

# SETTING UP OF THE STRATEGY RELATING TO THE SUSTAINABLE INCREASE OF PERSONAL AND ORGANIZATIONAL PERFORMANCES AT THE UNIVERSITY OF PITEȘTI, USING TOTAL PERFORMANCE SCORECARD (TPS) CONCEPT

MĂDĂLINA BRUTU, DANIELA MELANIA MIHAI  
UNIVERSITY OF PITEȘTI,  
BULEVARDUL REPUBLICII 71, COD 110014, PITEȘTI, ARGES, ROMANIA  
madalinabrutu@yahoo.com, dana\_mihai2005@yahoo.com

## **Abstract:**

*Total Performance Scorecard (TPS) is a holistic management process of improvement and change; within this concept, improvement, development and learning are treated as cyclic and ethical processes through which the development of personal competence, of the organization as well as the internal implication are reciprocally consolidated. The present work used this concept with a view to set up the strategy relating to the sustainable increase of personal and organizational performances within the University of Pitesti.*

**Key words:** Total Performance Scorecard (TPS), setting up of the strategy, University of Pitesti

**JEL classification:** M0, M19

In order to set up this strategy, we can use an extremely interesting concept - **Total Performance Scorecard (TPS)**

**Total Performance Scorecard (TPS)** is a holistic management process of improvement and change; within this concept, improvement, development and learning are treated as cyclic and ethical processes through which the development of personal competence, of the organization as well as the internal implication are reciprocally consolidated (Rampersad H.K., 2005). This concept represents a combination and also an extension of the concepts Balance Scorecard, Total Quality Management and Competences Management, being defined as a systematic process of continuous, gradual and routine improvement, development and learning, the process being focused on the solid increase of the personal and organizational performances.

The process consists of the following elements (Rampersad H.K., 2005):

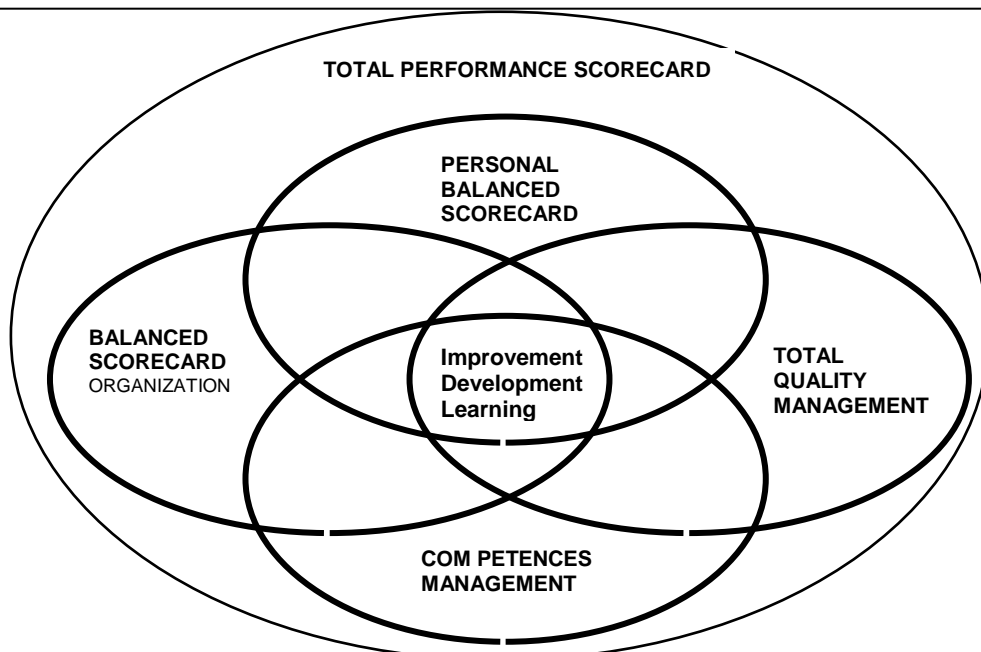
- **Personal Balanced Scorecard – PBSC** that involves mission and vision, objectives, performance indicators, targets and actions for personal improvement, including the continuous improvement of abilities and personal behaviour, concentrating on personal wealth and success in society. At a personal level, mission, vision and essential roles are named personal goal, and self-guidance, self-development and self-management are in the centre of PBSC, being addressed to all the employees of an organization (either if they are management staff or simple accomplishees).
- **Organizational Balanced Scorecard – OBSC.** This involves mission and vision, basic values, success critical factors, objectives, performance indicators, targets and actions for organizational improvement. Mission, vision and basic values are named here the common goal of the organization. The concept includes continuous improvement and the control of the functional processes within the organization, as well as the development of the strategies that focus on obtaining competitive objectives for the company. OBSC is communicated and transformed into scorecards within the departments/activity units, scorecards within the team

and performance plans for the employee. In OBSC the stress is laid upon the strategy development and implementation.

