

Pengenalan Pengurusan Projek



KANDUNGAN

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

ISU DALAM PENYAMPAIAN PROJEK

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TELLING IT AS IT IS

» Breath test sniffs out cancer pg11 » Terry celebrates after 10

PAC PROPOSES OVERSIGHT PANEL TO PREVENT WASTAGE OF PUBLIC FUNDS

Watch our billion\$

By S. Suresh Ram
www.sundot.com/sureshram

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 Shahrir Abdul Samad made the call yesterday after a three-hour briefing by Second Finance Minister Tan Sri Nor Mohamed Yakcop, 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-bumiputras in the economy.

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

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

Shahrir, who is Johor Bharu MP, said with RM143 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 Pantai Holdings Bhd to ensure it remained in local hands.

The PAC had exposed the RM3.5 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 Pantai Holdings case saw Khazanah Nasional paying RM394 million to re-acquire a 51% stake, after Singapore's Parkway Holdings bought a 31% stake at RM512 million to become a majority shareholder.

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

"To say 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.

Shahrir 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 committees, 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.

Shahrir said the PAC got into the picture only now, after public narratives 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.

DAMAGED CULVERTS

Severe erosion at the bottom of culvert



Failure at the bottom of culvert



Crack and water ponding on the inside of culvert



Surface undulations on the inside of culvert





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!!***

Takrif PROJEK

PROJEK ialah satu usaha **sementara** yang dilaksanakan untuk mewujudkan satu hasil atau khidmat yang **unik**



Ciri-Ciri PROJEK

- ❑ produk dan perkhidmatan yang unik.
- ❑ usaha sementara.
- ❑ ada tarikh mula dan siap.
- ❑ projek siap apabila objektif tercapai/tidak tercapai.
- ❑ tiada dua projek yang serupa.
- ❑ terbahagi kepada fasa.
- ❑ pecahan kerja adalah *deliverables*.

Takrif Pengurusan Projek

Pengurusan Projek ialah aplikasi:

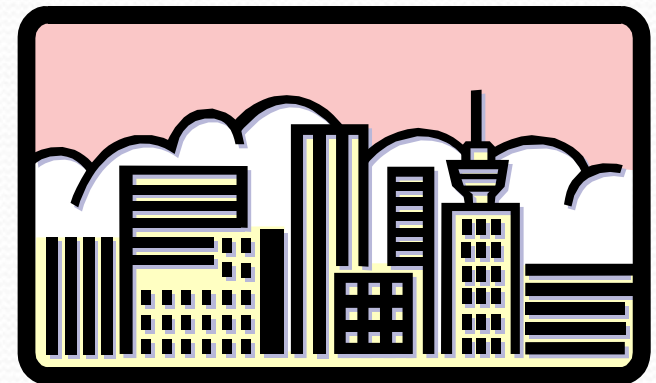
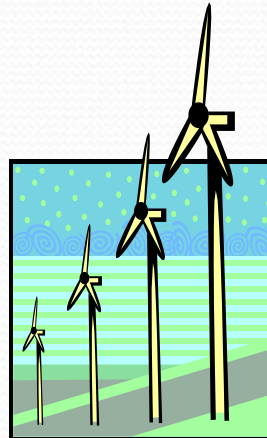
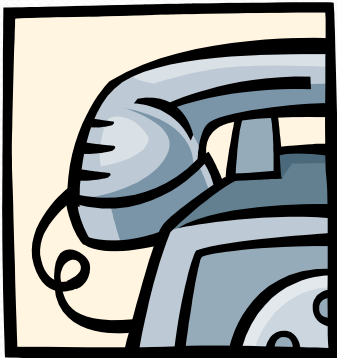
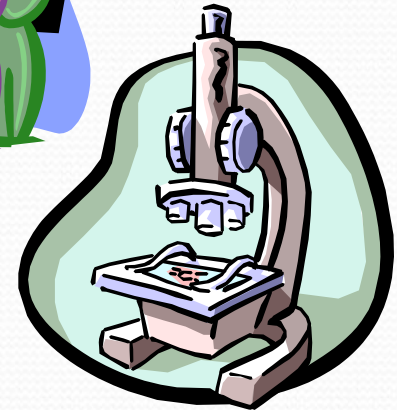
ILMU PENGETAHUAN

