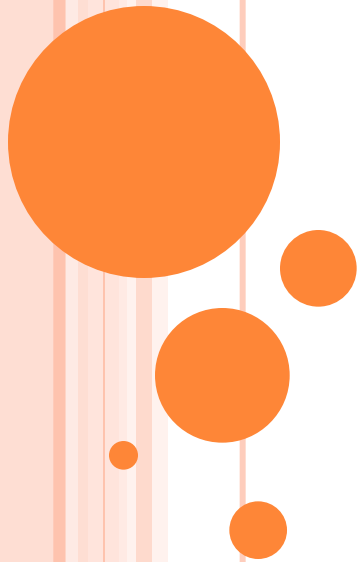


OVERVIEW OF PROJECT MANAGEMENT



TOPICS TO BE PRESENTED

- Some Issues In Project Delivery
- Project Management Framework
- Project Management Processes
- Project Management 9 Knowledge Areas
- Project Management Organisational Structures (JKR Organisational Matrix)
- Roles & Responsibilities of Project Manager



SOME ISSUES IN PROJECT DELIVERY



SOME SHOCKING FACTS ABOUT CONTRACTORS WHO WERE AWARDED GOVERNMENT PROJECTS. THEY LACK EXPERTISE. INCOMPETENT. TOO READY TO MAKE A QUICK BUCK. PROJECTS IN THE SPOTLIGHT RECENTLY:

ASTONISHING...

MIDDLE RING ROAD 2

Cost: RM120m

- An extra RM70m to pay for repair work



RIDICULOUS...

NAVY RECRUIT TRAINING CENTRE (PULAREK)

Cost: RM198m

- Extra RM13m needed, 7,032 defects



BUT IT'S TRUE!

MATRADE BUILDING

Cost: RM287m

- Cost kept rising until it reached the above amount



5.3%

dividend
on the cards

It could be the highest dividend to be declared since 2001. Now EPF contributors have to keep their fingers crossed for an affirmative nod from the Finance Ministry.

>> REPORT: P3

>> REPORT: P2

Parliament roof in bad condition, says Samy Vellu

NST 18-05-07

■ By V. Vasudevan
news@nst.com.my

KUALA LUMPUR: Very bad.

That is how Works Minister Datuk Seri N. Samy Vellu described the condition of the roof of Parliament House after inspecting it for about 45 minutes with Public Works Department technicians yesterday.

"As an architect, I can tell you it is very bad. I don't want to hide anything from you. There is a lot of work to be done here," he said at a press conference in the lobby of parliament.

He said the repairs would involve re-laying concrete slabs, waterproofing the roof and installing concealed ceiling equipment for heat protection.

"The plastic pipes will have to be replaced with rivet-a-rod iron pipes."

The damaged pipes had resulted in water not flowing off the roof.

Samy Vellu said there was a pile of rubbish, mainly construction waste, on the roof and this had to be removed.

He said there were leaks in five places.

"These could increase to 10 or 15 in the future if nothing is done now."

Asked why the renovation on the building earlier had not looked at wa-

terproofing the roof, he said the contract did not provide for this.

The interior restoration and renovation were carried out in 2005 and it cost RM990 million.

He inspected the roof leaks in the building following heavy rain on May 10.

The last time this happened was in April 2005.

He said everyone was to be blamed for the leakage.

"The Public Works Department is in charge of public buildings. They should have acted and advised the government to carry out repairs."

"The parliament maintenance crew also appears to have been negligent."

He said a paper on the maintenance work and repair costs would be submitted to the cabinet.

"After this repairs, I want to make sure there will be no more such complaints for the next 20 or 30 years."

Minister to the Prime Minister's Department Datuk Seri Nazri Aziz said parliament did not have the technical staff to do maintenance.

"We need the expertise of the PWD and I hope the Works Ministry will assign an engineer or technician to Parliament House."



A worker cleans a gully caused by a leak in the roof of Parliament House yesterday. — NST picture by Ishari Ariffin

9 tahun baru siap

Bangunan yang dibina pada 1997 dengan kos asal RM167 juta itu meningkat kepada RM287.5 juta dengan kira-kira RM64.8 juta dibelanjakan untuk kerja pembaikan

KUALA LUMPUR 22 Mei - Setelah sembilan tahun ditunda ekoran pelbagai masalah, bangunan Perbadanan Pembangunan Perdagangan Luar Malaysia (Matrade) di Jalan Duta di sini akan diserahkan kepada Kementerian Perdagangan Antarabangsa dan Industri (MITI) esok.

Menteri Kerja Raya, Datuk Seri S. Samy Vellu berkata: "Saya akan serahkan bangunan itu kepada menterinya, Datuk Seri Rafidah Aziz."

