

MANAJEMEN PROYEK
(NF025103)

Initiating Process Group of Project Management

Week 04
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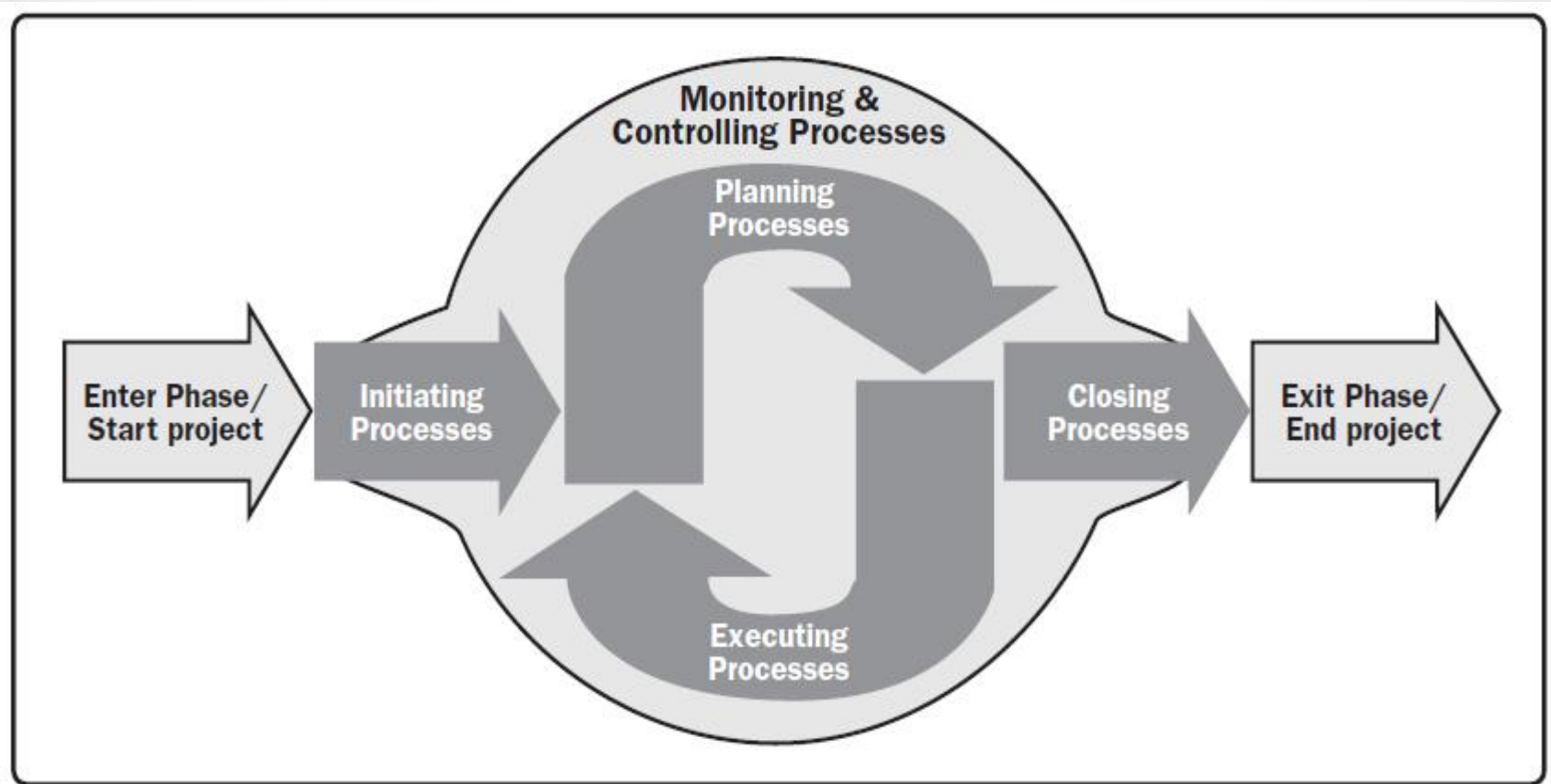
SEKOLAH TINGGI TEKNOLOGI
TERPADU NURUL FIKRI

