



Pertemuan 2

Konteks Manajemen Proyek

Outline

- Kerangka kerja manajemen proyek
- Struktur organisasi dalam proyek
- Siklus hidup proyek
- Tahapan proyek
- Peran Manajer Proyek

Frame of Organizations

Structural frame: Focuses on roles and responsibilities, coordination and control. Organizational charts help define this frame.

Human resources frame: Focuses on providing harmony between needs of the organization and needs of people.

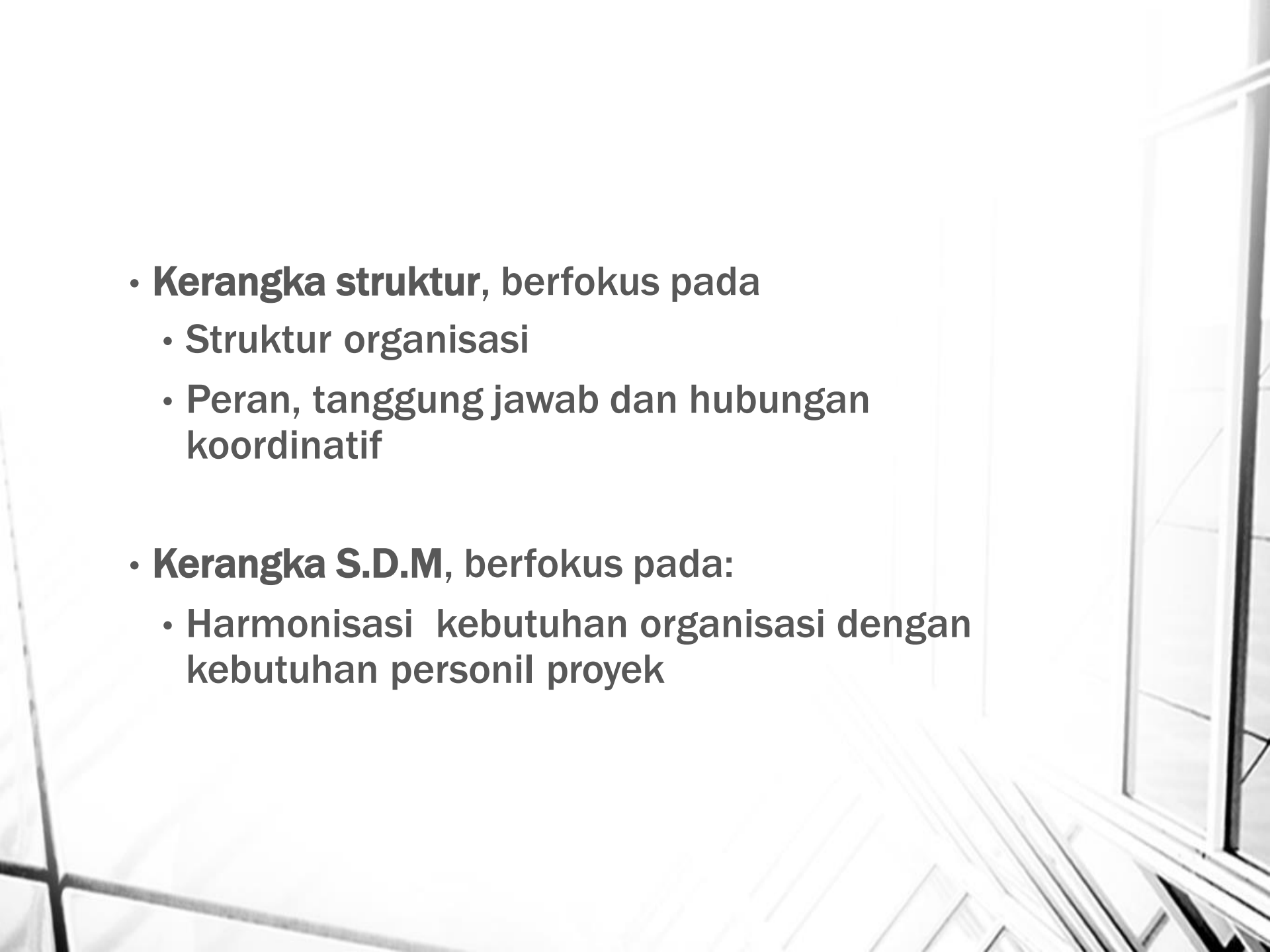
Political frame: Assumes organizations are coalitions composed of varied individuals and interest groups. Conflict and power are key issues.

