

PROYEK PERANGKAT LUNAK 4: MEMULAI PROYEK

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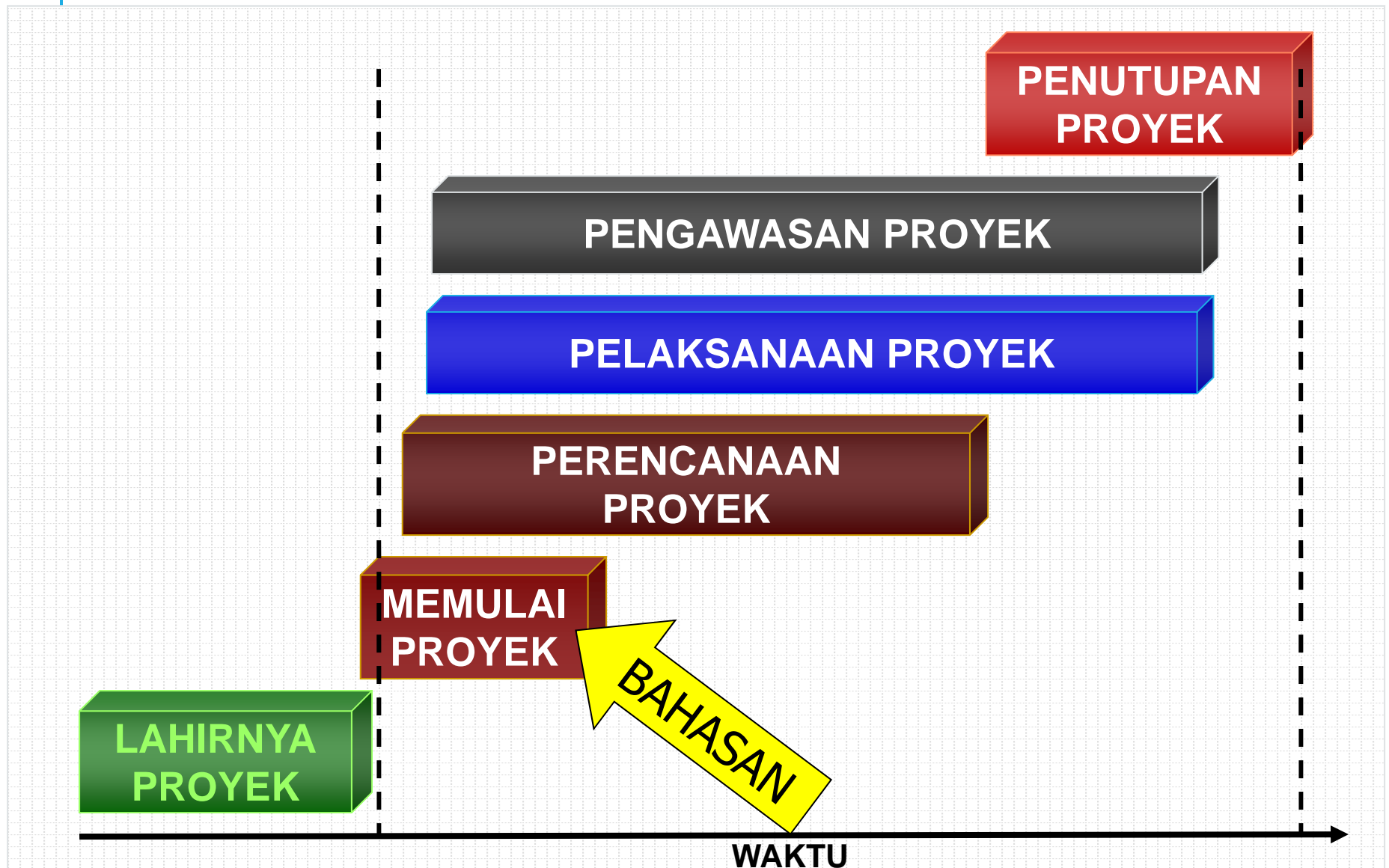
BIDANG PENGETAHUAN

YANG PERLU DIKUASAI MANAJER PROYEK

(SUMBER: SCHWALBE, I.T.PROJECT MANAGEMENT, THOMSON LEARNING, 2006 dengan modifikasi)



KELOMPOK PROSES DALAM MANAJEMEN PROYEK



PROSES-PROSES DALAM MEMULAI PROYEK

| KNOWLEDGE AREA | PROSES |
|-----------------------------|--------------------------------------|
| Manajemen integrasi proyek | Menyusun <i>project charter</i> |
| Manajemen komunikasi proyek | Mengidentifikasi <i>stakeholders</i> |

MENYUSUN PROJECT CHARTER

Project charter adalah dokumen yang secara resmi menyatakan kewenangan sebuah proyek.

Draft project charter **disusun oleh** manajer proyek dan disepakati oleh anggota tim proyek sebelum diajukan kepada sponsor.

PROJECT CHARTER (LANJ)

Project charter ditandatangani oleh anggota tim sebagai tanda komitmen anggota tim pada kegiatan proyek.

Bila diperlukan dukungan tinggi dari pihak lain (klien / calon pengguna), maka mereka juga diminta menanda-tangani.

Bila proyek dilaksanakan dengan kontrak, maka **kontrak ini dapat berlaku sebagai project charter** bagi pelaksana pekerjaan yang dikontrakkan. Bisa jadi kecuali kontrak dibuat project charter sbg pegangan praktis manajer proyek dengan sponsor.