School of Open Source Technology

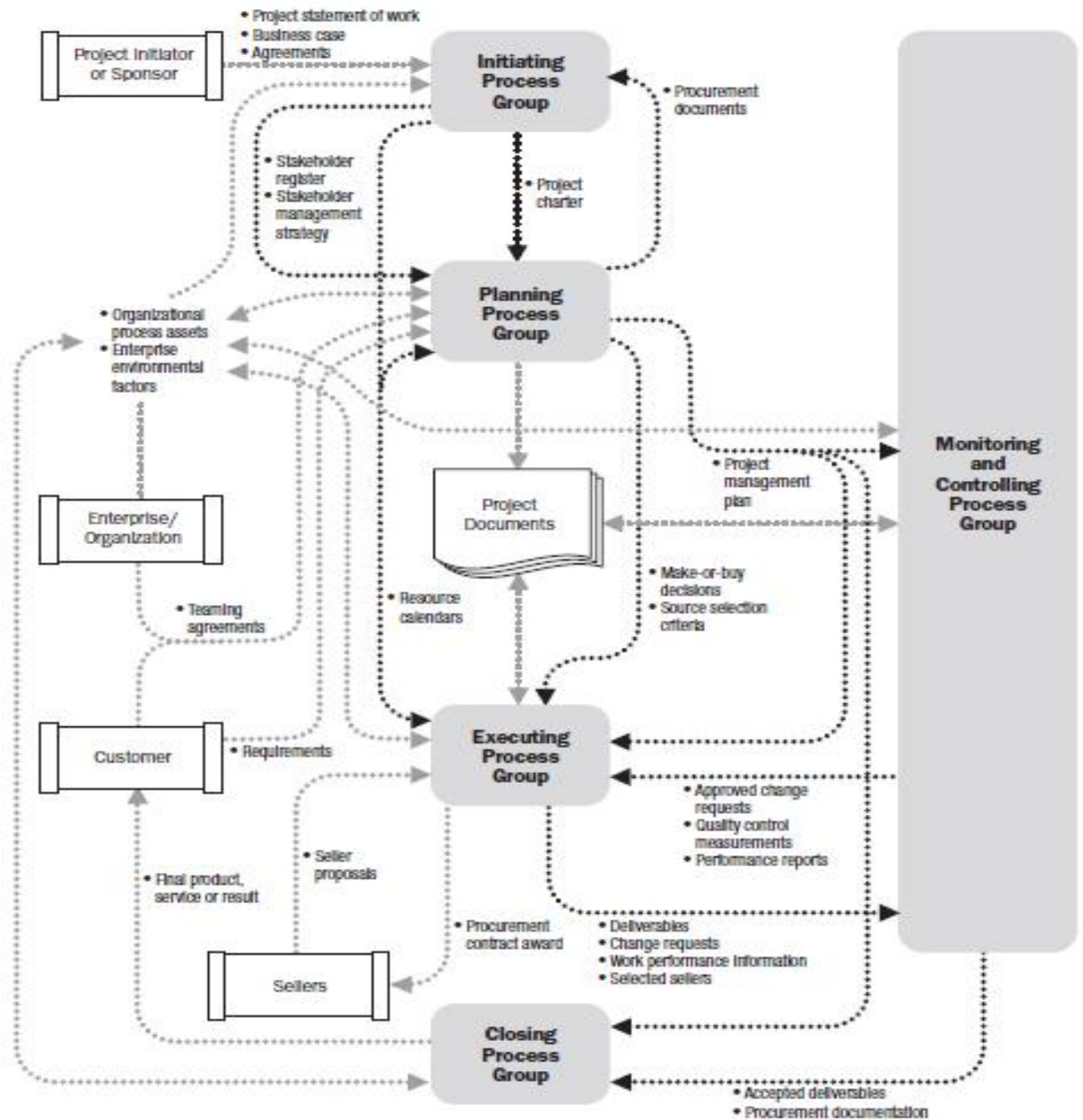
AGENDA PERKULIAHAN

- **Overview Process Group Initiating**
- **Overview Project Integration Management**
- **Overview Project Stakeholder Management**
- **Detail Proses – Proses Manajemen Proyek pada tahapan Inisiasi Proyek**

