



# Strategische Controlling-Instrumente: Die Balanced Scorecard (German Edition)

*Markus Groß*

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Studienarbeit aus dem Jahr 2009 im Fachbereich BWL - Controlling, Note: 1,0, Fachhochschule der Wirtschaft Bergisch Gladbach, Sprache: Deutsch, Abstract: Die Balanced Scorecard (BSC) ist ein Management- und Controlling-Instrumentarium der ganzheitlichen Leistungsmessung mit ganzheitlichem Managementgedanken. Das Modell wurde Anfang der neunziger Jahre von den beiden amerikanischen Betriebswirtschaftlern Robert S. Kaplan und David P. Norton an der Harvard Business School entwickelt. Eine erste Veröffentlichung dazu erschien 1992 in einem Artikel der Harvard Business Review, gefolgt von einem zweiten und dritten Artikel in den Jahren 1993 und 1996. Aufgrund der starken Resonanz fassten sie 1996 die gewonnenen Erkenntnisse in dem Buch "The Balanced Scorecard: Translating Strategy into Action" zusammen.

Ausgangspunkt für die Entwicklung der Balanced Scorecard war die Kritik an der einseitigen Betrachtung der finanziellen Aspekte zur Erreichung der betriebswirtschaftlichen Ziele eines Unternehmens. Daher wird beim Konzept der Balanced Scorecard in ihrem Grundgedanken die betriebliche Leistungserstellung aus der finanziellen Seite, wie Kosten und Gewinne, und im Gegensatz zu früher, zusätzlich auch aus der nicht finanziellen Seite, wie beispielsweise Prozessdurchlaufzeiten, Mitarbeiterzufriedenheit, und Marktdurchdringung betrachtet. Diese neue Sichtweise wird durch die unterschiedlichen Perspektiven und deren Wechselwirkung untereinander Rechnung getragen.

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