



Implementing the Project Management Balanced Scorecard

By Jessica Keyes



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Business managers have long known the power of the Balanced Scorecard in executing corporate strategy. **Implementing the Project Management Balanced Scorecard** shows project managers how they too can use this framework to meet strategic objectives. It supplies valuable insight into the project management process as a whole and provides detailed explanations on how to effectively implement the balanced scorecard to measure and manage performance and projects.

The book details a tactical approach for implementing the scorecard approach at the project level and investigates numerous sample scorecards, metrics, and techniques. It examines recent research on critical issues such as performance measurement and management, continuous process improvement, benchmarking, metrics selection, and people management. It also explains how to integrate these issues with the four perspectives of the balanced scorecard: customer, business processes, learning and innovation, and financial.

Filled with examples and case histories, the book directly relates the scorecard concept to the major project management steps of determining scope, scheduling, estimation, risk management, procurement, and project termination. It includes a plethora of resources on the accompanying CD-ROM?including detailed instructions for developing a measurement program, a full metrics guide, a sample project plan, and a set of project management fill-in forms.

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Editorial Review

About the Author

Jessica Keyes is president of New Art Technologies, Inc., a high-technology and management consultancy and development firm started in New York in 1989. Keyes has given seminars for such prestigious universities as Carnegie Mellon, Boston University, University of Illinois, James Madison University, and San Francisco State University. She is a frequent keynote speaker on the topics of competitive strategy and productivity and quality. She is former advisor for DataPro, McGraw-Hill's computer research arm, as well as a member of the Sprint Business Council.

Keyes is also a founding Board of Director member of the New York Software Industry Association. She completed a two-year term on the Mayor of New York City's Small Business Advisory Council. She currently facilitates doctoral and other courses for the University of Phoenix, and is a member of the Faculty Council for the College of Information Systems & Technology. She has been the editor for WGL's *Handbook of eBusiness* and CRC Press' *Systems Development Management* and *Information Management*.

Prior to founding New Art, Keyes was managing director of R&D for the New York Stock Exchange and has been an officer with Swiss Bank Co. and Banker's Trust, both in New York City. She holds a Masters of Business Administration from New York University, and a doctorate in management.

A noted columnist and correspondent with over 200 articles published, Keyes is the author of the following books:

The New Intelligence: AI in Financial Services, HarperBusiness, 1990

The Handbook of Expert Systems in Manufacturing, McGraw-Hill, 1991

Infotrends: The Competitive Use of Information, McGraw-Hill, 1992

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Jacob Smith:

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