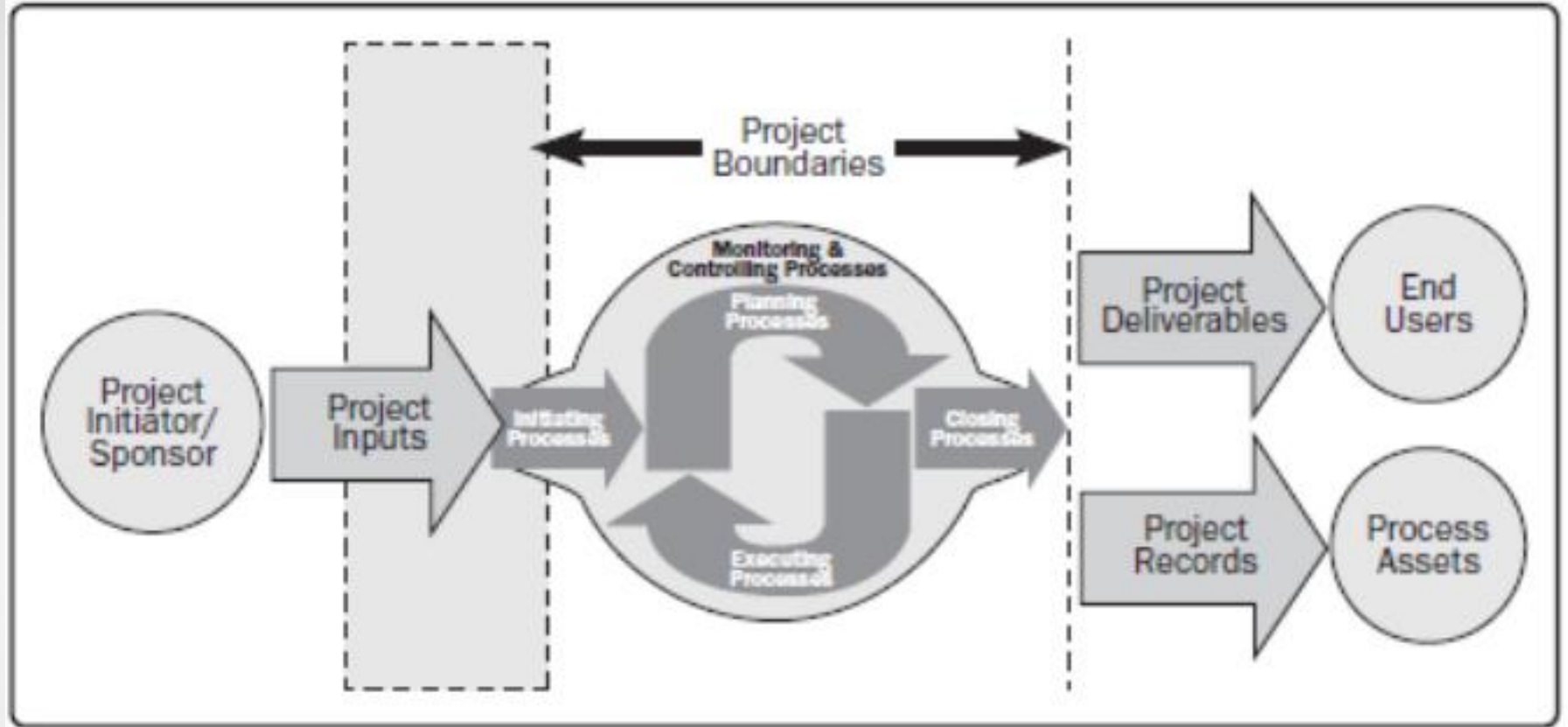
Interaksi Proses Manajemen Proyek



Project Management Process Groups



Initiating Process Group



Consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

PROJECT INTEGRATION MANAGEMENT OVERVIEW



PROJECT STAKEHOLDERS MANAGEMENT OVERVIEW



Project Integration Management Overview

4.1 Develop Project Charter

- .1 Inputs
 - .1 Project statement of work
 - .2 Business case
 - .3 Agreements
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Facilitation techniques
- .3 Outputs
 - .1 Project charter

INITIATING

4.2 Develop Project Management Plan

- .1 Inputs
 - .1 Project charter
 - .2 Outputs from other processes
 - .3 Enterprise environmental factors
 - .4 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Facilitation techniques
- .3 Outputs
 - .1 Project management plan

