“PMI” is abbreviation for Project Management Institute as well as trade and service mark registered in the United States and other nations; “PMBOK”, is trademarks of the Project Management Institute.
Modul-Baku Project Management mengacu pada Standar Kompetensi Kerja Nasional Indonesia SKKNI dari LPJK
The *PMBOK® Guide* is the standard for managing most projects most of the time across many types of industries.

The standard describes the project management processes, tools and techniques used to manage a project toward a successful outcome.

Generally accepted Project Management

Application area

- Proyek Industri Pupuk,
- Proyek Industri Batubara,
- Proyek Industri Perminyakan
- Proyek Industri Semen
- Iainnya

General Management

- Engineerings
- Economics
- Accounting
- Legals
- Marketing Mgmt
- Strategic Mgmt
- Etc.
Kode etik

In addition to the standards that establish guidelines for project management processes, the *Project Management Institute Code of Ethics and Professional Conduct* [2] guides practitioners of the profession and describes the expectations that practitioners should hold for themselves and others. The *Project Management Institute Code of Ethics and Professional Conduct* is specific about the basic obligation of responsibility, respect, fairness, and honesty. It requires that practitioners demonstrate a commitment to ethical and professional conduct. It carries the obligation to comply with laws, regulations, and organizational and professional policies. Practitioners come from diverse backgrounds and cultures, and the *Project Management Institute Code of Ethics and Professional Conduct* applies globally. When interacting with any stakeholder, practitioners should be committed to honest, responsible, fair practices and respectful dealings. Acceptance of the code is essential for project managers, and is a requirement for the following PMI® exams:

- **Komitmen**
  - Honest : Jujur
  - Responsible : Tanggung jawab
  - Fair : Adil
  - Respect : Menghormati
Project

“A temporary endeavor undertaken to create a unique product, service, or result”

Characteristics:
Temporary
Progressive
Elaboration (detail)
Unique Deliverables
Overview: Project Management Body of Knowledge

Project Management

The application of **knowledge**, **skill**, **tools & techniques** to project activities to meet project requirements.

Is accomplished through application & integration of the PM processes such as **initiating**, **planning**, **executing**, **controlling** and **closing**, that are iterative in nature.
OPA

Organization Process Asset

• Process & **procedures** dari masing2 Perusahaan
• Corporate knowledge base (Perpustakaan elektronik)
Enterprise Environment Factors
Project Life-Cycle

Monitoring, Controlling

Planning

Executing

Initiating

Closing

Picture taken from PMBOK ® Guide 5th Ed. page 50
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Module 1

Overview: Project Management Body of Knowledge

Project Life-Cycle

- **Initiating**
- **Planning**
- **Executing**
- **Monitoring and Controlling**
- **Closing**

Process group

- Level of Interaction
  - High
  - Low

Project Time

Start → Finish
1. Project Management

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communication Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder Management
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Project Scope Management</td>
<td>Plan Scope Management</td>
<td>Collect Requirements</td>
<td>Define Scope</td>
<td>Create WBS</td>
<td>Validate Scope</td>
</tr>
<tr>
<td>6. Project Time Management</td>
<td>Plan Schedule Management</td>
<td>Define Activities</td>
<td>Sequence Activities</td>
<td>Estimate Activity Resources</td>
<td>Estimate Activity Durations</td>
</tr>
<tr>
<td>8. Project Quality Management</td>
<td>Plan Quality Assurance</td>
<td>Perform Quality Assurance</td>
<td>Control Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Project Human Resource Management</td>
<td>Plan Human Resource Management</td>
<td>Acquire Project Team</td>
<td>Develop Project Team</td>
<td>Manage Project Team</td>
<td>Control Human Resources</td>
</tr>
<tr>
<td>10. Project Communications Management</td>
<td>Plan Communications Management</td>
<td>Manage Communications</td>
<td>Control Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Project Procurement Management</td>
<td>Plan Procurement Management</td>
<td>Conduct Procurements</td>
<td>Control Procurements</td>
<td>Close Procurements</td>
<td></td>
</tr>
<tr>
<td>13. Project Stakeholder Management</td>
<td>Identify Stakeholders</td>
<td>Manage Stakeholder Engagement</td>
<td>Control Stakeholder Engagement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Accepted deliverables**
- Procurement documentation

**OPA, EEF**

**Make-or-buy decisions**

**Source selection criteria**

**Procurement documents**

**Project charter**
Project Integration Management

“the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups”.

