

**Using the Balanced Scorecard      4**  
**for Value Congruence in an**  
**MBA Educational Setting**

*Many business schools are good at preaching “best practices” but not so good at practicing them. Their methods and products (graduates) may be bureaucratic and nonmarketable, respectively. The balanced scorecard, which measures more than financial benchmarks, can “close the loop between strategic planning and business school practices” by first clarifying the then linking mission, vision, core values, and shared values and by helping to create a learning organization. One graduate business school that was going through the re-accreditation process implemented the balanced scorecard to strengthen the tie between its mission and programs, and between performance and goals. The revealing and sometimes surprising results offer valuable insights for other business schools seeking to improve their competitive positions.*

**Ralph Drtina, James P. Gilbert,  
and Ilan Alon**

**Improving Manufacturing      14**  
**Flexibility: The Enduring**  
**Value of JIT and TQM**

*Just-in-time and total quality management may be approaching the ripe old age of 30, but a study of 325 manufacturing plants in six countries finds they still provide the best route to overall flexibility. As global competition intensifies, sellers must meet increasing demands for quality, customization, and lower lead times. Pressures on the bottom line require inventory reductions along the supply chain. Since most companies must ration their capital investments, managers may do well to re-examine these tried-and-true manufacturing techniques before investing scarce dollars.*

**Robert J. Vokurka, Rhonda R. Lummus,  
and Dennis Krumwiede**

**Sustaining the Competitive      22**  
**Edge of Project Management**

*Successful project management can greatly enhance an organization’s chances of developing and sustaining a competitive edge over rivals. However, project management does not exist in a vacuum and cannot be summoned into existence when needed unless the ground has been prepared. The organization needs a culture that supports project management, embedded in its way of doing business. Managers need to be aware of the dimensions that do or do not support such a culture, especially sociability and solidarity, and should analyze type of culture they now have—networked, mercenary, fragmented, communal. A study of 718 project managers in South Africa sheds light on the essential elements of success.*

**Chris J. Brown**

**Metrics for Knowledge-Based      33**  
**Project Organizations**

*In our knowledge-based economy, a firm’s success may depend on its ability to manage intangible assets or skills. But managing isn’t sufficient. It is necessary to find way to track the value added to a project or to the organization’s overall strategic goals. Traditional financial measures, suitable for organizations dominated by tangible assets, are not appropriate for a knowledge-based project organization. Metrics — quantitative measures of the degree to which a system or process possesses a given attribute — must be developed to compare various measures. The balanced scorecard, starting with strategy maps, can help an organization develop useful metrics that align intangible assets with goals.*

**John R. Patton**

## **The Offshore of Radiology: 44 Myths and Realities**

*With all the media attention to the transfer of manufacturing jobs overseas, it may come as a surprise that international trade in services has grown faster than in merchandising over the past 20 years. And while it may be true that, “You can’t go overseas to see a doctor or nurse or get physical care,” many healthcare services are, in fact, being outsourced offshore. Diagnostic radiology, a fast-growing and increasingly expensive branch of medicine, lends itself surprisingly well to an offshore approach. U.S. regulations and licensing requirements pose challenges, but successful medical services companies in India, for example, have found solutions. Given the pressing to reign in healthcare costs, more offshore outsourcing seems likely in this sector.*

**Martin Stack, Myles Gartland,  
and Timothy Keane**

## **Where to Bury the Survivors? 52 Exploring Possible *Ex Post* Effects of Resistance to Change**

*Change may be a fact of life, but it’s usually resisted, particularly in organizations. If managers succeed in effecting significant change, they may think they are home free. However, there may be repercussions if the resistance to change was overwhelmed rather than overcome. Resistance may go underground in the face of overwhelming pressures for change, but if these pressures let up too soon, it may surface as resentment of the change agents. The careers of the change agents may be seriously affected. Although they survive an apparently successful change process, they may get “buried.” Three cases illustrate this problem and offer practical lessons for the management of resistance to change.*

**W. Scott Sherman and Gail E. Garland**