CONTOH FORMAT PROJECT CHARTER

(SUMBER : WWW.PROJECTMANAGEMENTDOCS.COM)

1



PROJECT CHARTER TEMPLATE

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www.ProjectManagementDocs.com

PROJECT CHARTER <PROJECT NAME>

COMPANY NAME
STREET ADDRESS
CITY, STATE ZIP CODE

DATE



Project Charter Template
www.ProjectManagementDocs.com

PROJECT CHARTER <PROJECT NAME>

<Paragraph 1: Formally authorize the project>

This Charter formally authorizes a project to <complete the sentence with a descriptive of the project. For example, describe the project in one sentence, here – is it to develop and implement a new system, upgrade an existing, perform research, etc.>. A project plan will be developed and submitted to the Project Sponsor for approval. Commencement of project activities will begin upon approval of the project plan and the resources to execute it by the Project Sponsor. Included in the project plan are to be a scope statement; schedule; cost estimate; budget; and provisions for scope, resource, schedule, communications, quality, risk, procurement, and stakeholder management as well as project control.

<Paragraph 2: Project Scope - State the scope of the project, its deliverable and what business needs, problems or opportunities the project addresses – a market demand, business need, legal requirement, social need, customer request or technological advance>
The purpose of the <Project Name> project is to <state the purpose of the project in more detail than stated in the first sentence of the previous paragraph>. This project meets <organizations' name> for <state the need that the project responds to (this is the reason the project was selected) and how this project will enable the organization to meet this need>. The project deliverables shall include <provide a high level description of the project deliverables in the form of a system description including functionality or expected results>.

<Paragraph 3: Identify the Project Manager and give him authority to apply organization resources to the project>

The Project Manager, <Project Manager Name>, is hereby authorized to interface with management as required, negotiate for resources, delegate responsibilities within the framework of the project, and to communicate with all contractors and management, as required, to ensure successful and timely completion of the project. The Project Manager is responsible for developing the project plan, monitoring the schedule, cost, and scope of the project during implementation, and maintaining control over the project by measuring performance and taking corrective action.

<Paragraph 4: Provide the summary milestone schedule>

A completed project plan will be developed and submitted to the Project Sponsor for approval by <insert delivery date>. Upon approval of the project plan resources will be assigned to the project and work will commence within <xx> days. Once the project commences, work on the project will be performed according to the schedule provided in the approved project plan. The Project Manager will obtain approval from the Project Sponsor for any schedule changes which impact the project completion milestone. <If you have hard dates for milestones which the project must meet, include them here – for example a regulatory requirement could impose a hard date for a milestone>.

CONTOH FORMAT: PROJECT CHARTER

| | | |
|---|---------|----------------|
| NAMA PROYEK: | | |
| MULAI | : | SELESAI: |
| INFORMASI ANGGARAN: <i>(Jelaskan ttg anggaran keseluruhan dan penggunaan utamanya)</i> | | |
| MANAJER PROYEK: <i>(Sebutkan nama lengkap, dan alamat e-mailnya)</i> | | |
| SASARAN PROYEK: <i>(Perlu jelas, supaya pada akhir proyek bisa diukur)</i> | | |
| PENDEKATAN: <i>(Isikan cara yang akan ditempuh, dan berikan gambaran untuk melaksanakan itu)</i> | | |

PERAN DAN TANGGUNG JAWAB ANGGOTA TIM

| NAMA | PERAN | POSISI | CARA KONTAK E-MAIL; TELP; DLL |
|-------------|----------------|----------------------|--|
| NAMA 1 | SPONSOR | DIR. PEMASARAN | xx.unram.ac.id |
| NAMA 2 | MANAJER PROYEK | MANAJER T.I. | |
| NAMA 3 | ANGGOTA TIM | BAG. T.I | |
| NAMA 4 | ANGGOTA TIM | BAG. T.I | |
| NAMA 5 | ANGGOTA TIM | BAG. T.I | |
| NAMA 6 | ANGGOTA TIM | BAG. T.I | |
| NAMA 7 | TENAGA AHLI | MEWAKILI PENGGUNA | |
| NAMA 8 | TENAGA AHLI | MEWAKILI PENGGUNA | |

(Schwalbe, *Information Technology Project Management*, 4th ed, Thomson, 2006)

DELIVERABLE

Dokumen spesifikasi kebutuhan teknis

Dokumen desain sistem, arsitektur sistem, desain mockup awal sistem

Report progress pengembangan sistem, sistem Release Candidate

Sistem dan perangkat infrastruktur pendukung

Laporan hasil pengujian

Dokumen user manual

Dokumen konfigurasi sistem

Materi training

Report implementasi sistem

Technical support

Executable aplikasi dan dokumen pendukung

KICK-OFF MEETING

Kickoff meeting adalah pertemuan pertama, yang dihadiri oleh semua pemangku kepentingan (stakeholder) utama untuk mendiskusikan:

