

Additional material relating to page xv, 95

The second activity you've been asked to do is to buy a project diary, and the first, to skim through the first section of the book. Did you come across section 4.3, in which the purpose of the diary is explained? Here are some examples of typical diary items, taken in no particular order:

a) Recording thoughts about a topic

The student is thinking about the claimed purposes of the balanced scorecard approach and noting which of them he can investigate in his company.

Week 1	January
Bank Holiday, Scotland	Tuesday 6

<input type="checkbox"/>	Initial idea: balanced scorecard Topic is 'Use of balanced scorecard to drive performance in CBA Industry Bank'
<input type="checkbox"/>	Balanced scorecard relatively new approach to strategy in performance measurement. Kaplan et al (1996). Consensus on strategy? (won't have access to serious discussion) Communicating business objectives (interview department heads?) Align strategic planning, resourcing, budgeting (see how former as a given affects the latter two)
<input type="checkbox"/>	Obtain feedback on effectiveness of strategic plan (department heads the key)
<input type="checkbox"/>	Kaplan R.S., Lowes A., & Norton, D.P. (1996) <i>The Balanced Scorecard: Translating Strategy into Action</i> Harvard Business School Press
<input type="checkbox"/>	NB Review the Harvard Case Study on Chemical Bank, & Mobil.

b) Jotting down appointments

Week 1 January
Wednesday 7

Next week: do before 2nd round of interviews in accounts department
Wilson Jones 9am 23rd February re contacting his boss ext 5934
NB get Activity-based costing off tutor Wednesday night
Finalise remaining I/Vs using unallocated slots
Interview schedule after Ash Wednesday:
 Mon 1st March Wilkins, free slot, Henderson, free slot free slot
 Tue 2nd March Atkinson, Jones, Jahoda, free slot, P. Jones
 Wed 3rd March Bernard, Lanza, free slot, Millais, free slot
+ one reserve day w.b. 8th March

c. Scribbling down key references

Week 2 January
Monday 12

Porter, M. E. (1998). *Competitive Strategy*. New York: Simon & Schuster.

Arbnor, I. and Bjerke, B. (1997). *Methodology for Creating Business Knowledge*. London: Sage Publications.

Nonaka, I. and Teece, D. (2001). *Managing Industrial Knowledge*. London: Sage.

Stoica, M., Hâncu, D. and Bruder, A. (1998). 'The relation knowledge-action'. *Knowledge Transfer* 1, 1, 175-180.

Hunt, D. P. (2003). 'The concept of knowledge and how to measure it'. *Journal of Intellectual Capital* 4, 1, 100-113.

d) Recording an informal conversation

Week 2

January
 Tuesday **13**



Before deciding whether to follow it up systematically with other department heads to get their side of the picture.



15th October. A.J. felt that current policy irritated everyone without pleasing anyone in particular, except the production people who'd got their way on the latest quality control schedules.



If right, D.L. and his progress-chasers should report positively.
 Check with Goods Inwards and storekeepers. ~~Also Alan in M/C shop 2?~~



Then systematic talks next week with Quality Assurance, Accounts, ~~Marketing~~ and Personnel reps?



e) Constructing the Provenance Table

Marco Testa adds several lines to the provenance table he is constructing to summarise the ideas and techniques he will use in his project. (See section 2.3)

Week 2

January
 Friday **16**



AREA	FIELD	ASPECT + reading
Finance	Cost & management accounting	Identical transfer pricing policies? Innes & Mitchell on activity-based costing Investment decision / return on capital in the three countries
International Business	Conditions of trade	Elashwami & Harris 'Multicultural Management'

