

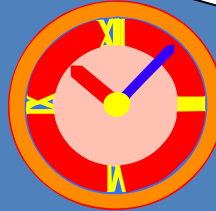
Pengenalan Pengurusan Projek

KANDUNGAN

- ☑ Definisi Projek Berjaya
- ☑ Definisi PROJEK
- ☑ Definisi Pengurusan Projek (PM)
- ☑ Siapakah Pengurus Projek?
- ☑ 10 Bidang Pengetahuan Pengurusan Projek
- ☑ Isu dalam penyampaian projek
- ☑ Kenapa projek gagal?

Definisi Projek Yang Berjaya

1. Menepati Masa



2. Mengikut Bajet



3. Pematuhan Kualiti

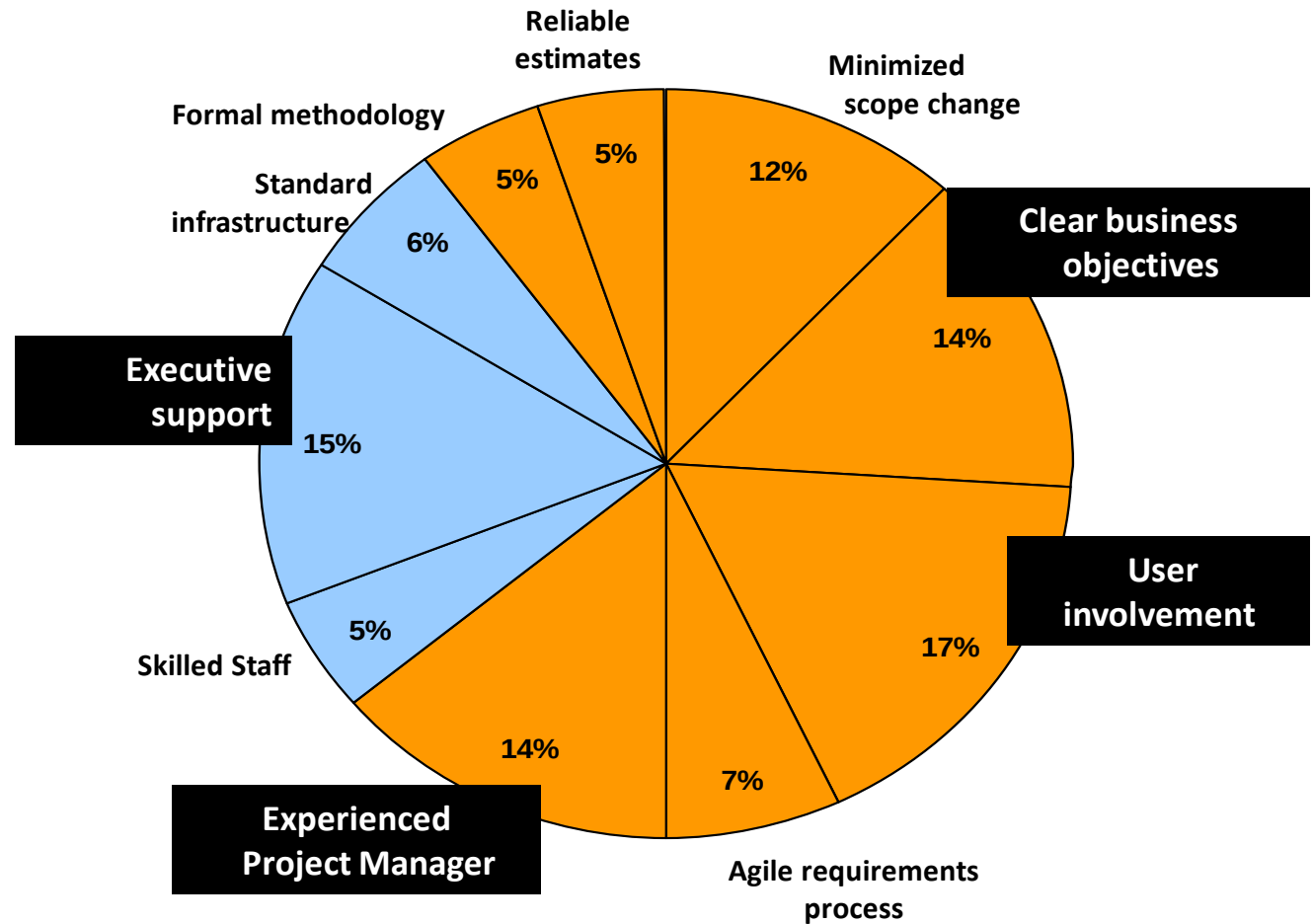
Kepuasan Pelanggan

Faktor Kejayaan Projek...