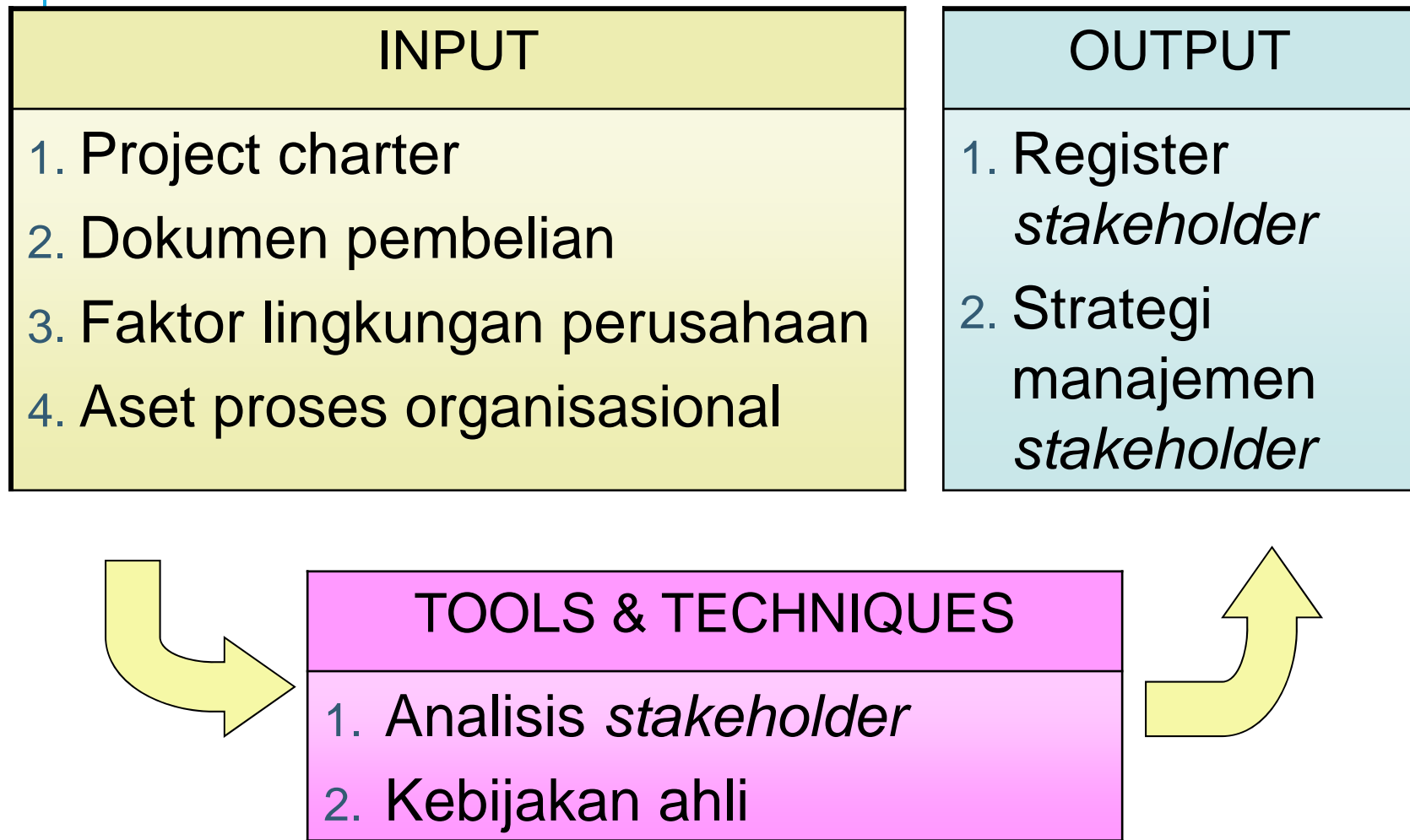
- Tujuan / sasaran
- Rencana secara umum
- Hal-hal lain yang dipandang penting untuk disepakati

ANALISIS STAKEHOLDER

Analisis stakeholder adl dokumen penting mengenai informasi ttg stakeholder (bahkan kadang mrpk informasi yg sensitif), misalnya ttg:

- Nama dan organisasi stakeholder
- Peran stakeholder dlm proyek
- Fakta-fakta unik mengenai setiap stakeholder
- Tingkat pengaruh stakeholder pd proyek
- Ketertarikan stakeholder pd proyek
- Saran-saran utk membina hubungan dengan setiap stakeholder

MENGIDENTIFIKASI STAKEHOLDER



MASUKAN MENGIDENTIFIKASI STAKEHOLDER

Project charter : Didalamnya terdapat informasi tentang stakeholder internal maupun eksternal

Dokumen pembelian/pengadaan: termasuk kontrak: didalam kontrak dicantumkan stakeholder utama

The parties in the contract are key project stakeholders

Faktor lingkungan organisasi: budaya, struktur, standard; infrastrukur; dll

Aset proses organisasional:

- Proses-proses organisasional & prosedur
- Knowledge base organisasional perusahaan

CONTOH ANALISIS STAKEHOLDER

| | Nama Stakeholder | | | | |
|------------------|--|--|---|--|--|
| | Ahmed | Susan | Erik | Mark | David |
| Organisasi | Internal Senior Management | Tim Proyek | Tim Proyek | Vendor perangkat keras | Manajer proyek utk proyek internal yg lain |
| Peran dlm proyek | Sponsor proyek dan salah satu pendiri perusahaan | Ahli DNA Sequencing | Programmer senior | Supplier utk bbrp instrument perangkat keras | Saingan dlm hal memperoleh sumber daya dr perusahaan |
| Fakta-fakta unik | Pendiam, banyak kemauan, suka pada detail, fokus pd bisnis, lulusan Stanford (MBA) | Ph.D dlm Biologi, mudah bekerja sama, mpy anak kecil usia balita | Sangat pandai, programmer yg terbaik yg saya tahu, mpy rasa humor yg aneh | Pimpinan pendiri perusahaan, dia tahu bahwa dia bisa kaya jika proyek ini berhasil | Pria yg baik, salah satu yg tertua dlm perusahaan, mpy tiga anak yg sdg kuliah |

