Improving Operations Management Performance of Bahraini Service Industrial Organizations Using Balanced Scorecards (Public Sector)

A Thesis Submitted in Partial Fulfillment of the Requirements for the Master Degree in Engineering Management

Submitted by
Mohamed Jasim Mohamed
20024160

Supervised by
Prof. Saad Suliman
Professor
Dr. Bader Al-Mannai
Assistant Professor
University of Bahrain

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ABSTRACT

The kingdom of Bahrain is one of the GCC countries that insists on its ministries and different public services agencies to implement a type of performance management systems. In order to satisfy this need, the Ministry of Works (MOW) and the Electricity and Water Authority (EWA) have already gone through implementing the balanced scorecards (BSCs) performance management system.

Because of the recent concern about the BSCs in the Kingdom of Bahrain; it became interesting to study the experience of service industrial organizations of Bahraini public sector that have implemented the BSCs. The aim is to study different implementation processes of the BSCs system, to study how BSCs could improve the operations management in the service industrial organizations of the Bahraini public sector and to review the process of selecting the key performance indicators (KPIs) that are used in operations management.

The researcher used a qualitative research by applying the case study methodology at MOW and EWA in Bahrain in order to achieve research objectives. Based on the collected data and information, the researcher has examined to which level Bahraini service industrial organizations used the BSCs in operations management, determined the effects of BSCs implementation on operations management, developed a detailed roadmap for implementing the BSCs in operations departments and discussed the characteristics and needed guidelines while selecting the KPIs.

The results of this study were consistent with the previous findings from the literature that the BSCs successful implementation has many positive impacts of the operations management department of the organization and consequently in improving the overall performance.

The researcher aims that in future the study could be applied on more governmental organizations in Bahrain, which considering the BSCs to be their performance management system.