

Using balanced scorecard approach to project management performance

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ABSTRACT

Project management is the core activity in many firms. Project management performance may directly affect the firm survival; as a result, how to measure project management performance is a crucial topic for all the firms. From previous works on measuring project management performance, most of the studies are focus on project internal factors such as cost, schedule and quality, ignoring project external factors. Therefore, this study attempts to construct an assessment model to evaluate project management performance, ranging from internal to external factors. The model consists of four dimensions, originated from Balanced Scorecard (BSC), and 19 key performance indicators (KPIs), then integrate all KPIs into a single index. Finally, through expert questionnaire by using Analytic Hierarchy process (AHP), the weights of four dimensions and nineteen KPIs are easily obtained. The major findings of this study is discussed as follows. Through the survey of this study, we can understand that the project management performance of the company's key performance indicators of the views, which the internal processes, is the highest weight. We can see in this case the Balanced Scorecard companies wishing to import the most critical dimensions are internal processes (project maturity), and thus improve customer satisfaction to achieve improved financial indicators.

Keywords : project management performance、 Balanced Scorecard、 Analytic Hierarchy process

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