- Projek diurus dan dikawal sepanjang tempoh kitar hayat projek.
- Projek dikawal melalui proses pengurusan perubahan bersepadu (integrated change management processes) secara terperinci.
- Kriteria kejayaan projek dibincangkan dengan jelas, dipersetujui dan pencapaiannya menjadi fokus sepanjang pelaksanaan projek.

Fakta Kejayaan Projek (TBR)

- Why ?
- What ?
- How ?
- When ?
- Who ?
- Where ?



Source: "Chaos Chronicles, III, 2003". www.standishgroup.com

Definisi Projek

Satu kumpulan aktiviti yang bersifat **sementara** yang dilaksanakan untuk menghasilkan satu produk @ khidmat yang **unik**.

Kenapa Sementara ??

Setiap projek (produk/perkhidmatan) ada permulaan dan tamat tempoh.

Kenapa Unik ??

Setiap projek adalah berbeza dpd kebanyakan perkara yang terdapat pada produk/perkhidmatan yang sama.

Definisi Pengurusan Projek

Pengurusan Projek ialah aplikasi:

ILMU PENGETAHUAN

KEMAHIRAN

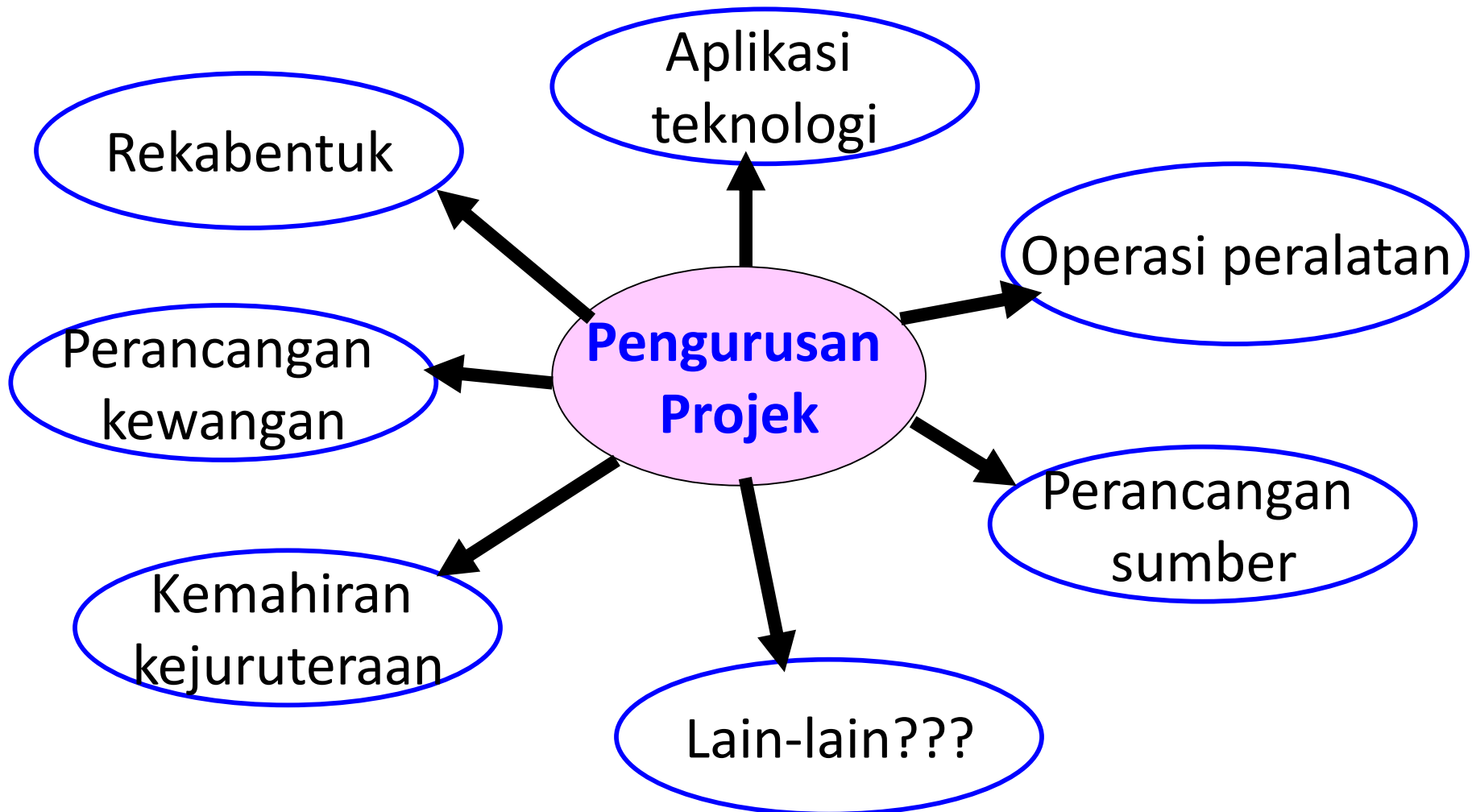
ALAT PENGURUSAN & TEKNIK

kepada **aktiviti projek** dalam usaha untuk memenuhi **keperluan & harapan *stakeholder*** daripada sesuatu projek.

Penggunaan Pengurusan Projek...



The Science of Project Management



The Art of Project Management



**Apa yang patut
diurus dalam
projek ???**



**Pengurusan
Projek adalah
untuk
menentukan
keseimbangan
dalam ...**

Skop

- merupakan senarai kerja yang perlu untuk mencapai objektif projek

Jadual

- menentukan masa dan jadual, termasuk tempoh keseluruhan projek

Kos

- hendaklah dalam lingkungan bajet yang telah diluluskan untuk projek

Sumber

- ialah manusia dan peralatan yang diperlukan untuk melaksanakan aktiviti projek

Siapakah Pengurus Projek?

