

Organisasi dan Manajemen

IF3141
Sistem Informasi

Semester II 2024/25
Teknik Informatika ITB

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ORGANISASI

Sebuah **entitas** yang:

- Memiliki **tujuan**
 - Dirancang untuk mencapai suatu hasil (tujuan bersama)
- Ter**struktur**
 - Tugas dan tanggungjawab dibagi-bagi

[Daft 1993]

Concept from the behavioral viewpoint of management
(alternative to systems viewpoint)

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ORGANISASI

- Sebuah organisasi:
 - Melibatkan interaksi dan usaha dari sejumlah orang (*people*)
 - Berupaya mencapai tujuan (*objectives*)
 - Berkommunikasi dan berkoordinasi melalui *Struktur*
 - Diarahkan dan dikendalikan lewat *Manajemen*

[Mullins 1996]

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Tipe Organisasi

Profit Organizations   	Government Organizations 
<p>Definition / Definisi: Entities that operate to generate profit for their owners</p> <p>Key Features :</p> <ul style="list-style-type: none"> • Revenue generation through sales of goods/services. • Focus on maximizing shareholder value. • Use of information systems for market analysis, sales tracking, and customer relationship management. 	<p>Definition / Definisi: Entities that operate at local, state, or federal levels to provide public services.</p> <p>Key Features / Ciri-Ciri Utama:</p> <ul style="list-style-type: none"> • Funded by taxpayer money. • Focus on public welfare and policy implementation. • Use of information systems for public administration, service delivery, and data management.
Non-Profit Organizations  	Cooperatives 
<p>Definition / Definisi: Organizations that operate for a charitable, educational, or social purpose rather than for profit.</p> <p>Key Features :</p> <ul style="list-style-type: none"> • Funded through donations, grants, and fundraising activities. • Focus on mission-driven goals rather than profit. • Use of information systems for donor management, program evaluation, and outreach. 	<p>Definition / Definisi: Member-owned organizations that operate for the mutual benefit of their members.</p> <p>Key Features / Ciri-Ciri Utama:</p> <ul style="list-style-type: none"> • Members have a vote in decision-making. • Profits are distributed among members or reinvested. • Use of information systems for member management, financial tracking, and resource allocation.

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Tipe Organisasi



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DIMENSI DESAIN ORGANISASI



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DIMENSI DESAIN ORGANISASI

- STRUCTURE: labels to describe the internal characteristics of an organization
 - Formalizations:
 - The amount of written documentation in the organization
 - Documentations: Procedures, Job Descriptions, Regulations, and policy manual
 - Specialization
 - The degree to which organizational tasks are subdivided into separate jobs
 - If specialization is extensive, each employee performs only a narrow range of tasks.
 - Hierarchy of Authority:
 - Describes who reports to whom and the span of control for each manager

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DIMENSI DESAIN ORGANISASI (2)

- Centralization
 - The hierarchical level that has authority to make a decision
 - When decision making is kept at the top level, the organization is centralized
- Professionalism
 - The level of formal education and training of employees
- Personnel ratios
 - Refer to the deployment of people to various functions and departments
 - Measured by dividing the number of employees in a classification (administrative, clerical, professional staff, etc) by the total number of organizational employees

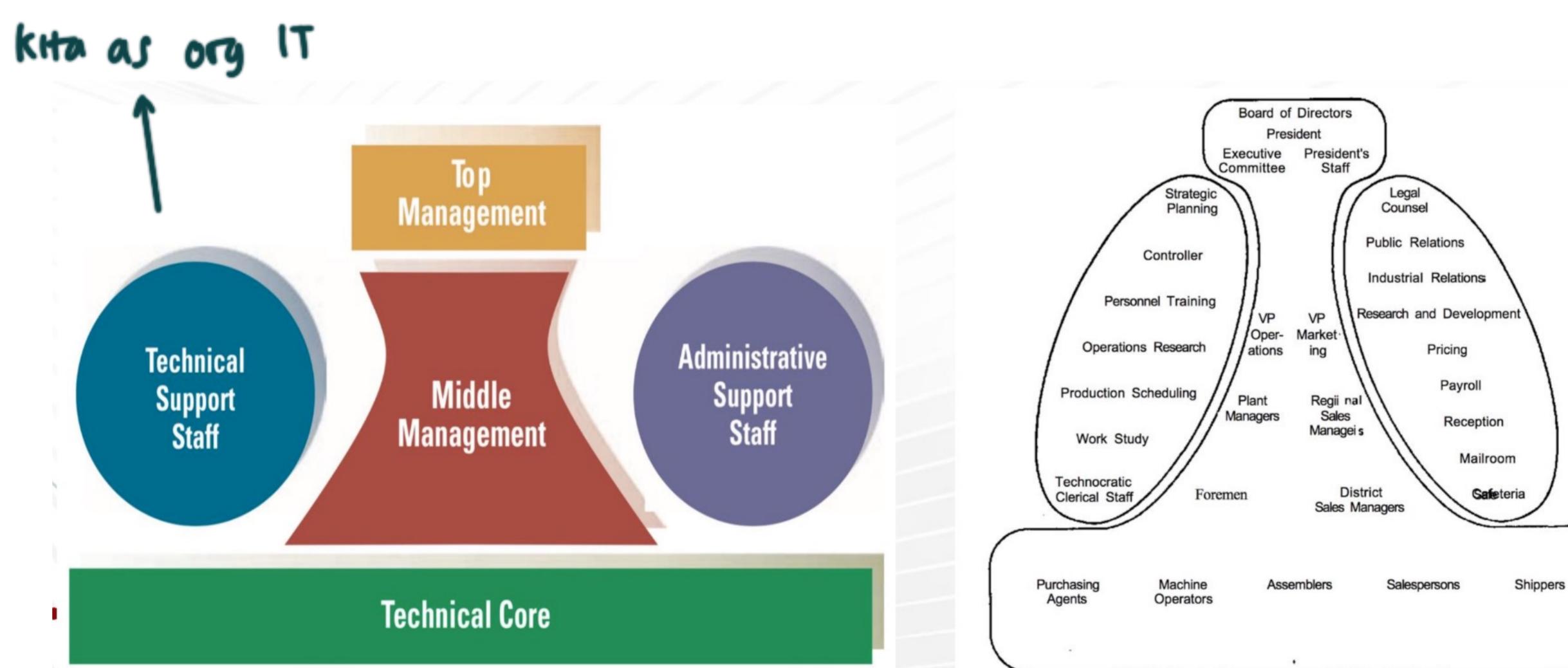
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DIMENSI DESAIN ORGANISASI

- CONTEXTUAL: the organizational setting that influences and shapes the structural dimensions
 - Size
 - The number of a company as a whole or for specific components such as a division
 - Organizational Technology
 - It concerns how organization actually produces the products/ services for customers
 - The environment:
 - All elements outside the boundary of the organization: such as industry, government, customers, suppliers, financial community
 - Goals and strategy
 - Define the purpose and competitive techniques that set it apart from other organizations
 - Culture
 - The underlying set of key values, beliefs, understandings, and norms shared by employees

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Basic Parts of Organization



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BAGIAN DASAR ORGANISASI

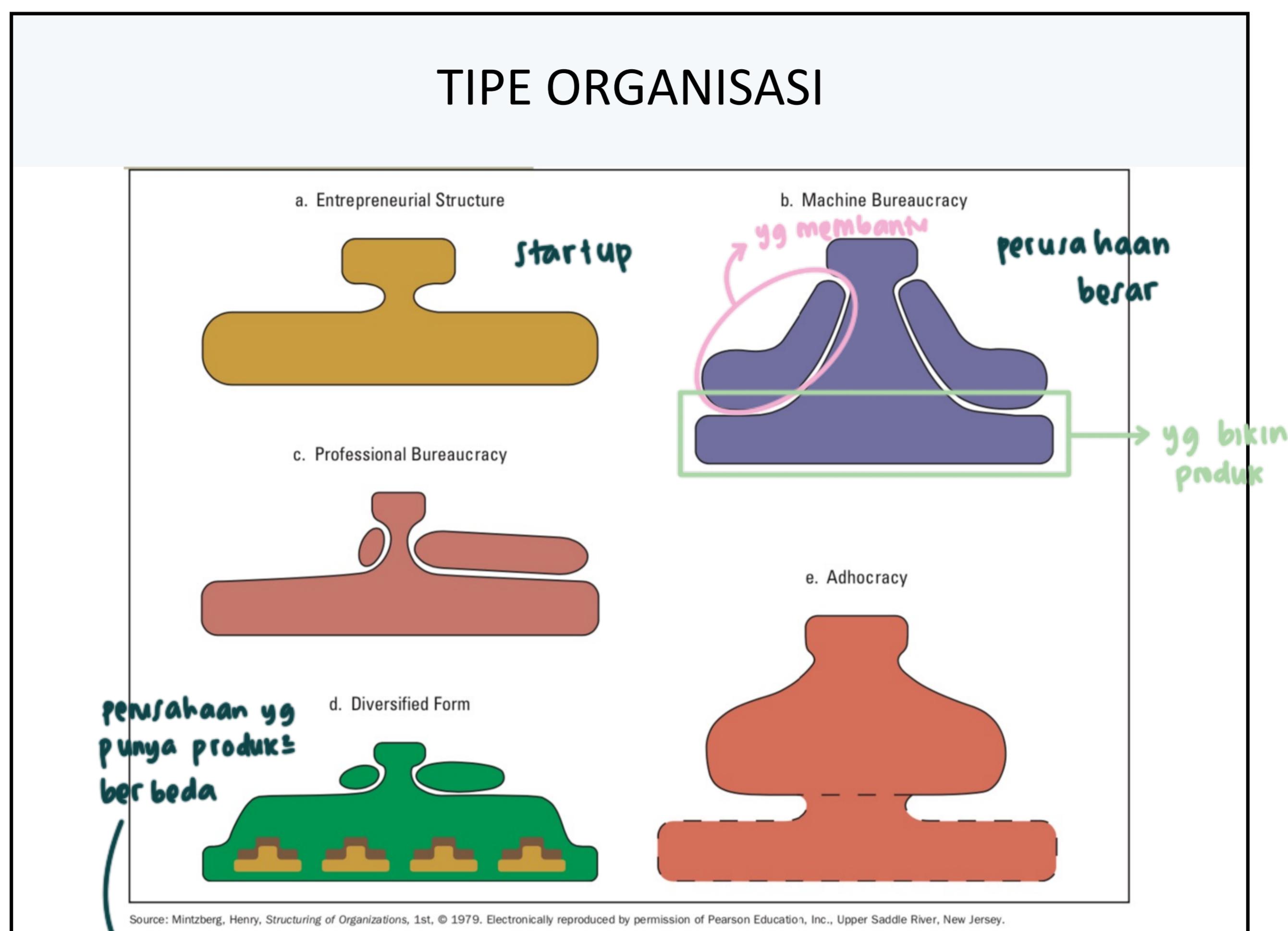
- Technical Core
 - who do the basic work of the organization, actually produces the product and service outputs of the organization
 - Production department in a manufacturing firm,
 - Teachers and classes in a university
 - Medical activities in a hospital
- Technical Support
 - helps the organization adapt to the environment by creating innovations in the technical core, helping the organization change and adapt
 - Engineers
 - Researchers,
 - Information technology professionals

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BAGIAN DASAR ORGANISASI

- Administrative Support
 - who are responsible for the smooth operation and upkeep of the organization, including its physical and human elements
 - Human resource activities, maintenance activities
- Management
 - responsible for directing and coordinating other parts of the organization
 - Top management provides direction, planning, strategy, goals, and policies for the entire organization or major divisions.
 - Middle management is responsible for implementation and coordination at the departmental level.