Beliau pada sidang akhbar di Lobi Parlimen hari ini berkata, bangunan itu sepatutnya diserahkan kepada MITI pada 22 Jun ini, namun Jabatan Kerja Raya (JKR) bekerja keras menyiapkannya lebih awal.

"Saya gembira kerana kita dapat serah bangunan itu 39 hari lebih awal," kata beliau.

Projek pembinaan bangunan Matrade yang bermula pada 1994 sepatutnya siap pada 1997, namun disebabkan beberapa kelewatan dan pelantikan kontraktor baru, ia ditunda sehingga tahun ini.

Bangunan yang dibina pada 1997 dengan kos asal RM167 juta itu meningkat kepada RM287.5 juta dengan kira-kira RM64.8 juta dibelanjakan untuk kerja pembaikan setelah beberapa kecacatan dikesan.

Dalam pada itu, Samy Vellu berkata, pihaknya akan memaklumkan kepada Kementerian Kewangan supaya mengambil tindakan terhadap pemaju bangunan tersebut.

Malah Peguam Negara juga akan dimaklumkan supaya tindakan undang-undang boleh dikenakan terhadap pemaju

BANGUNAN Ibu Pejabat Matrade yang siap dibina dan dibaik pulih untuk diserahkan kepada Kementerian Perdagangan Antarabangsa dan Industri di Jalan Duta, Kuala Lumpur.



UNDULATING AND DAMAGED ROAD SURFACE



DAMAGED CULVERTS

Severe erosion at the bottom of culvert



Crack and water ponding on the inside of culvert



Failure at the bottom of culvert



Surface undulations on the inside of culvert









BPR siasat kontraktor

Pelan, spesifikasi Kompleks Mahkamah

Oleh Sazarina Shahrin, Lee Shi-lan dan A Hafiz Yatim

KUALA LUMPUR: Badan Pencegah Rasuah (BPR) menyiasat kontraktor yang menang tender untuk membina Kompleks Mahkamah Kuala Lumpur (JKR) minggu lalu.

JKR wujud unit penyelenggaraan

Pasukan khas atasi isu bumbung Parlimen bocor

KUALA LUMPUR: Jabatan Kerja Raya (JKR) akan menubuhkan unit penyelenggaraan khas bagi mengatasi masalah kebocoran di bumbung Parlimen dan tempoh seminggu diperlukan menyiapkan laporan berkaitan masalah itu untuk diserahkan kepada Jemaah Menteri.

Menteri Kerja Raya, Datuk Seri Sany Vellu, berkata arahan sudah diberikan kepada Ketua Pengarah JKR untuk menubuhkan satu pasukan khas untuk memeriksa masalah kebocoran elektrik dan bahagian arkitek untuk mengenal pasti masalah di bumbung Parlimen.

"Saya akan melantik empat atau lima jurutera berpengalaman di bumbung Parlimen untuk kerja penyelenggaraan terbahari," katanya pada majlis perasmian Pusat Kerjasama Yayasan Pemuliharaan Sosial (Senet) 2007, di sini, semalam.

Sany Vellu berkata, senatra kerja membaiki bumbung akan dihantar

marin dan tidak perlu dipanjatkan lagi.

"Ada perlu faham bangunan Parlimen yang lama ada laluan saluran air hujan ditasanya serta mempunyai bongkah kalis air untuk membolehkan pergerakan udara tapi disebabkan faktor cuaca, sukar untuk melakukan struktur dalam keadaan asal."

"Mana-mana bangunan lama pasti mengalami kebocoran. Mula-mula saya minta RM45 juta, kemudian menjadi RM60 juta, meningkat RM75 juta dan akhirnya RM90 juta untuk kerja reka bentuk dalam dilakukan tapi tidak menyenangi penarikan bumbung yang tidak rosak ketika itu," katanya.

Bellau berkata, usaha menaik taraf bangunan Parlimen rumit bagi mem-

ngokalkan sentuhan moden dan menjadikannya kelihatan baru setiap masa.

"Bangunan ini boleh berdiri untuk 100 atau 150 tahun lagi, struktur yang disilenggara dengan baik oleh JKR dan arkitek bangunan ini serta bangunan utama yang menjadi contoh demokrasi berperlimen."

"Kita mahu bangunan itu terus berdiri. Kalau tidak sudah lama kita berpindah ke Putrajaya dan ada bangunan baru, tapi itu bukan yang kita mahu."

Parlimen kekal di Kuala Lumpur yang juga lokasi penting dan tumpuan ramai," katanya.

Bellau berkata, selepas kerja pengubahsuaian selesai dilakukan pada 2005, tugas penyelenggaraan tidak dilakukan dengan baik oleh pihak teknikal dilantik sehingga timbul masalah kebocoran pada bumbung.

