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Balanced Scorecard in Project Management □ Uses, Pros & Cons.

The Balanced Scorecard, or Integral Scorecard, is a strategic management methodology used to define and monitor the strategy of an organization. Robert Kaplan and David

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Norton created this methodology in 1992 (original article). The Balanced Scorecard was originally developed as a tool to implement the corporate strategy and is a common method in companies of all sizes and industries.

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~~Management - Uses, Pros ...~~

A good scorecard will give everyone; including the project manager, risk indicators. The simple act of updating the scorecard is a way of taking the project's temperature. Keep your project healthy, create a rock-star scorecard that is consistent in

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schedule, format and easily accessible.

~~What is a Project Scorecard?
arraspeople~~

Using a Balanced Scorecard as a Performance Management Tool. A positive outcome of using a balanced

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Scorecard is that it makes performance in multiple areas readily observable.

When you take all aspects of a job into consideration you can see what areas are strong and what areas are weak.

~~Balanced Scorecards as a Performance Management Tool~~

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multiple projects, as well as the trainers, human resource development staff, or supervisors charged with measuring, evaluating, and managing project managers.

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This paper explains how the balanced scorecard (BSC) framework can be leveraged to enhance project performance management. The BSC framework is an effective tool to realizing enterprise strategy by cascading strategy into a set of objectives, key performance indicators

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(KPIs), metrics, and targets across four dimensions: finance, customer, process, and learning/growth.

~~Project Performance Management Scorecard (PPMS) Using the ...~~

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Return on Investment (ROI) remains one of the most challenging and intriguing issues facing human

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resource development and performance improvement professionals. Drawing on their expertise in developing and implementing ROI programs in human performance and training, Jack J. Phillips, Ph.D., Timothy W. Bothell and G. Lynn Snead demonstrate how you

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can effectively apply ROI to project management. Today, almost every industry requires employees to manage multiple projects with competing priorities, critical deadlines, and unexpected interruptions—rendering everyone a project manager in some respect.

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Most employees feel the pressure of juggling any number of key projects simultaneously. Organizations have responded by investing large amounts of both time and money to improve project management, and most strive to justify the efforts and resources dedicated to improving this goal. 'The

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'Project Management Scorecard' is a welcome relief for anyone managing a project or multiple projects, as well as the trainers, human resource development staff, or supervisors charged with measuring, evaluating, and managing project managers. Project Management is one of the

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hottest topics in business management today, affecting nearly every individual in any organization across the globe. Let three HRD experts show you how to apply the hugely popular ROI process to the key organizational issue of successful project management including: *

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Project management issues and challenges * Measuring reaction and satisfaction * How to calculate and interpret ROI * Capturing business impact data * Measuring skill and knowledge changes during the project * Monitoring the true costs of the project solution * Converting business

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measuring to monetary values *

Forecasting ROI The authors' step-by-step approach allows you to begin the ROI process immediately. Start measuring the success of your project management results today.

Return on Investment (ROI) remains

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one of the most challenging and intriguing issues facing human resource development and performance improvement professionals. Drawing on their expertise in developing and implementing ROI programs in human performance and training, Jack J.

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Phillips, Ph.D., Timothy W. Bothell and G. Lynn Snead demonstrate how you can effectively apply ROI to project management. Today, almost every industry requires employees to manage multiple projects with competing priorities, critical deadlines, and unexpected

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and managing project managers. Project Management is one of the hottest topics in business management today, affecting nearly every individual in any organization across the globe. Let three HRD experts show you how to apply the hugely popular ROI process to the key

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Organizational issue of successful project management including: *

- Project management issues and challenges
- Measuring reaction and satisfaction
- How to calculate and interpret ROI
- Capturing business impact data
- Measuring skill and knowledge changes during the project

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* Monitoring the true costs of the project solution * Converting business measure to monetary values *

Forecasting ROI The authors' step-by-step approach allows you to begin the ROI process immediately. Start measuring the success of your project management results today.

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This article examines the ways that project managers use measurement methods--such as the balanced scorecard--as a tool for improving project team performance. In doing so, the article discusses how attaching measures to outcomes clarifies project

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objectives and supports well-defined and well-communicated links between the project vision and business strategy, measures that enable project managers to more effectively monitor and control project activities for the purpose of improving project results. This paper also looks at strategy as an

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added dimension to the traditional triple constraint. The authors compare and survey two projects realized by project teams working at a large North American global telecommunications organization. This study provides early evidence of the usefulness of the balanced scorecard (BSC) as a tool for

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improving project management effectiveness and shows that balanced performance measurement is an important technique for establishing on-strategy project delivery. The authors propose using this technique as an extension of current practices.