KEMAHIRAN

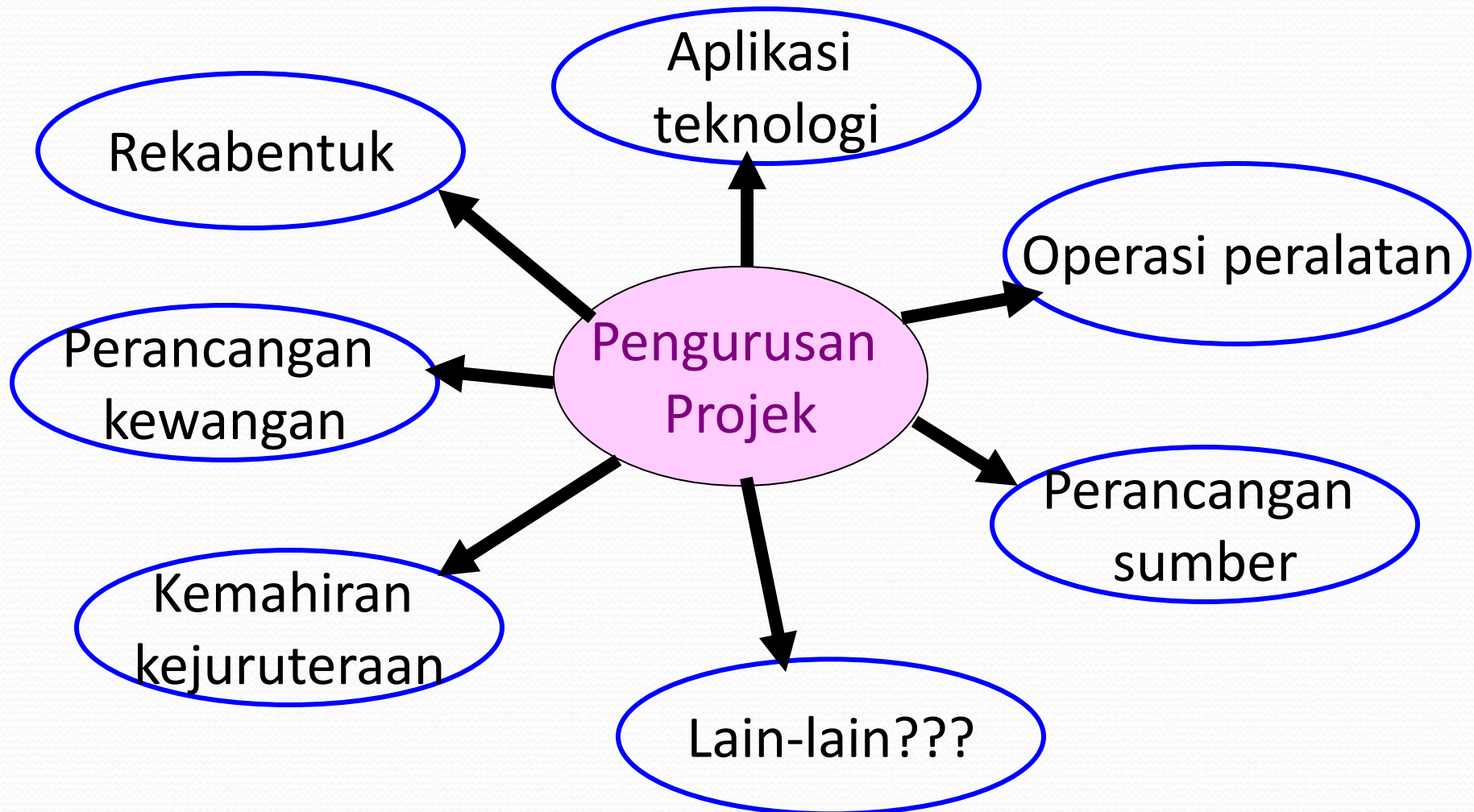
ALAT PENGURUSAN & TEKNIK

