

# Performance Measurement & Management Theory and Practice

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## Introduction.

Performance measurement has become a key mechanism for managing firm performance. Over the last 20 years this journal has been at the forefront of publishing papers on the design (Bititci et al. 1997, Neely et al. 1997), implementation (Bourne et al. 2000), and application of performance measurement in practice (Bititci et al. 2006), empirical studies of the impact of performance measurement on performance (McAdam & Bailie 2002), theoretical papers (Pavlov & Bourne, 2011) and literature reviews (Neely et al 1995, Neely 2005). During this period too, performance measurement has evolved from its use in production and operations (Neely et al, 1995, Bititci et al, 1997) to more complex operational contexts, including both public (Greatbanks & Tapp 2007) and third sector (Moxham & Boaden, 2007) applications. With these changes in organizational context and operational setting, the nature of performance measurement and management (PMM) is continuing to evolve and there is a need to develop a new theoretical base for the emerging practices to maintain the relevance of academic contribution to this developing field. Two recent trends make this special issue important now: -

1. As the nature of work is continuing to evolve there is the emergence of new operational environments. Tradition forms of performance management, management controls and costing systems are being rendered redundant (Bromwich, 2015). As a result, the role of performance measurement is evolving and individuals, teams and business units have to use their own performance measures to manage their operations rather than to rely on centralized directives (Melnyk et al., 2014, Baker & Bourne, 2014).
2. The pace of environmental change is now an issue. Performance measurement systems have been criticized in the literature and in practice for not being sufficiently dynamic and responsive breaking the alignment between strategic intent and operational measurement (Melnyk et al., 2014).

In the wider literature, Bititci et al. (2012) reported the grand challenges that organizations need to address including the need for more research to enable us to understand PMM as a social system, as a learning system and in collaborative networks. Franco-Santos et al. (2012) identified the need for contemporary PMM that has influence on organizational behavior, capabilities and performance outcomes. But because of the changing environment the emergence of new measurement practices are conflicting with some traditional management control theories, suggesting the need to revisit the theoretical assumptions. This is being reinforced by a number of very recent studies. For instance, Pavlov and Bowman (2015) questioned the wisdom of accepted practice and teaching on strategy and performance, Nudurupati et al (2015) reported an empirical study on exploring the use of behavioural measures in unlocking innovation from suppliers to improve operational performance and Harkness and Bourne (2015) used the lens of complexity science to suggest significant limitations to the usefulness of PMM in guiding decision making in complex operational settings.

Many of the developments in performance measurement have come from emerging practice and this practice has informed the academic performance measurement literature (Johnson, 1972, 1975, 1978, 1981; Johnson & Kaplan 1987; Kaplan & Norton 1992; Wilcox & Bourne, 2002). In fact it has been argued that the development of new organisational forms (Johnson, 1981; Wilcox & Bourne, 2002) couldn't occur without the development in measurement systems which enable the organizations to operate effectively. But although this is to be applauded, it is not enough. We need to build theory from empirical research and study of practice and test our theory through empirical research to develop a deeper understanding and a platform for the future development of the field. So, we are particularly interested in papers that explore the interface between theory and emerging practice and theory and empirical research.

## Topic areas of interest

The following list is for guidance outlining our areas of interest for this special issue.

- Theoretical perspectives on the use of performance measurement in management of operations
- The interaction between strategy and operational performance measurement
- Performance measurement and its role in organisational learning
- Performance measurement and governance
- Management and organisational controls
- The theory and practice of performance planning and reviews and their impact on operational performance
- Emerging performance measurement and management practices in operations
- Performance measurement and management for knowledge workers
- The theory and practice of performance measurement and management in innovation
- Sustainability and performance measurement and management
- The interplay between operations, organisational design and performance measurement and management
- The theory and practice of performance measurement in operational reward systems
- The theory and practice of performance measurement in continuous improvement
- The impact of measurement and management practices on performance including unintended consequences
- Design of effective performance measurement and/or management systems
- Effective implementation of performance measurement and/or management systems
- Performance measurement and management as a social system
- Performance measurement, people engagement and culture and impact on operational performance
- Performance measurement and management frameworks, models and standards
- Use of performance measurement in new emerging operational settings

## Types of papers to be published

The special issue will solicit high quality papers in one of three areas:

1. Papers in the field of performance measurement and management that build theory from case and field studies or other empirically based research.

