

# The balanced scorecard and e-Learning : a model for the implementation of e-Learning in the human resource strategy

Autor(en): **Leithner, Barbara**

Objektyp: **Article**

Zeitschrift: **Studies in Communication Sciences : journal of the Swiss Association of Communication and Media Research**

Band (Jahr): **3 (2003)**

Heft [1]: **New media in education**

PDF erstellt am: **06.08.2024**

Persistenter Link: <https://doi.org/10.5169/seals-823721>

## **Nutzungsbedingungen**

Die ETH-Bibliothek ist Anbieterin der digitalisierten Zeitschriften. Sie besitzt keine Urheberrechte an den Inhalten der Zeitschriften. Die Rechte liegen in der Regel bei den Herausgebern.

Die auf der Plattform e-periodica veröffentlichten Dokumente stehen für nicht-kommerzielle Zwecke in Lehre und Forschung sowie für die private Nutzung frei zur Verfügung. Einzelne Dateien oder Ausdrucke aus diesem Angebot können zusammen mit diesen Nutzungsbedingungen und den korrekten Herkunftsbezeichnungen weitergegeben werden.

Das Veröffentlichen von Bildern in Print- und Online-Publikationen ist nur mit vorheriger Genehmigung der Rechteinhaber erlaubt. Die systematische Speicherung von Teilen des elektronischen Angebots auf anderen Servern bedarf ebenfalls des schriftlichen Einverständnisses der Rechteinhaber.

## **Haftungsausschluss**

Alle Angaben erfolgen ohne Gewähr für Vollständigkeit oder Richtigkeit. Es wird keine Haftung übernommen für Schäden durch die Verwendung von Informationen aus diesem Online-Angebot oder durch das Fehlen von Informationen. Dies gilt auch für Inhalte Dritter, die über dieses Angebot zugänglich sind.

BARBARA LEITHNER\*

## THE BALANCED SCORECARD AND E-LEARNING – A MODEL FOR THE IMPLEMENTATION OF E-LEARNING IN THE HUMAN RESOURCE STRATEGY

Some years ago E-Learning has been seen as the follower of E-Business concerning the remarkableness. But the community is still waiting for the real hype of E-Learning. So what are the reasons why the expectations were not fulfilled?

In my dissertation I want to deal with the hypotheses that many E-Learning projects fail because they were not integrated in the overall human resource strategy of enterprises. Many E-Learning projects are spread of different divisions in enterprises and they do not cooperate with each other. The area of authority is not clearly identified, the targets of the projects are not well communicated and topics like sustainability and integration in existing further education structures are not discussed. So an integration of the E-Learning projects into a company-wide E-Learning strategy is very difficult and time-consuming (Back et al 2001: 78).

I want to use the well known and in many enterprises implemented management model Balanced Scorecard from Kaplan and Norton (Kaplan & Norton 1992: 72) and the, for human resources modified, version from Becker et al. (2001) to show that the anchor of E-Learning in the human resource strategy is possible and that the outcome of E-Learning can be linked with the four perspectives of the Balanced Scorecard: Innovation & Learning, Internal Business, Customers and Financial.

My research question could be “How can the Balanced Scorecard help to identify E-Learning impacts on the enterprise-wide human resource management goals?” Within this question I want to find answers to the following sub-questions “How can an E-Learning strategy be linked with

\* University of St. Gallen, CH, [barbara.leithner@unisg.ch](mailto:barbara.leithner@unisg.ch)

the human resource strategy? How can the Balanced Scorecard help to better plan investments in E-Learning? Which goals can be reached by E-Learning? How can these goals be transferred into measurable items? Can the Balanced Scorecard transfer the goals of E-Learning to enterprise-wide targets?"

As one of the methods I want to use for my dissertation, I am planning to build a focused group with two or three commercial partners, in which we develop a model for the integration of E-Learning in the human resource strategy and a design for an E-Learning Balanced Scorecard. As a second step I want to implement the E-Learning Balanced Scorecard in one of the partner enterprises.

## References

- BACK, A.; BENDEL, O. & STOLLER-SCHAI, D. (2001). E-Learning im Unternehmen, Zürich: Orell Füssli Verlag.
- BECKER, B.E.; HUSELID, M.A. & URLICH, D. (2001). The HR Scorecard, Boston: Harvard Business School Press.
- KAPLAN, R.S. & NORTON, D.P. (1992). The Balanced Scorecard – Measures that drive Performance, Harvard Business Review, January – February: 71-79.