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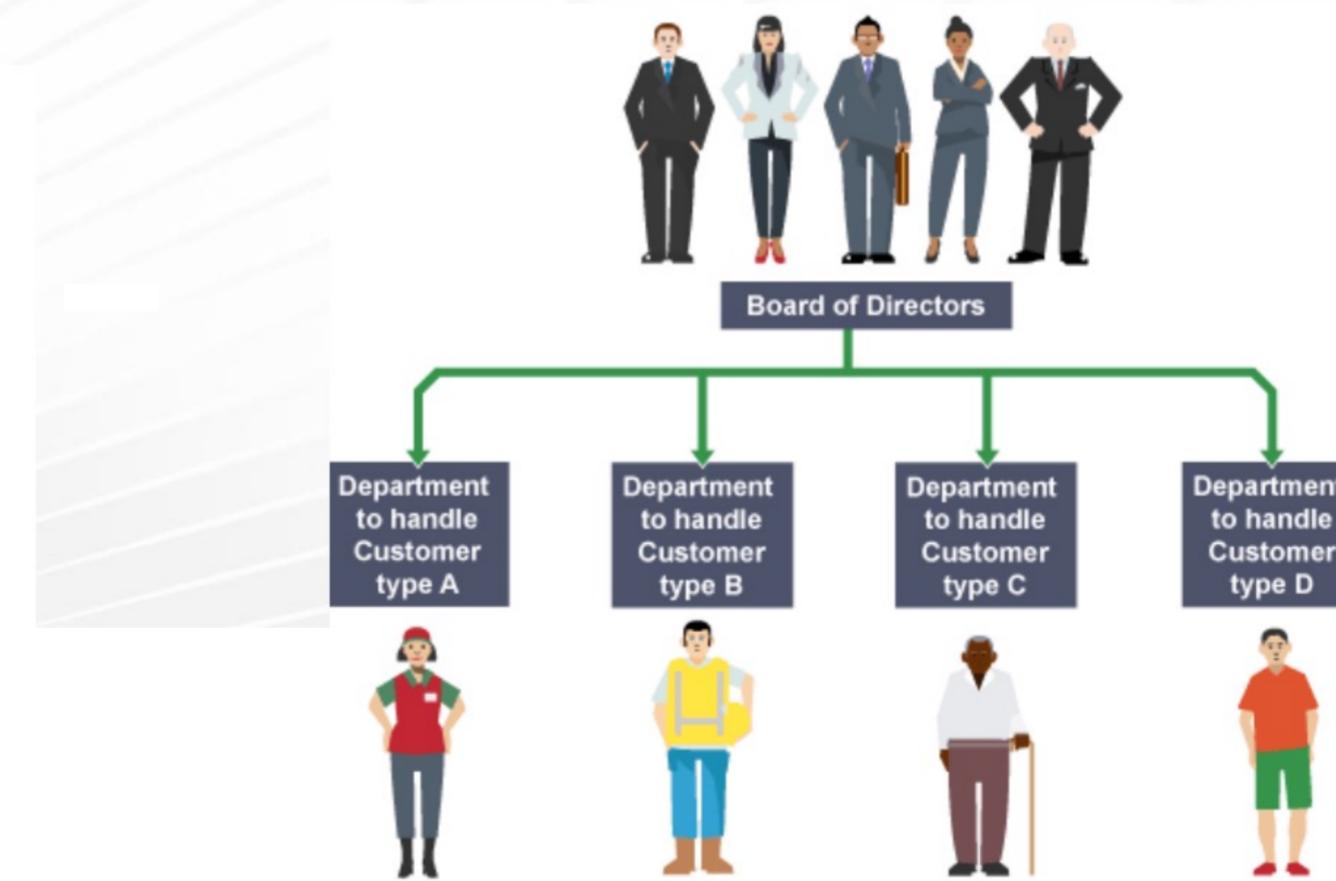
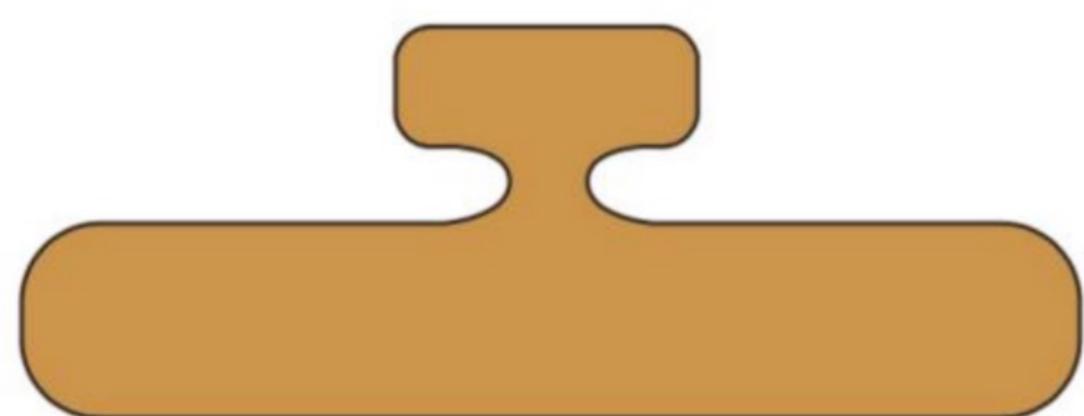
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maspion
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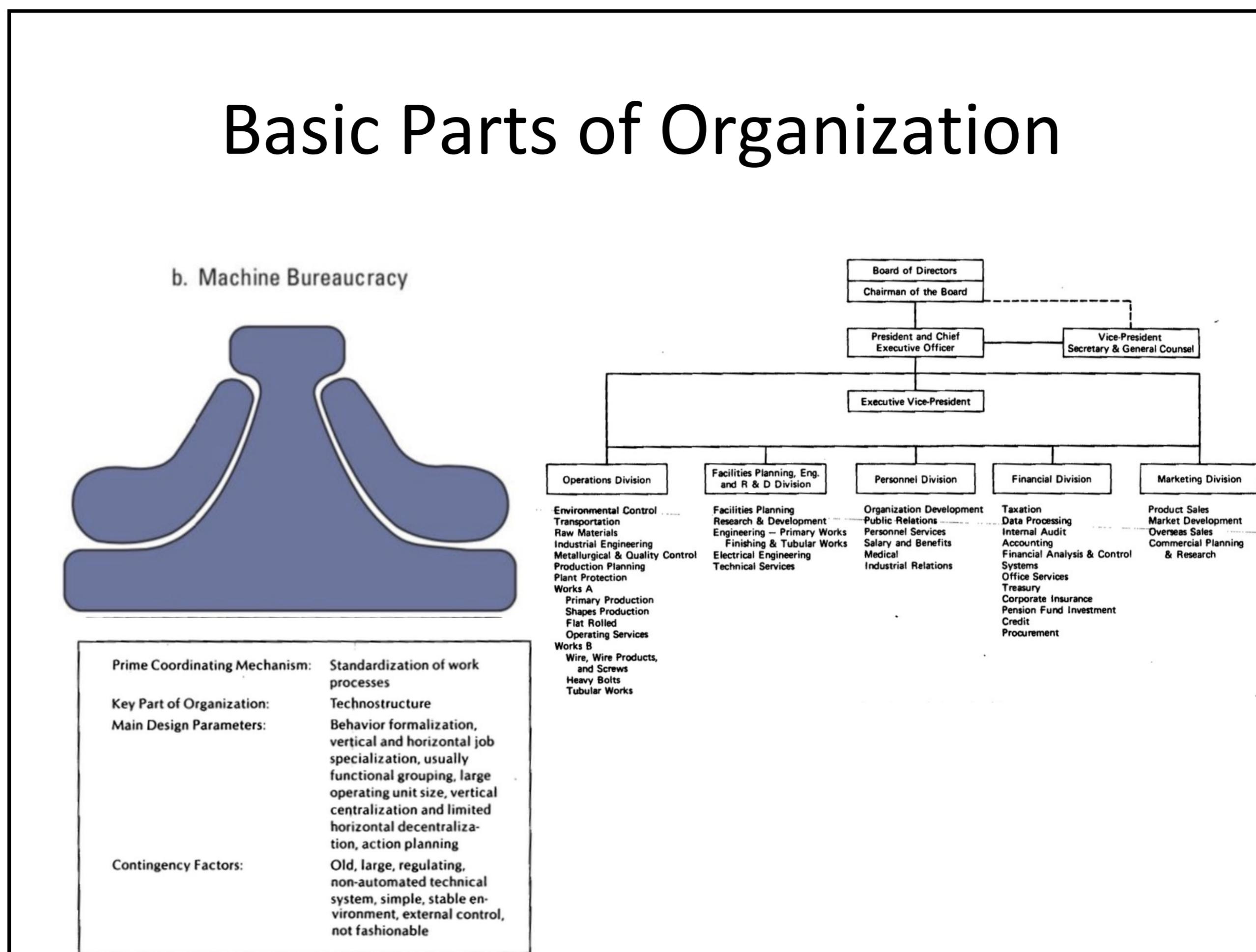
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Basic Parts of Organization

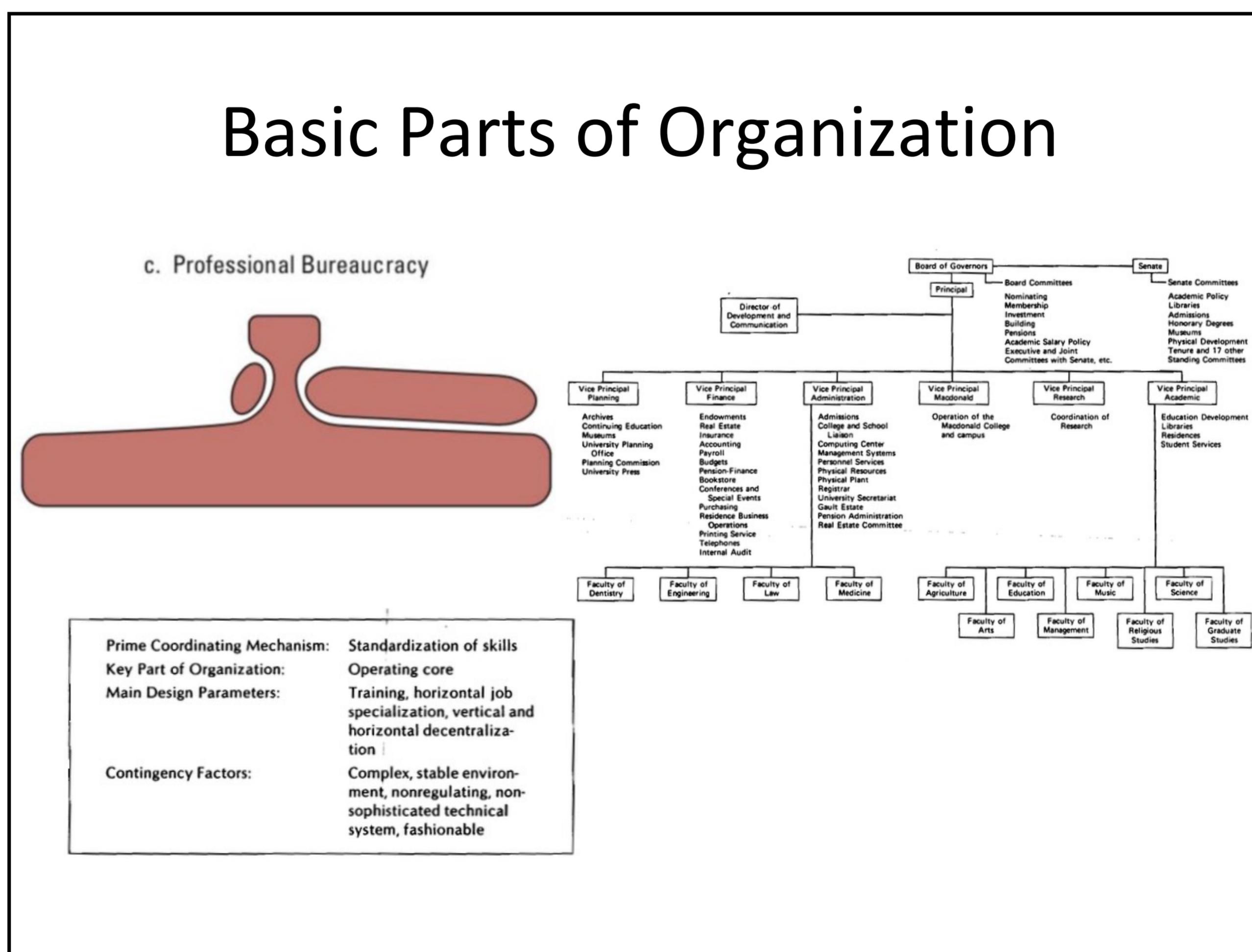
a. Entrepreneurial Structure



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Basic Parts of Organization

d. Diversified Form

```

graph TD
    CEO[CEO] --- HF[Home Furnishing]
    CEO --- E[Electronics]
    CEO --- F[Foods]
    HF --- M1[Marketing]
    HF --- S1[Sales]
    HF --- SE1[Service]
    E --- M2[Marketing]
    E --- S2[Sales]
    E --- SE2[Service]
    F --- M3[Marketing]
    F --- S3[Sales]
    F --- SE3[Service]
  