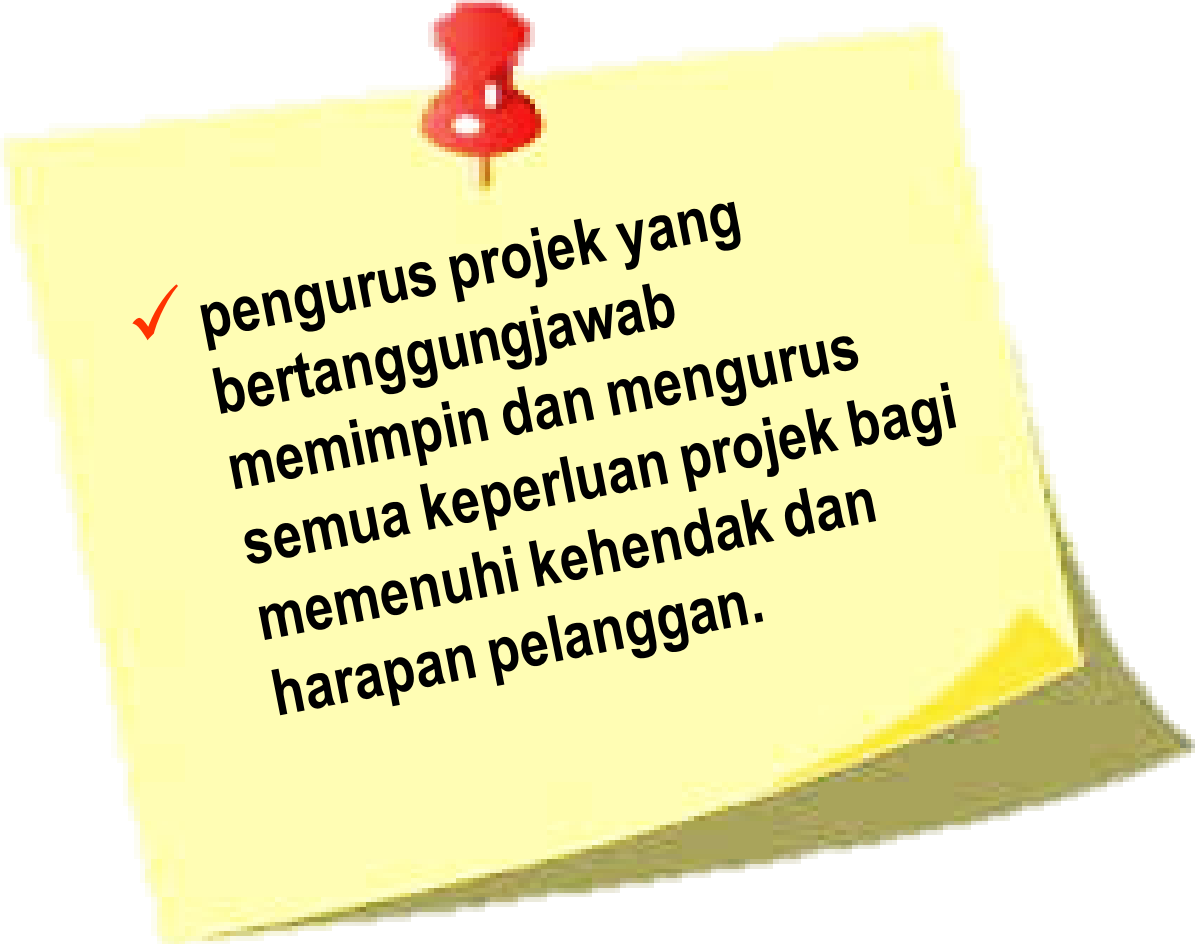


- Individu yang bertanggungjawab untuk merancang, menyelaraskan/mengawal, memantau dan melapor kemajuan projek daripada peringkat awal projek hingga siap.
- Pengurus Projek yang berjaya mestilah berkebolehan untuk menggambarkan keseluruhan projek dari mula hingga projek siap.