Symbolic frame: Focuses on symbols and meanings related to events. Culture is important.

PROYEK DAN ORGANISASI

Pengaruh organisasi bagi proyek, ditinjau dengan 4 kerangka :

- Kerangka struktur,
- Kerangka S.D.M,
- Kerangka politik,
- Kerangka simbolik

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- **Kerangka struktur**, berfokus pada
 - Struktur organisasi
 - Peran, tanggung jawab dan hubungan koordinatif
 - **Kerangka S.D.M**, berfokus pada:
 - Harmonisasi kebutuhan organisasi dengan kebutuhan personil proyek

Kerangka politik, organisasional maupun personal

- Persaingan grup / individual dalam hal otoritas atas sumberdaya, otoritas keputusan, dll

Kerangka simbolik, berfokus pada simbol dan arti

- Arti setiap peristiwa (misal, hadirnya CEO pada peresmian mulainya proyek)
- Persamaan Budaya, Daerah, Agama



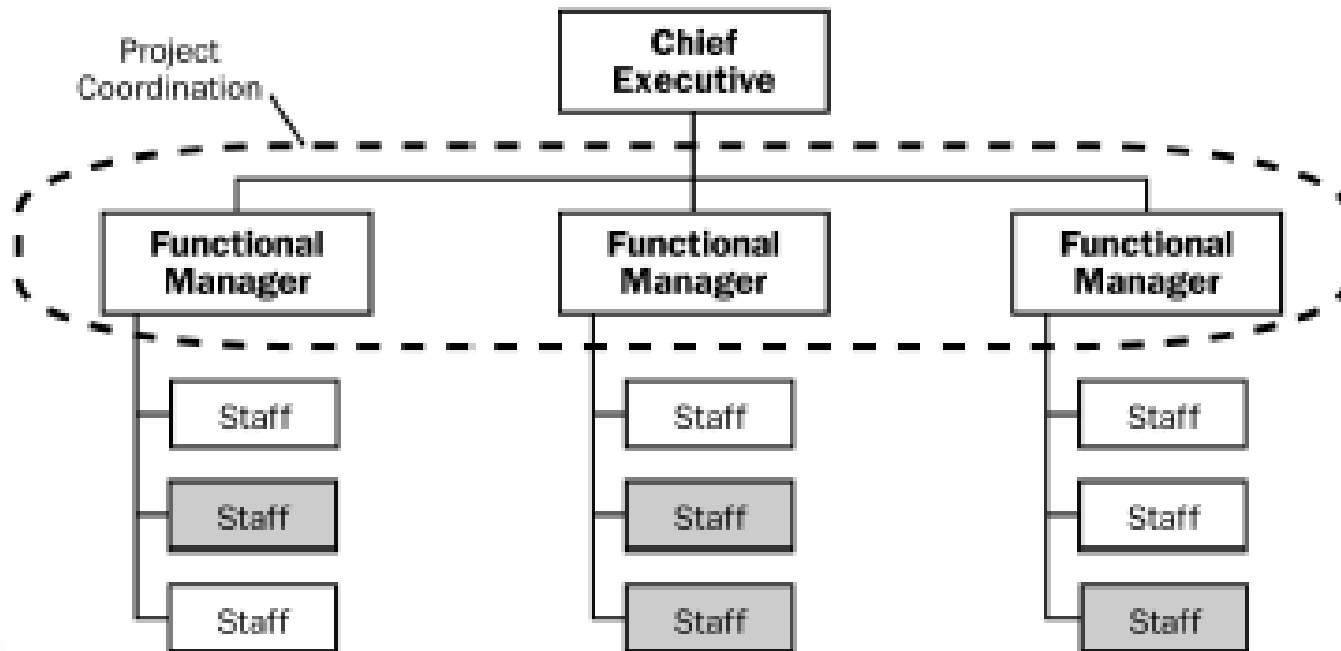
	Structural Frame	Human Resource Frame	Political Frame	Symbolic Frame
Metaphor for organization	Factory or machine	Family	Jungle	Carnival, temple, theater
Central concepts	Rules, roles, goals, policies, technology, environment	Needs, skills, Relationships	Power, conflict, competition, organizational politics	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
Image of leadership	Social architecture	Empowerment	Advocacy	Inspiration
Basic leadership challenge	Align structure to task, technology, environment	Align organization and human needs	Develop agenda and power base	Create meaning

