



Universidad de Navarra

Library Newsletter

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Welcome: the third issue

We decided to devote our third issue to the Balanced Scorecard measurement system due to the information demands we had received about this subject during the last term. Additionally, as a new development, we have introduced a chapter on "how to use databases". In this issue you'll find a search guide for the Lexis -Nexis database. Hope you enjoy it!

Top picks in... Balanced Scorecard

"The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise."

The Balanced Scorecard Institute. What is the Balanced Scorecard? [on line]. (1998)

Web page, URL <<http://www.balancedscorecard.org/basics/bsc1.html>>. [Consulting May 6, 2002]

Resources on the Net ...

The Balanced Scorecard Institute

<http://www.balancedscorecard.org/>

The Balanced Scorecard Institute is an independent, nonprofit source of information about applications of the balanced scorecard approach to management in government and other nonprofit organizations.

What is the Balanced Scorecard?

<http://www.balancedscorecard.org/basics/bsc1.html>

A general approach to this strategic system.

BSC Collaborative

<http://www.bsccollaborative.com>

Balanced Scorecard Collaborative, Inc., created by Drs. Kaplan and Norton, is a new kind of professional services firm that facilitates the worldwide awareness, use, enhancement, and integrity of the Balanced Scorecard (BSC) as a value-added management process.

Revista de Antiguos Alumnos. IESE Alumni Association

El Cuadro de Mando Integral

<http://www.ee-iese.com/afondo4.html>

Article written by IESE's Prof. Antonio Dávila

In Spanish.

El Balanced Scorecard: ayudando a implantar la estrategia

<http://www.ee-iese.com/81/afondo4.html>

Article written by IESE's Prof. Alberto Fernández

In Spanish.

Better Management

[http://www.bettermanagement.com/scorecard authority](http://www.bettermanagement.com/scorecard_authority)

BetterManagement.com is the authoritative Internet resource for Performance Management information. BetterManagement.com aggregates content from over 200 leading organizations including Harvard Business School Working Knowledge, The McKinsey Quarterly, and University of Pennsylvania's Knowledge@Wharton. Membership to BetterManagement.com is free, and provides access to thousands of articles and white papers, 20 web seminars monthly, audio/video presentations, and a bookstore with thousands of performance management titles.

Balanced Scorecard Resource Centre from 2GC

<http://www.2gc.co.uk/resource.asp>

Resources to help you find out more about Balanced Scorecard, Strategic Control and Management, Performance Measurement and Knowledge Management. Our goal is quite simply to know more than any other consulting organization about our chosen focus areas: we believe that this will help us deliver world-class consulting advice and support to our clients. Here are a selection of Books, Papers, and Internet Links that relate to Balanced Scorecard, Performance Management / Measurement, Strategic Management / Control and Knowledge Management.

Balanced Scorecard Primer. Carleton University

<http://www.carleton.ca/cu/aboutus/vpf/primer.htm>

Compiled by the Finance and Administration Division of Carleton University, this document provides a Brief summary of what the balanced scorecard is, and gives a list of other balanced scorecard resources.

Cuadro de Mando

<http://www.cuadrodemandado.unizar.es>

Web created by Dr. López Viñegla professor at the Facultad de Económicas of the Universidad de Zaragoza, Instituto de Empresa and UNED.

In Spanish.

...and other references in the IESE Library

11.22-OLV

Olve, Nils-Göran; Roy, Jan; Wetter, Magnus**Implantando y gestionando el cuadro de mando integral : guía práctica del Balanced Scorecard**

Barcelona: Gestión 2000, 2000

366 p.

The concept of the Balanced Scorecard, enables managers and company leaders to implement a successful performance measurement plan which incorporates both financial and operational concerns. It gives managers a fast, comprehensive view of the business, allowing them to focus on critical areas and drive the organization's strategy forward. Today, numerous large consultancies and their large, multinational clients are using the Balanced Scorecard as a method of performance measurement and a performance driver. This guide shows managers how to apply the Balanced Scorecard, enabling them to view several areas of performance simultaneously--a requirement in today's complex organizations.

11.22-KAP

Kaplan, Robert S.; Norton, David P.**The strategy-focused organization : how balanced scorecard companies thrive in the new business environment**

Boston, Mass.: Harvard Business School Press, 2000

400 p.