- Pengurus Projek juga perlu mempunyai kemampuan untuk memastikan visi projek dicapai.

Siapakah Pengurus Projek Dalam Konteks JKR?



HOPT

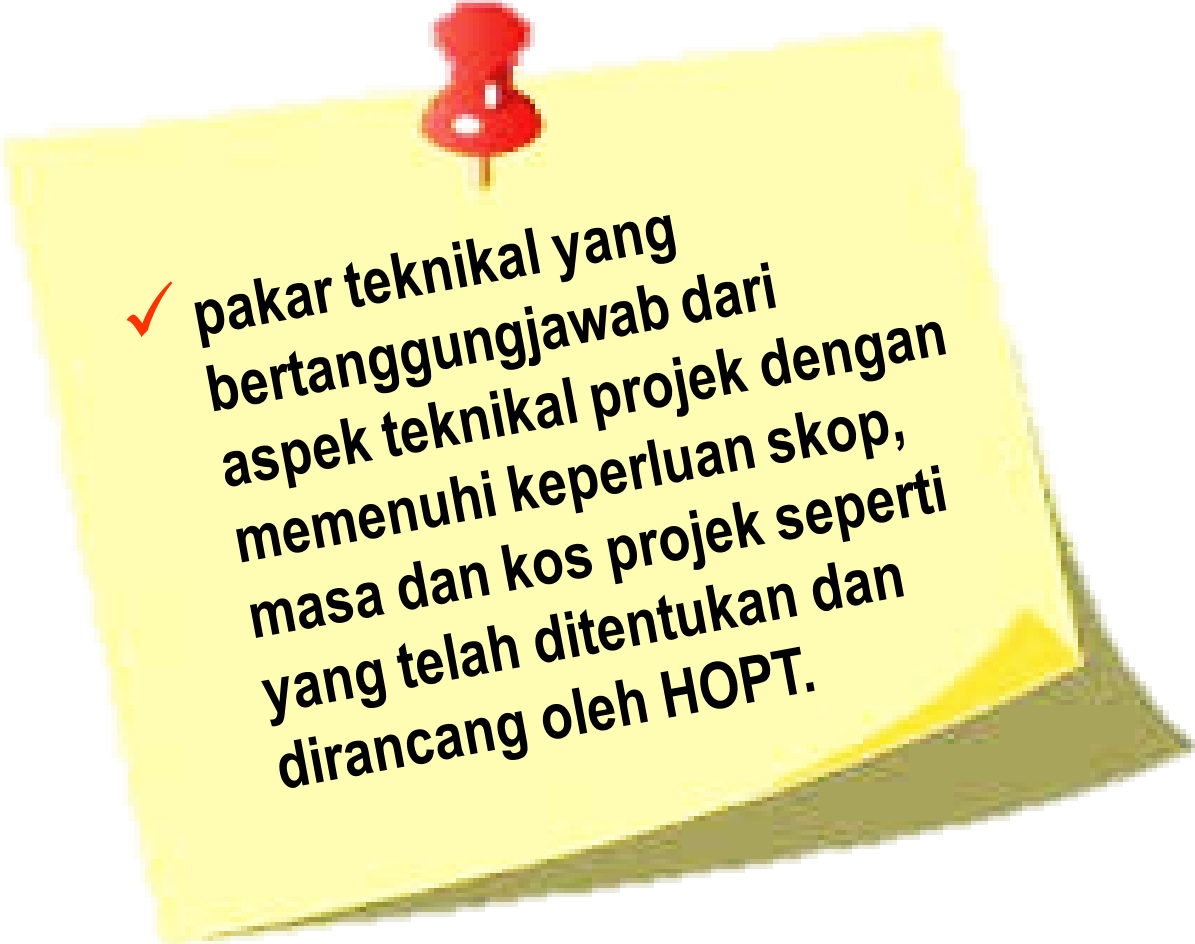


✓ pengurus projek yang bertanggungjawab memimpin dan mengurus semua keperluan projek bagi memenuhi kehendak dan harapan pelanggan.