Struktur Dasar Organisasi

- Organisasi Fungsional
- Organisasi *Projectized*
- Organisasi Matriks

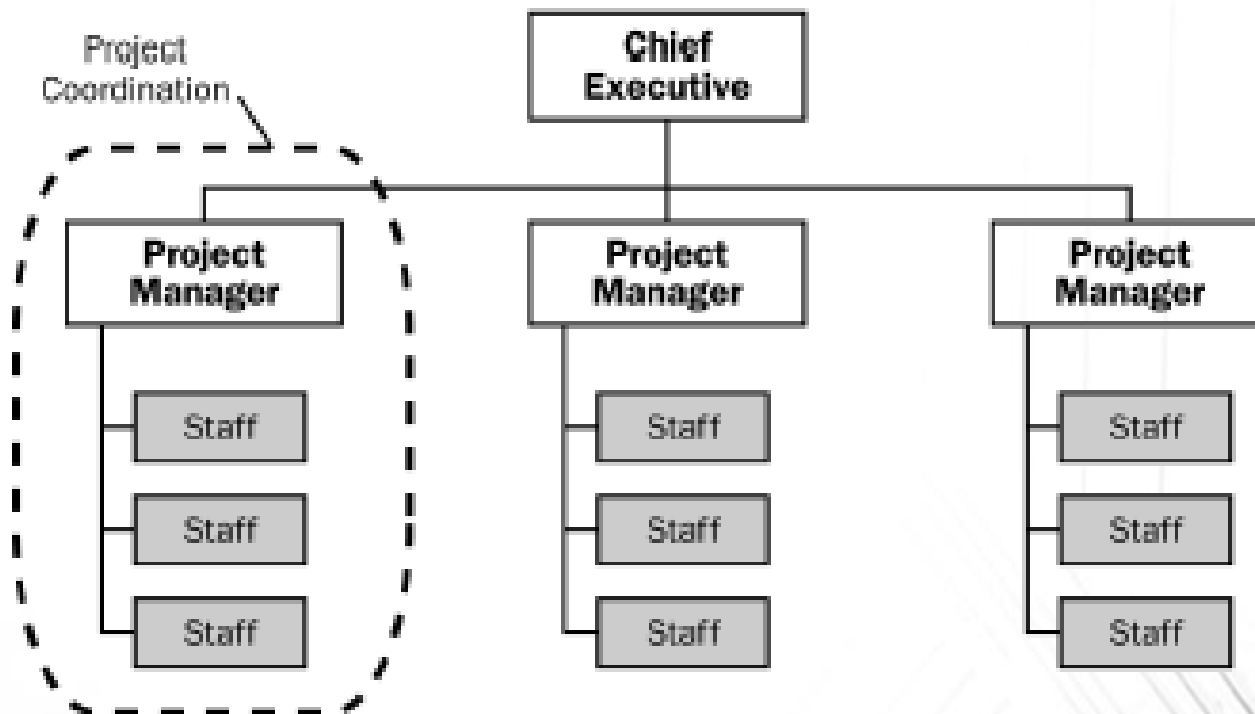
Organisasi Fungsional

