

Cambridge University Press

978-0-521-18876-0 - Business Performance Measurement: Unifying Theory and Integrating Practice,
Second Edition

Edited by Andy Neely

Table of Contents

[More information](#)

Contents

<i>List of figures</i>	<i>page</i> ix
<i>List of tables</i>	xi
<i>List of boxes</i>	xii
<i>List of contributors</i>	xiii

Introduction	1
Andy Neely	

Part I Performance measurement – functional analyses and theoretical foundations **7**

1	Accounting performance measurement: a review of its purposes and practices David Otley	11
2	Measuring marketing performance: research, practice and challenges Bruce Clark	36
3	Measuring performance: the operations management perspective Andy Neely	64
4	Measuring performance: the supply chain management perspective Douglas Lambert and Michael Knemeyer	82
5	Finding performance: the new discipline in management Marshall Meyer	113

Cambridge University Press

978-0-521-18876-0 - Business Performance Measurement: Unifying Theory and Integrating Practice,
Second Edition

Edited by Andy Neely

Table of Contents

[More information](#)

vi	Contents	
6	A conceptual and operational delineation of performance Michel Lebas and Ken Euske	125
<hr/>		
Part II	Performance measurement – frameworks and methodologies	141
7	Performance measurement frameworks: a review Andy Neely, Mike Kennerley and Chris Adams	143
8	Beyond budgeting to the adaptive organization Jeremy Hope	163
9	Theoretical conditions for validity in accounting performance measurement Hanne Nørreklit, Lennart Nørreklit and Falconer Mitchell	179
10	The validity of measurement frameworks: measurement theory Stephen Pike and Goran Roos	218
<hr/>		
Part III	Performance measurement – practicalities and challenges	237
11	Choosing marketing dashboard metrics Tim Ambler and John Roberts	239
12	Risk in performance measurement Andrew Likierman	261
13	Measuring knowledge work Rob Austin and Pat Larkey	279
14	Measuring innovation performance Riitta Katila	304
15	Context-based measurement Graham Clark and Antony Powell	318

Cambridge University Press

978-0-521-18876-0 - Business Performance Measurement: Unifying Theory and Integrating Practice,
Second Edition

Edited by Andy Neely

Table of Contents

[More information](#)

vii

Contents

Part IV Performance measurement in public services 337

- | | | |
|----|--|-----|
| 16 | Measuring the performance of England's primary school teachers: purposes, theories, problems and tensions
Andrew Brown | 339 |
| 17 | Police performance: sovereignty, discipline and governmentality
Paul Collier | 363 |
| 18 | The development of composite indicators to measure health care performance
Rowena Jacobs, Peter Smith and Maria Goddard | 383 |
| 19 | Perversity in public service performance measurement
Mike Pidd | 408 |

Part V Performance measurement – emerging issues and enduring questions 431

- | | | |
|----|--|-----|
| 20 | Does pay for performance really motivate employees?
Margit Osterloh and Bruno Frey | 433 |
| 21 | Anomalies of measurement: when it works, but should not
Rob Austin and Jody Hoffer Gittel | 449 |
| 22 | Loosely coupled performance measurement systems
Thomas Ahrens and Chris Chapman | 477 |
| | <i>Index</i> | 492 |