Siapakah Pengurus Projek Dalam Konteks JKR?



HODT



✓ pakar teknikal yang bertanggungjawab dari aspek teknikal projek dengan memenuhi keperluan skop, masa dan kos projek seperti yang telah ditentukan dan dirancang oleh HOPT.

Siapakah Pengurus Projek Dalam Konteks JKR?



SO

- ✓ pentadbir kontrak yang bertanggungjawab menguruskan kontrak diantara Kerajaan dan kontraktor.
- ✓ bertanggungjawab menyelia, memantau dan mengawal projek mengikut skop, masa dan kos yang telah dirancang oleh HOPT.

Kemahiran Pengurus Projek

- *Hard Skills*

- pengetahuan mengenai produk dan berkebolehan menggunakan peralatan & teknik pengurusan projek.



- *Soft Skills*

- kebolehan bekerja dan berkomunikasi dengan pelbagai peringkat individu atau golongan tertentu dalam sesebuah organisasi.



Kemahiran Pengurus Projek



Kemahiran
Komunikasi



Mendengar, meyakinkan



Kemahiran
Organisasi



Merancang, menetapkan
pencapaian, menganalisa



Kemahiran
Kerja
Berpasukan



Empati, memberi
motivasi,
menggalakkan
semangat bekerjasama
(*esprit do corps*)