- anggota staf di kelompokkan berdasarkan spesialisasi atau fungsinya



Organisasi *Projectized*

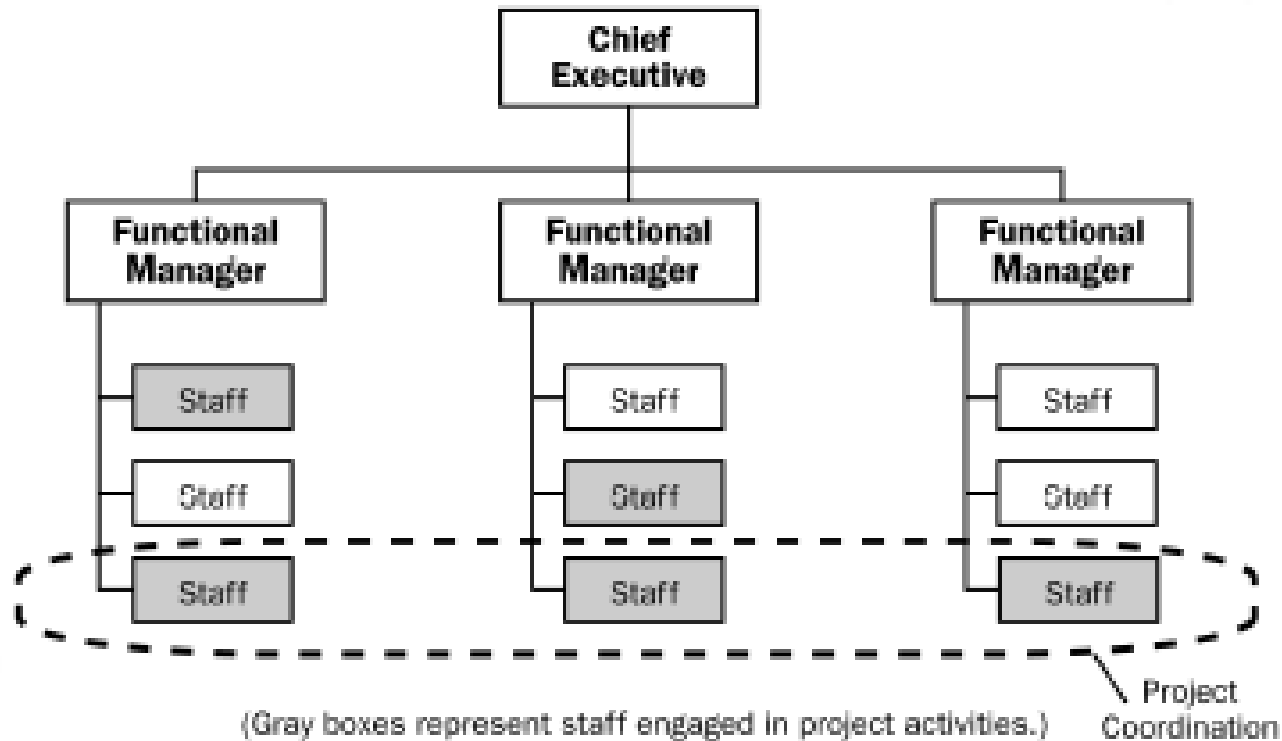
- Staf disusun berdasarkan adanya sebuah proyek



