



Scorecard Interpretation and Presentation

INTRODUCTION

Applying the balanced scorecard to a health care organization can help managers uncover potential risk and fully analyze the organization from multiple perspectives. According to balanced scorecard principles, an organization should be examined from four perspectives: learning and growth, business processes, customer satisfaction, and financial performance (Kaplan & Norton, 1992).

Once the balanced scorecard is applied to an organization, it is important that managers effectively communicate results and take appropriate action. Applying the balanced scorecard results to key risk management areas is equally important when using the scorecard to minimize risk and develop a quality improvement strategy.

In this unit, you have the opportunity to communicate the balanced scorecard you completed for an organization in Unit 7. You will create a 5–10 minute recorded presentation, detailing the results of the balanced scorecard analysis and making recommendations for quality improvement and risk reduction.

References

- Balanced Scorecard Institute. (2015). Balanced scorecard basics. Retrieved from <http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1), 71–79.

OBJECTIVES

To successfully complete this learning unit, you will be expected to:

1. Apply the concepts of balanced scorecards.
2. Create a persuasive presentation tailored to a specific audience.

[u08s1] Unit 8 Study 1

Studies

Readings

Use the Capella Library to complete the following:

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- Read Behrouzi, Shaharoun, and Ma'aram's 2014 article, "Applications of the Balanced Scorecard for Strategic Management and Performance Measurement in the Health Sector," from *Australian Health Review*, volume 38, issue 2, pages 208–217.
- Read Koumpouros' 2013 article, "Balanced Scorecard: Application in the General Panarcadian Hospital of Tripolis, Greece," from *International Journal of Health Care Quality Assurance*, volume 26, issue 4, pages 286–307.
- Review Kaplan and Norton's 1996 article, "Linking the Balanced Scorecard to Strategy," from *California Management Review*, volume 39, issue 1, pages 53–79.
- Review Gunduz and Simsek's 2007 article, "A Strategic Safety Management Framework Through Balanced Scorecard and Quality Function Deployment," from *Canadian Journal of Civil Engineering*, volume 34, issue 5, pages 622–630.

Use the Internet to review the following:

- The Balanced Scorecard Institute's Balanced Scorecard Basics.
- Norton's 2008 article, Strategy Execution Needs a System."

The following reading is available full-text in the Capella University Library. Search for the article by clicking the linked title and following the instructions in the Library Guide.

- Review Kaplan and Norton's 1992 article, "The Balanced Scorecard: Measures that Drive Performance," from *Harvard Business Review*, volume 70, issue 1, pages 71–79.

[u08s2] Unit 8 Study 2

Assignment Preparation

In Unit 9, you will submit your last assignment for this course, a scorecard analysis and process improvement report. Your assignment will synthesize the learning you have experienced in this course. Make sure you continue working toward that goal so you will be ready to submit the assignment on time. Review the assignment instructions and scoring guide so you understand the assignment requirements.

Resources

APA Style and Format.

Capella Library.

Capella Writing Center.

How Do I Find Peer-Reviewed Articles?.

The Balanced Scorecard: Measures that Drive Performance.

[u08a1] Unit 8 Assignment 1 »

Scorecard Analysis: Individual Presentation

Review the following articles. linked in the Resources, from the study activity for this unit:

- Kaplan and Norton's 1992 article, "The Balanced Scorecard: Measures that Drive Performance."
- Kaplan and Norton's 1996 article, "Linking the Balanced Scorecard to Strategy."
- Gunduz and Simsek's 2007 article, "A Strategic Safety Management Framework Through Balanced Scorecard and Quality Function Deployment."
Note that Kaplan and Norton's (1992) balanced scorecard framework is depicted in Figure 2 of this article.

The goal of this assignment is to present a balanced scorecard for a selected organization and to generate recommendations for process improvement and organizational fitness.

For this assignment:

1. Build your recorded presentation around the PowerPoint document you created in the second discussion in Unit 7. Revise your PowerPoint presentation as appropriate, based on feedback you received in the Unit 7 discussion. Remember that your PowerPoint presentation should include:
 - A description of the health care organization you selected.
 - Your balanced scorecard analysis of the organization, including how vision and strategy connect to the four balanced scorecard elements.
 - Your four recommendations for the organization.
2. Use Kaltura, or other instructor-approved alternative technology, to record yourself presenting your balanced scorecard PowerPoint slides. Before you begin recording, you may find it beneficial to write a script or detailed outline that you can refer to as you record. Your recorded presentation should be no more than 10 minutes in length and should include:
 - A two-minute introduction.
 - The four elements of a balanced scorecard for the organization.
 - Four area recommendations for the organization.
 - A two-minute conclusion.
3. Include the notes or script of your audio recording. You may choose to include this in the form of the completed Notes section of the PowerPoint presentation slides, as a script you may have used when you created your recording, or in the form of a detailed outline. This will serve to clarify any insufficient or unclear audio, or as a backup if you have technical difficulties in recording the audio.
4. Post your completed audio recording and your PowerPoint presentation together in the assignment area. If your notes or script are not included in the

PowerPoint presentation, please include them in a separate document along with the other presentation elements. You will also post your presentation to the discussion for this unit.

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Assignment Requirements

- **Written communication:** Written communication is free from errors that detract from the overall message.
- **APA formatting:** Resources and citations are formatted according to APA style and formatting guidelines.
- **Number of resources:** At least one APA-formatted in-text citation and accompanying, congruent APA-formatted reference.
- **Length of PowerPoint presentation:** 10–12 slides.
- **Duration of audio recording:** Maximum of 10 minutes.
- **Font and font size:** Arial, 18 point or above for headings and explanatory text and 24 point and above for slide titles.

Review the scoring guide for this assignment for more information about the assignment requirements. Contact your instructor if you have questions.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact Disability Services to request accommodations.

Resources

Scorecard Analysis: Individual Presentation Scoring Guide.

A Strategic Safety Management Framework Through Balanced Scorecard and Quality Function Deployment.

APA Style and Format.

Capella Library.

Disability Services.

Guidelines for Effective PowerPoint Presentations.

How Do I Find Peer-Reviewed Articles?

Linking the Balanced Scorecard to Strategy.

The Balanced Scorecard: Measures that Drive Performance.

Tutorials: Microsoft Office Software.

Using Kaltura [PDF].

[u08d1] Unit 8 Discussion 1 »

Scorecard Presentation to Peers

In your initial post to this discussion, post the scorecard presentation you created for the assignment in this unit. Include your recording, PowerPoint presentation, and any other documents (speaker notes, script, or detailed outline).

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Other learners will then have an opportunity to provide feedback on the presentation you posted. You will be expected to apply the feedback you receive when making revisions for the last assignment of the course, which is due in Unit 9.

Response Guidelines

Respond to the posts of at least two other learners, providing feedback on the scorecard presentations they posted. If possible, respond to a learner who has not yet received feedback from a fellow learner so all learners receive some feedback. Ask questions or make observations. Point to strengths or indicate possible areas for improvement or clarification.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact Disability Services to request accommodations.

Resources

Discussion Participation Scoring Guide.

Guidelines for Effective PowerPoint Presentations.

Disability Services.

Using Kaltura [PDF].

Update and Handouts »

Periodically, information will be posted in this space for the good of the class.

Ask Your Instructor »

This forum was created to provide a convenient space for you to ask questions—questions about particular assignment and discussion activities, questions about the course in general, questions about expectations. If there is something that you feel you could use help with, please post your question here. Most likely, some of your classmates will have the same concern, so your post may help several learners. If you feel your question is private, please use the **Messages** tool found under **Notifications**.