```

Prime Coordinating Mechanism: Standardization of outputs Key Part of Organization: Middle line Main Design Parameters: Market grouping, performance control system, limited vertical decentralization Contingency Factors: Diversified markets (particularly products or services), old, large, power needs of middle managers, fashionable
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Basic Parts of Organization

e. Adhocracy

```

graph TD
    CEO[CEO] --- DIR1[DIRECTOR]
    CEO --- DIR2[DIRECTOR]
    DIR1 --- MAN1[MANAGER]
    DIR1 --- MAN2[MANAGER]
    DIR1 --- MAN3[MANAGER]
    DIR1 --- MAN4[MANAGER]
    DIR2 --- MAN5[MANAGER]
    DIR2 --- MAN6[MANAGER]
    DIR2 --- MAN7[MANAGER]
    DIR2 --- MAN8[MANAGER]
    MAN1 --- OP1[OP.]
    MAN1 --- OP2[OP.]
    MAN1 --- OP3[OP.]
    MAN2 --- OP4[OP.]
    MAN2 --- OP5[OP.]
    MAN3 --- OP6[OP.]
    MAN3 --- OP7[OP.]
    MAN4 --- OP8[OP.]
    MAN4 --- OP9[OP.]
    MAN5 --- OP10[OP.]
    MAN5 --- OP11[OP.]
    MAN6 --- OP12[OP.]
    MAN6 --- OP13[OP.]
    MAN7 --- OP14[OP.]
    MAN7 --- OP15[OP.]
    MAN8 --- OP16[OP.]
    MAN8 --- OP17[OP.]
  
```

Prime Coordinating Mechanism: Mutual adjustment Key Part of Organization: Support staff (in the Administrative Adhocracy); together with the operating core in the Operating Adhocracy Main Design Parameters: Liaison devices, organic structure, selective decentralization, horizontal job specialization, training, functional and market grouping concurrently Contingency Factors: Complex, dynamic, (sometimes disparate) environment, young (especially Operating Adhocracy), sophisticated and often automated technical system (in the Administrative Adhocracy), fashionable
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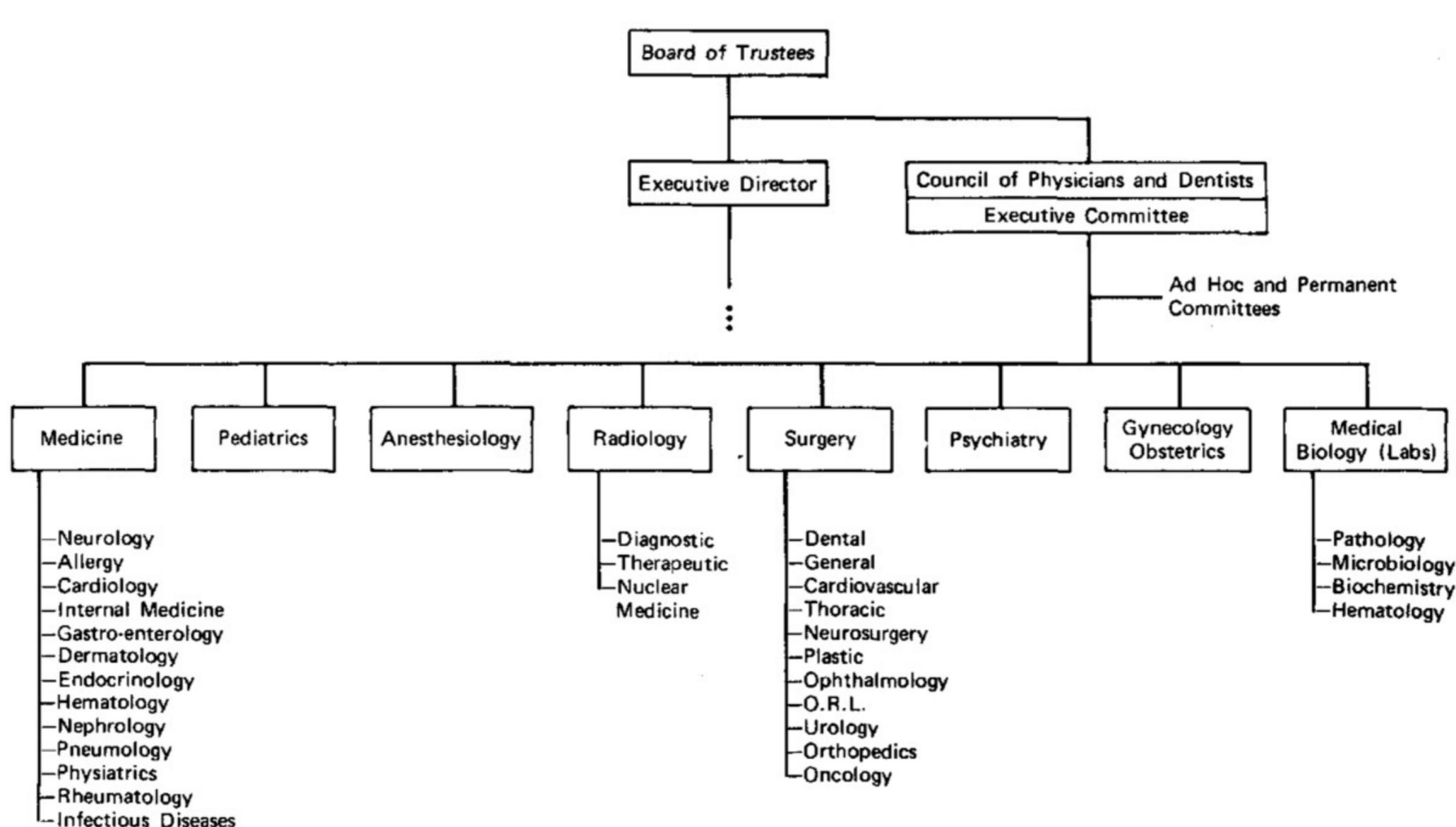
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Pengelompokan Posisi dalam Struktur Organisasi

- Berdasar pengetahuan dan keterampilan
 - Ahli bedah
 - Spesialis
- Berdasar Proses Kerja dan Fungsi
 - Bagian pengecatan
 - Bagian ...
- Berdasar Waktu
 - Shift/ Kelompok Kerja
- Berdasar Output
 - Tiap produk satu bagian
- Berdasar Klien
 - Misal pada perush asuransi/ konsultan/ Rumah Sakit
- Tempat

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Struktur Berdasar Pengetahuan/Keterampilan



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Struktur Berdasar PROSES/ FUNGSI

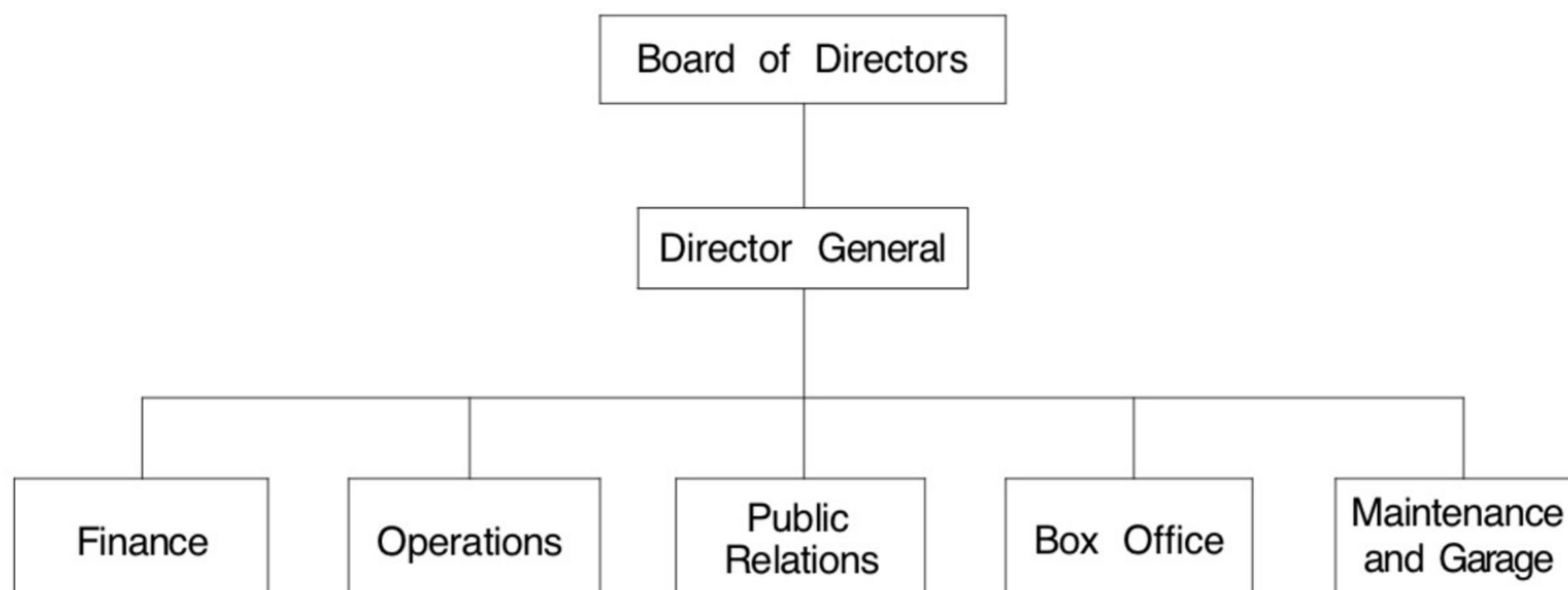
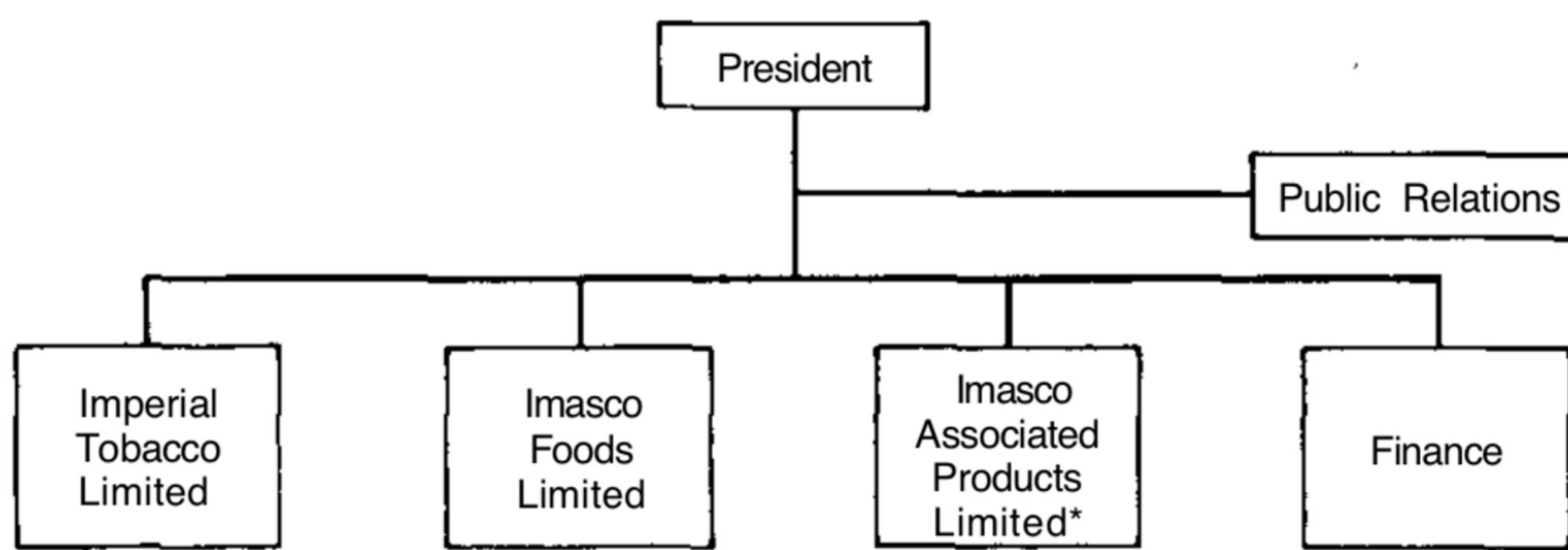