Organisasi Matriks

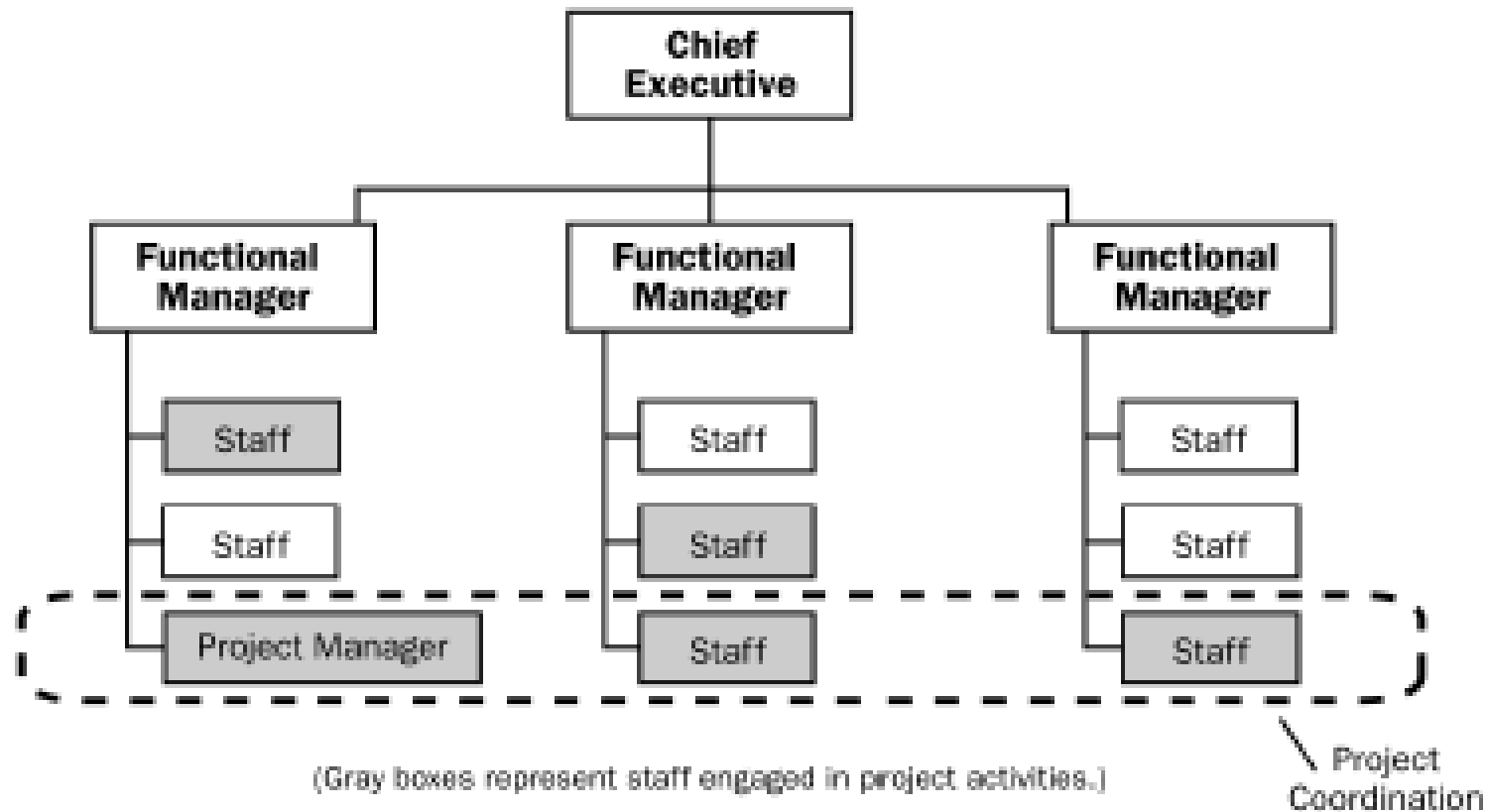
- ***Weak matrix***, mengelola beberapa dari karakteristik organisasi fungsional dan peran PM sebagai koordinator atau yang membelanjakan untuk proyek
- ***Balanced matrix***, mengenal tentang kebutuhan PM, tetapi tidak ada wewenang penuh di seluruh proyek dan pembiayaan proyek
- ***Strong matrix***, memiliki beberapa karakteristik dari organisasi projectized dan PM punya waktu tak terbatas dengan banyak wewenang dan staf administrasi proyek yang full-time