PLANNING

4.3 Direct and Manage Project Work

- .1 Inputs
 - .1 Project management plan
 - .2 Approved change requests
 - .3 Enterprise environmental factors
 - .4 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Project management information system
 - .3 Meetings
- .3 Outputs
 - .1 Deliverables
 - .2 Work performance data
 - .3 Change requests
 - .4 Project management plan updates
 - .5 Project documents updates

EXECUTING

4.4 Monitor and Control Project Work

- .1 Inputs
 - .1 Project management plan
 - .2 Schedule forecasts
 - .3 Cost forecasts
 - .4 Validated changes
 - .5 Work performance information
 - .6 Enterprise environmental factors
 - .7 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Analytical techniques
 - .3 Project management information system
 - .4 Meetings
- .3 Outputs
 - .1 Change requests
 - .2 Work performance reports
 - .3 Project management plan updates
 - .4 Project documents updates

MONITOR & CONTROLLING

4.5 Perform Integrated Change Control

- .1 Inputs
 - .1 Project management plan
 - .2 Work performance reports
 - .3 Change requests
 - .4 Enterprise environmental factors
 - .5 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Meetings
 - .3 Change control tools
- .3 Outputs
 - .1 Approved change requests
 - .2 Change log
 - .3 Project management plan updates
 - .4 Project documents updates

4.6 Close Project or Phase

- .1 Inputs
 - .1 Project management plan
 - .2 Accepted deliverables
 - .3 Organizational process assets
- .2 Tools & Techniques
 - .1 Expert judgment
 - .2 Analytical techniques
 - .3 Meetings
- .3 Outputs
 - .1 Final product, service, or result transition
 - .2 Organizational process assets updates