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Module 2

Project Integration Management

4.1 Develop Project Charter

4.2 Develop Project Management Plan

4.3 Direct and Manage project Work

4.4 Monitor and Control project Work

4.5 Perform Integrated Change Control

4.6 Close Project or Phase
### Develop Project Charter

**4.1 Process to develop a document that formally authorizes a project or a phase and documenting initial requirements that satisfy the stakeholders needs and expectations**

<table>
<thead>
<tr>
<th>Input</th>
<th>Tools &amp; Techniques</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project statement of work</td>
<td>1. Expert judgment</td>
<td>1. Project charter</td>
</tr>
<tr>
<td>2. Business case</td>
<td>2. Facilitation techniques</td>
<td></td>
</tr>
<tr>
<td>3. Agreements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Enterprise environmental factors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Organizational process assets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Copyright – © 2015 PII BKTI  All rights reserved.**
4.1.1.4. Enterprise Environmental Factors EEF that influence the Develop Project Charter process

1. **Governmental standards**, **Industry Standards**, or **regulations** (e.g., codes of conduct, quality standards, or worker protection standards),
2. **Organizational culture** and **structure**,
3. Marketplace conditions.

4.1.1.5. Organizational Process Assets OPA that influence the Develop Project Charter process

1. Organizational standard **processes**, **policies**, and **process** definitions,
2. Templates (e.g., **project charter template**),
3. Historical information and lessons learned knowledge base (e.g., projects, records, and documents; all project closure information and documentation; information about both the results of previous project selection decisions and previous project performance information; and information from the risk management activity).
PERATURAN DAERAH PROVINSI BANTEN
NOMOR: 6 TAHUN 2005
TENTANG
PENGELOLAAN USAHA PERTAMBANGAN UMUM
DENGAN RAHMAT TUHAN YANG MAHA ESA

GUBERNUR BANTEN.
4.1.1.4. Enterprise Environmental Factors EEF
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Contoh Kebijakan K3L dari sebuah Perusahaan

QHSE Policy

Komitmen terhadap kualitas dan manajemen mutu dari PT.
untuk menjadi ahli terpilih dalam membantu pelanggan merubah gagasan menjadi kenyataan (hasil), dengan cara paling efektif dan efisien dijalankan melalui:

1. Pengembangan kompetensi sumber daya manusia secara konsisten, disemua tingkatan organisasi
3. Pengembangan profesionalisme karyawan dan komunitas profesi yang terkait.
5. Menciptakan lingkungan kerja yang aman dan nyaman untuk mencegah terjadinya cedera dan sakit penyakit, serta pencegahan terhadap pencemaran terhadap air, tanah dan udara.
6. Menjunjung tinggi kode etik profesi

Jakarta, 8 Maret 2011

President Director
4.1.1.4. Enterprise Environmental Factors (EEF) that influence the Develop Project Charter process

1. Governmental standards, Industry Standards, or regulations (e.g., codes of conduct, quality standards, or worker protection standards),
2. Organizational culture and structure,
3. Marketplace conditions.

4.1.1.5. Organizational Process Assets (OPA) that influence the Develop Project Charter process

1. Organizational standard processes, policies, and process definitions,
2. Templates (e.g., project charter template),
3. Historical information and lessons learned knowledge base (e.g., projects, records, and documents; all project closure information and documentation; information about both the results of previous project selection decisions and previous project performance information; and information from the risk management activity).
# Template: Project Charter

## Sample Project Charter

### Professional Development Center

**Project:** MOVING OFFICE  
**Project ID:** 03.0017.01  
**Project Sponsor:** BOD  
**Business Area:** Kawasan Industri M2100  
**Client:** PT Pantang Mundur  
**Project Manager:** Mr. Bambang P  
**Document version:** 1.0/03  
**Document No.:** 01/SCP/PCF/03  
**Softcopy Name:** {FILENAME}  
**Page No.:** Page {PAGE} of {NUMPAGES}  
**Prepared by:** HW

## Business Need

1. To get spare space to face expanding the production facilities  
2. To minimize the operation cost, due to the close location between production & office facilities  
3. To improve the company image  
4. Better office work environment

## Product Description

A new office of 650 m2 located adjacent to the production facilities equipped with most of the existing equipment and furniture. The new office facilities will be decorated according to the new atmosphere that focus on cross-functional teams environment. Its lay-out shall...
Project Charter

**Definition**

Should be **issued by a manager** external to the project of level appropriate to the needs of the project.

