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Abstract
Taiwan government is actively promoting CMMI to Taiwan software industry in years. Many software organizations have already passed formal appraisals to achieve higher maturity levels, and the benefits from CMMI implementation are widely confirmed and accepted.
However, the cost of CMMI implementation and appraisal is huge; it needs lots of resources to achieve the extreme goal. Moreover, the increase of workload, the resistance of staffs, the change of organizational culture, and so on are also the problems. Therefore, how to overcome these difficulties is a big challenge.
Toward overcome of the problems, this thesis proposes a Balanced Scorecard (BSC) -added and CMMI IDEAL-based approach that incorporates customized BSC with CMMI IDEAL model for continuous representation. BSC is a standard strategic method that enables organizations to clarify their vision and strategy, and then translate to objectives and down to actions. Therefore, with BSC our approach can enables staffs to see the insight of the strategies of CMMI and the organization, so as to reduce the resistances of staffs for the internal change of the organization. In addition, the approach can focus the resources of the organization and the processes of CMMI on the execution of the strategy to help the organization build its core and long-term competition. For continuous process improvement and the preparation of formal appraisals, the approach also suggests self-appraisal that conforms to the criteria of ARC (Appraisal Requirements for CMMI).
Because BSC is an outstanding organizational strategic method with many successful real cases, we believe that the incorporation of BSC with CMMI IDEAL model should be able to conquer the related implementation difficulties, and even enhance the long-term competition of the organization.
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