CONTOH ANALISIS STAKEHOLDER (LANJ.)

| | Nama Stakeholder | | | | |
|--------------------------------|---|--|---|---|---|
| | Ahmed | Susan | Erik | Mark | David |
| Tingkat ketertarikan pd proyek | Sangat tinggi | Sangat tinggi | Tinggi | Sangat tinggi | Rendah hingga medium |
| Tingkat pengaruh pd proyek | Sangat tinggi; dpt membatalkan proyek | Ahli dlm hal yg sangat penting dlm proyek; sangat berpengaruh pd kesuksesan proyek | Tinggi; sangat sulit mencari penggantinya | Rendah; banyak vendor lain yg bisa dipakai | Rendah hingga medium |
| Saran utk membina hubungan | Sll beri informasi, biarkan dia memimpin pembicaraan, kerjakan sesuai apa katanya dan cepat | Pastikan dia melihat spesifikasinya dan pastikan dia yang memimpin tes; dia bisa mengerjakan tugasnya dari rumah | Buat dia senang shg tetap mau bekerja dlm proyek; pastikan ada banyak makanan Meksiko | Beri cukup waktu utk mengirim perangkat keras | Dia tahu proyeknya adl saingan dari proyek ini, namun saya bisa belajar banyak dari dia |

KELUARAN DARI MENGIDENTIFIKASI STAKEHOLDER

Register stakeholder memuat semua rincian tentang stakeholder yg diidentifikasi

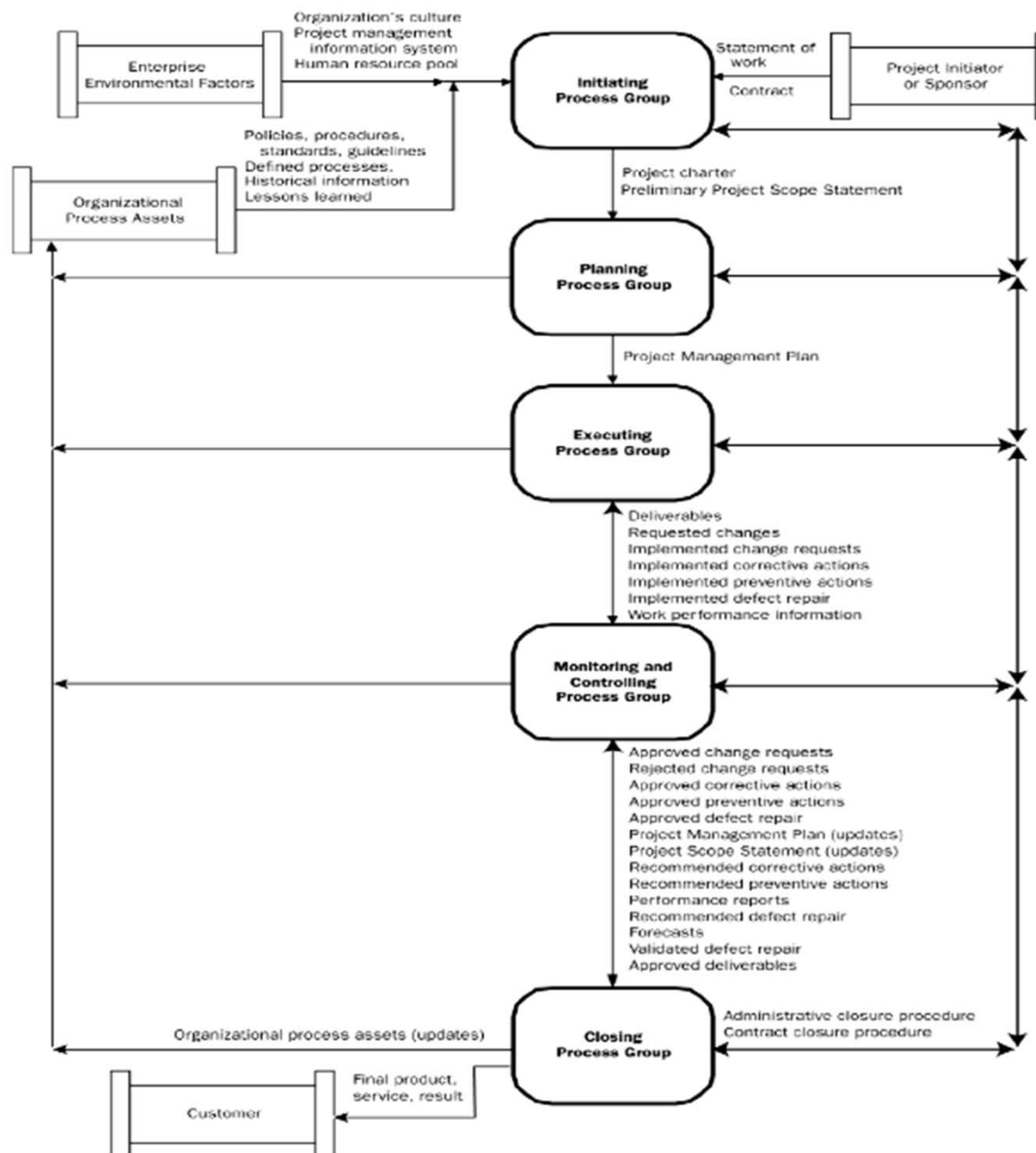
- Informasi Identifikasi: nama, alamat, etc;
- Informasi asesmen: kebutuhan utama, harapan utama, dll
- Klasifikasi stakeholder

Strategi dalam mengelola stakeholder: Mendefinisikan pendekatan yang harus dilakukan guna meningkatkan dukungan, dan meminimalkan dampak negatif stakeholder selama proyek berlangsung



APA SELANJUTNYA?

