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THESIS

**IMPLEMENTATION OF BALANCED SCORECARD AS
PERFORMANCE MEASUREMENT
IN TWO DEPARTMENTS IN ATMA JAYA
YOGYAKARTA UNIVERSITY**



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**MASTER MANAGEMENT PROGRAM
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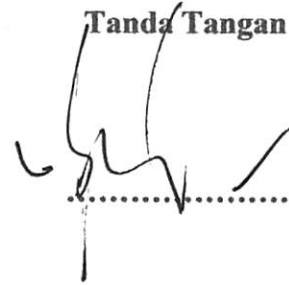
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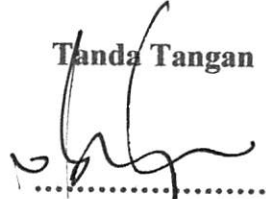
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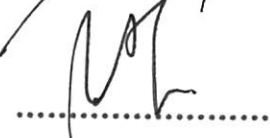
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**To everything there is a season, and a time to every purpose
under the heavens:**

**I know that whatever God doeth, it shall be for ever; there is
nothing to be added to it, nor anything to be taken from it; and
God doeth it, that men should fear before him.**

Ecclesiastes 3: 1,14

I dedicate this thesis to :

**Jesus Christ in whom I receive mercy by mercy
Papa and Mama whom their love, support and affection
have no compare**

DECLARATION

This is to state that the thesis entitled:

**Implementation of Balanced Scorecard as Performance Measurement
in Two Departments in Atma Jaya Yogyakarta University**

does not contain work that has previously been submitted to obtain any degree at any higher educational establishment, and to the best of my knowledge does not contain the previously published work nor opinion at any other person, with the exception of those cited in writing this paper and acknowledged in the bibliography.

Yogyakarta, 17 June 2010



Hendriane Namotemo

PREFACE

In this very precious moment, writer wants to gratitude The Almighty God, Heavenly Father, Jesus and Holy Spirit, for all His love, blessing, mercies and miracles that He made in my life, that this thesis can be accomplished.

This thesis, with title *“Implementation of Balanced Scorecard as Performance Measurement in Two Study Departments in Atma Jaya Yogyakarta University”* is submitted as a partial fulfillment to achieve a Master Degree in Postgraduate Program of Atma Jaya Yogyakarta University.

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Conduct by:

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ABSTRACT

This research objectives is to implement balanced scorecard as performance measurement tool in two study program in Atma Jaya Yogyakarta University, there are Management Study Program and Communication Study Program.

This research used primary and secondary data. Primary data comes from questionnaire from students and employees in both study programs. The analysis done by measuring both study programs performance in four perspectives, there are: customer perspective, financial perspective, internal and business process perspective and growth and learning perspective. The result could be used in developing strategic plans for these two study programs.

Keywords: balanced scorecard, performance measurement, university's department

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INTISARI

Penelitian ini bertujuan untuk mengimplementasi *balanced scorecard* sebagai alat ukur dalam mengukur kinerja pada dua program studi di Universitas Atma Jaya Yogyakarta, yakni Program Study Manajemen dan Program Studi Ilmu Komunikasi.

Penelitian menggunakan data sekunder dan data primer. Data primer berasal dari kuesioner yang dibagikan terhadap mahasiswa dan karyawan di dua program study. Analisis dilakukan dengan melakukan pengukuran kinerja di dua program studi tersebut pada empat perspektif berikut, yaitu: perspektif pelanggan, perspektif financial, perspective bisnis dan prosis internal, dan perspektif pertumbuhan dan pembelajaran. Hasil penelitian ini dapat digunakan dalam pengembangan rencana strategi organisasi di kedua program studi tersebut.

Kata-kata kunci: *balanced scorecard*, pengukuran kinerja, program study universitas