Organisasi *Weak Matrix*



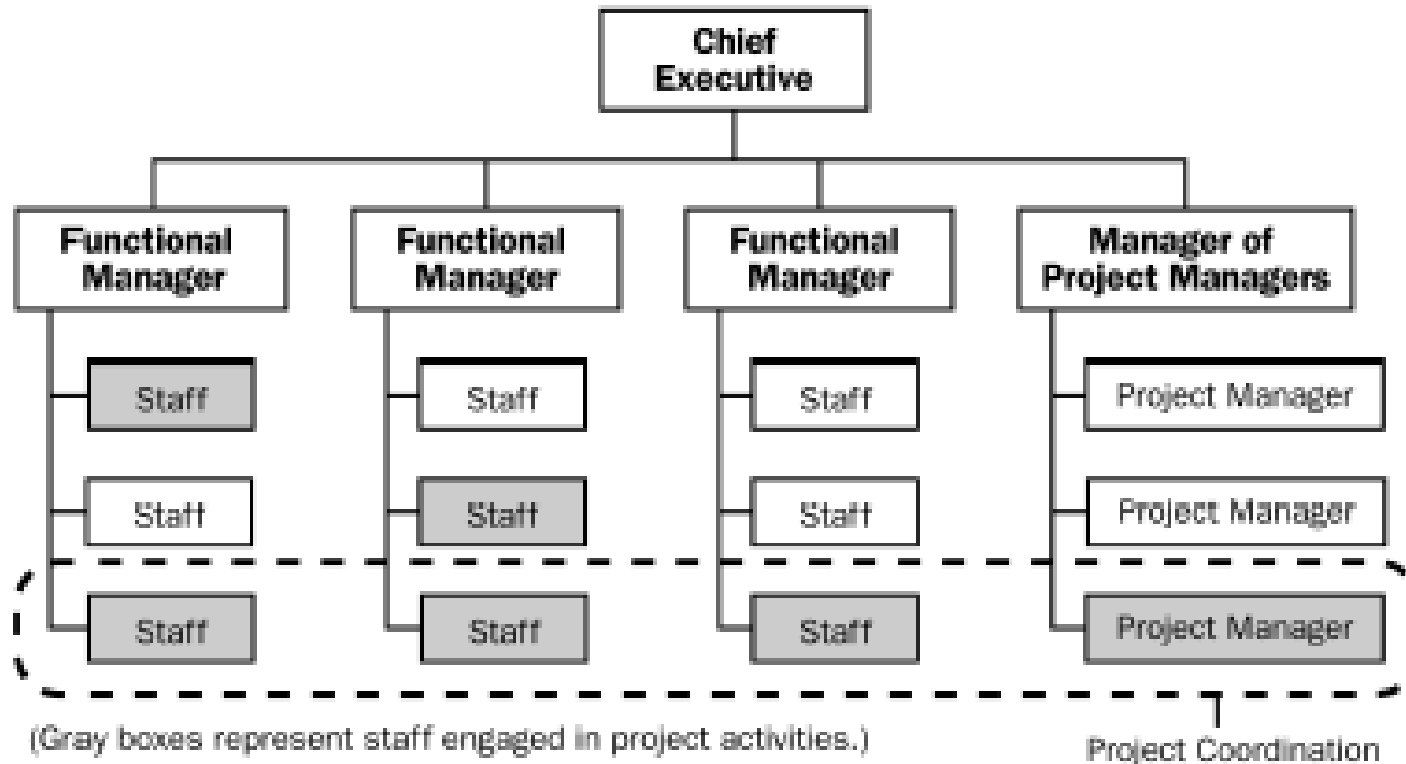
(Kotak yang terarsir menunjukkan staf yang terlibat dalam proyek)

Organisasi *Balanced Matrix*



(Kotak yang terarsir menunjukkan staf yang terlibat dalam proyek)

Organisasi *Strong Matrix*



(Kotak yang terarsir menunjukkan staf yang terlibat dalam proyek)

Struktur Organisasi mempengaruhi proyek

<div> <div>Tipe Organisasi</div> <div>Karakteristik Proyek</div> </div>	Fungsional	Matrik			Projectized
		Weak matrix	Balance Matrix	Strong Matrix	
Wewenang Manajer Proyek	Kecil atau Tidak ada	Terbatas	Sedikit s/d Moderat	Moderat s/d Besar	Besar s/d Hampir total
Persentase personel yang ditunjuk organisasi untuk berkerja dalam proyek secara full-time	Senyatanya tidak ada	0-25%	15-60%	50-95%	85-100%
Peran Manajer Proyek	Paruh waktu	Paruh waktu	Full-time	Full-time	Full-time
Nama yang sesuai dengan Peran Manajer Proyek	Koordinator Proyek/Project Leader	Koordinator Proyek/Project Leader	Manajer Proyek/Project officer	Manajer Proyek/Manajer Program	Manajer Proyek/Manajer Program
Staff Administrasi Manajemen Proyek	Paruh waktu	Paruh waktu	Paruh waktu	Full-time	Full-time

Diskusi

- Sebutkan struktur organisasi yang diterapkan pada kasus-kasus berikut
 - Fungsional
 - Matriks
 - *Projectized*

Case 1

- We're looking for someone who can work with our development manager to deliver our products on time. We have a good programming team; they just need a little encouragement to meet their deadlines. You'll be expected to keep really good status meeting notes. If you run into any trouble with the team, just kick it back to the Development Manager, and she'll address the problem
- Fungsional

Case 2

- We need someone who can manage the whole effort, start to finish. You'll need to work with the client to establish goals, choose the team, estimate time and cost, manage and track all of your decisions, and make sure you keep everybody in the loop on what's going on. We expect the project to last six months
- Projectized

