significantly higher



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19. Rate the following benefits your company provides developers

1-Not satisfactory to 10-Fully satisfactory

Benefits	1	2	3	4	5	6	7	8	9	10
Meal allowances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dress code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stock options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profit sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Medical Insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotions and increments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Does/did your company give promotions and increments every



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Six months www.lib.mrt.ac.lk

- year
- 2-4 years
- after 4 years

21. How frequently do you give due recognition to individual contributions in the parent company?

- No formal method based on the situation
- Annual Awards
- Standard Criteria

22. In your opinion are a majority of developers satisfied with their jobs?

- Not satisfied
- Somewhat satisfied
- Satisfied
- Extremely satisfied

23. Are you satisfied with the willingness to learn or proficiency of languages other than English ?

- Not satisfied
- Somewhat satisfied
- Satisfied
- Very satisfied

How do you benchmark the ability to learn languages or the proficiency of a language other than English against the home country?

- Much lower
- Lower
- Same
- Higher
- Much higher



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24. In your opinion do developers currently work longer hours than planned to meet deadlines?

- No
- As expected
- Little longer
- Lot longer

25. Are you satisfied with the current government support for offshore development?

- Not satisfied
- Somewhat satisfied
- Satisfied
- Very satisfied

How do you benchmark the government support against the home country?

- Much lower
- Lower
- Same
- Higher
- Much higher

26. Are you satisfied with the speed entry permits/visas are given to developers ?

- Not satisfied
- Somewhat satisfied
- Satisfied
- Very satisfied

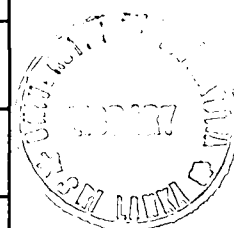


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Part D (Expectations/Perceptions –Importance)

Rate the expectations that you feel are most important for successful offshore development centres by ticking boxes 1-Least important to 10-Most important. In the last column rank the top 12 expectations.

Expectation	1	2	3	4	5	6	7	8	9	10
Overseas exposure for developers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experienced developers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Office transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social activity organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflict resolution methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal politics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process compliance standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for continuous education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Migration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary & Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meal allowances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dress code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stock options/profit sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Expectation	1	2	3	4	5	6	7	8	9	10
Promotions and increments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Due recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job Satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Productivity of developers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational background	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honesty and integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The ability to learn languages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Longer work Hours to meet project deadlines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry permits/ visas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Send me the analysis compared with my answers. (Eligible only if all questions are answered including the open ended questions)

Appendix C-Web Site

Domain Name www.offshore-software.info

Domain Registrant www.godaddy.com

Hosting www.godaddy.com

Disk Space 50MB

Monthly Data Transfer 1GB

Server Operating System Linux

Languages Supported PHP

Access 24*7 FTP Access

Development  University of Moratuwa, Sri Lanka.
FrontPage 2000
FrontPage Extensions www.lib.mrt.ac.lk
Daily Backups Yes

Appendix D – Full list of BOI Approved Software Companies in Commercial Operation in Sri Lanka

Company	Approval	CCP
A T P ASIA (PVT) LTD.	6/10/2003	10/14/2003
AQUCOMP (PVT) LTD.	7/19/2000	11/1/2001
ASIASOFT (PVT) LTD.	6/12/1998	11/30/1998
AZIO LANKA (PVT) LTD.	10/19/2000	7/1/2002
BC SOFTWARE SYSTEMS (PVT) LTD.	1/4/1993	7/7/1995
CELETRON LANKA (PVT) LTD.- EXP2	4/30/2001	06/28/2002
CODE-GEN INTERNATIONAL (PVT) LTD.	3/31/2000	12/1/2000
CROSSVUE (PVT) LTD.	1/4/1999	9/30/1999
CRYPTODYNE (PVT) LTD.	11/17/2003	2/20/2004
DEBUG COMPUTER SOFTWARE (PVT) LTD.	2/16/1999	12/1/2001
DOIT-E LANKA (PVT) LTD.	12/1/1999	4/27/2000
DOT COM (PVT) LTD.	10/19/1998	2/1/2001
E - SOLUTIONS LANKA (PVT) LTD.	8/21/2000	3/22/2001
E D M SYSTEMS (PVT) LTD.	1/6/1999	6/16/1999
E-COMMERCE TECHNOLOGIES (PVT) LTD.	12/10/1999	9/22/2000
E-NOWAVE (PVT) LTD.	1/18/2002	3/3/2003
ECODE LANKA SOFTWARE (PVT) LTD.	12/24/1997	10/23/1998
EMPRISE IT (PVT) LTD.	3/24/2000	7/15/2000
EUTECH CYBERNETICS LANKA (PVT) LTD.	6/21/2000	4/1/2001
EXANT SOFTWARE LK (PVT) LTD.	8/16/2000	1/1/2001
EXCEL SOFT (PVT) LTD.	7/27/1999	2/18/2000
FOUR CORNERS LANKA (PVT) LTD.	9/17/1999	1/1/2000
GENESIIS SOFTWARE (PVT) LTD.	3/29/2001	5/9/2002