Kemahiran Pengurus Projek



Kemahiran Kepimpinan



Menjadi teladan, menetapkan visi, mengagih kerja, bersikap positif, bertenaga



Kemahiran Daya Tahan



Fleksibel, kreatif, sabar dan tidak mudah putus asa

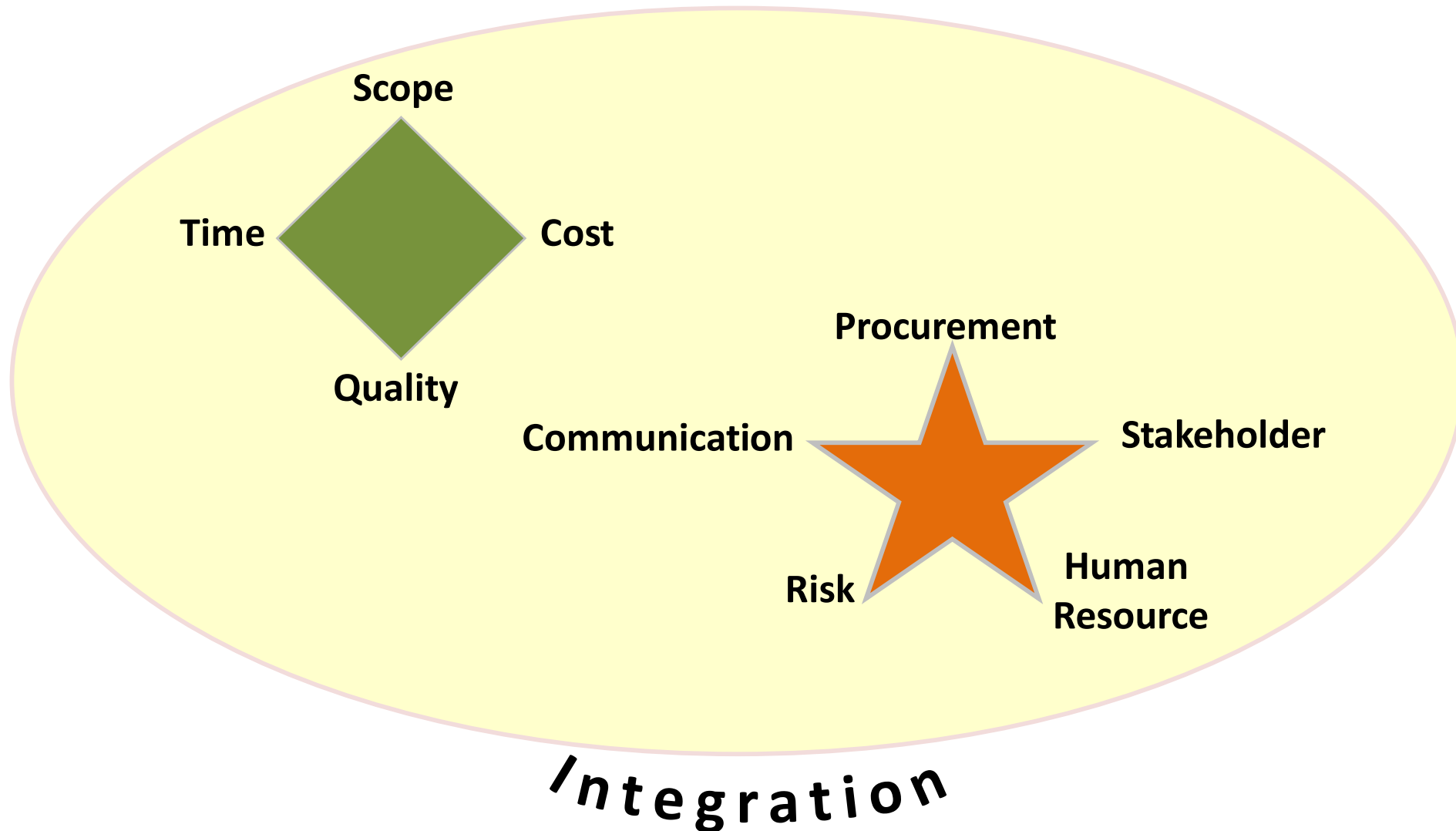


Kemahiran Teknologi



Pengalaman dan pengetahuan projek/produk

10 Bidang Pengetahuan dalam Pengurusan Projek



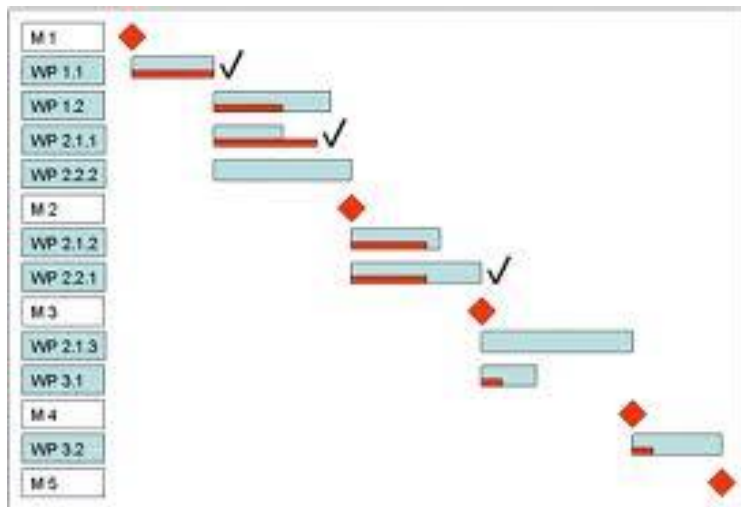
Pengurusan Skop Projek

Proses untuk memastikan semua skop kerja yang diperlukan diambilkira dan disiapkan dengan sempurna



Pengurusan Masa Projek

Proses untuk memastikan projek dapat disiapkan pada masa yang telah ditetapkan



Pengurusan Kos Projek

Proses untuk
memastikan projek dapat
disiapkan dalam
lingkungan
bajet yang diluluskan



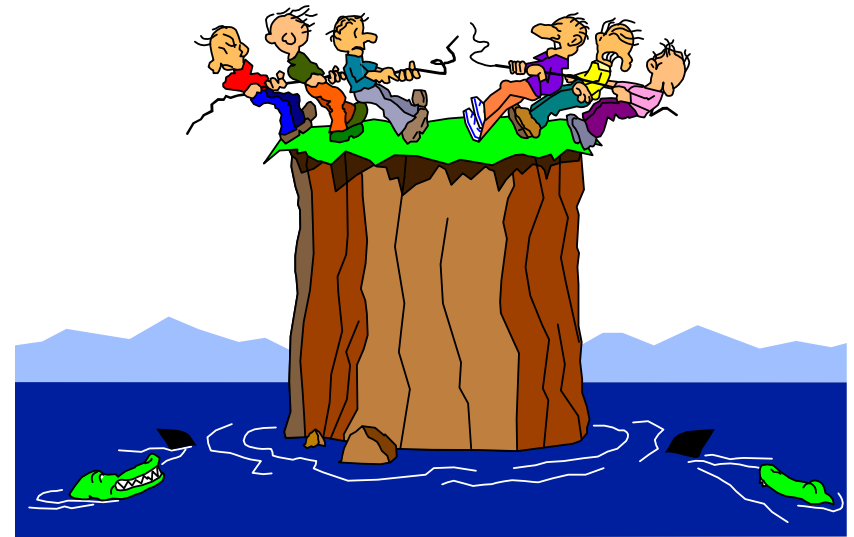
Pengurusan Kualiti Projek

Proses merancang, memastikan jaminan dan mengawal kualiti sesuatu projek bagi memenuhi keperluan pelanggan menerusi pematuhan dasar dan prosedur kualiti yang ditetapkan.



