AN INVESTIGATION OF THE BALANCED SCORE CARD AS A PERFORMANCE MEASUREMENT TOOL AND HOW IT CAN BE SUPPORTED BY INTERGRATED INFORMATION SYSTEMS – EMPIRICAL STUDY ON LOCAL INDUSTRIES IN BOTSWANA A

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Abstract

In Botswana as in many developing economies most industries do not focus much on the non-financial measurements tools. Botswana is a fast developing nation in terms of industrial growth but there is a challenge in lack of appropriate measurement tools for local industries. Managers say they do not see the reason of having adequate performance measurement tools. Financial experts stress that for a quick turnaround to be observed and growth to be sustained in Botswana appropriate measurement tools have to be implemented in local industries. The analysts say that with lack of appropriate measurement tools, very few industries in Botswana have found the need to grow and extend their operations to a higher level. Statistics show that though revenue growth has been observed in industries in Botswana and are better than other Sub-Saharan countries, the level of performance measurement is low... This report serves to investigate whether the balanced scorecard is given enough emphasis in corporations with reference to why there are numerous business failures in Botswana, can it be due to the way they are controlled or strategy communication? Because if a strategy is not clearly communicated across the business it could lead to no goal congruence and dysfunctional behaviour. The findings of this were reached using a case study of ten managers of local industries in Botswana. The study used both qualitative and quantitative approach in the questionnaires that were issued to the sample of ten managers in Botswana. The sample was used on the population of one hundred managers selected as this represent the overall local industry. This study attempted to bring to light factors that hindered the use of balance scorecard as affective performance tools even though there were constraints of gaining access and data availability constraints.