Figure 3-2. Grouping by work process and function: a cultural center

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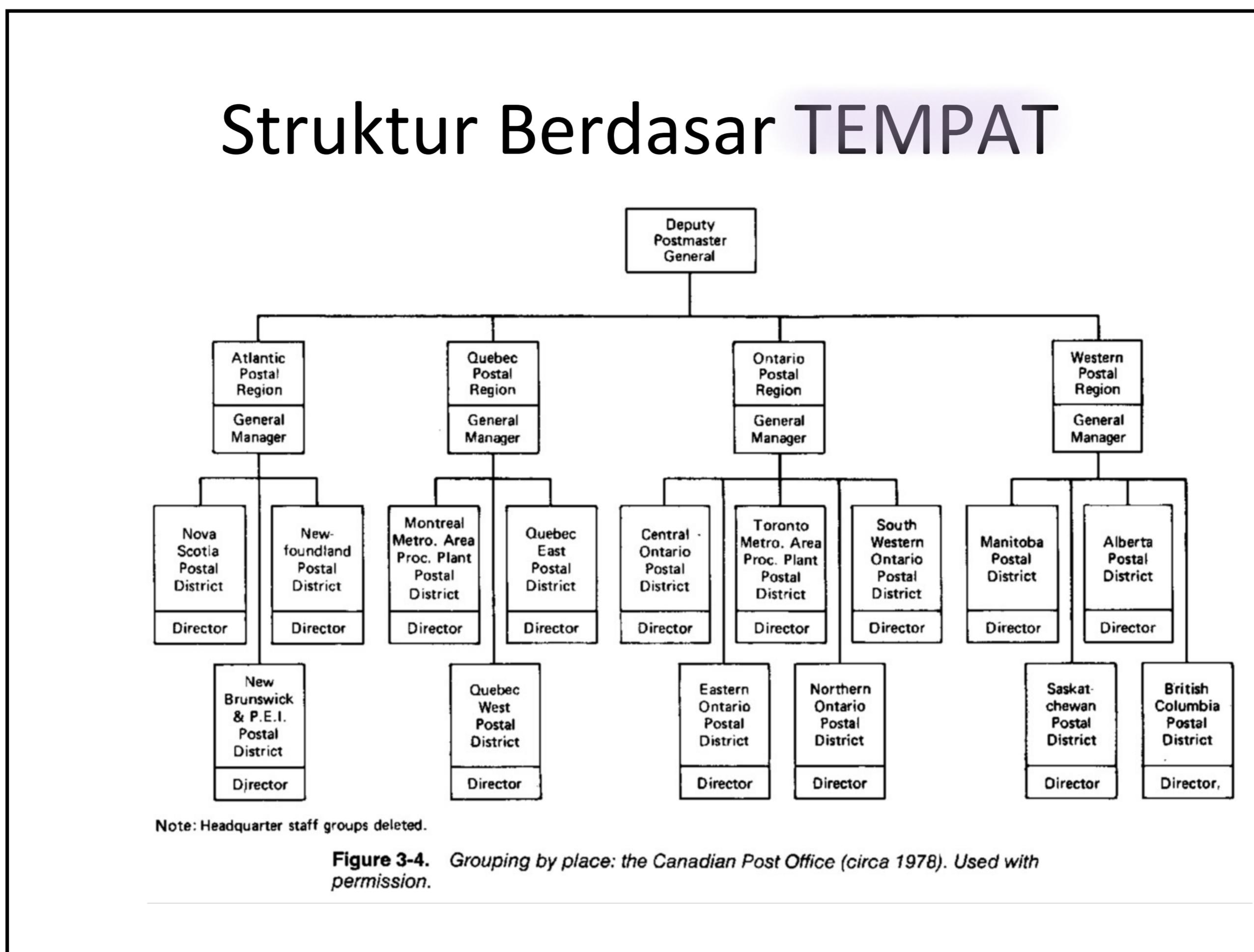
Struktur Berdasar OUTPUT



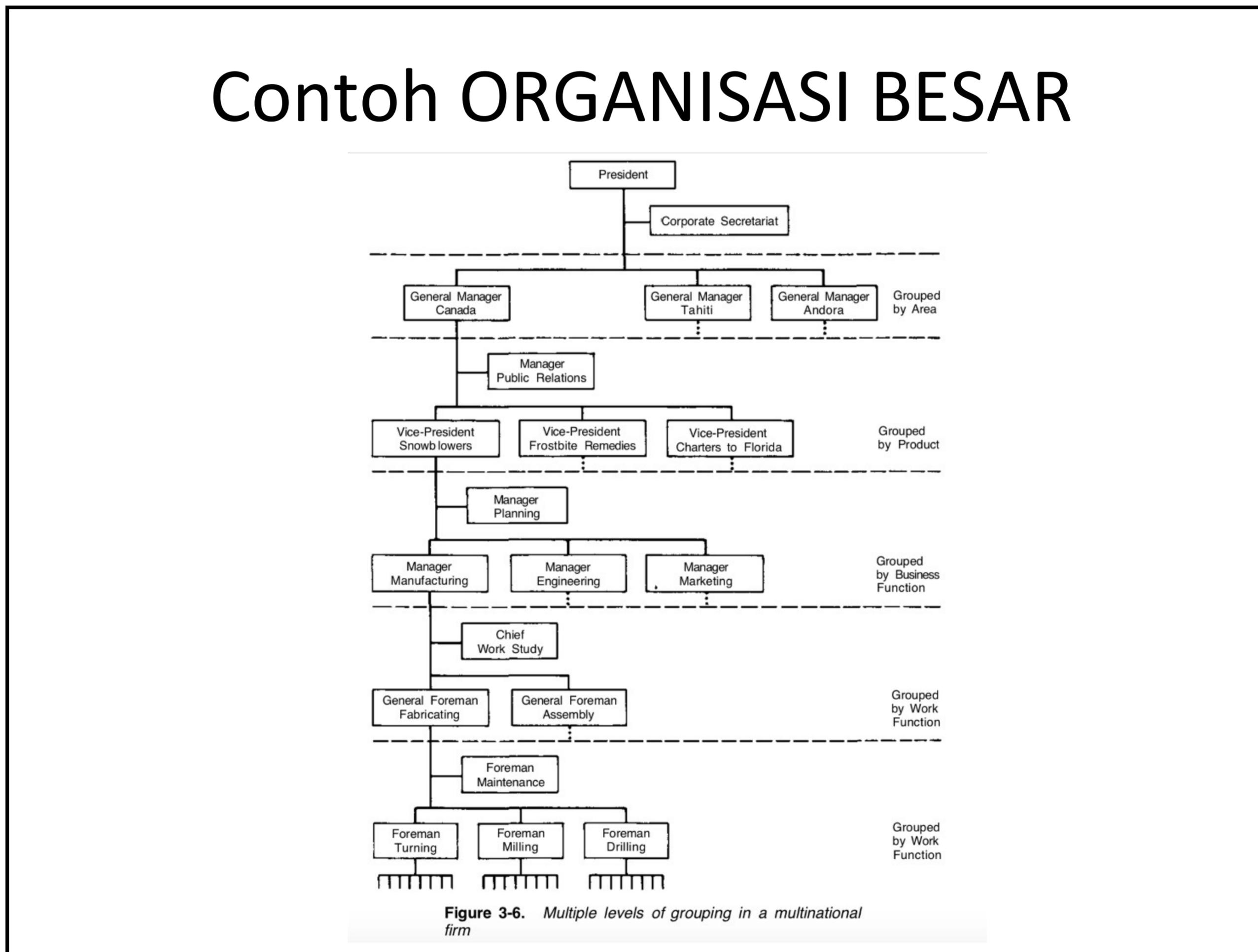
*Retail chain stores, etc.

Figure 3-3. Grouping by output: Imasco Limited (circa 1975). Used by permission.

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KRITERIA STRUKTUR

- Workflow: Alur Kerja
- Process: Spesialisasi
- Scale: Ukuran kelompok agar efektif
- Social interdependencies: Faktor subjektif
 - Personaliti
 - Kebutuhan Sosial

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Tugas 1

- Tugas dilakukan melanjutkan PR 1 (kelompok sama sedangkan organisasi yang dipilih bisa tetap atau berbeda)
- Lakukan Tugas 1a yang dideskripsikan pada halaman berikut dengan:
 - Buat sesi gmeet untuk berdiskusi kelompok
 - Buat ppt singkat tentang tugas tersebut
 - Presentasikan hasil dalam ruang gmeet dan rekam presentasi tersebut
 - Simpan file video tersebut
 - Upload **ppt** dan **link** dari file video ke edunex
 - Dikumpulkan sebelum jam 12.59 Rabu 1 September 2021

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MANAJEMEN

“Seni dalam menyelesaikan sesuatu melalui orang lain (The art of getting things done through people)”
[M. P. Follett, quoted in Daft 1993]

“Sebuah proses yang dilakukan untuk mewujudkan tujuan organisasi melalui rangkaian kegiatan berupa perencanaan, pengorganisasian, pengarahan, dan pengendalian orang-orang serta sumber daya organisasi lainnya” (Nickels, McHugh and McHugh ,1997)

“Tugas Manager dapat secara luas digambarkan sebagai memutuskan apa yang sebaiknya dilaksanakan dan memaksa orang lain untuk melakukannya (The Manager’s job can be broadly defined as deciding what should be done and getting other people to do it).”

