

Title	日本・インド間の長期連携ソフトウェア開発における成功要因: 双方が恩恵を享受できるための5施策
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Abstract

Although Japanese firms face a widely recognized shortage of IT professionals, their use of overseas software development remains far more limited than that of many Western companies. At the same time, prior research on global software development and offshore outsourcing has focused mainly on combinations such as US/European clients and Indian vendors and has typically treated “project success” as success for the client, measured by QCD (quality, cost, delivery) and customer satisfaction. Very few studies have examined long-term collaboration between Japan and India—which is a distinctive combination of Japan, with Japanese-language-based communication, high uncertainty avoidance and high-context culture, and India, with high power distance and a “double context” (culturally high-context but low-context in software-engineering practice through the use of international standards)—from the perspective of what constitutes a successful long-term relationship for both sides.

This study addresses the question “success for whom?” in Japan–India software development collaboration and defines success as a state in which both the client (Japan) and the vendor (India) enjoy long-term benefits. The aim is to identify the success factors and management measures that lead to such success. Methodologically, the study first focuses on a representative single case of Japan–India collaboration and, based on an expert workshop, defines nine success factors and their evaluation criteria by extending Niazi’s five GSD (global software development) factors with four client-side business–strategy factors specific to this research. These factors are then applied to real program data to build a statistical model that predicts program success or failure. The analysis also clarifies how the configuration of bridge roles affects program outcomes and the continuity of the Japan–India relationship, and, by mapping the findings onto the P2M framework, derives a set of management measures that can guide collaboration toward success. In addition, surveys and interviews with case authors, instructors and participants in a global project management training program show that this training functions as a “Ba” for organizational knowledge creation based on the SECI model, serving as a venue that benefits both Japanese and Indian participants.

The generality and validity of the success definition, success factors and management measures are examined through questionnaires and interviews with practitioners from multiple Japanese and Indian companies. Overall, this research reconceptualizes the traditional notion of “project success for the client” as success of a long-term collaboration program that provides sustained benefits to both client and vendor in the culturally and operationally distinctive context of Japan–India GSD. It contributes theoretically and practically by proposing a corresponding set of success factors and evaluation criteria, a management model that integrates P2M and SECI, and a role for training in developing organizations and people capable of sustaining such programs.

Keywords: Japan–India collaboration, global software development, program management, project management training, bridging personnel, knowledge creation (SECI), LASSO regression