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

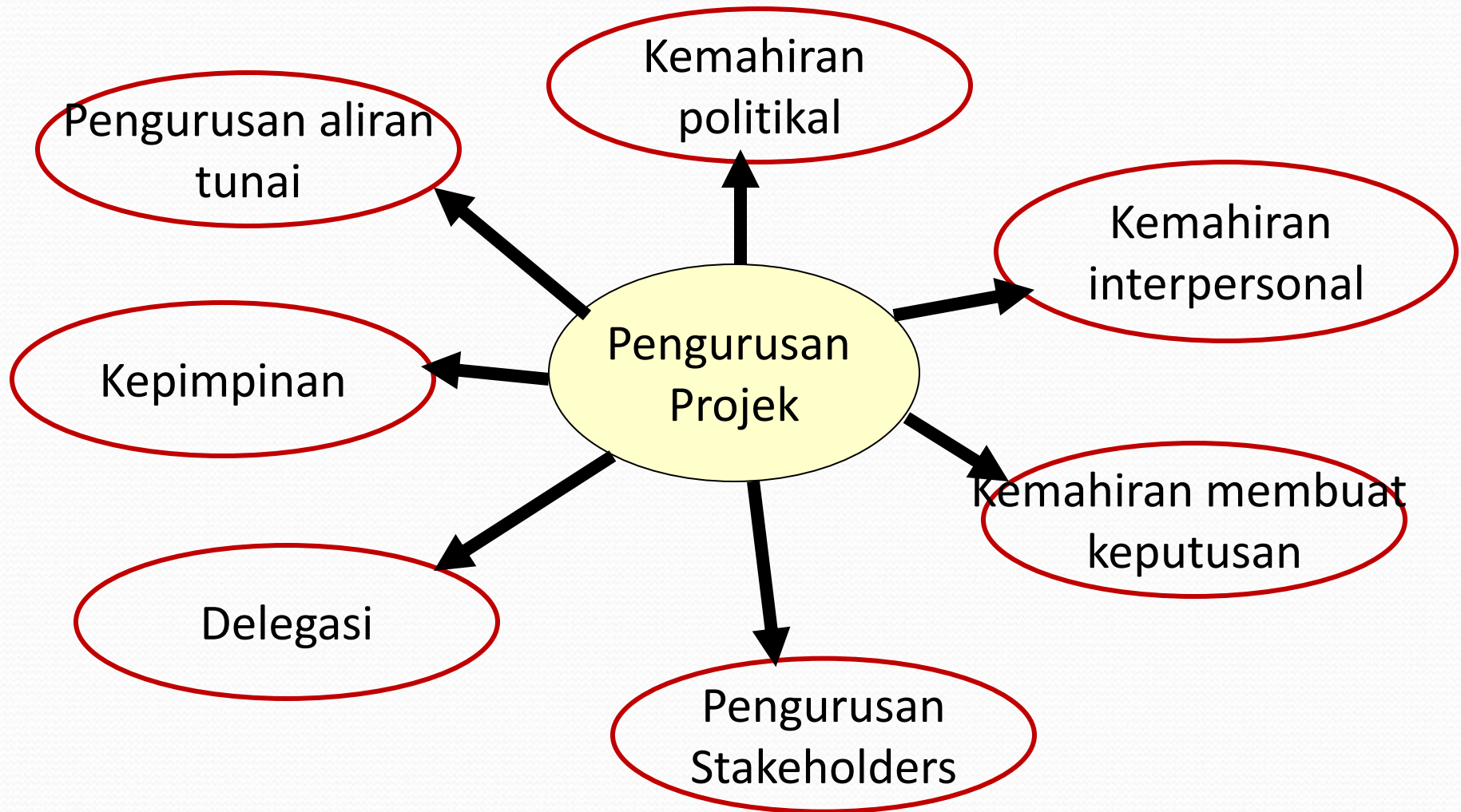
Penggunaan Pengurusan Projek...



