

**BALANCE SCORE CARD - A STRATEGIC PROJECT
MANAGEMENT TOOL FOR INFRASTRUCTURE
DEVELOPMENT PROJECTS**

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**MASTER OF BUSINESS ADMINISTRATION
IN
PROJECT MANAGEMENT**

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September 2012

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MANAGEMENT TOOL FOR INFRASTRUCTURE
DEVELOPMENT PROJECTS**

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The Dissertation was submitted to the Department of Civil Engineering of the University of Moratuwa in partial fulfilment of the requirement for the Degree of Master of Business Administration.

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September 2012

DECLARATION

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ABSTRACT

In today's global context in infrastructure development, projects require critical review at different viewpoints such as Investor, Consultants, Contractors and End-users.

Since the beginning of the 1990s experts have introduced terms such as “modern project management”, “management-by-projects”, “projects (Project Management) culture” and “beyond the Gantt chart” to distinguish contemporary future forms of Project Management from traditional past forms. Such terms, in part, propose the existence of a discipline, referred to in the remainder of this dissertation as either “Strategic PM” or “Emergent PM” that is characterised by as being “*broader in its application, concepts and methods than traditional PM*”.

Out of many approaches that can be adopted in strategic PM, the BSC model was selected in this research as an effective tool in PM to evaluate project outcomes through; Financial perspective; Customer perspective; Internal perspective and Innovation and learning perspective.

In order to compare the effectiveness of the proposed model over the conventional PM practices, a questionnaire survey was conducted among the stakeholders of a sample selected infrastructure development projects. The responses collected were evaluated through statistical analysis and inferences. Results obtained indicated that most of present organizations which undertake infrastructure projects follow PM techniques above 65% in order to manage their projects, the staff engaged in such projects (especially engineers), have averagely 67% knowledge about such techniques.

Using this proposed tool, an organization, project manager or a team of project leaders can evaluate the project deliverables in different perspectives supported from the tool.

Key Words: Strategic Project Management, BSC, infrastructure projects, PM tool

ACKNOWLEDGEMENT

I extend my cordial thanks to the Department of Civil Engineering, University of Moratuwa, Sri Lanka for accepting my research proposal and permitting me to continue with the study for the part fulfillment of my MBA in Project Management course.

Prof. Ananda Jayawardane being my supervisor receives my warm appreciation, as without his directions and support for this research, it would have been an endless effort to success.

I always appreciate the comments and suggestions received by the other academic staff of the department during the study, which were helpful in great extent to improve the outcome of this dissertation.

I extend my gratitude to my close colleagues in the batch and other friends who helped me in data collection and finding related literature for me for the completion of this research in success.

Lastly, but most importantly I deeply extends my warm thanks to my wife Chamila, daughter Arundi, son Niketh and my mother for their solemn support as the total time spent on this work is a part of their joy and care.

T U Amarasuriya
MBA (PM) 08/9767

TABLE OF CONTENTS

Page No.

DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
LIST OF SYMBOLS, NOTATIONS AND ABBREVIATIONS	ix
CHAPTER 1 - INTRODUCTION	1
1.1. Background.....	1
1.1.1. Strategic Management	3
1.1.2. Moving from PM to SPM	4
1.2. Problem Statement	5
1.3. Research Objectives.....	7
1.4. Methodology Adopted	8
1.5. Report Framework	9
1.6. Chapter Summary	9
CHAPTER2 - LITERATURE REVIEW	10
2.1. Concepts of Project Management in Infrastructure Development	10
2.2 Concepts of Project Management in Infrastructure Development	10
2.3 The Balance Scorecard (BSC) – Tool for Strategic Alignment	16
2.4 Management of Infrastructure Developments Projects Using BSC.....	21
2.5 How to Avoid the Pit-Falls	23
2.6 Project Management Vs BSC	23
2.7 Summary	27
CHAPTER 3 - RESEARCH METHODOLOGY	29
3.1 General.....	29
3.2 Gap Identification	29
3.3 Theoretical Framework.....	31
3.4 Selecting a Study Design	37

3.4.2	Target Data Sample.....	41
3.5	Method of Data Collection.....	43
3.6	Structure of Research Instrument.....	46
3.7	Defining the Measuring Scale.....	47
3.8	Defining the Scoring Rule	48
3.9	Summary	48
CHAPTER 4- DATA ANALYSIS AND EVALUATION OF RESULTS.....		49
4.1	General.....	49
4.2	Results Analysis.....	49
4.3	Results Comparison with the Objectives	60
4.4	Case study on Daluwa-EconoQuick Mobile Telecommunication Base station.....	61
CHAPTER 5 - CONCLUSIONS AND RECOMMENDATIONS.....		65
5.1	Conclusion	65
5.2	Recommendations.....	66
5.3	Further Research	66
REFERENCES.....		67
APPENDICES		70
	Appendix A - Sample BSC model for infrastructure project in a Client/ Investor perspective	70
	Appendix B - Sample BSC model for infrastructure project in a Designer/ Consultant perspective)	71
	Appendix C - Sample BSC model for infrastructure project in a Contractor/ Performing Organization perspective	72
	Appendix D - Sample BSC model for infrastructure project in a Customer/ End-user perspective	73
	Appendix E - Covering letter and sample questionnaire	74
	Appendix F – Generic sample BSC model for infrastructure projects	85

LIST OF TABLES

Page No.

Table 1: Project Management processes mapping to Infrastructure Projects	22
Table2: Conventional PM tools and Techniques used in infrastructure projects compared against the BSC model	33
Table 3: Likert scale used for results reading	47

LIST OF FIGURES	Page No.
Figure 1: Project external environment	12
Figure 2: Reshaping fit: the process solution	13
Figure 3: BSC in project perspective	19
Figure 4: Project Management Process Groups Mapped on PDAC cycle	25
Figure 5: High-level Summary of process groups interactions	26
Figure 6: Bringing the BSC model into project management context	31
Figure 7: Types of study designs	39
Figure 8: Action research approach used to improve existing practice	41
Figure 9: Schematic representation of questionnaire structure	45
Figure 10: Descriptive statistical information of respondents' general information	51
Figure 11: Probability plot of general information	51
Figure 12: Descriptive statistical information of respondents' organizational PM background	53
Figure 13: Probability plot of organizational PM background	53
Figure 14: Descriptive statistical information of respondents' organizational business strategy	55
Figure 15: Probability plot of organizational business strategy	55
Figure 16: Descriptive statistical information of new model	57
Figure 17: Probability plot of new model	58
Figure 18: BSC for Daluwa EconoQuick case	63

LIST OF SYMBOLS, NOTATIONS AND ABBREVIATIONS

BSC	- Balance Score Card
BSI	- British Standard Institution
CEO	- Chief Executive Officer
CI	- Client/ Investor
CO	- Contractor
DC	- Designer/ Consultant
EU	- End-user/ Customer
GDP	- Gross Domestic Product
ICTAD	- Institution for Construction Training and Development
ISO	- International Standards Organization
IT	- Information Technology
IQR	- Inter Quartile Range
ODA	- Olympic Development Authority
PM	- Project Management
PMBOK	- Project Management Body of Knowledge
PMI	- Project Management Institute
SPM	- Strategic Project Management
SVA	- Shareholder Value Analysis