Output from Initiation
Signed Contract, SOW

**Functions**

- Hand over
- **Acknowledgement** of PM and the organization
- Defining Project Category
- Determine **Internal Kick Off**

---

**Project Charter**

1. **Business Needs**
2. **Project Purpose**
3. **Requirement (high level)**
4. **Project Description (high level)**
5. **Risk (high level)**
6. **Summary Milestone**
7. **Summary Budget**
8. **Assigned Project Manager**
9. **Project Manager Authority & Responsibilities**
10. Person(s) who authorize project charter

---

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4.1.2.1. **Expert Judgment**

that influence the Develop **Project Charter** process

Expertise with specialized knowledge or training from many sources:

1. Other units within the organization
2. Consultants,
3. Stakeholders, including customers or sponsors,
4. Professional and technical associations,
5. Industry groups,
6. Subject matter experts (SME), and
7. Project management office (PMO)
### Develop Project Management Plan

**4.2 Documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans. It defines how the project is executed, monitored and controlled, and closed**

<table>
<thead>
<tr>
<th>Input</th>
<th>Tools &amp; Techniques</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project charter</td>
<td>1. Expert judgment</td>
<td>1. Project management plan</td>
</tr>
<tr>
<td>2. Outputs from other processes</td>
<td>2. Facilitation techniques</td>
<td></td>
</tr>
<tr>
<td>3. Enterprise environmental factors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Organizational process assets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
module 2
Project Integration Management

Develop Project Management Plan
Data Flow Diagram
4.2.1.3. Enterprise Environmental Factors (EEF) that influence the Develop Project Management Plan process

1. **Governmental** or **industry standards**;
2. Project Management Body Of Knowledge for vertical market (e.g., construction) and/or focus area (e.g. environmental, safety, risk, or agile software development);
3. Project Management Information System (e.g., an automated tool, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems);
4. Organizational structure, **culture**, management practices, and sustainability;
5. Infrastructure (e.g., existing facilities and capital equipment);
6. Personnel Administration (e.g., hiring and termination guidelines, employee performance reviews, and employee development and training records).
4.2.1.4. Organizational Process Assets (OPA) that influence the Develop Project Management Plan process

1. Standardized guidelines, work instructions, proposal evaluation criteria, and performance measurement criteria;

2. Project management plan *template*, including:
   - Guidelines and criteria for tailoring the organization’s set of standard processes to satisfy the specific needs of the project, and
   - Project closure guidelines or requirements such as the product validation and acceptance criteria;
4.2.2.1. Expert Judgment
that influence the Develop Project Management Plan process

When developing the project management plan, expert judgment is utilized to:

1. Tailor the process to meet the project needs,
2. Develop technical and management details to be included in the project management plan,
3. Determine resources and skill levels needed to perform project work,
4. Define the level of configuration management to apply on the project,
5. Determine which project documents will be subject to the formal change control process,
6. Prioritize the work on the project to ensure the project resources are allocated to the appropriate work at the appropriate time.
Direct and Manage Project Work

4.3

Performing the work defined in the project management plan to achieve the project’s objectives

Input

1. Project management plan
2. Approved change requests
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Project management information system
3. Meetings

Output

1. **Deliverables**
2. Work performance data
3. Change requests
4. Project management plan updates
5. Project documents updates
Direct and Manage Project Work: Data Flow Diagram
4.3.1.3. Enterprise Environmental Factors (EEF) that influence the **Direct and Manage Project Work** process

1. Organizational, company, or customer culture and structure of the performing or sponsor organizations;
2. Infrastructure (e.g., existing facilities and capital equipment);
3. Personnel administration (e.g., hiring and firing guidelines, employee performance reviews, and training records);
4. Stakeholder risk tolerances, for example allowable cost overrun percentage;
5. Project management information system (e.g., an automated tool suite, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems).
4.3.1.4. Organizational Process Assets (OPA) that influence the Direct and Manage Project Work process

1. Standardized guidelines, work instructions, proposal evaluation criteria, and performance measurement criteria;
2. Project management plan template, including:
   - Guidelines and criteria for tailoring the organization’s set of standard processes to satisfy the specific needs of the project, and
4.3.2.1. Expert Judgment
that influence the Direct and Manage Project Work process

Using specialized knowledge or training from many sources:

1. Other units within the organization;
2. Consultants and other subject matter experts (internal and external);
3. Stakeholders, including customers, suppliers, or sponsors; and
4. Professional and technical associations.
Monitor and Control Project Work

4.4

Tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.