[Rosemary Stewart quoted in Mullins 1999]

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MANAJEMEN: Art vs Science

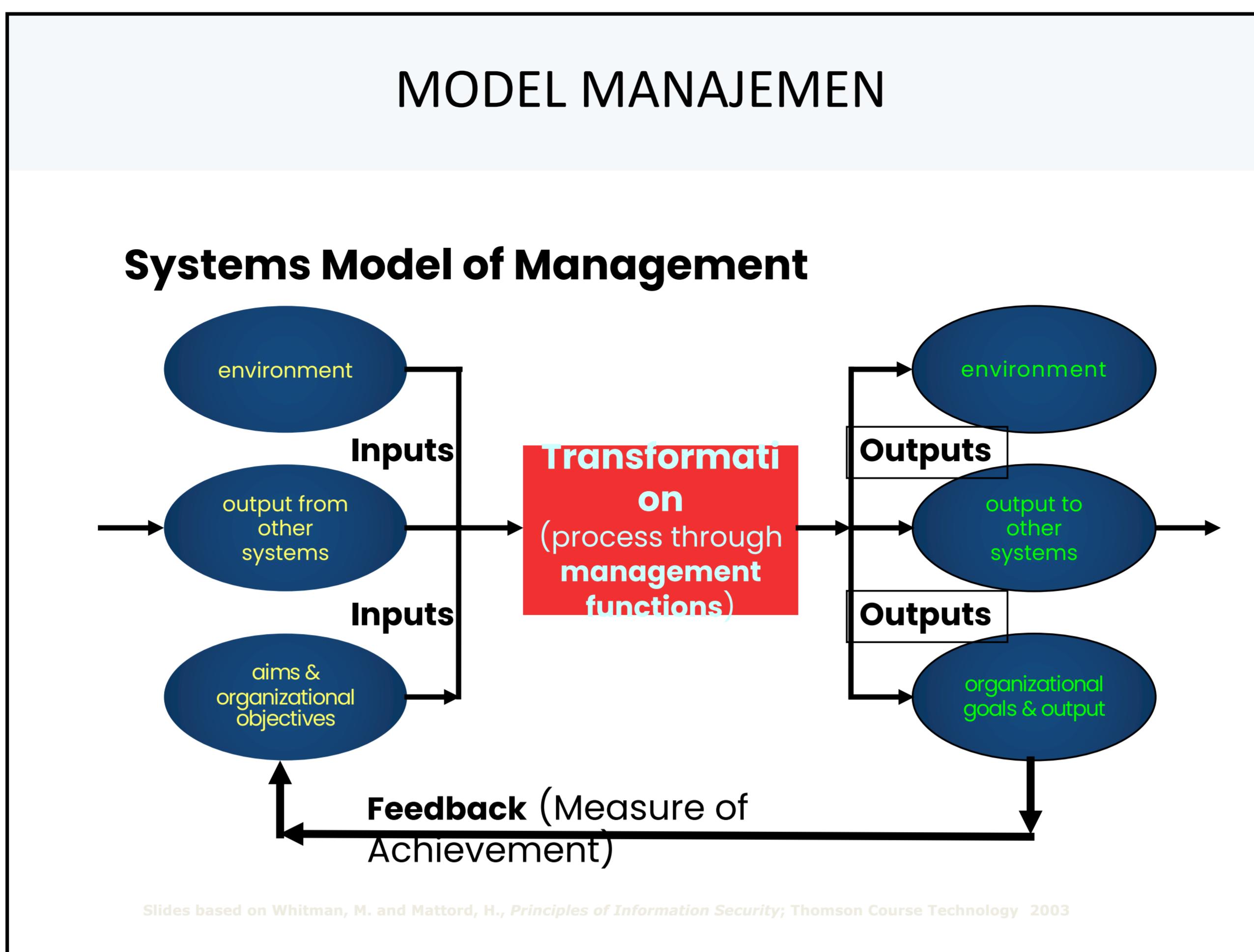
The Science of Management

- Diasumsikan bahwa persoalan dapat didekati pemecahannya dengan cara rasional, logikal, obyektif dan sistematis
- Diperlukan teknik, diagnostik dan ketrampilan dalam pengambilan keputusan dan teknik penyelesaian untuk dapat menjawab persoalan.

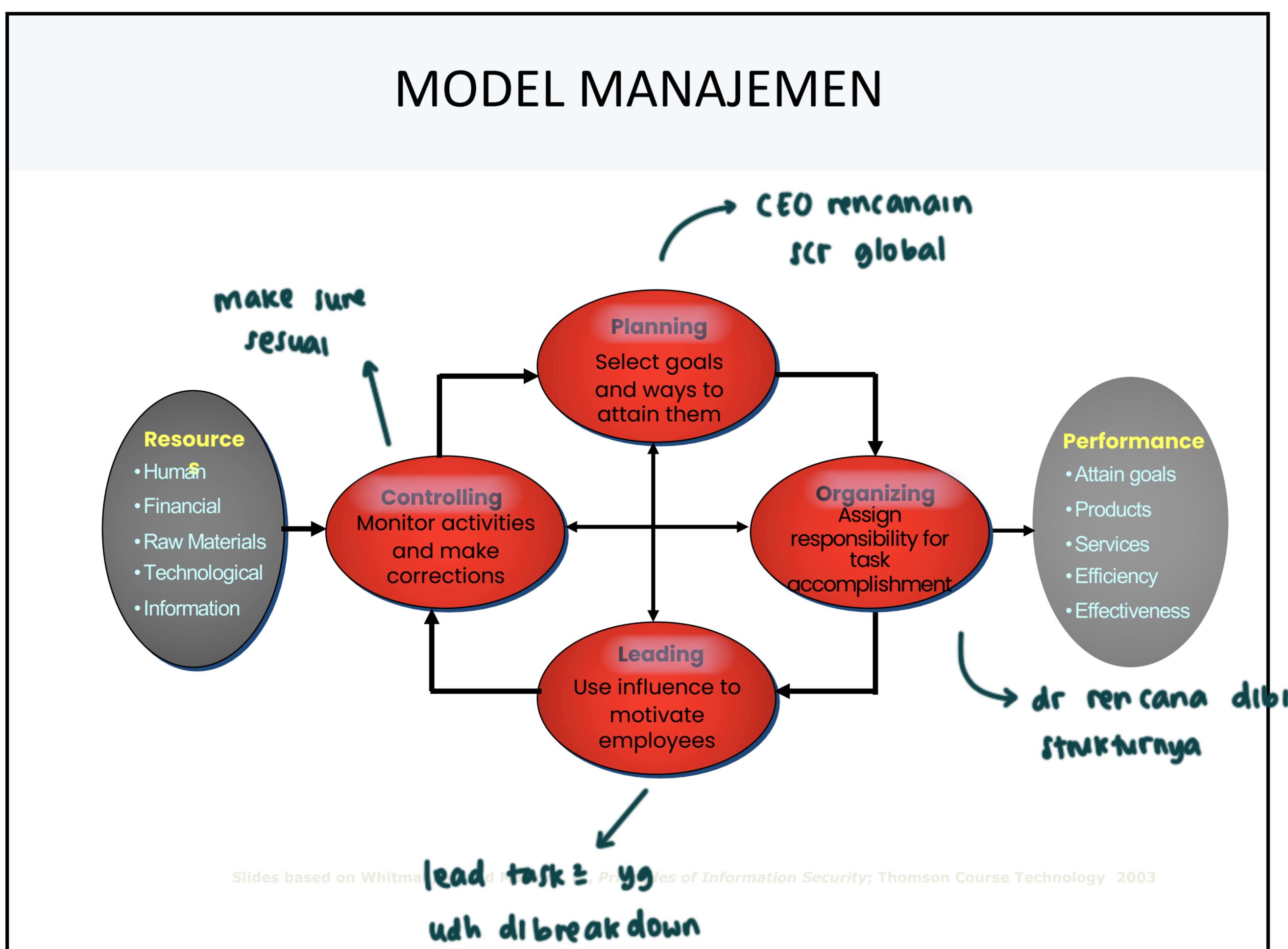
The Art of Management

- Keputusan dibuat dan masalah diselesaikan dengan menggabungkan intuisi, pengalaman, insting dan pengertian yang mendalam
- Dibutuhkan konsepsi, komunikasi, antar personal dan ketrampilan pengaturan waktu untuk menyelesaikan tugas yang terkait dengan aktivitas manajemen.

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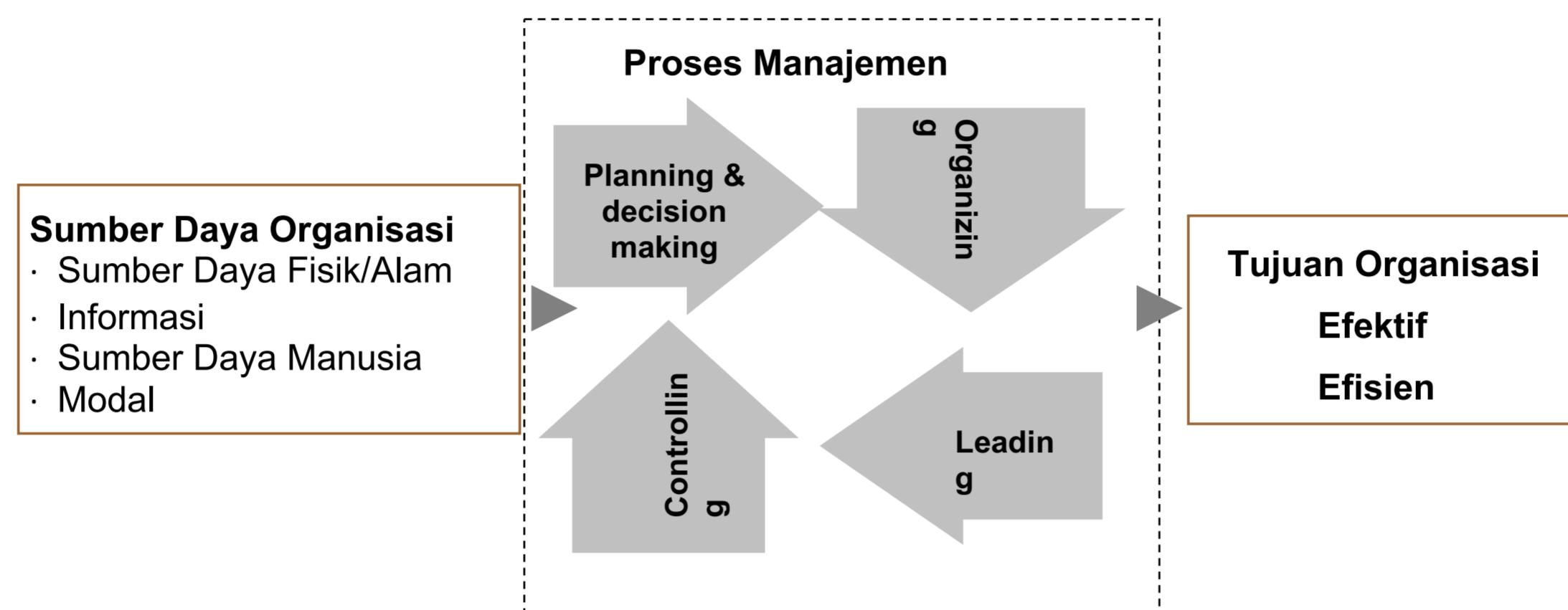


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efisien → focus to resource

efektif → focus to result

SUMBER DAYA ORGANISASI, TUJUAN dan PROSES MANAJEMEN



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Tujuan MANAJEMEN

Pencapaian Tujuan Organisasi secara EFISIEN dan EFEKTIF

Efektif :

- Mengerjakan pekerjaan yang benar atau tepat
- Menggambarkan tingkat pencapaian tujuan
- Membuat keputusan yang benar dan sukses menerapkannya

Efisien :

- Menggunakan sumberdaya minimal untuk menghasilkan produk yang diinginkan
- Beroperasi (menggunakan sumberdaya) dengan cara sedemikian rupa sehingga tidak ada sumber daya terbuang (hemat)