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No organization is impervious to change. Rather, the survival and growth of an organization is dependent on how well it copes with change. Successful change initiatives consist of the integrated eco-system of its portfolio, programs, and projects. These change initiatives become the

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delivery mechanisms for implementing the strategy of an organization.

Improving Business Performance: A Project Portfolio Management Approach clarifies how the proper application of portfolio, program, and project management concepts can help commercial and non-profit

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Organizations achieve their strategic objectives. Most organizations have been good at devising strategy, but falter during its implementation. Executing strategy well to deliver superior business performance remains a key challenge, which is addressed as the core theme of this

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book. The book portrays a top-down orientation as well as a bottom-up integration of change initiatives to facilitate alignment to strategy and accommodate mid-course changes. It takes into account existing global best management practices to bring forth an approach that is customizable and

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useful to organizations in any industry. Describing why portfolio management lies at the apex of change initiative management, the book explains how to design and fine-tune portfolios so they are in alignment with your organization's overall strategy and business needs. After reading this

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book, you will understand: How to design the project portfolio structure for your organization How to integrate programs and projects within the portfolio more effectively How to better manage interactions across diverse change initiatives How to maintain focus while managing change to

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realize benefits The book presents a case study that illustrates the application of project portfolio concepts in practical scenarios. It includes chapters dedicated to transition management, change management, benefits management, and the Enterprise Project

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Management Office. It also includes templates you can immediately put to use in your own portfolios, programs, and projects.

Harold Kerzner's essential strategies on measuring project management performance With the growth of

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Improving projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating project performance. Dashboard reporting systems provide accessible project performance data, and sharing this

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vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance,

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helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. □ Offers comprehensive coverage of the

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different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with PMI's PMBOK® Guide and stresses value-driven project management PPT decks

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are available by chapter and a test bank will be available for use in seminar presentations and courses. Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively.

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In 1997, Congress, in the conference report, H.R. 105-271, to the FY1998 Energy and Water Development Appropriation Bill, directed the National Research Council (NRC) to carry out a series of assessments of project management at the

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Department of Energy (DOE). The final report in that series noted that DOE lacked an objective set of measures for assessing project management quality. The department set up a committee to develop performance measures and benchmarking procedures and asked

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the NRC for assistance in this effort. This report presents information and guidance for use as a first step toward development of a viable methodology to suit DOE's needs. It provides a number of possible performance measures, an analysis of the benchmarking process, and a

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Description ways to implement the measures and benchmarking process.

Executives should not necessarily know the intricacies of project management, but they should know how project management, as a discipline, can benefit the organization

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in implementing its strategies and realizing its vision. The only way that executives can effectively apply project management to realize these goals is to have sound knowledge of the project management discipline. The purpose of this book is to provide executives with a comprehensive

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Overview of the discipline of project management. It focuses on the benefits of project management to an organization. The goal is to provide executives with a view as to how project management can deliver organizational strategies. The various chapters focus on specific aspects

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within the project management discipline and how each aspect should be managed from a business perspective. The book covers the entire spectrum of project management from a management and leadership perspective. The focus is not necessarily on what needs to be

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done from a project management perspective, but on what organizations and senior executives can do to facilitate projects. The book covers:

- The value of project management
- Project management as a strategic enabler
- Project, program, and portfolio management
- The role of the project

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management office in the successful delivery of projects, programs, and portfolios The benefits of project deliverables bring Sustainability of the organization Governance and the role of the project sponsor. The book concludes with a comprehensive portfolio, program, and project

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management framework. This holistic framework enables organizations to achieve value from project management and realize strategic goals.

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The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard--financial measures, customer knowledge, internal business processes, and learning and growth--offer a balance between short-

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term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced

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Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

This book presents a set of tools that

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will aid in deciding whether a project should go ahead, be improved, or abandoned altogether by pinpointing its vulnerabilities. It offers a review of project feasibility analysis, and more critically, psychodynamic aspects that are often neglected, including how stakeholders interact. It provides a

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complement to the common techniques used for analyzing technical, financial, and marketing feasibility. The goal is to identify "hidden truths" and eliminate those gray areas that jeopardize the success of a given project. The focus is on uncovering points of vulnerabilities in

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four key aspects of a project: People,
Power, Processes, and Plan.

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