CLOSING

INITIATING PROCESS GROUP



INITIATING

Develop Project
Charter

Integration Mgt



Identify
Stakeholder

Stakeholder Mgt

KEY OUTPUTS

□ PROJECT CHARTER

□ STAKEHOLDER
REGISTER

DEVELOP PROJECT CHARTER

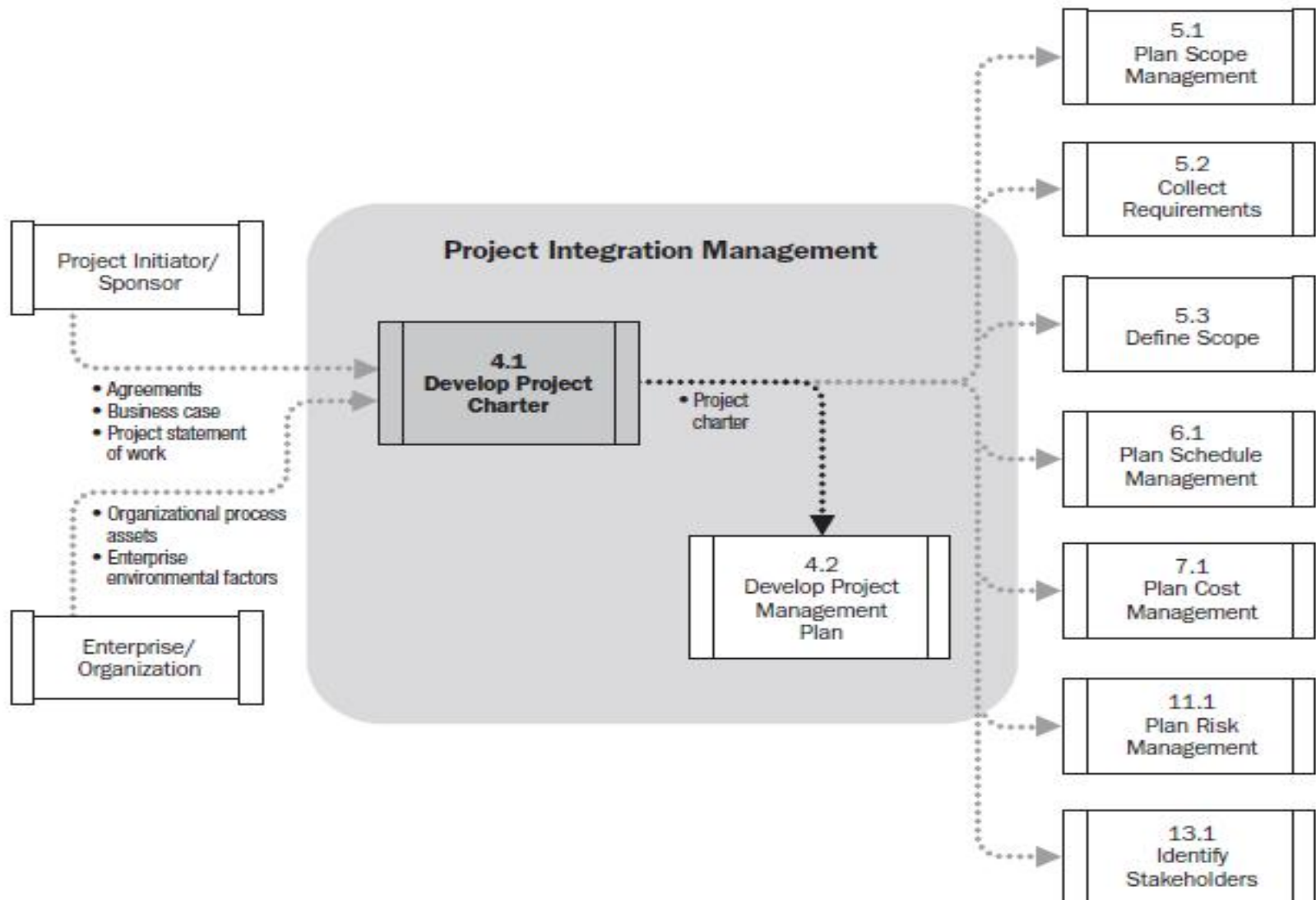
KEY BENEFITS

Well-defined Project Start & Boundaries

Formal record of the project

Direct commitment from senior management

DEVELOP PROJECT CHARTER



DEVELOP PROJECT CHARTER

INPUTS

- Project Statement of Work
- Business Case
- Agreements
- Enterprise Environmental Factors
- Organizational Process Assets

TOOLS & TECHNIQUES

- Expert Judgements
- Facilitation Techniques

OUTPUTS

- **Project Charter**

Develop Project Charter - Input

- **Project Statement of Work**
 - Deskripsi secara naratif tentang produk / layanan / hasil yang menjadi tujuan dari adanya sebuah proyek.
- **Isi dari SOW mengacu kepada:**
 - **Business Need**
 - **Product Scope Description**
 - **Strategic Plan**

Develop Project Charter - Input

- **Business Case**

- Berisikan informasi yang dibutuhkan dari aspek bisnis untuk menentukan apakah proyek yang akan dikerjakan bernilai atau tidak dari investasi yang dibutuhkan.
- Digunakan untuk mengambil keputusan terhadap keberlangsungan proyek oleh manajemen.
- Business Case dibuat dikarenakan adanya beberapa faktor sebagai berikut:
 - Market Demand
 - Organizational Need
 - Customer Request
 - Technological Advance
 - Legal Requirements
 - Ecological / Environmental Impacts
 - Social Need

Develop Project Charter - Input

- **Agreements**
 - Dapat berupa MoU, SLA, LoA, Lol, Verbal agreements, email, wirtten agreements
- **Enterprise Environmental Factors (EEF)**
 - Standard dari Pemerintah, Standard Industri, Regulasi
 - Kondisi market
 - Budaya dan Struktur Organisasi
- **Organizational Process Assets (OPA)**
 - Standar proses organisasi, kebijakan dan prosedur
 - Templates
 - Historical Informations & Lesson learned

Develop Project Charter – Tools & Techniques

- **Expert Judgments**

- Digunakan untuk melakukan analisis atau pengujian untuk membuat Project Charter.
- Semua grup/individu yang memiliki spesialisasi tertentu.
- Contoh: Konsultan, Stakeholder, Professional, SME, PMO, dll.

- **Facilitation Techniques**

- Penerapannya luas pada proses manajemen proyek
- Contoh: Brainstorming, Conflict resolution, problem solving, management meetings.