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PROSES MANAJEMEN

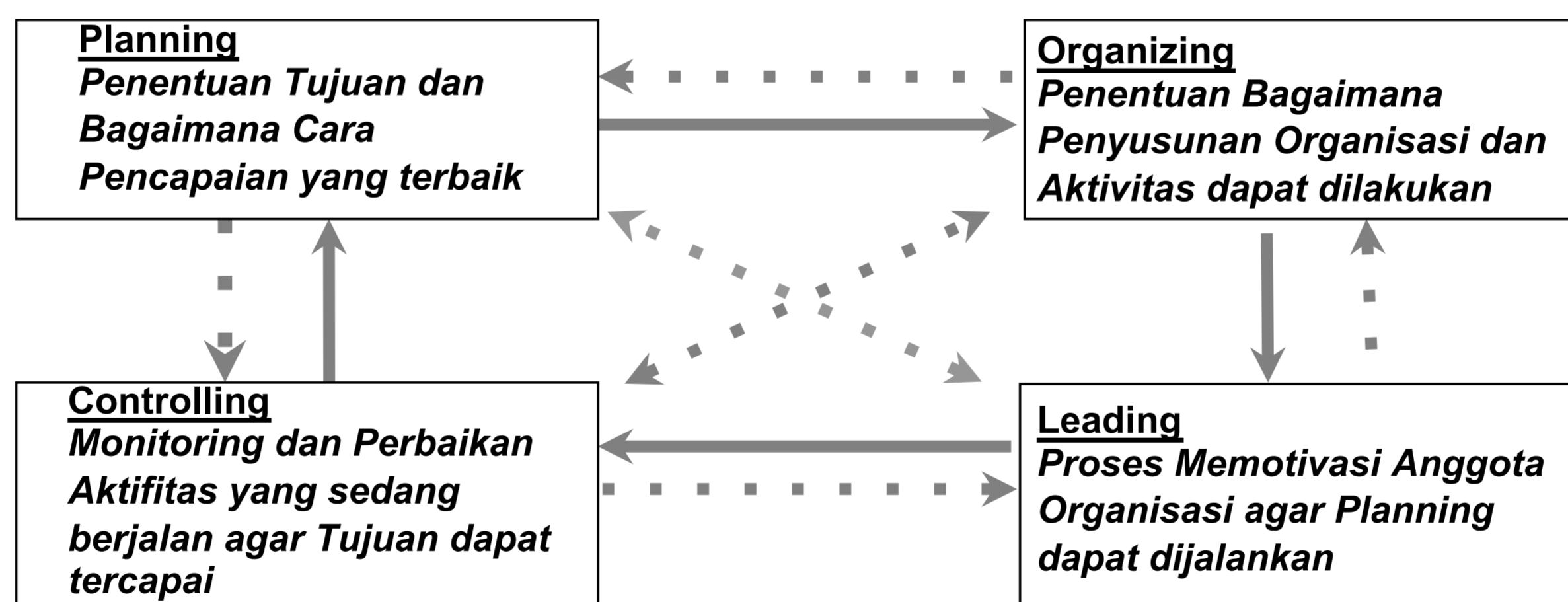
- Untuk mencapai tujuan dilakukan
- Meliputi:
 - Perencanaan (Planning)
 - menetapkan apa yang akan dikerjakan
 - Pengorganisasian (Organizing)
 - membuat pengaturan
 - Memimpin (Leading)
 - memberikan arahan
 - Mengendalikan (Controlling)
 - membuat aksi sesuai yang diinginkan

Ada yang menambahkan

- Penentuan personel (Staffing)
 - memilih personel yang tepat untuk melaksanakan pekerjaan/tugas

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Kegiatan dalam PROSES MANAJEMEN



Keterangan:

- Menunjukkan Arah Tahapan dari setiap fungsi manajemen
- - - - - → Menunjukkan keterkaitan timbal balik antar fungsi manajemen

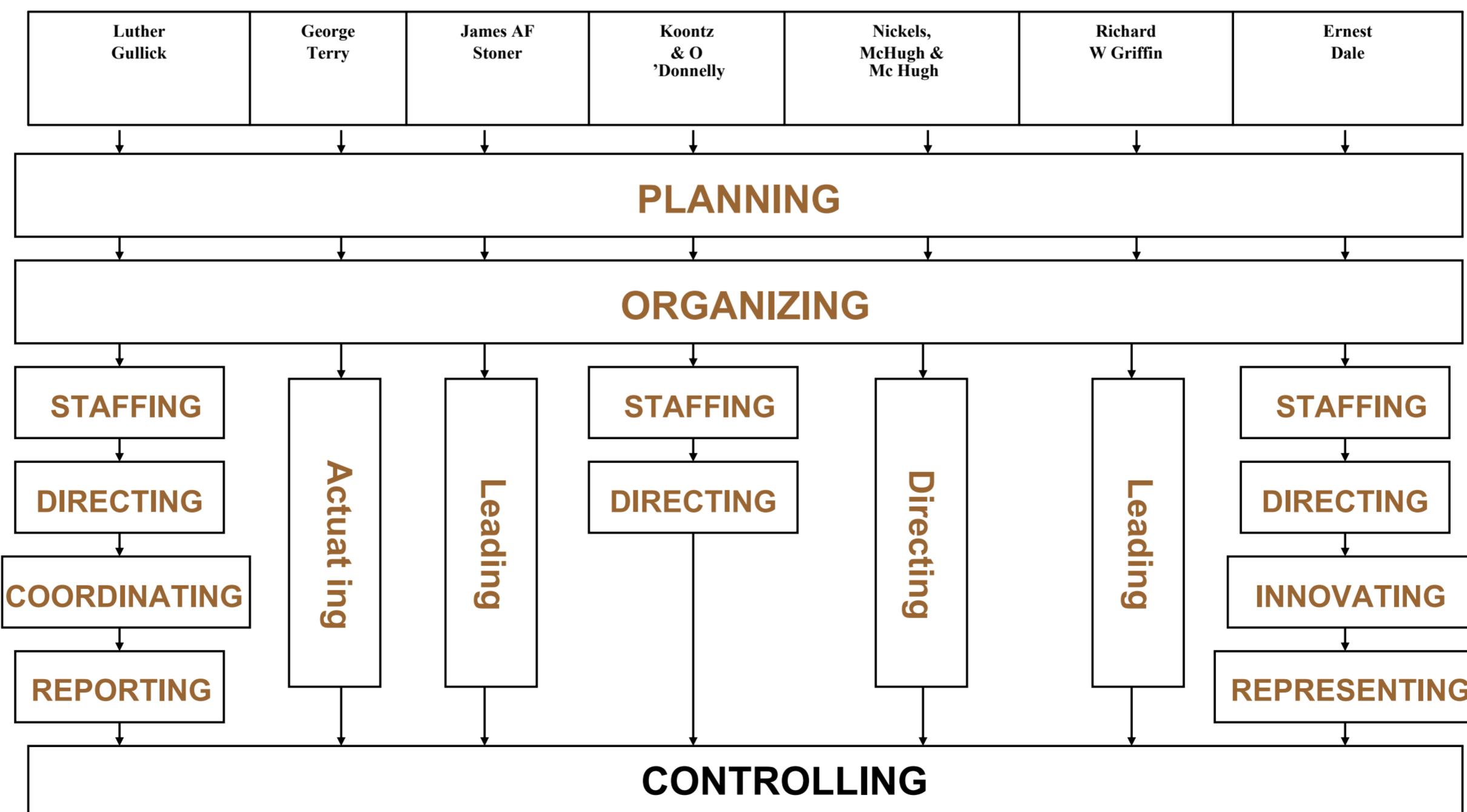
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(Alternatif) PROSES MANAJEMEN

- Perencanaan (Planning)
 - menetapkan apa yang akan dikerjakan
- Pengorganisasian (Organizing)
 - membuat pengaturan
- Penentuan personil (Staffing)
 - memilih personel yang tepat untuk melaksanakan pekerjaan/tugas
- Mengarahkan (Directing)
 - memberikan instruksi
- Memantau (Monitoring)
 - memeriksa kemajuan
- Mengendalikan (Controlling)
 - membuat aksi sesuai yang diinginkan
- Inovasi (Innovating)
 - mendapatkan solusi baru
- Penyajian (Representing)
 - menghubungkan pemakai

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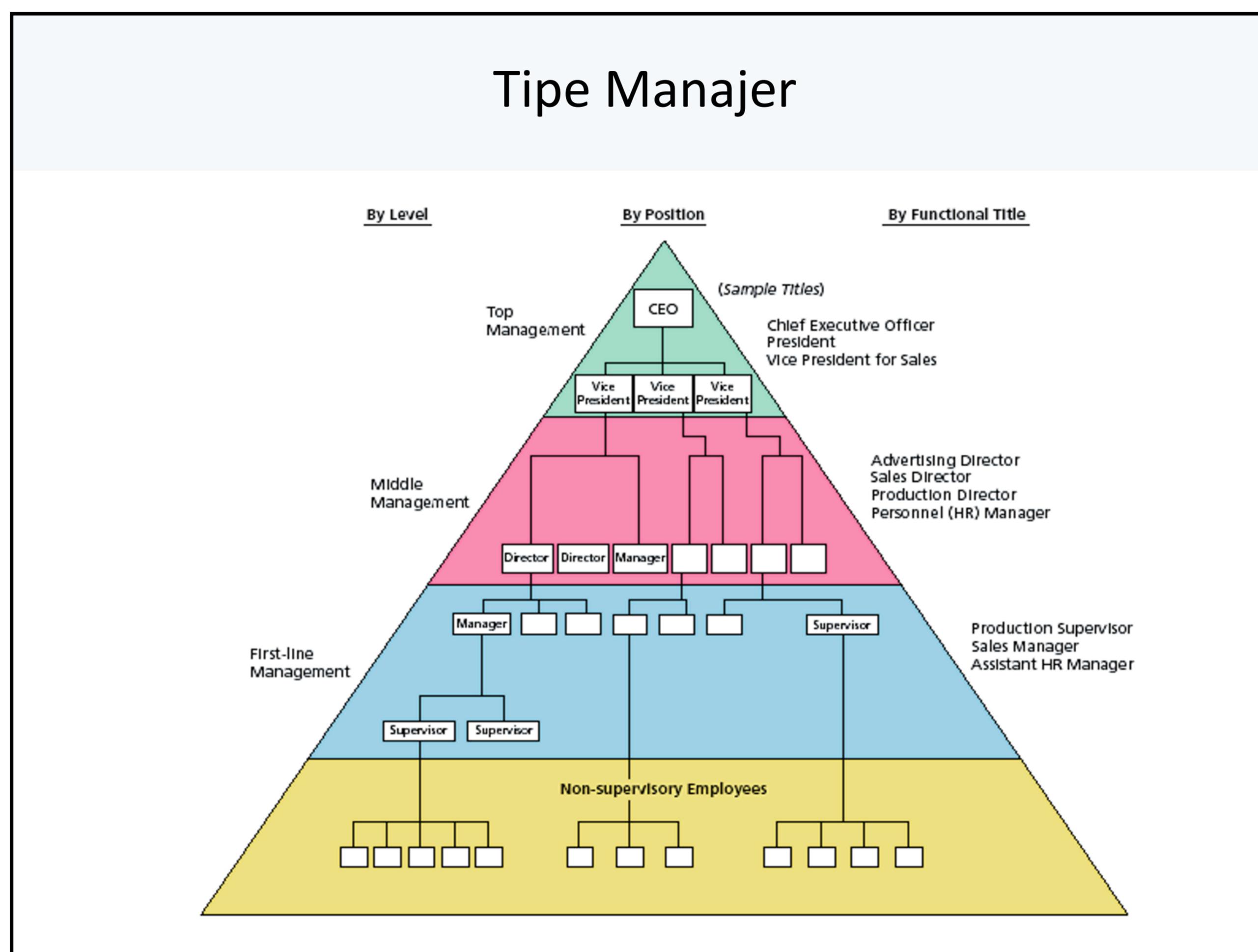
(Berbagai VARIASI) PROSES MANAJEMEN