- **Total Quality Management – TQM** is a disciplined way of functioning within an organization whose central pillar is continuous improvement. TQM lays the stress upon mobilizing the entire organization with the purpose of complying with the clients’ needs. Here the accent is laid upon learning.
- **Competences Management** involves the continuous development process of the human potential within an organization, having as a purpose the continuous supply of top performances with motivated and developed personnel and focusing upon the employees ‘maximum development and on the optimum use of their potential with the purpose of fulfilling the goals of the organization. The process involves the development of the competences related to the job requirements. Information, abilities, experience, skills, standards, values and principles are focused on skillfully complying with the job requirements. The main part is here the development cycle which is made up of the following stages: *Results planning; Guidance (coaching); Evaluation and development of the competences related to the job requirements.*
- **Kolb learning cycle.** The process of instinctive learning or learning through experience is noticed in all the four management concepts mentioned hereinabove. These learning forms have as a result individual and collective behavior changes. Kolb learning cycle has four stages and it is used for creating the necessary conditions for efficient organization change: *Gaining practical experience; Noticing this experience, analyzing it and afterwards evaluating the experience; Drawing conclusions from this experience and transforming the perceptions into rules, concepts, hypotheses, models and theories with the purpose of learning to draw conclusions from similar experiences and Testing these ideas through experiments, out of which new behaviors and experiences will come out.*

After the planning of the above steps, the cycle is resumed.

Elaborated at the beginning of the 90’s<sup>21</sup> by Robert Kaplan and David Norton, TPS provides a method for maintaining equilibrium between the financial and non financial indicators and for making the connection between the strategic and operational management.



*Fig. (1): Interrelationship between the components of TPS concept.*

There is a correlation between the different elements of TPS as well as superposition between Personal Balanced Scorecard, Organizational Balanced Scorecard, Total Quality Management and Competences Management (see fig.1), superposition representing the similarities among these concepts of management, meaning: IMPROVING (This process comprises the improvement of people's skills and business processes based on PDCA learning. It stresses the improvement of persons' skills and behavior and business processes relating to their functioning in society as well as to processes improvement.), DEVELOPMENT (Process means the gradual evolution of person and education through knowledge absorption, focusing on improving of performances which are directly related to daily activities of employees in the organization (development of competences related to carrying out of job requirements)), LEARNING (Process means internalization and actualization of knowledge with a view to change behavior, learning being a personal transformation which depends on self-knowledge and which determines change in collective behavior.).

In order to elaborate and implement the strategy relating to the sustainable increase of personal and organizational performances within the University of Pitesti, we may use this concept.

The **Balanced Scorecard** of the University of Pitesti which has as goal a better position of the University, corroborated with an improvement of the image shall look as it follows:

**Table no.1**

**The Balanced Scorecard- of the University of Pitesti  
relating to a better position and an improvement of its image**

<b>Critical success factors</b>	<b>Strategic objectives</b>	<b>Performance indicators</b>	<b>Targets</b>	<b>Improvement actions</b>
- to win a better position on the market	-a better position on the market of educational offer	- number of students	- 50% increase in 10 years	- extend the activity of the organization in other areas (Râmnicu Vâlcea and Slatina).
				- Development of objective-oriented marketing programs
				-Creation of a data base which includes the features of future students
				- Development of communication with future students
- First choice of future students for the University of Pitesti	- Improvement of the satisfaction level of students relating to the educational services and teaching staff	- Number of questionnaires concerning the students' satisfaction	- at least 5 per year	- periodical investigations made among the students
		- Students' degree of satisfaction	- at least 75% in 3 years	- creation of centers of assistance for students and graduated students
- high quality of educational and	- high degree of satisfaction and confidence of students and	- Number of complaints coming from students	- decreases with at least 30% per year	- offer of additional bonuses for deserving employees

auxiliary services	potential students for educational and auxiliary services	- students' degree of loyalty	- increase with 30% in 4 years and of students that continue training for cycle 2 and 3 of studies (Master degree and Doctoral degree)	- Design of a procedure to solve students' complaints and its permanent execution - development and implementation of a plan to improve the students' confidence - measurement of the degree to continue the training in cycle 2 and there where is possible in cycle 3
- Image	- Improvement of degree of knowing the University	- Degree of knowing – as an University that offers quality educational services	- increase with at least 70% in 4 years	- carrying out of image studies