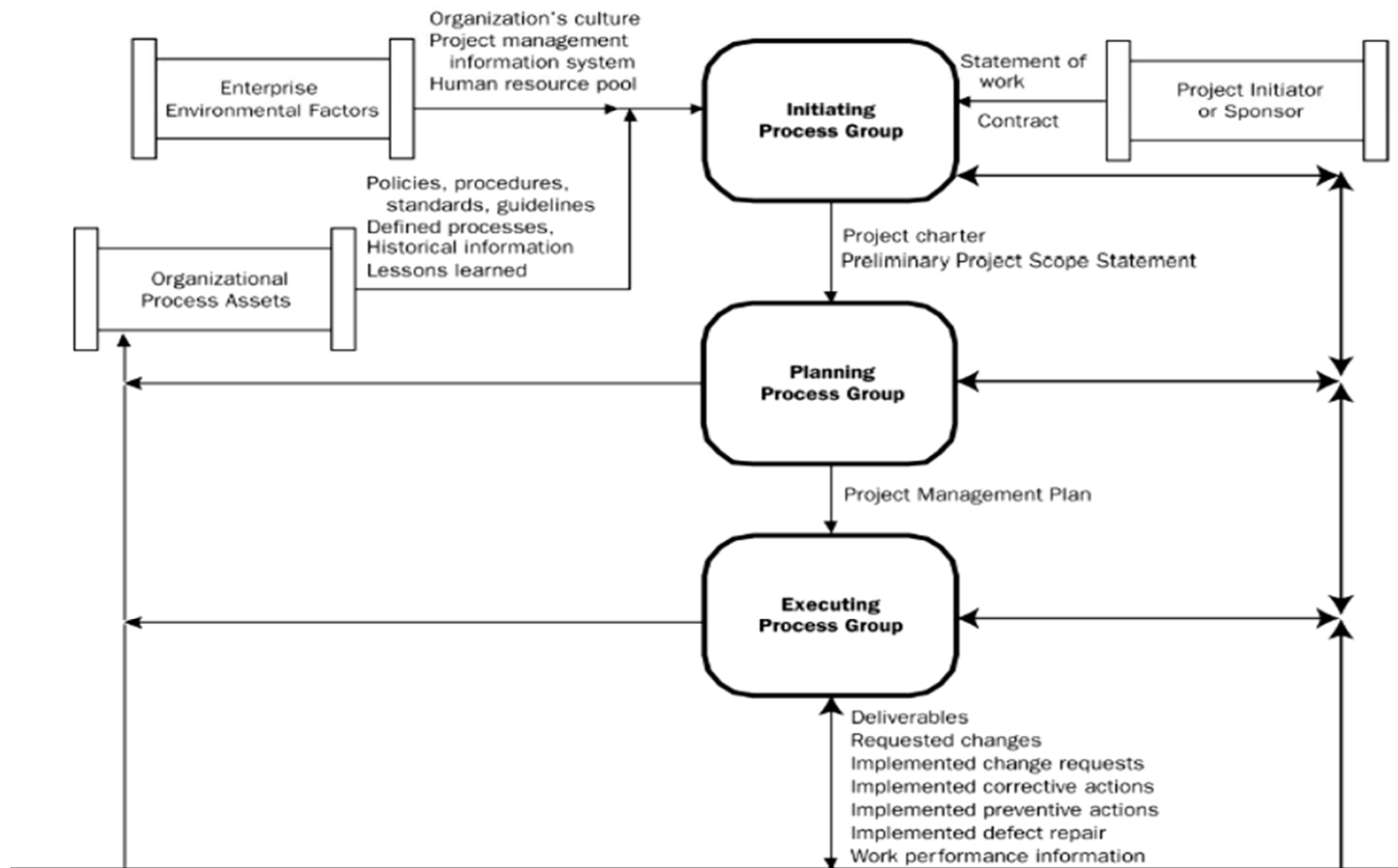
High Level Summary



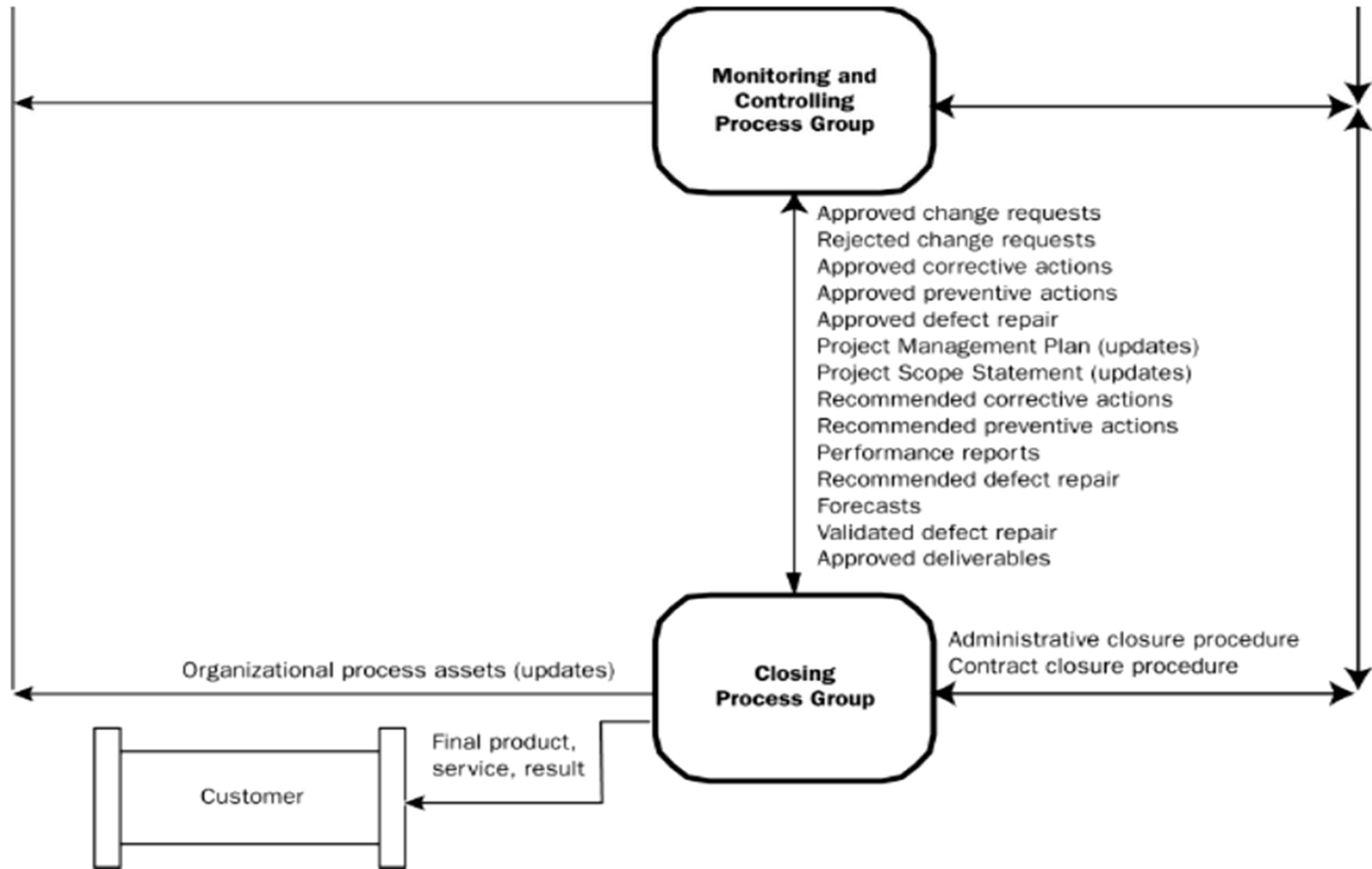
Note: Not all process interactions and data flow among the Process Groups are shown.