The Science of Project Management



The Art of Project Management



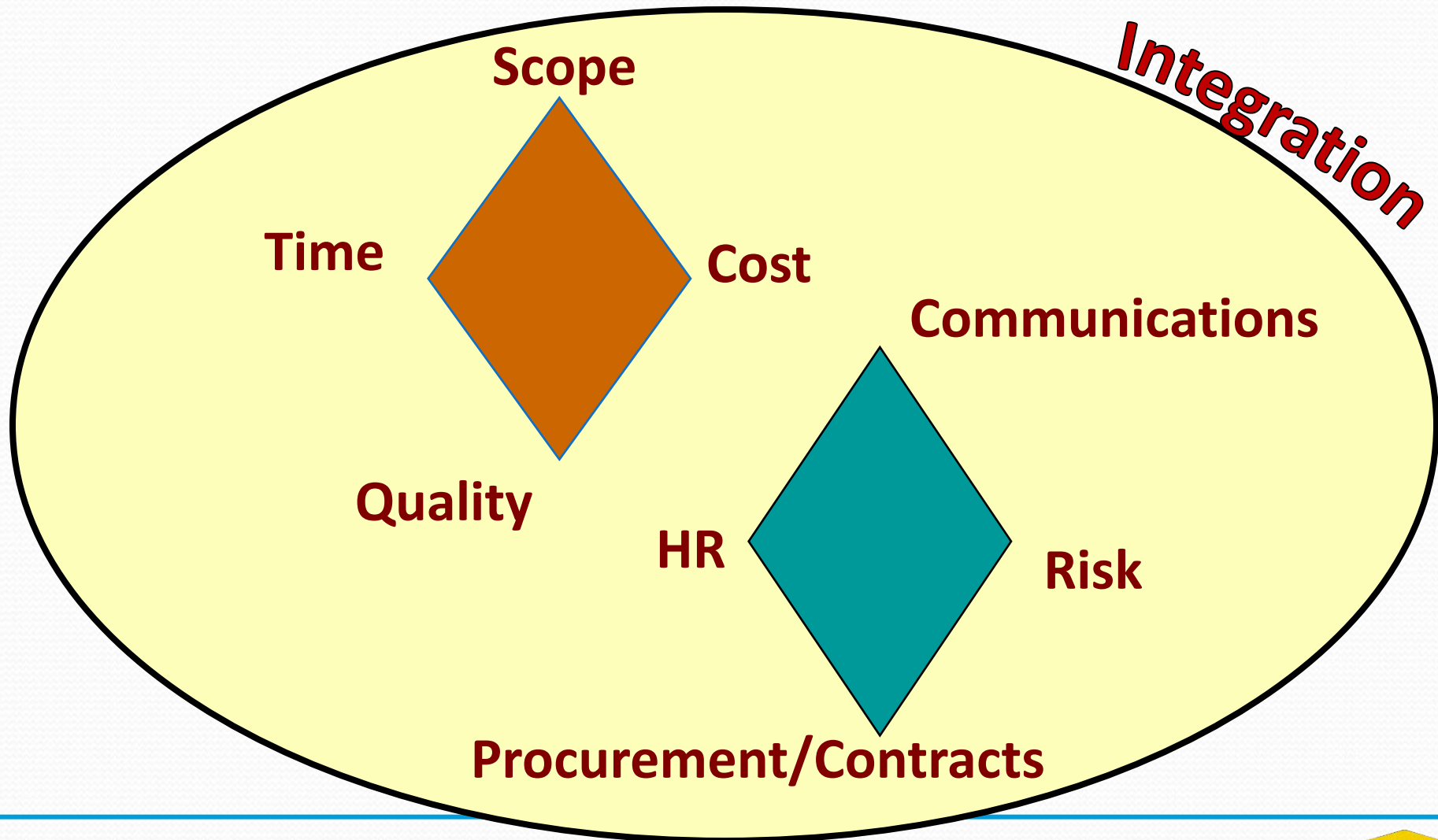
**Apa yang patut diurus dalam
projek ???**

Pengurusan Projek adalah untuk menentukan ...

Keseimbangan dalam SKOP, JADUAL, SUMBER & KOS

- **SKOP** merupakan kumpulan kerja yang perlu untuk mencapai objektif projek.
- **JADUAL** menentukan masa dan jadual, termasuk tempoh keseluruhan projek.
- **SUMBER** ialah manusia dan peralatan yang diperlukan untuk melaksanakan aktiviti projek.
- **KOS** projek hendaklah dalam lingkungan bajet yang telah diluluskan.