Case 3

- We have a project coming up that's needed by our customer service team. The project is a real technical challenge for us, so we've assembled a team of top-notch programmers to come up with a good solution. We need a project manager to work with the programming manager on this one. You would be responsible for the schedule, the budget, and managing the deliverables. The programming manager would have the personnel responsibilities
- Matriks

Case 4

- Most of the work you'll be doing is contract work. You'll put together three different teams of software engineers, and you'll need to make sure that they build everything our customer needs. And don't forget: you've got to stay within budget, and it's got to be done on time! It's a big job, and it's your neck on the line if things go wrong. Can you handle that?
- Projectized

Organizational Culture

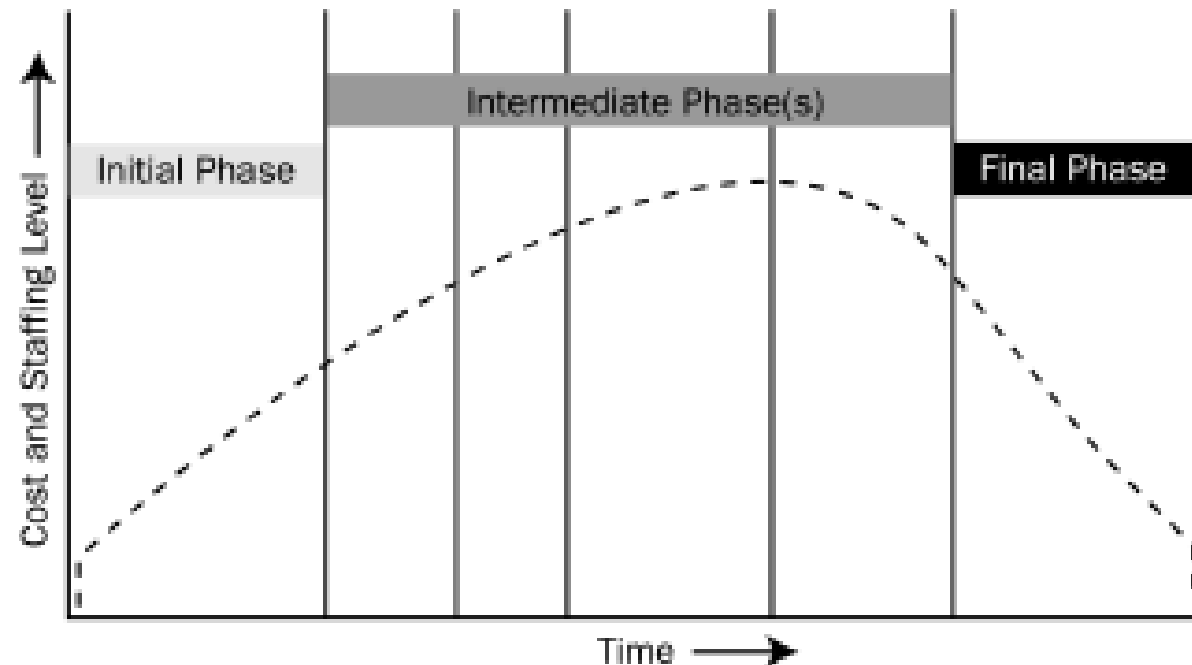
- **Organizational culture** is a set of shared assumptions, values, and behaviors that characterize the functioning of an organization
- Many experts believe the underlying causes of many companies' problems are not the structure or staff, but the culture

Project Management Officer (PMO)

- Dalam struktur organisasi (fungsional, matrik, projectized), PMO seharusnya berada diantara tingkat proyek manajer dan tingkat chief executive, atau kata lain “manajer dari manajer proyek”
- Fungsi PMO di organisasi berkisar tentang pemberian pertimbangan yang berpengaruh, pembatasan untuk rekomendasi kebijakan dan prosedur yang spesifik pada proyek tertentu, dan pemformalan wewenang manajer proyek tertentu

Siklus Hidup Proyek (Project Life Cycle)

- Siklus hidup proyek didefinisikan sebagai tahapan yang hubungan dari awal sampai akhir proyek
- Perolehan dari setiap tahap di *review* kelengkapan dan kebenarannya serta mendapatkan persetujuan sebelum memulai pekerjaan tahap berikutnya