Figure 3-4. High Level Summary of Process Groups' Interactions

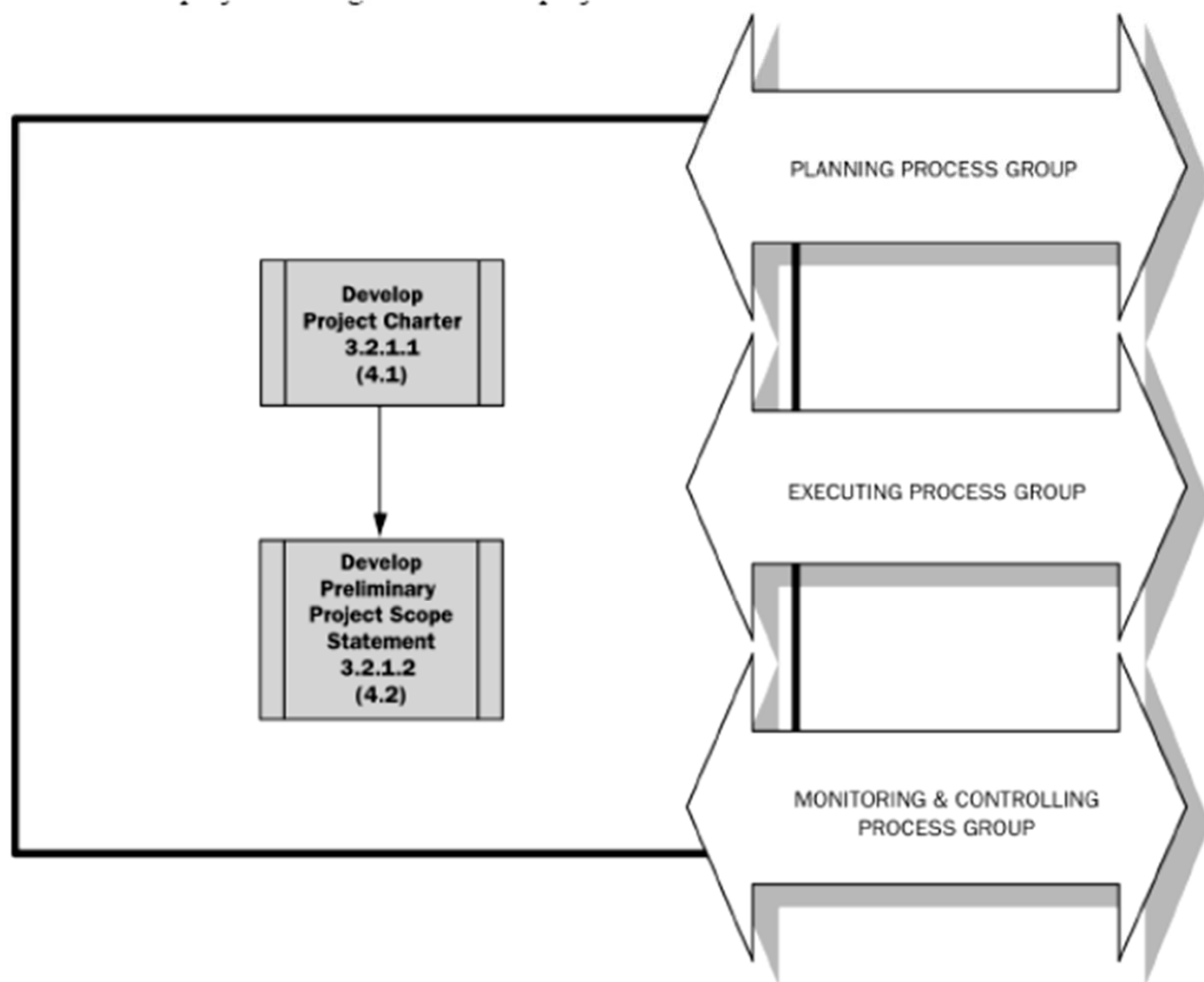
High Level Summary: Part 1



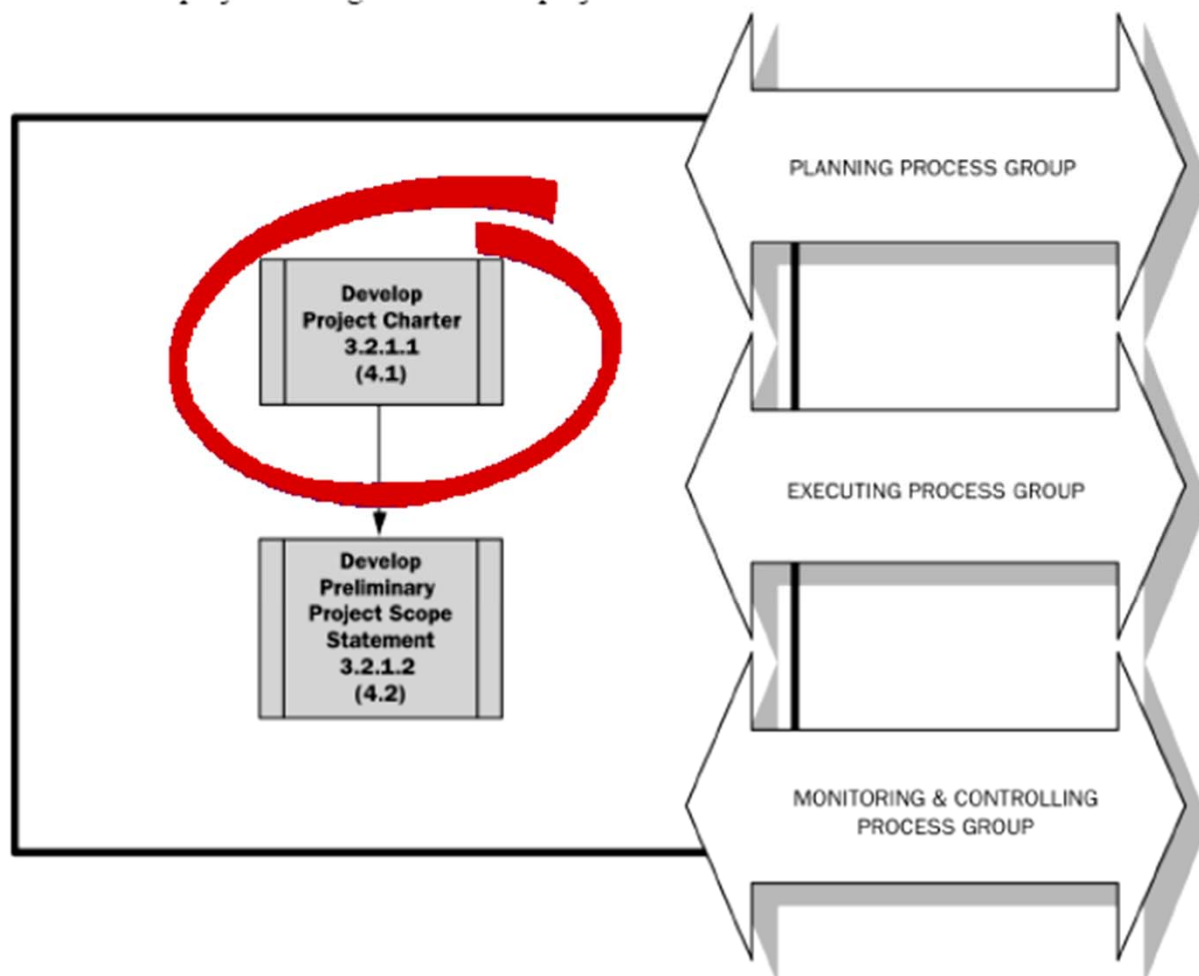
High Level Summary: Part 2



1. 'Initiating Process' Group



1. 'Initiating Process' Group



Develop Project Charter

- This process is primarily concerned with **authorizing the project** or, in a **multiphase project, a project phase**.
- It is the process necessary for **documenting the business needs and the new product, service, or other result** that is intended to satisfy those requirements.