Company	Approval	CCP
GLOBAL INFORMATION BUREAU (PVT) LTD.	2/2/1999	10/30/1999
GLOBAL SOFTWARE LABS (PVT) LTD.	5/3/1999	8/31/1999
GOLDEN KEY SOFTWARE SOLUTIONS LTD.	9/8/1998	2/1/1999
HELLOCORP (PVT) LTD.	1/11/2002	6/15/2002
HSENIID SOFTWARE INTERNATIONAL (PVT) LTD.	6/22/1999	8/18/1999
I F S R AND D INTERNATIONAL (PVT) LTD	6/28/2002	12/1/2003
I T A B S LANKA (PVT) LTD.	3/12/2001	1/15/2002
IDIAL LANKA (PVT) LTD.	10/4/1999	3/10/2000
IMAGE GRAPHIC SOLUTIONS LANKA (PVT) LTD.	2/10/2003	8/6/2003
IND. & FINANCIAL SYS.SRI LANKA LTD.	10/7/1997	12/3/1998
INDEPENDENT RESEARCH (PVT) LTD.	10/31/2003	1/15/2004
INDUSTRIAL & FINANCIAL SYS. R & D LTD.	5/10/1999	07/02/1999
INFORMATICS INTERNATIONAL LTD.	8/28/2000	9/30/2001
INFORMATICS INTL. (PVT) LTD.	8/11/1992	5/21/1993
INNODATA LANKA (PVT) LTD.	6/14/1994	9/30/1994
INTELLICEPT (PVT) LTD.	2/17/2000	8/1/2000
INTERBLOCKS (PVT) LTD.	3/12/2001	8/7/2002
IOM DEVELOPMENT (PVT) LTD.	3/1/1991	10/1/1991
JENNINGS PRINTCARE LANKA LTD.	11/14/2003	1/19/2004
JOHN KEELS COMPUTER SER. (PVT) LTD.	3/5/1998	4/30/1998
KOPAS LANKA COMPANY (PVT) LTD.	5/4/1998	8/19/1998
LOGICALTECH CORPORATION (PVT) LTD.	4/29/1999	8/1/1999
MEDIA SOLUTIONS (PVT) LTD.	11/20/1997	12/2/1998