9 Bidang Pengetahuan dalam Pengurusan Projek



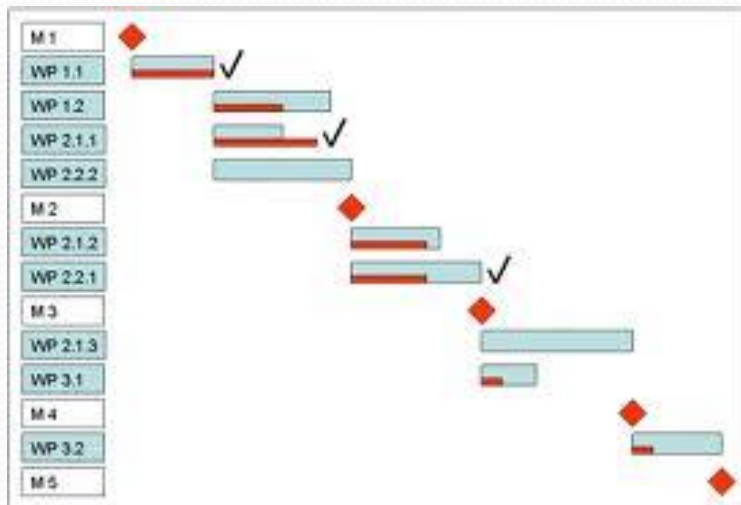
Pengurusan Skop Projek

Memastikan semua skop kerja yang diperlukan siap dengan sempurna



Pengurusan Penjadualan Projek

Memastikan projek disiapkan dalam tempohnya



Pengurusan Kos Projek

Memastikan projek siap dalam lingkungan
bajet yang diluluskan



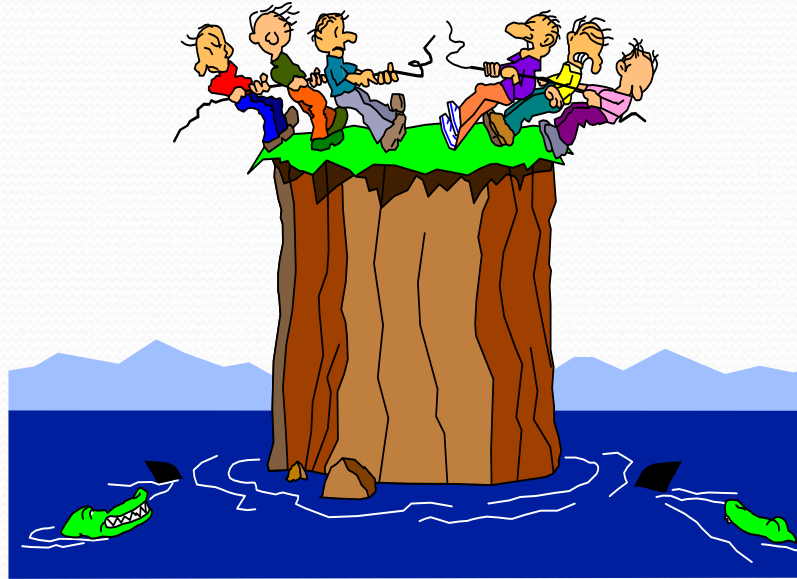
Pengurusan Kualiti Projek

Memastikan projek memenuhi keperluan kualiti seperti yang dipersetujui pada peringkat awal



Pengurusan Risiko Projek

Mengelak atau meminimakan impak daripada aktiviti yang boleh menjejaskan projek



serta mengeksploitasi peluang yang mungkin wujud

Pengurusan Perolehan Projek

- ❑ Perolehan bermaksud mendapatkan bahan dan/atau perkhidmatan daripada sumber luar Pasukan Projek
- ❑ Ianya termasuk perolehan daripada sumber dalaman (cth: cetakan lukisan dan dokumen tender).
- ❑ Lain-lain istilah perolehan termasuk pembelian dan *outsourcing*.



Pengurusan Sumber Manusia Projek

Memastikan penggunaan sumber manusia yang terlibat dengan projek secara berkesan



Pengurusan Komunikasi Projek

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



Pengurusan Integrasi Projek

Kumpulan proses yang perlu untuk memastikan kesemua elemen projek diselaraskan



Siapakah Pengurus Projek?

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



Saranan Kemahiran Pengurus Projek

Pengurus Projek perlu mempunyai “hard” dan “soft” *skills*.

- ***Hard skills*** termasuklah pengetahuan mengenai produk dan berkebolehan menggunakan peralatan & teknik pengurusan projek...
- ***Soft skills*** termasuklah kebolehan bekerja dengan pelbagai peringkat manusia....

Saranan Kemahiran Pengurus Projek

- **Kemahiran komunikasi:** mendengar, meyakinkan.
- **Kemahiran Organisasi:** merancang, menetapkan pencapaian, menganalisa.
- **Kemahiran Kerja Berpasukan:** empati, memberi motivasi, menggalakkan semangat bekerjasama (*esprit de corps*).





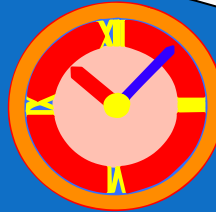
Saranan Kemahiran Pengurus Projek

- **Kemahiran Kepimpinan:** Menjadi teladan, menetapkan visi, mengagih kerja, bersikap positif, bertenaga
- **Kemahiran Daya Tahan:** Fleksibel, kreatif, sabar, tidak mudah putus asa
- **Kemahiran Teknologi:** Pengalaman, pengetahuan projek/produk



Definisi Projek Yang Berjaya

1. Menepati
Masa



Kepuasan
Pelanggan



2. Mengikut Bajet



3. Pematuhan Kualiti

Faktor Kejayaan Projek...