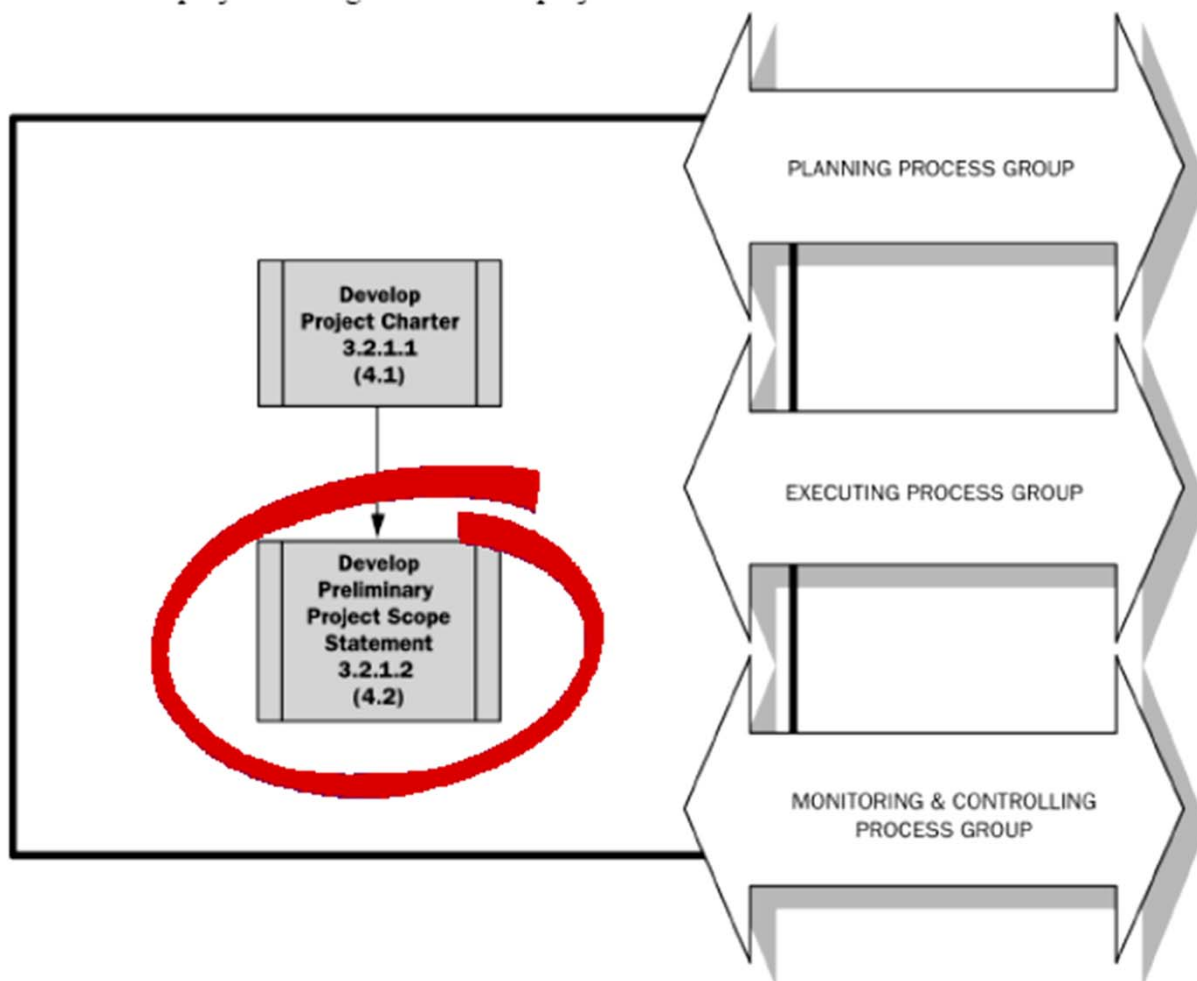
INPUT

1. Contract
2. Project Statement of Work
3. Enterprise Environmental Factor
4. Organizational Process Assets

OUTPUT

1. Project Charter

1. 'Initiating Process' Group



Develop Preliminary Project Scope

- This is the process necessary for **producing a preliminary high-level definition** of the project using the Project Charter with other inputs to the initiating processes.
- This process addresses and documents the **project and deliverable requirements, product requirements, boundaries of the project, methods of acceptance, and highlevel scope control**.
- **In multi-phase projects**, this process validates or refines the **project scope for each phase**.

INPUT

1. Project Charter
2. Project Statement of Work
3. Enterprise Enviromental Factors
4. Organizational Process Assets

OUTPUT

1. Preliminary Project Scope Statement

PRACTICE

Silahkan duduk berkelompok, buatlah stakeholders registers & preeliminary scope statement

Thank You!
Terima kasih!