"Kita boleh lihat perbezaan bangunan Parlimen lama dan baru selepas kerja naik taraf dilakukan, hitungan dalaman yang berbeza, un-

tukkan RM90 juta untuk mengubah suai ruang dalaman bangunan itu."

Samy Vellu yang meninjau bumbung bangunan itu sebelum ini turut mengakui tahap kebocoran itu serius disebabkan kegagalan mengambil kira aspek kalis air pada struktur berkenaan ketika kerja menaik taraf kemudahan terbahari.

Perkara itu mengundang kritikan Pengerusi Jawatankuasa Kira-Kira Wang Negara (PAC), Datuk Shahrir Samad yang mempersoalkan kegagalan JKR memasukkan kerja membaiki bumbung kalis air ketika membuat soal bangunan Parlimen yang menelan belanja kira-kira RM90 juta sebelum ini.

Abdullah berkata, pertengkaran mengenai siapa sepatutnya bertanggungjawab menyelenggara bangunan milik kerajaan itu hanya menyebabkan orang ramai berasa tidak

seronok dengan apa yang berlaku.

Dalam hubungan itu, beliau menyaran semua pihak di negara ini mencontohi orang Jepun yang amat mementingkan budaya penyelenggaraan dalam kehidupan mereka.

Katanya, memperuntukkan sejumlah wang menyelenggara peralatan atau bangunan adalah lebih baik daripada terpaksa berbelanja besar pada akhirnya apabila berlaku sesuatu masalah atau kerosakan serius.

"Sebenarnya menyediakan perbelanjaan perbatuan untuk penyelenggaraan bukanlah satu kerugian, bukan satu bebahan."

"Itu sebenarnya satu tindakan menyelamatan banyak wang dibelanjakan nanti apabila alat atau bangunan itu rosak. Mungkin kena ganti pula nanti dengan yang baru dan lebih besar belanjanya," katanya.

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MASALAH BERULANG: Kompleks Mahkamah Kuala Lumpur di Jalan Dutta.



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FAILURES

Abdullah peeved over delayed prisons project

■ By Firdaus Abdullah
and Sulok Tawie
newsfirst.com.my

KUCHING He was there to inspect a prisons project that was well behind schedule. Moments later, he emerged from the site, peeved at what he had seen.

Prime Minister Datuk Seri Abdullah Ahmad Badawi now wants the Anti-Corruption Agency to get to the bottom of the matter.

After nine years, the project is barely half-complete. It was not built to specifications, and now requires more money.

There are also off-position pillars, and some blocks may not be safe for occupation if things are not rectified.

The project, designed to ease congestion at the 113-year-old Seremban Prison, was awarded to S&P Holdings Sdn Bhd in 1997.

The contract was terminated in 2004 when the project



17/04/2006

SOME REASONS WHY PROJECTS FAIL...

1. Inadequately trained & inexperienced PM
2. Failure to set & manage expectations
3. Poor leadership at all levels
4. Poor plans
5. Failure to identify, document & track requirements – poor monitoring and control
6. Misalignment – partners & team members
7. Poor communication
8. Inadequate or misused methods – wrong tools
9. Inadequate budget



THE TIP-OF-THE-ICEBERG SYNDROME



The diagram depicts an iceberg floating in a dark blue sea. The iceberg is yellow and divided into four horizontal sections. The top section is above the water line, while the other three are submerged. The water surface is indicated by a wavy orange line. The text in each section is as follows:

**DELEGATION
OF AUTHORITY TO
PROJECT MANAGER**

**EXECUTIVE
MEDDLING**

**LACK OF UNDERSTANDING OF HOW PROJECT
MANAGEMENT SHOULD WORK**

**LACK OF TRAINING IN COMMUNICATIONS /
INTERPERSONAL SKILLS**

**MANY OF THE PROBLEMS ASSOCIATED WITH PROJECT MANAGEMENT WILL
SURFACE MUCH LATER IN THE PROJECT AND RESULT IN MUCH HIGHER COSTS**

THE EFFECT OF PROJECT FAILURES

- High repair costs – wastage of public fund
- Building not fit to be used – rental
- Disruption in planning
 - Transfer of teachers/students
 - Storage for equipment/furniture etc.



We need to change our
ways of managing
projects!!!



PROJECT MANAGEMENT FRAMEWORK



PROJECT MANAGEMENT FRAMEWORK

Project Team

Project Manager

Project Organisation

Technical



Stakeholders' needs and expectations

Functional

9 Knowledge Areas

Core Functions

Scope Mgt.

Time Mgt.

Cost Mgt.

Quality Mgt.

Project Integration Management

HR Mgt.

Comm. Mgt.

Risk Mgt.

Procure. Mgt.

