Preface

Human resource Management is basically related with acquiring and sharpening the abilities and skills of the human beings working in any organization. The evolution of the Balanced Scorecard idea began with the injunction that managers ought to measure more than financial results. Kaplan and Norton proposed a matrix with four types of measures: financial, internal (process), innovation and learning, and customer. Initial work focused on how managers might identify the best measures in each of the four areas and how they might communicate them with subordinates. More effective management of human resources (HR) increasingly is being seen as positively affecting performance in organizations, both large and small. It is evident that the transition of HR management has enhanced organizational competitiveness and success.

The BSC provides executives with a comprehensive framework that translates a company's vision and strategy into a coherent set of performance measures. BSC translates mission and strategy into objectives and measures, organized into four different perspectives; financial, customer, internal business process, and learning and growth. The scorecard provides a framework, a language, to communicate mission and strategy; it uses measurement to inform employees about the drivers of current and future success. A lot of people think of measurement as a tool to control behavior and to evaluate past performance. However the BSC should be used in a different way – to articulate the strategy
of the business, to communicate the strategy of the business, and to help align individual, organizational, and cross-departmental initiatives to achieve a common goal. The BSC should be used as a communication, informing, and learning system, not a controlling system.

University is basically responsible for conducting researches and studies at all fields of life and domains of knowledge. University also has an important role in the field of public service in society by offering practical services to society on the part of teaching staff and students, utilizing its various facilities. The work has been undertaken in regard to make a comparative study of government and Private universities of Jordan as far as implementation of Balance Scorecard approach is concerned. So, researcher has confined his work to study the Balance Scorecard approach of Human Resource Management in selected government and Private universities of Jordan. In this regard two of the government and same number of private universities are selected on the basis to carry out the task. The two selected government universities are: (a). The University of Jordan. (b). Al- Balqa' Applied University (BAU)

On the other hand, two private universities selected for the study are: (a). University of Petra (UOP) (b). Al-Ahliyya Amman University

The various aspects of both, Government and private universities are studied, analyzed and compared by collecting the information from employees including teaching and non-teaching community to assess both. Right from infrastructure to perception of the employees in both types of universities are studied to reach a
particular conclusion. The basic objective of this study is to throw light on the evolution, concept, uses and various other aspects of the Balance Scorecard Approach of Human Resource Management in the university system. Again, to identify the target and goals against which the universities will measure its performance like employee’s satisfaction, employee’s retention, student’s satisfaction, competitive market share, etc. comparison with suitable statistical tools have been made.

The thesis is consisted of six chapters. Chapter one and two discuss the concepts of Human Resource Management and Balanced Scorecard respectively. Chapter three gives detailed information about the different universities in Jordan. Chapter four consists of various studies carried out on human resource management and balanced scorecard which ultimately helps in identifying the research gap. This chapter also deals with the research methodology. To undertake the study of the various aspects of balanced scorecard of private and public universities of Jordanian universities, the hypotheses were made to test the significant difference between both types of universities with respect to General, Financial, Internal Process, and Human Resources Perspectives. In chapter five, which consists of the analysis and interpretation these four perspectives were compared on the basis of the sector to which university belongs, academician and non-academician, gender, and the experience at present designation. To test the difference, the t-Test and ANOVA have been used. Again, to test the association between the sectors (Public/Private) to which universities belong and average life cycle of the facilities and equipment offered, non-parametric method of testing called Chi-Square has been used. After testing the hypotheses, the table has been prepared to get the clear and bird’s eye view of the analyses of the research work. This research work is definitely a source of guidance to other researchers who want to contribute something in the field of Balance Scorecard and its application in different organization. It is followed by chapter six which discusses the summary of conclusions, findings, recommendations, and directions for future research.