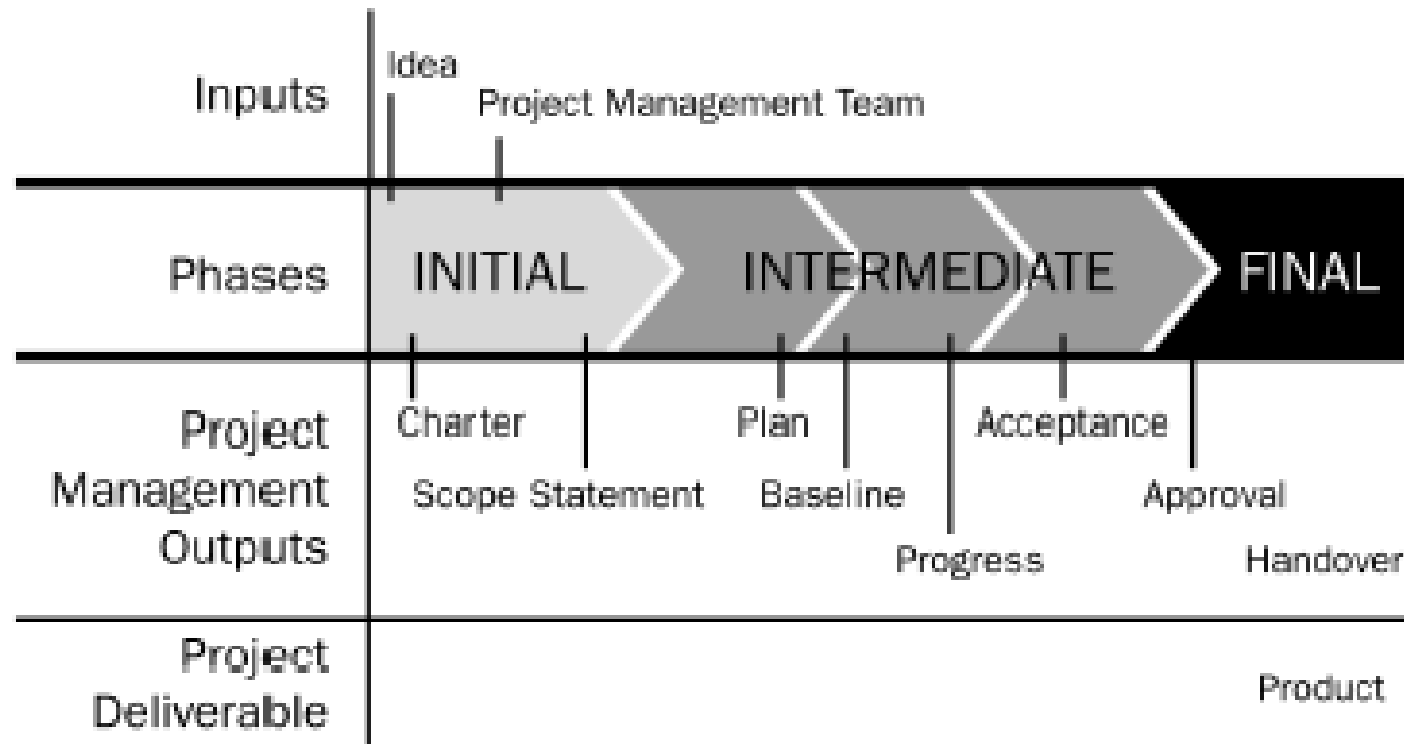


Ten Characteristics of Organizational Culture

- Member identity*
- Group emphasis*
- People focus
- Unit integration*
- Control
- Risk tolerance*
- Reward criteria*
- Conflict tolerance*
- Means-ends orientation
- Open-systems focus*

***Project work is most successful in an organizational culture where these items are strong/high and other items are balanced.**

Urutan Tahapan dalam Siklus Hidup Proyek



Teknik dan sarana manajemen proyek

- Teknik dan sarana manajemen proyek membantu manajer proyek dan timnya dalam berbagai aspek manajemen proyek
- Beberapa contoh yang spesifik seperti
 - Project Charter dan template WBS (scope)
 - Gantt chart, network diagram, critical path analysis, PERT (time)
 - Cost estimates dan earned value management/analisis performance proyek (cost)