<table>
<thead>
<tr>
<th>Input</th>
<th>Tools &amp; Techniques</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Cost forecasts</td>
<td>3. Project management information system</td>
<td>3. Project management plan <strong>updates</strong></td>
</tr>
<tr>
<td>5. Work performance information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Enterprise environmental factors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Organizational process assets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Monitor and Control Project Work
Data Flow Diagram
4.4.1.6. Enterprise Environmental Factors (EEF) that influence the Monitor and Control Project Work process

1. Governmental or **industry standards** (e.g., regulatory agency regulations, codes of conduct, product standards, quality standards, and workmanship standards),
2. Organization work **authorization** systems,
3. Stakeholder risk tolerances,
4. Project management information system (e.g., an automated tool suite, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems).
4.4.1.7. Organizational Process Assets (OPA) that influence the Monitor and Control Project Work process

1. **Organizational communication requirements**;
2. **Financial controls procedures** (e.g., time reporting, required expenditure and disbursement reviews, accounting codes, and standard contract provisions);
3. **Issue and defect management procedures** defining issue and defect controls, issue and defect identification, and resolution and action item tracking;
4. **Change control procedures**, including those for scope, schedule, cost, and quality variances;
5. **Risk control procedures** including risk categories, probability definition and impact, and probability and impact matrix;
6. **Process measurement database** used to make available measurement data on processes and products;
7. **Lessons learned database**.
module 2

Project Integration Management

Prosedur Permintaan Petty Cash

Prosedur Pertanggungjawaban Petty Cash

Start

User

mengisi form Petty Cash Application

Form Petty Cash (FORM/FA-001/05/R-X) & Dokumen pendukung

User

mengisi form Expense Statement; max 5 hari kerja setelah uang diterima

- Form Expense Statement (FORM/FA-001/02/R-X)
- Semua bukti transaksi
- Copy Form Petty Cash (FORM/FA-001/05/R-X)

Atasan Langsung/Direct Supervisor

Approve

Ya

Tidak

Revisi
### Perform Integrated Change Control

**4.5**

#### Input
1. Project management plan
2. Work performance reports
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets

#### Tools & Techniques
1. Expert judgment
2. Meetings
3. Change control tools

#### Output
1. Approved change requests
2. Change log
3. Project management plan updates
4. Project documents updates

**Reviewing** all change requests, approving changes, and managing changes to the deliverables, organizational process assets, project documents, and the project management plan.
Perform Integrated Change Control
Data Flow Diagram
4.5.1.4. Enterprise Environmental Factors (EEF) that influence the Perform **Integrated Change Control** process

The Project Management Information System may include:

1. The scheduling **software** tool,
2. A configuration management system,
3. An information collection and distribution system, or web interfaces to other online automated systems.

Philosophy: prinsip
4.5.1.5. Organizational Process Assets (OPA) that influence the Perform Integrated Change Control process

1. Change control procedures, including the steps by which official organization standards, policies, plans, and other project documents will be modified, and how any changes will be approved, validated, and implemented;

2. Procedures for approving and issuing change authorizations;

3. Process measurement database used to collect and make available measurement data on processes and products;

4. Project documents (e.g., scope, cost, and schedule baselines, project calendars, project schedule network diagrams, risk registers, planned response actions, and defined risk impact);

5. Configuration management knowledge base containing the versions and baselines of all official organization standards, policies, procedures, and any project documents.
4.5.2.1. Expert Judgment
that influence the Perform Integrated Change Control process

1. Consultants,
2. Stakeholders, including customers or sponsors,
3. Professional and technical associations,
4. Industry groups,
5. Subject matter experts (SMEs), and
6. Project management office (PMO).
## Close Project or Phase

### 4.6

**Finalizing** all activities across all of the Project Management Process Groups to formally complete the project or phase

<table>
<thead>
<tr>
<th>Input</th>
<th>Tools &amp; Techniques</th>
<th>Output</th>
</tr>
</thead>
</table>
| 1. Project management plan  
2. Accepted deliverables  
3. Organizational process assets | 1. Expert judgment  
2. Analytical techniques  
3. Meetings | 1. **Final product**, service, or result transition  
2. Organizational process assets updates |
Close Project or Phase

Data Flow Diagram
4.6.1.3. Organizational Process Assets (OPA) that influence the Close Project or Phase process

1. Project or phase closure guidelines or requirements (e.g., administrative procedures, project audits, project evaluations, and transition criteria); and

2. Historical information and lessons learned knowledge base (e.g., project records and documents, all project closure information and documentation, information about both the results of previous project selection decisions and previous project performance information, and information from risk management activities).
4.5.2.1. **Expert Judgment**

that influence the **Close Project or Phase process**

1. Other project managers within the organization,
2. Project management office (PMO),
3. Professional and technical associations.
Go to Project Scope Management, quickly ........!