Develop Project Charter - Output

- **PROJECT CHARTER**

- Pengesahan formal sebuah proyek oleh Sponsor
 - Memberikan kuasa kepada Project Manager untuk mengelola proyek
- Mendokumentasikan:
 - Kebutuhan bisnis
 - Asumsi
 - Constraints / Kendala
 - High level requirements
 - Produk / Service yang akan di hasilkan dari proyek

INITIATING

Develop Project
Charter

Integration Mgt



Identify
Stakeholder

Stakeholder Mgt

KEY OUTPUTS

□ PROJECT CHARTER

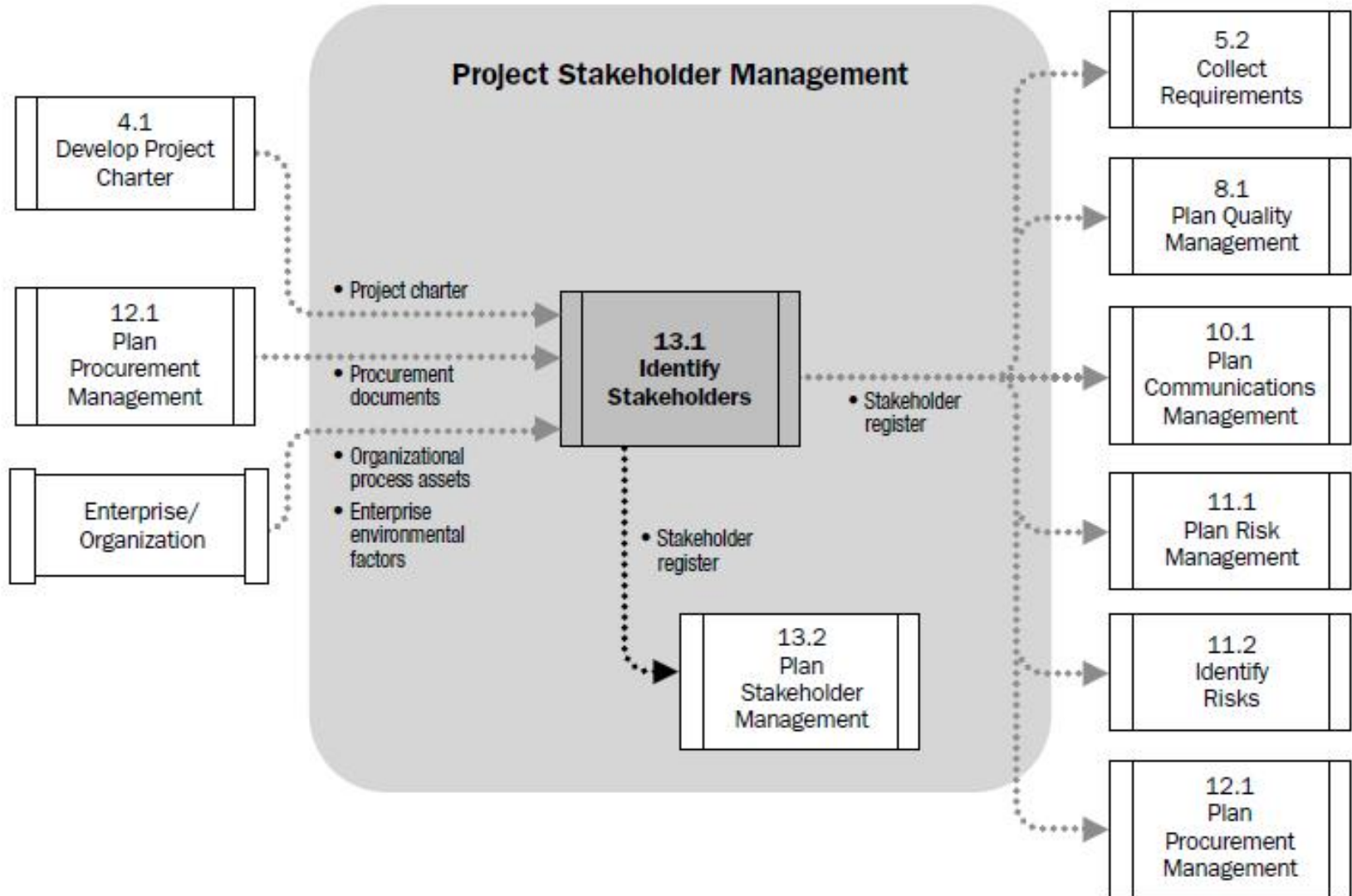
□ STAKEHOLDER
REGISTER

IDENTIFY STAKEHOLDERS

KEY BENEFITS

Identify the appropriate focus of each Stakeholder or Group of Stakeholders

IDENTIFY STAKEHOLDERS



IDENTIFY STAKEHOLDERS

INPUTS

- Project Charter
- Procurement Documents
- Environmental Factors
- Organizational Process Assets