Pengurusan Risiko Projek

Proses untuk mengelak atau meminimalkan impak daripada peristiwa yang boleh menjejaskan projek, serta mengeksploitasi peluang yang mungkin wujud.



Pengurusan Perolehan Projek

Proses untuk memperoleh atau mendapatkan barangan, perkhidmatan atau hasil daripada pihak luar Pasukan Projek bagi melaksanakan kerja tertentu didalam projek.



Pengurusan Sumber Manusia Projek

Proses untuk memastikan sumber manusia yang terlibat dengan projek diurus dengan berkesan



Pengurusan Komunikasi Projek

Menjana, mengumpul, menyimpan dan menyebarkan maklumat projek dalam tempoh yang ditetapkan kepada *stakeholder* yang berkenaan



Pengurusan Stakeholder Projek

- Mengenalpasti dan menganalisa individu, kumpulan atau organisasi yang mempunyai atau mendapat impak daripada projek.
- Membangunkan strategi bagi melibaturus (*engagement*) stakeholder secara efektif bagi tujuan pelaksanaan dan penghasilan projek.



Pengurusan Integrasi Projek

Menyepadukan berbagai proses dan aktiviti pengurusan projek yang terdapat dalam Kumpulan Proses Pengurusan Projek bagi memastikan objektif projek tercapai.



ISU DALAM PENYAMPAIAN PROJEK

PAC PROPOSES OVERSIGHT PANEL TO PREVENT WASTAGE OF PUBLIC FUNDS

Watch our billion\$

By S. Suresh Ram
newsdesk@sun2011.com

KUALA LUMPUR: The parliamentary Public Accounts Committee (PAC) wants a cabinet committee set up to oversee privatised companies and projects to ensure efficient use of billions of ringgit in public funds.

Its chairman Datuk Shahrie Abdul Samad made the call yesterday after a three-hour briefing by Second Finance Minister Tan Sri Nor Mohamed Yakopp, the first cabinet minister to appear before the committee.

Among others, the briefing covered government investment in the private sector and its effectiveness, role of government-linked companies and their performance and the participation of non-humanipties in the economy.

"We took full opportunity of the minister's presence," Shahrie said, indicating that many questions were asked.

Before this, the PAC had "invited" Works Minister Datuk Seri S. Samy Vellu, Hengover, senior ministry officials appeared on his behalf.

Shahrie, who is Johor Bharu MP, said with RM113 billion in public funds being managed by Khazanah Nasional Bhd and Minister of Finance Inc in 78 companies, it was important that the money be used effectively and efficiently.

He said there had been cases of "unnecessary public expenditure", citing as examples the much-delayed Offshore Patrol Vessels (OPV) project by PSC-Naval Dockyard Sdn Bhd and the re-acquisition of a controlling stake in Poutal Holdings Bhd to ensure it remained in local hands.

The PAC had exposed the RM10.5 billion OPV contract after the company failed to deliver on time the first two vessels. The craft were commissioned in August last

year, after an 18-month delay and an additional payment of RM200 million.

The Poutal Holdings case saw Khazanah Nasional paying RM594 million to acquire a 51% stake in Poutal Holdings bought a 51% stake at RM512 million to become a majority shareholder.

Another issue raised was the merger between KUALA LUMPUR and the government-owned Avenue Capital. On this, Shahrie said Nor Mohamed explained that there was nothing unusual about the deal since it had obtained clearance from the Securities Commission (SC).

"To any we are satisfied (with the explanation given) is not right since the PAC consists of representatives of various political parties. We all have a different degree of satisfaction. The government feels that since the SC had no objection and the majority of shareholders of the two companies want to merge, the merger should take place without any interference," he said.

Shahrie said through better monitoring of how concessions for privatised government projects were given and how such projects performed after they were taken over, unnecessary spending could be avoided.

By bringing privatised projects under the ambit of cabinet committee, it would provide a "political oversight" on public fund spending.

"With such a check-and-balance system, decisions made would be effective and not

questioned later," he said, adding that under the current political system, there was no oversight system in place, unlike in United States.

