

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

6	A conceptual and operational delineation of performance Michel Lebas and Ken Euske	125
---	---	-----

---

## **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

---

## **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

---

**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