

<<平衡登记卡诊断学>>

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内容概要

The complete guide to analyzing and maximizing a company's balanced scorecard Presenting the next step for balanced scorecard implementation, *Balanced Scorecard Diagnostics* provides a step-by-step methodology for analyzing the effectiveness of a company's balanced scorecard and the tools to reevaluate balanced scorecard measures to drive maximum performance. CEOs, CFOs, CIOs, vice presidents, department managers, and business consultants will find all the essential tools for analyzing a balanced scorecard methodology to determine if it's running at maximum performance and for seamlessly implementing changes into the scorecard. Paul R. Niven (San Marcos, CA) is President of the Senalosa Group, a consulting firm exclusively dedicated to helping businesses get best-in-class performance. He is the author of two successful books, *Balanced Scorecard Step-by-Step* (0-471-07872-7) and *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* (0-471-42328-9), both from Wiley.

作者简介

PAUL R. NIVEN is President of the Senalosa Group, a consulting firm exclusively dedicated to helping businesses reach breakthrough results using the Balanced Scorecard. In addition to publishing articles on performance management in Journal of Cost Management and Journal of Strategic Performance Measurement, he is the author of the highly successful books, *Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results* and *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*, both published by Wiley. He may be reached through his Web site at senalosa.com.

书籍目录

Preface. Acknowledgments. Chapter 1: The Current State of the Balanced Scorecard. The Road Ahead. Why the Balanced Scorecard Has Risen to Prominence. The Balanced Scorecard. Is the Balanced Scorecard Here to Stay? Chapter 2: First Things First. Why Balanced Scorecard and Why Now? Who Owns the Balanced Scorecard?: Exploring Executive Sponsorship. Self-Assessment Questions. Chapter 3: Before You Measure. Your Balanced Scorecard Team. Balanced Scorecard Training. Getting the Word Out: Communication Planning. Terminology and the Balanced Scorecard. Your Balanced Scorecard Implementation Plan. Chapter 4: Strategy Maps. Developing the Strategy Map. Personalizing Your Strategy Map. Chapter 5: Measures, Targets, and Initiatives. Performance Measures. Adding Meaning to Measurement through the Use of Targets. Mapping and Prioritizing Organizational Initiatives. Chapter 6: Cascading the Balanced Scorecard to Drive Organizational Alignment. Developing Implementation Principles for Cascading Success. Understanding the Highest-Level Balanced Scorecard. Cascading Is Based on Influence. Reviewing Cascaded Balanced Scorecards. Chapter 7: Key Balanced Scorecard Process Linkages: Budgeting, Compensation, and Corporate Governance. Strategic Resource Allocation: The Balanced Scorecard and Budgeting. Linking Pay with Performance: The Balanced Scorecard and Compensation. The Balanced Scorecard and Corporate Governance. Chapter 8: Sharing Balanced Scorecard Results: Reporting and Strategy-Centered Management Meetings. Reporting Balanced Scorecard Results. The Strategy-Centered Management Meeting. Appendix 8A: Choosing Balanced Scorecard Software. Chapter 9: Building the Balanced Scorecard at Aliant, Inc. Pouring a Foundation for Balanced Scorecard Success. Aliant's Strategy Map, Performance Measures, Targets, and Initiatives. Cascading the Balanced Scorecard to Build Organizational Alignment. Reporting Balanced Scorecard Results. Everybody Wins: Linking the Balanced Scorecard to Incentive Compensation. Aliant's Balanced Scorecard Results. Index.

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