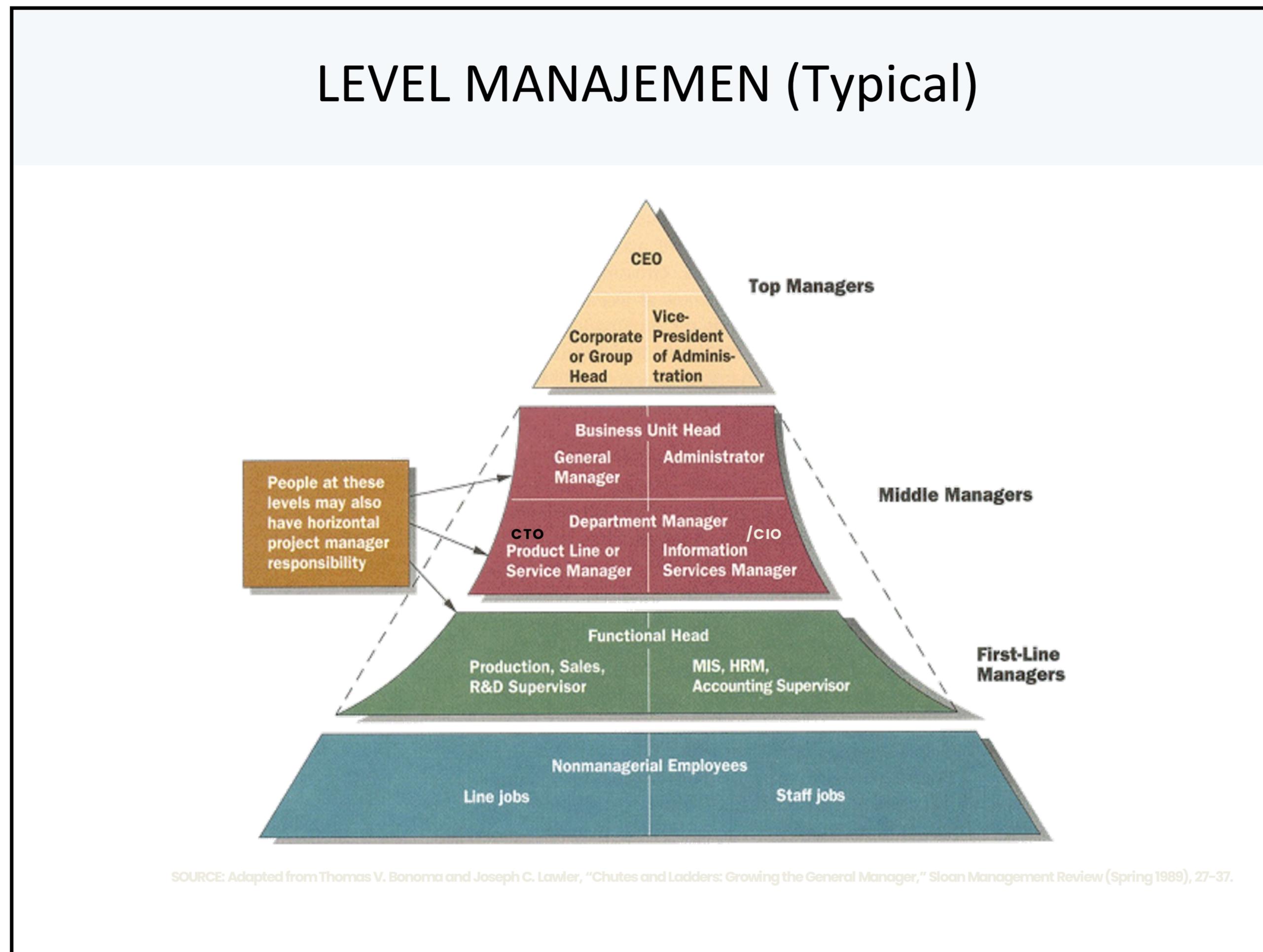
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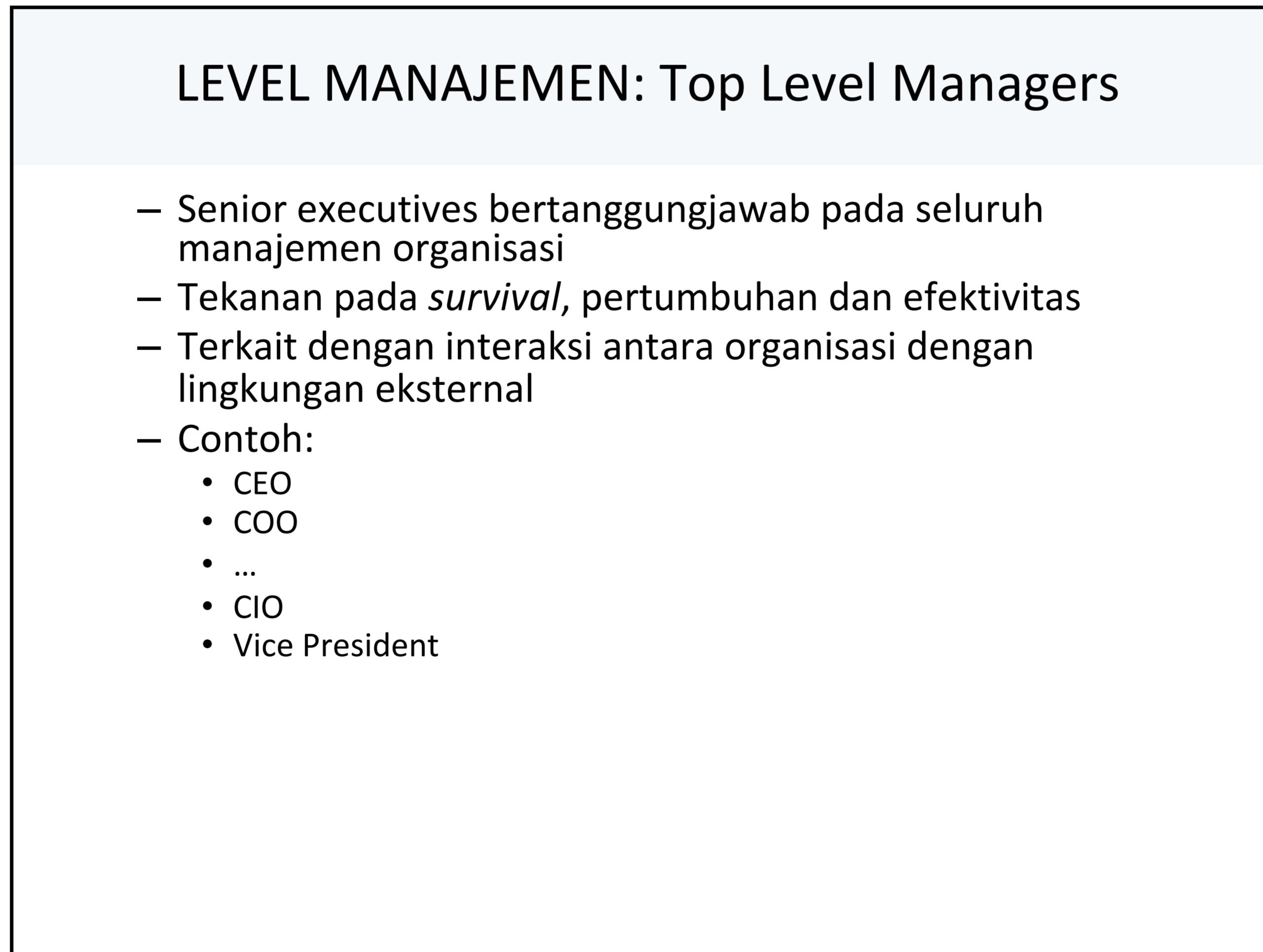
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LEVEL MANAJEMEN :MIDDLE-LEVEL (TACTICAL) MANAGERS

- Berada antara top-level dengan low/frontline-level
- Bertanggungjawab untuk menerjemahkan tujuan dan rencana strategi kedalam tujuan dan aktivitas yang lebih spesifik
- Secara tradisional berperan sebagai pengendali administrasi yang menjembatani antara high dengan low level
- Berperan pada pengembangan pelatihan kepada personal
- Bertanggung jawab atas bagian atau departemen
- Mensupervisi dan mengkoordinir akativitas manajer low-level
- Bertanggungjawab dalam implementasi kebijakan yang direncanakan manajer top level.
- Contoh:
 - Business Unit Head: General manager
 - Department Manager: Product Line Manager, ...

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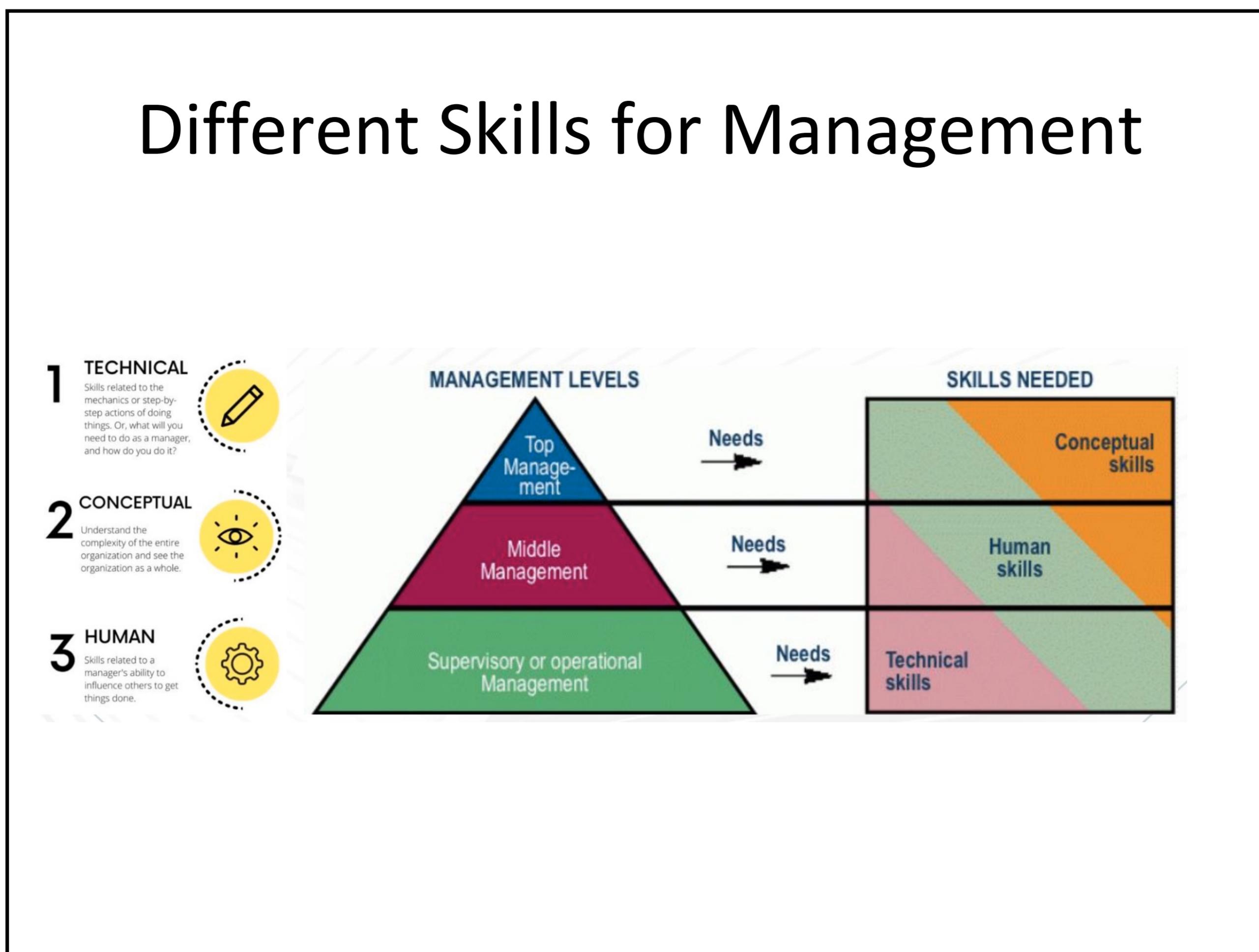
LEVEL MANAJEMEN :LOW/ FRONTLINE/OPERATIONAL MANAGERS

- Manajer low-level mensupervisi aktivitas operasional dalam organisasi
- Terlibat langsung dengan pegawai non manajemen
- Bertanggung jawab secara langsung kegiatan operasional harian
- Mensupervisi dan mengkoordinir aktivitas operasional pegawai