(**Personal Balanced Scorecard – PBSC**) shall comprise the same elements, but at the level of personnel, whether they are or not leaders;

Personal Balanced Scorecard, for a head of department presents as it follows:

**Table no.2**

**Personal Balanced Scorecard of a Head of Department**

<b>Personal critical success factors</b>	<b>Personal objectives</b>	<b>Personal performance indicators</b>	<b>Personal targets</b>
<i>FINANCIAL</i>			
- financial health	- more incomes	- increase of salary	- at least 5% per year
	- more certain incomes	- Pension	- 13% of the gross salary
		- Insurance	- 5% of the gross salary
<i>EXTERNAL</i>			
- to be appreciated by the family, friends, colleagues and members of the department	- to be appreciated by my partner	- number of times when going out in a pleasant environment	- at least once a week
	- to be appreciated by my children	- to be liked by my children	- every time where there is an occasion for this
	- to be appreciated by friends	-number of true friends	- increases depending on circumstances
- to offer high quality work	- to be appreciated by an employer	- level of the acquired reward	- increases with at least 5% per year

		- number of tasks implying delegated authority	- increases with at least 25% in two years
	- improved level of satisfaction of department's members	- employees' level of satisfaction	- at least 50% in 1,5 years
	- a bigger confidence of the employer as relating to carrying out my work	- employer's level of satisfaction	- at least 50% in 1,5 years
- to work together in an harmonious way, helping one each other, inspiring the others and share new knowledge	- improved level of satisfaction of the others relating to team work and personal contact	- the conception store of the others towards team work and personal contact	- at least 80% in 2 years
	- Satisfaction	- to help the other people	- must be determined
<i>INTERNAL</i>			
- to fight for physical and psychic health	- to be physically and psychically healthy	- percent of medical leave	- less than 2% in a year
		- tension level	- decreases with at least 50% in 2 years
		- level of immunity to stress	- increases with 50% in 2 years
	- more free time	- number of days of vacation paid, per year	- at least 30 days
	- to enjoy good things in life	- Pleasure	- must be determined
<i>KNOWLEDGE AND LEARNING</i>			
- to have initiatives, to learn from my own mistakes, to perfect and develop continuously	- improved management competences	- number of efficient initiatives	- increases with at least 30% per year
- to learn every day	- opportunity for self-perfection in the field of management	- number of proposals for successful strategic improvements	- increases with at least 30% per year

		- percentage of available management competences	- 85% in 2 years
	- improved leadership skills	- number of new management books read	- at least 10 courses per year
		- percent of department's members that feel they are working under an efficient leadership	- 85% in 2 years

- **(Total Quality Management – TQM)** shall focus on disciplinary functioning within the University of Pitesti having as central pillar continuous improving
- **Competences management** shall focus on the process of continuous development of human potential within the University of Pitesti, with a view to provide top performances, with motivated and developed personnel. The process shall imply development of competences relating to job requirements within the University of Pitesti, and the information, skills, experience, abilities, standards, values and principles shall be concentrated upon the skillful carrying out of job requirements.
- **Kolb learning cycle** shall contain the same four phases, and shall be used in creating the necessary conditions for efficient change within the University of Pitesti.

**Conclusion:** TPS concept represents an efficient tool used with a view to set up strategies. The present work used this concept to determine the strategy for sustainable increase of both personal and organizational performances within the University of Pitesti – a dynamic university and present in the Romanian academic society.

## BIBLIOGRAPHY

1. Brutu M., Management of Sales, Sitech Publishing House, Craiova, 2009.
2. Brutu M., The application of the Total Performance Scorecard (TPS) process in the sales management, The Annals of the University of Oradea – Economic Sciences 2008, ISSN – 1582 – 5450, p.130.
3. Rampersad H.K., Total Performance Scorecard: Bases, Didactic and Pedagogic Publishing House, Bucharest, 2005
4. <http://www.total-performance-scorecard.com/>
5. <https://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>
6. <https://www.balancedscorecard.org/LinkClick.aspx?fileticket=1Uq6fsxJyaY%3d&tabid=56>
7. [www.balancedscorecard.org](http://www.balancedscorecard.org)