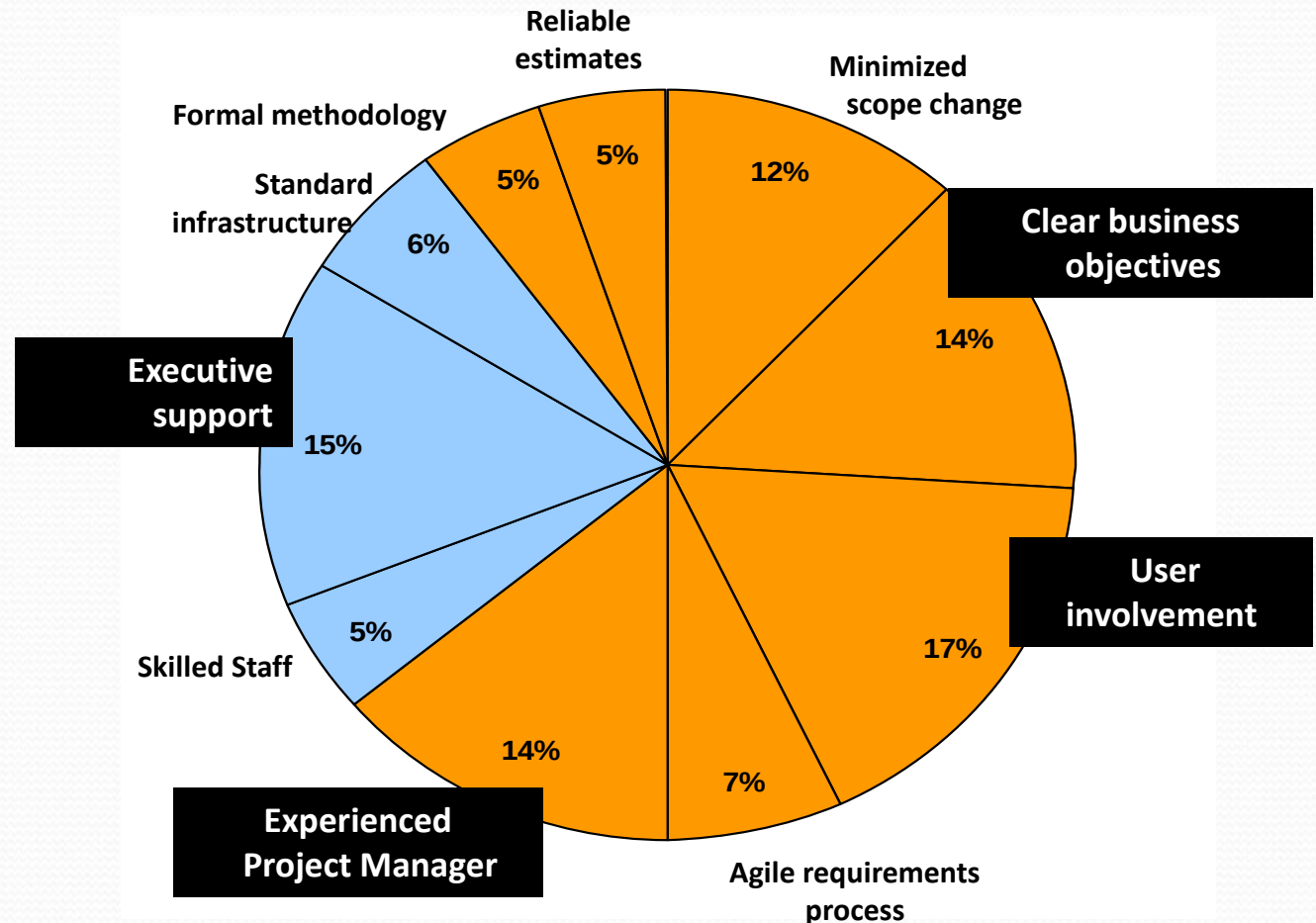
Projek diurus dan dikawal sepanjang tempoh kitar hayat projek.

Projek dikawal melalui proses pengurusan perubahan (*change management processes*) secara terperinci.

Kriteria kejayaan projek dibincangkan dengan jelas, dipersetujui dan pencapaiannya menjadi fokus sepanjang pelaksanaan projek.

Fakta Kejayaan Projek

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



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



TERIMA KASIH

Q & A