

## **ABSTRACT**

*This thesis is based on the project conducted by the Group Field Project members in measuring and evaluating performance of PT. PANURJWAN. Performance measurement and evaluation is done by using Balanced Scorecard approach. The contents of this thesis are organized in five chapters, which includes Introduction, Conceptual Framework, Research and Methodology, Analysis and Measurement and Conclusion and Recommendation.*

*Chapter I describes the background of the project, which is low performance of the organization in year 2003. In the next section problems definition of the project defines as how the Balanced Scorecard approach can be utilized in measuring and evaluating the performance of organization. While goals and objectives of this project is to learn how Balanced Scorecard approach can be utilized in measuring and evaluating the performance of organization.*

*Conceptual Foundation in chapter II describes the national shipping industry with its problems, the company profile of PT. PANURJWAN and general theory of Balanced Scorecard.*

*In chapter III, research methodology of the project is explained. The research methodology this project mainly bases on Balanced Scorecard measurement steps. Raw data is collected both directly from the organization documentation and from survey questionnaires.*

*Chapter IV provides the measurement and analysis process for each Balanced Scorecard perspective based on the raw data collected from the organization. Comparison for each strategic objectives measurement is done by comparing the actual values achieved by the organization and the target or budget value. Then unachieved strategic objectives can be found out. After that analysis is done for these strategic objectives in finding the solution.*

*Chapter V concludes the result of measurement and analysis on chapter IV and proposes the solution to problems faced by the organization.*

***Keywords: Balanced Scorecard, Performance Measurement.***

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