Company	Approval	CCP
METATECHNO LANKA COMPANY (PVT) LTD.	11/10/2000	1/1/2002
MILLENIUM INFORMATION TECH. LTD.	1/11/1999	9/25/2002
MILLENNIUM I.T. SOFTWARE LTD.	8/5/1996	11/7/1996
OPRO LANKA (PVT) LTD.	5/26/1998	7/16/1998
PENGUIN E-ACCOUNTING (PVT) LTD.	10/31/2003	12/22/2003
QUICKACCOUNTANT (U S A) LTD.	10/10/2003	4/23/2004
RAPIER CONSULTING (PVT) LTD	3/26/2002	12/10/2002
ROOMSNET INTERNATIONAL (PVT) LTD.	7/3/2000	1/1/2001
SABRE TECHNOLOGIES (PVT) LTD.	3/28/2001	10/21/2002
SEVEN SEAS COMPUTER LANKA (PVT) LTD.	4/2/1998	8/3/1998
SOUTH ASIA SOFTWARE SOLUTIONS (PVT) LTD.	9/17/1998	12/14/1999
TEAMWORK TECHNOLOGY (PVT) LTD.	10/26/2000	3/31/2002
TECHSYS (PVT) LTD.	12/30/2002	9/15/2003
TEXTCENTRIC TECHNOLOGIES (PVT) LTD.	5/14/2001	11/1/2001
UNILINK INTL. (PVT) LTD.	11/20/1997	4/10/1998
VANTAGE TECHNOLOGIES (PVT) LTD.	6/22/2000	11/1/2000
VIRTUSA (PVT) LTD.	7/8/1997	4/1/1998
W. P.A WORLD CLASS SERVICE (PVT) LTD.	4/25/2003	11/1/2003
PEACOCK SYSTEMS (PVT) LTD.	5/5/1999	8/24/2002
INTELLIGENT IMAGE MANAGMENT LANKA P. LTD	5/21/2003	10/1/2003
MIPAC – SOFTWARE (PVT) LTD.	9/24/1997	1/1/1999

Appendix E – List of BOI approved software houses that have closed/cancelled the BOI agreement.

As of date 26 July 2004

Company	Approval	Closed/ Cancelled
DATA PACK (PVT) LTD.	12/21/1987	8/17/1988
MONARCH PRINT (PVT) LTD.	10/24/1992	10/18/1996
AIRLINE DATA SERVICES LTD.	2/21/1995	2/22/1997
PROFIT POINT BUSINESSI SOLUTION (PVT) LTD	7/28/1998	5/30/2000
PROTRAINING SOFTWARE (PVT) LTD.	7/9/1997	8/21/2000
ATHENA INF. TECHNOLOGIES (PVT) LTD.	7/16/1996	10/2/2000
MAHINDRA-BRITISH TELECOM LANKA (PVT)LTD.	6/18/1998	10/2/2000
STANDARD SOFTWARE CORPORATION LTD.	3/15/1993	10/2/2000
SANDIFORD CONTROL&SIMULATION LANKA(P)LTD	5/6/1996	12/17/2001
ALPHA COMM (PVT) LTD.	3/22/2000	2/28/2002
PALMWARE (PVT) LTD.	12/4/1997	4/29/2002
ALLIANSYS TECHNOLOGIES (PVT) LTD.	8/3/1999	7/9/2002
J B A SOFTWARE PRODUCTS LANKA (PVT) LTD.	1/2/1997	8/5/2002
IND.AND FINANCIAL SYSTEMS SOLUTIONS LTD.	5/8/1998	8/19/2002
UNION SOFTWARE (PVT) LTD.	11/18/1999	8/24/2002
CEYLINCO-DINI TECHNOLOGIES (PVT) LTD.	11/3/1999	9/12/2002
S L TECHNOLOGIES (PVT) LTD.	8/18/2000	10/19/2002
GREEN PALMS CONSULTING SERVICES (P) LTD.	4/15/1999	1/18/2003
SERENDIB TECHNOLOGIES (PVT) LTD.	11/6/1997	3/21/2003

Company	Approval	Closed/ Cancelled
PAYDAY LANKA (PVT) LTD.	6/8/2000	6/21/2003
MOBILE MEDIA COMPANY LANKA (PVT) LTD.	8/23/2000	11/18/2003
VICTORIA IT (PVT) LTD.	9/24/1999	12/16/2003
WISHVA CORPORATION (PVT) LTD.	9/15/1999	12/16/2003
AMEETECH (PVT) LTD.	9/6/2000	1/12/2004
NETMEDIA INTL. LTD.	7/31/2001	2/27/2004
CORVUS LANKA (PVT) LTD.	7/12/2002	2/28/2004
T.S.G. SOFTWARE LTD.	2/10/2000	4/8/2004
S S I LANKA (PVT) LTD.	10/24/2001	5/31/2004
E WAVE CORPORATION (PVT) LTD.	12/21/2000	6/23/2004
DATA INFORWORKS LANKA (PVT) LTD.	6/22/2001	6/28/2004



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