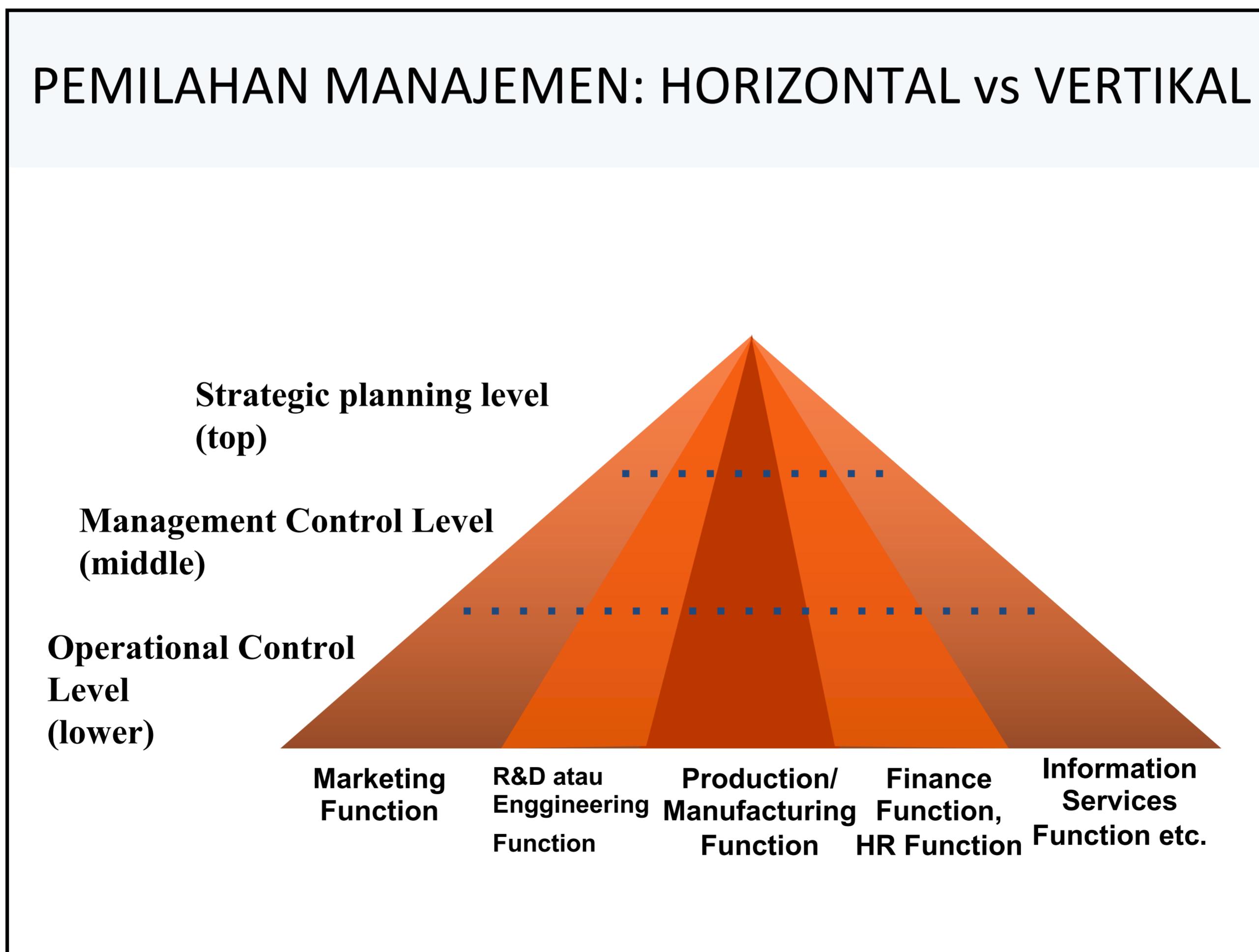
Working leaders dengan tanggungjawab yang luas. with broad responsibilities

- memimpin perusahaan kecil, para manajer mempunyai strategis, taktis, dan tanggung-jawab operasional
- memiliki pengetahuan tentang semua fungsi bisnis, bertanggung jawab untuk hasil, serta fokus kepada pelanggan internal maupun eksternal

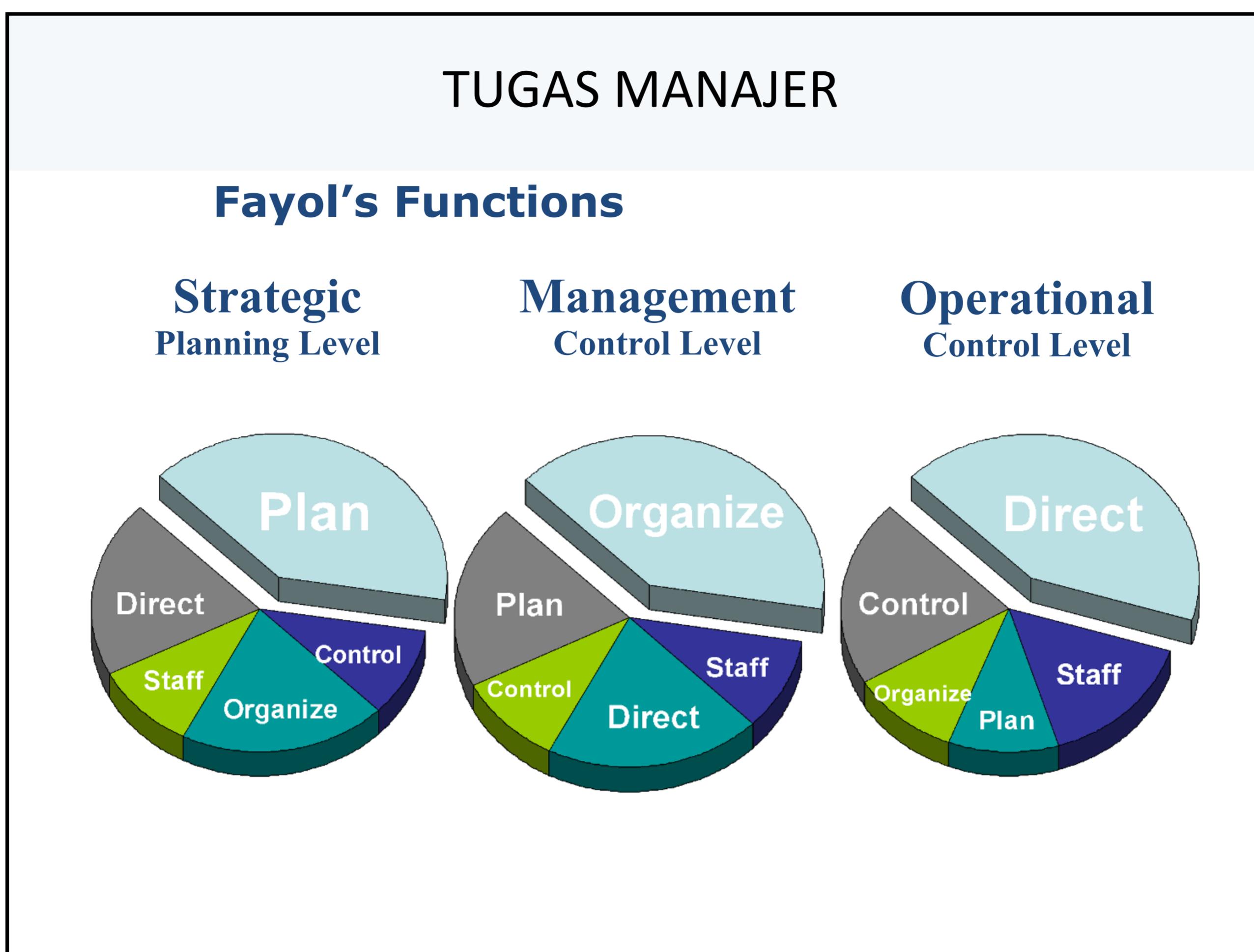
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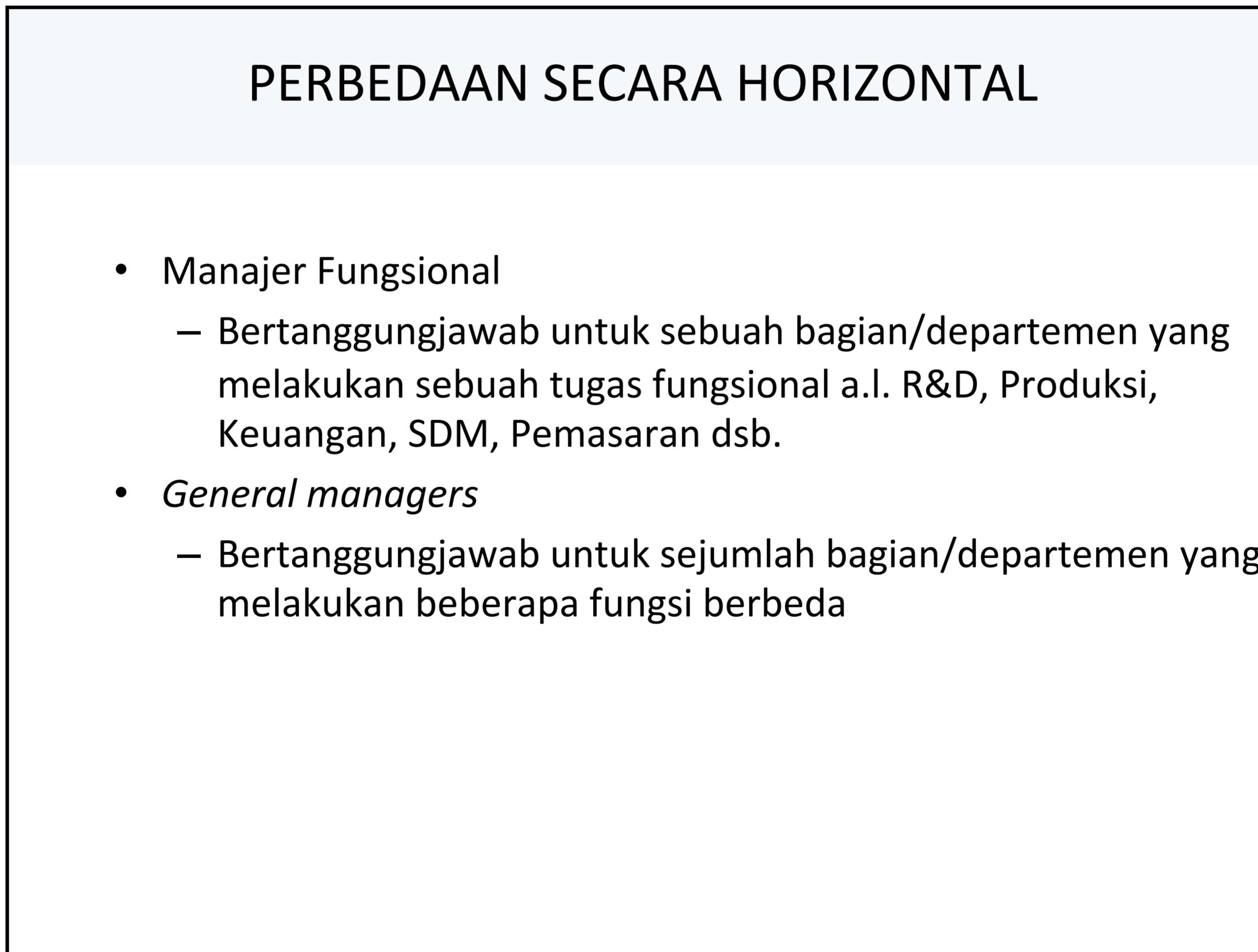
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PEMBAGIAN MANAJER BERDASAR AREA/FUNGSI

- **Pemasaran (Marketing)**
 - Membuat orang membeli produk/layanan
- **Keuangan (Financial)**
 - Berurusan dengan Sumber Daya Uang
 - Tambahan: Biasanya mengawasi bagian IT di organisasi yang kecil (!)
- **Operasi (Operations)**
 - Berkaitan dengan sistem/proses produksi (produk atau layanan)
 - Mungkin merupakan manajer IT dalam usaha IT (tetapi fokus pada produksi)

[Griffin 2003]

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PEMBAGIAN MANAJER BERDASAR AREA/FUNGSI

- **SDM (Human Resource)**
 - Planning, recruiting and selection, training and development
 - Merencanakan gaji & tunjangan serta ‘penghargaan’
- **Administratif (Administrative)**
 - Mengenali semua area manajemen dan tidak berkaitan khusus dengan sebuah fungsi manajemen tertentu saja
- **Lain-lain**
 - Posisi manajer khusus yang langsung berkaitan dengan kebutuhan organisasi
 - Mungkin termasuk di dalamnya manajer IT

[Griffin 2003]

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