Shahrie said the PAC got into the picture only now, after public rallies had been spent, while a cabinet oversight committee would prevent such weaknesses.

He noted that there was now a High Impact Investment Cabinet Committee chaired by Deputy Prime Minister Datuk Seri Najib Abdul Razak, but he was not sure if monitoring of privatised projects came under its purview.



'First-class' policies, but poor delivery

By Norris Isah and Nurjannah Padden
Asia/Putrajaya

BEIJING & PUTRAJAYA: The plans are excellent and practical, but the problems lie in their implementation.

This was the view of participants here, putting together and polishing the 2010 "National Development Master Plan" (NDMP) in Putrajaya, capital of the country's future.

Participants, the distinguished President of the School of Social Sciences, Universiti Islam Malaysia, said although the policies were excellent, the implementation of the policies, their transfer to the state and local levels, was the big challenge.

The participants, the very able officials of the local government, said the biggest problem was the implementation of the policies. They said the government had to ensure the implementation of the policies in the state and local levels.

"These plans are excellent in terms of the policies and strategies. They are very clear in terms of the goals and objectives. They are also very clear in terms of the implementation of the policies. They are also very clear in terms of the implementation of the policies."

He said the plans were very good, but the implementation of the policies was the big challenge.

They should be implemented with a plan.

Local officials of Malaysia also agreed that the implementation of the policies was the big challenge.



Dr Ghanshyam Phadnis

Dr Ghanshyam Phadnis, President of the National Development Council, said the plans were excellent, but the implementation of the policies was the big challenge.

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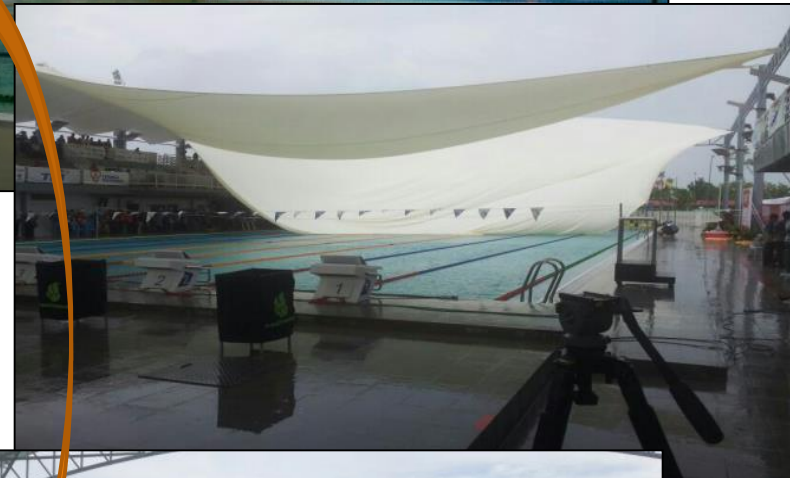
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East-Grandstand Roof

West-Stand Roof



Persepsi Awam Terhadap Kegagalan Projek

1. Pengurusan Projek yang lemah
2. Pengurus Projek / Pasukan Projek:
 - kurang kompeten
 - tidak amanah/jujur
 - penglibatan rasuah



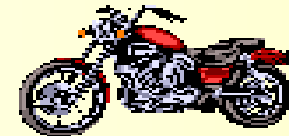
Kenapa proyek gagal?

Why do projects fail?

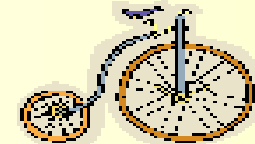
What the user wanted -



What the budget allowed for -



What the timescale allowed for -



What the technician designed -



What the user finally got -



Diantara sebab projek gagal...

1. Pengurus Projek yang kurang pengalaman dan kurang latihan.
2. Gagal untuk mengurus dan memenuhi hasrat stakeholder
3. Kepimpinan yang lemah disemua peringkat
4. Perancangan yang lemah
5. Gagal untuk mengenalpasti, mendokumenkan dan mengesan keperluan
6. Tiada kesefahaman diantara pasukan projek dan rakan kongsi (*partners*)
7. Gagal berkomunikasi
8. Lemah dalam membuat anggaran sumber
9. Kekurangan atau salahguna kaedah mengurus projek

Kesan Kegagalan Projek

- Kemudahan tidak dapat digunakan.
- Perancangan asal pelanggan tergendala.
- Kos pembaikan yang tinggi – pembaziran peruntukan awam.

***Program/Project outcomes
akan tersasar!!***



TERIMA KASIH

Q & A