



## Balanced Scorecard (German Edition)

*Karsten Konrad*

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Studienarbeit aus dem Jahr 2005 im Fachbereich BWL - Controlling, Note: 1,7, Johann Wolfgang Goethe-Universität Frankfurt am Main, 17 Quellen im Literaturverzeichnis, Sprache: Deutsch, Abstract: Diese Arbeit befasst sich mit der Balanced Scorecard. Ziel dieser Seminararbeit ist es dieses Performance Measurement System zu erläutern und kritisch zu beurteilen. Hierzu wird zunächst in Kapitel 2 die Entstehung der BSC beschrieben. In Kapitel 3 wird das Konzept mit dem dazugehörigen Kennzahlensystem und Managementsystem näher erklärt. In Kapitel 4 wird die BSC aus einer kritischen Sicht untersucht und abschließend werden dann die daraus gewonnenen Erkenntnisse zusammengefasst. Anfang der 90er Jahre wurde die BSC, ein neuartiges, integriertes, strategisches Managementsystem, von den amerikanischen Professoren Robert S. Kaplan und David P. Norton an der Harvard Business School im Rahmen einer Studie mit dem Thema „Performance Measurement in Unternehmen der Zukunft“, die in Zusammenarbeit mit zwölf amerikanischen Unternehmen durchgeführt wurde, entwickelt. Im Rahmen dieser Forschungsstudie wurde festgestellt, dass im jetzigen Informationszeitalter die bisherigen Kennzahlensysteme nicht mehr zeitgemäß sind, da die traditionellen Rechnungswesenmodelle nur kurzfristige und vergangenheitsorientierte Ergebnisse liefern. Bei diesem historischen Modell zur Leistungsmessung werden leistungstreibende und für den langfristigen Erfolg wichtige Faktoren nicht berücksichtigt. Die BSC ist im Informationszeitalter ein neuer Rahmen zur Performance Measurement in Unternehmen, welches das traditionelle Rechnungswesenmodell ersetzen soll. Mit Hilfe der BSC soll der Fokus des Unternehmensmanagements auf alle relevanten Teile eines Unternehmens gerichtet werden. Das traditionelle Kennzahlensystem wird demnach in der BSC um zukünftige und leistungstreibende Faktoren erweitert. [...]

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