The Strategy-Focused Organization is a great example of how practical management concepts grounded in solid research grow in usefulness. History will judge this to be one of the most important books on strategy ever written because it bridges the chasm between concept and implementation. Every manager should read it.

11.22-KAP

Kaplan, Robert S.; Norton, David P.**The balanced scorecard : translating strategy into action**

Boston, Mass.: Harvard Business School Press, 1996

322 p.

Here is the book--by the recognized architects of the Balanced Scorecard--that shows how managers can use this revolutionary tool to mobilize their people to fulfil the company's mission. More than just a measurement system, the Balanced Scorecard is a management system that can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals.

11.22-KAP

Kaplan, Robert S.; Norton, David P.**El cuadro de mando integral : the balanced scorecard**

2a ed.

Barcelona: Gestión 2000, 2000

321 p.

Spanish translation of a classic by Robert Kaplan "The balanced scorecard : translating strategy into action".

11.22-BEC

Becker, Brian E.; Huselid, Mark A.; Ulrich, Dave**The HR scorecard : linking people, strategy, and performance**

Boston, Mass.: Harvard Business School Press, 2001

235 p.

A text outlining a powerful measurement system for highlighting the role that human resources plays as a source of competitive advantage and a driver of value creation in a company. Builds on the proven Balanced Scorecard model, showing how to link HR's

results to measures that gain respect such as profitability and shareholder value. DLC:
Organizational effectiveness-Evaluation.

"Having trouble with your strategy? Then map it", Robert S Kaplan; David P Norton, *Harvard Business Review*, Sep-Oct 2000, pp. 78-82.

Abstract:

A workforce needs clear and detailed information to execute a business strategy successfully. Until now, there have not been many tools that can communicate both an organization's strategy and the processes and systems needed to implement that strategy. But Kaplan and Norton, the creators of the balanced scorecard, have adapted that seminal tool to create strategy maps.

Database search guide: Lexis-Nexis

LexisNexis Academic Universe: unlimited Web access to news, business, and legal information

<http://www.lexisnexis.com/universe>

Search Guide

Here's a quick reference guide to some frequent LexisNexis Academic Universe searches

If you are looking for...	Check this research category	Use this source	Search would be
News articles about recent terrorist attacks in Israel or Palestine	News/General News	Major Newspapers	Basic form: Keyword: Israel or Palestine. Narrow search with additional terms: suicide bomber or terrorist! (use "!" wildcard to retrieve all words that begin with "terroris"-terrorism, terrorist, etc.) Date: Previous week Click "Search"
			Basic form: Keyword: oil w/10 Alaska (use w/10 to locate documents in which "oil" is

Industry news about drilling for oil in Alaska	Business/Industry & Markets News	Energy & utility news	located within ten words of "Alaska"). Narrow search with additional terms: Arctic National Wildlife Refuge. Industry type: Energy & utility news. Date: Previous year Click: Search
Company history and financials for Ben & Jerry's	Business/Company Financial Information	Hoover's Company Reports	Basic form: Company Name: Ben and Jerry. Narrow Search with additional terms: (leave blank) Source: Hoover's Company Reports. Date: Previous six months Click "Search"
Retrieve the full text of a case by part name, i.e. A&M Records v. Napster, Inc	Legal Research / Get a Case	N/A	Party name: Napster Click "Search"
Legality of human cloning	Legal Research / Law reviews	N/A	Basic form: Keyword: human clon! Narrow search with additional terms: (leave blank) Date: Previous six months Click "Search"
Recent medical information about Cancer drugs	Medical/Medical News (General Medical & Health Topics)	Medical & Health News	Basic form: Keyword: Cancer drugs Narrow search with additional terms: (leave blank) Date: Previous six months Click "Search"

For more information

"Commands at a glance"

<http://www.lexisnexis.com/academic/1univ/acad/AUFactSheet2.pdf>

"How to search..." (tutorial)

<http://www.lexisnexis.com/academic/1univ/acad/pres1/p1.htm>

Some recent acquisitions

Unicornio: <http://unicornio.iese.edu/uhtbin/cgisirsi/0/0/28/49/X>

To access the recent acquisitions page simply accept by clicking on "Login".

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