TOOLS & TECHNIQUES

- Stakeholder Analysis
- Expert Judgements
- Meetings

OUTPUTS

- Stakeholder Register

Identify Stakeholders - Input

✓ **Project Charter**

- Output dari proses Develop Project Charter

✓ **Procurements Documents**

✓ **Enterprise Environmental Factors (EEF)**

- Organizational culture and structure;
- Governmental or industry standards (e.g., regulations, product standards); and
- Global, regional or local trends, and practices or habits.

✓ **Organizational Process Assets (OPA)**

Identify Stakeholders – Tools & Techniques

1. Expert Judgments

- ☐ Inputs from the experts
- ☐ E.g. Senior Managemenets, SME, Consultants, dll

2. Meetings

- ☐ Profile Analysis Meetings


3. Stakeholder Analysis

- Kepentingan siapa saja dari stakeholder yang ada yang harus diperhitungkan dalam proyek.
- Identifikasi kepentingan, harapan dan pengaruh stakeholder terhadap proyek

Stakeholder Analysis– Tools & Techniques

HOW TO DO IT???

Identify all potential project stakeholders and relevant information (e.g. roles, dept, interests, knowledge, influence levels)



Analyze the potential impact or support from each stakeholder and create a strategy to approach



Assess how key stakeholders are likely to react or respond in various situations

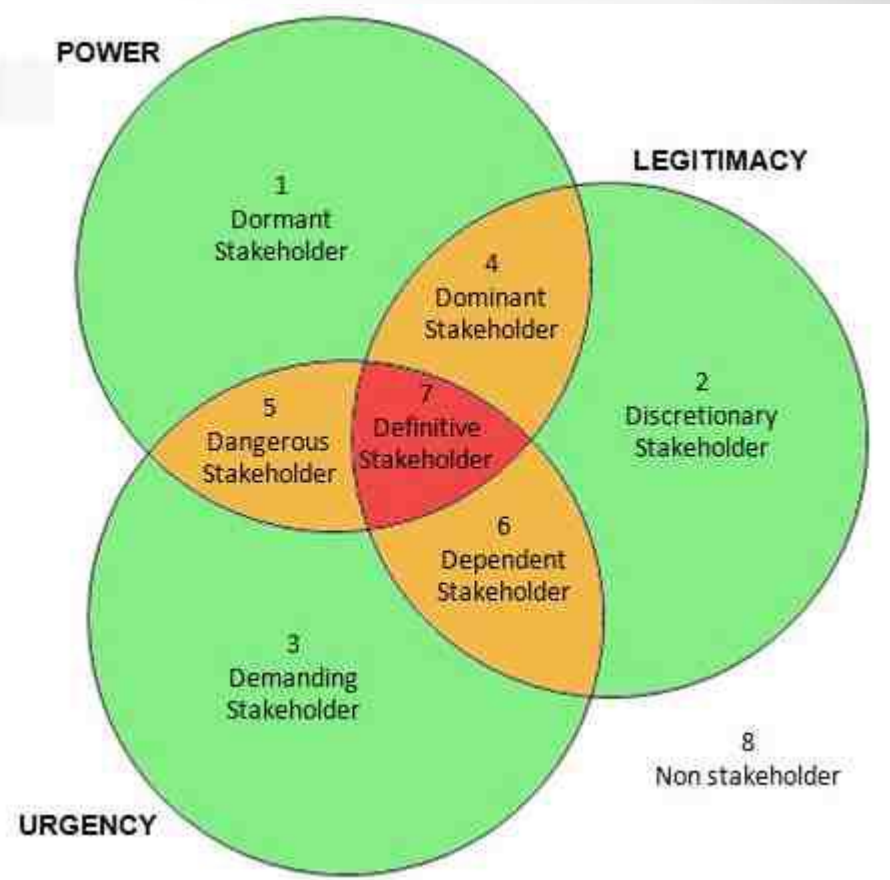
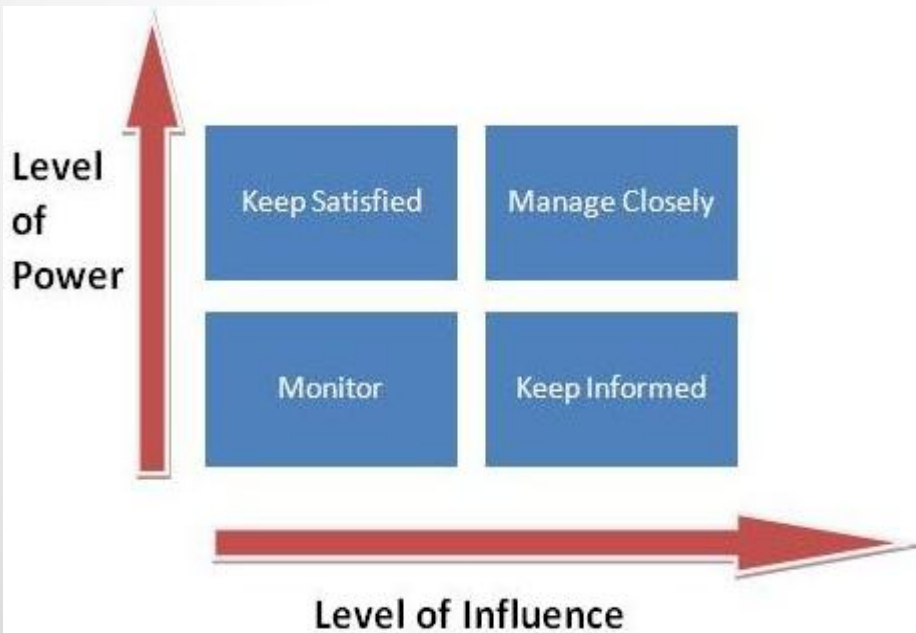
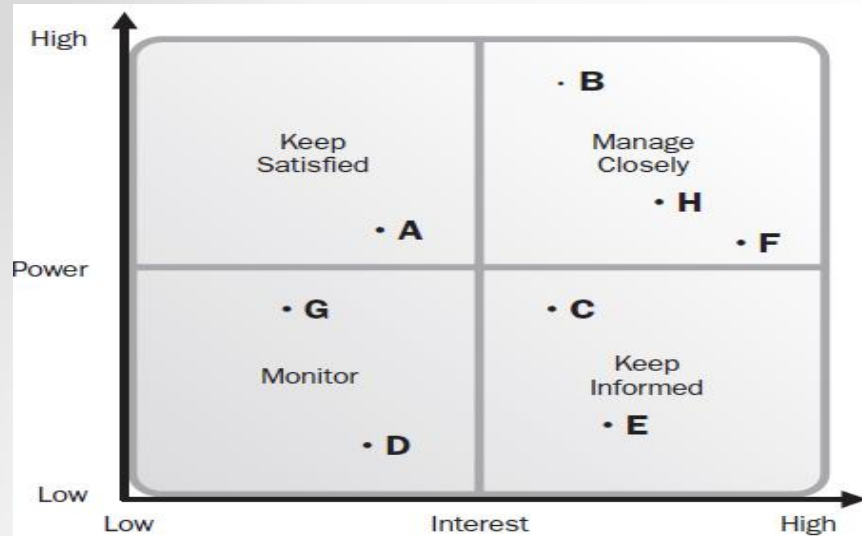
MODEL KLASIFIKASI STAKEHOLDERS

POWER / INTEREST GRID

POWER/ INFLUENCE GRID

INFLUENCE / IMPACT GRID

SALIENCE MODEL



Identify Stakeholders - Output

- **Stakeholder Register**

- Semua informasi yang berkaitan dengan stakeholder yang telah teridentifikasi, meliputi:
 - Informasi Identifikasi (Nama, Posisi, Lokasi, peranan di proyek, informasi kontak)
 - Informasi hasil penilaian (Ekspektasi, ketertarikan pada proyek, tingkat keterlibatan)
 - Klasifikasi Stakeholder

The stakeholder register should be consulted and updated on a regular basis, as stakeholders may change.

DAFTAR PUSTAKA

- Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th Edition. 2013.

Next Week

- Membahas Process Group Planning – Project Management Plan (Integration, Scope, and Time Management)

TERIMA KASIH