2. Papers in the field of performance measurement and management that challenge, modify or refine existing theory based on empirical research.
3. Papers in the field of performance measurement and management that empirical test theory.

The special issue encourages a variety of submissions and we would direct potential authors to the journals mission and scope on this. We are particularly interested in papers that relate theory with the real world of operations and thus contain relevant practical or managerial implications. Contributions coming from literature reviews regarding advances in performance measurement and management for OM are also welcome.

## Review Process

To ensure that the special issue obtains the best mix of theory and practice, a multistage review process will be implemented. In the first stage, this special issue will work in conjunction with the 2016 PMA Conference, to be held in Edinburgh, although authors will have the option of submitting papers directly.

All papers submitted for this conference will be reviewed and the most promising and interesting papers will be invited for submission for the special issue. Papers submitted directly will be considered alongside this process. Following this event, such papers as the special issue editors deem suitable will be subject to the normal thorough double-blind review process.

Submission due date:	1 <sup>st</sup> October 2016
Reviewer first reports:	1 <sup>st</sup> December 2016
Revised paper submission:	1 <sup>st</sup> March 2017
Reviewer second reports:	1 <sup>st</sup> June 2017
Publication expected by the end of	2017

## Special Issue Editorial Teams

The proposed special issue will be edited by three researchers who recognized as scholars in this field:

**Mike Bourne, Cranfield University:** Professor of Business Performance, Director of the Centre for Business Performance and Chair of the PMA (the international association of academics and practitioners interested in the field of performance measurement and management). After gaining his PhD from Cambridge in 2001, Mike has worked primarily in the field of strategic performance management and he has some 10 papers in IJOPM, the vast majority of which are on the subject of performance measurement and management. He has coauthored 11 books and has been translated into Spanish and Portuguese. He sits on the interface between academic study and practice and travels widely as a key note speaker at Industrial conferences and events. Mike is a Chartered Engineer and a Chartered Management Accountant. He is Co-Chairing the PMA 2016 conference in Edinburgh.

**Umit Bititci, Herriot-Watt University:** Professor of Business Performance and Director of Corporate and Executive Relations at the Heriot Watt University, School of Management, Edinburgh, UK. He has a blend of industrial and academic experience that spans across 35 years. For the past 25 years his academic career has been focused upon understanding what makes high-performing companies different. He has worked with an international portfolio of companies and public sector organisations. He has led several international research and development projects with a research portfolio c.£20m. He has published c.200 papers and he regularly appears at international conferences and workshops as guest/keynote speaker. He is a Chartered Engineer, a Chartered Manager, a Fellow of the Royal Society of Arts as well as a Fellow of the Institute of Operations Management. He is hosting and Co-Chairing the PMA2016 conference in Edinburgh

**Steven A. Melnyk, Michigan State University:** Professor of Operations and Supply Chain Management (Ph.D. – The Ivey School, University of Western Ontario, 1981) at Michigan State University. He has co-authored 17 books on operations and supply chain management. His research interests include supply chain and design, metrics/system measurement, responsiveness supply chains, supply chain design, sustainability, and strategic supply chain management. Dr. Steven A. Melnyk is an active researcher whose articles have appeared in over 90 international and national refereed journals. Dr. Melnyk sits on the editorial review board for *Production and Inventory Management*, the *Journal of Business Logistics*, the *Journal of Supply Chain Management*, the *Journal of Business Logistics*, the *Journal of Humanitarian Logistics and Supply Chain Management* (where he is co-editor for North America), and the *International Journal of Production Research*. Dr. Melnyk is known for his ability to bridge the gap between the academic and practitioner worlds. He has spoken extensively nationally and internationally at meetings of such organizations as ISM, APICS, Supply Chain Council (both Europe and North America), SAPICS, InterLog, General Services Administration, National Defense Industry Association, Decisions Sciences Institute, Production and Operations Management Society, Supply Chain Management Association, and North American Research Symposium. Finally, Dr. Melnyk is a member of the APICS 2014 Board of Directors and a member of the APICS leadership team (2015).

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