ABSTRACT

Many papers discussed the use of Balanced Scorecard (BSC) in profit-making organizations but very little research has been done on the application of BSC in education sector. This study looked into the acceptance of BSC among academicians in higher education institutions for individual performance planning and measurement. Interview and survey were the two research instruments used for data gathering and 20 lecturers from Faculty of Computer Science and Information Technology in University Malaya were chosen as the demographics of the study. Meanwhile, documentation analysis and current performance measurement system observation are the supplementary instruments used for requirements and information capturing. The results showed that implementation of BSC in the University receives little awareness from the academicians and strategies from the top management are not effectively aligned and cascaded down to the lower staff. From the requirements analysis, a framework of performance measurement processes in University is constructed and continued by the development of an electronic-based Balanced Scorecard System prototype. The potential users were approached to evaluate the proposed system and positive feedbacks were received. It is highly agreed by both academicians and higher management in the studied University that the proposed system is suitable to be used as a tool for individual performance planning and measurement. It encourages academicians to prescribe their performance while channeling their efforts towards the goals. Subsequently, performance measurement is conducted to seek for the level of tasks accomplishment if they have performed more than the expectations or underperformed.