Facilitating Functions

Tools and techniques



Project Management Processes



Cost

Time

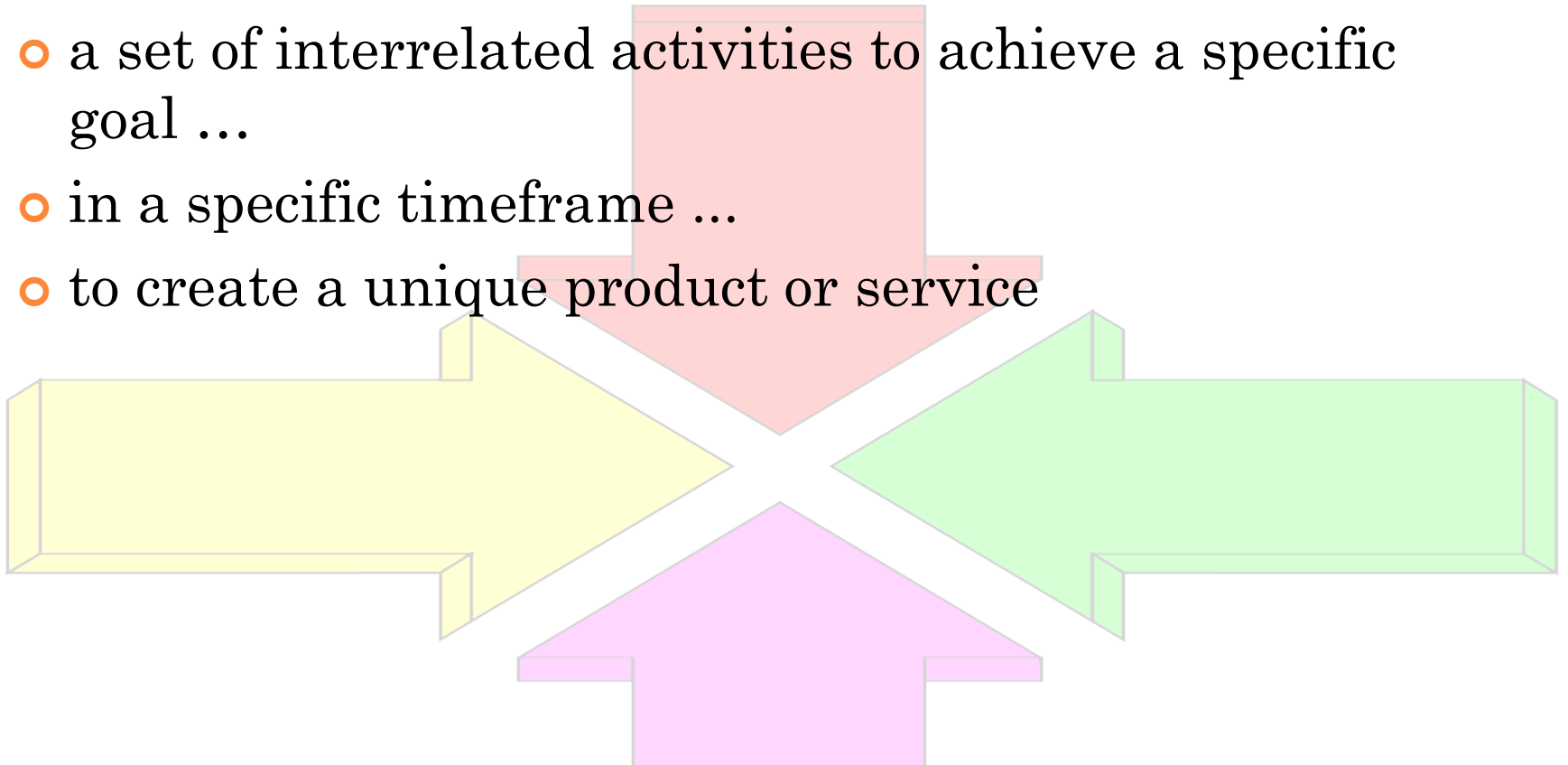
Performance

Project Success

Customer's Satisfaction

WHAT IS A PROJECT?

- a set of interrelated activities to achieve a specific goal ...
- in a specific timeframe ...
- to create a unique product or service



A project is a temporary endeavor which has a definite beginning and a definite end

PROJECT – CHARACTERISTICS :

- ☐ unique service or product
 - ☐ temporary endeavour
 - ☐ definite start & end
-
- ☐ project ends when objectives are met / not met
 - ☐ no two projects are the same
 - ☐ divided into phases
 - ☐ pieces of work are called deliverables



WHAT IS PROJECT MANAGEMENT?

PM is the application of:

KNOWLEDGE

SKILLS

TOOLS & TECHNIQUES

To project activities in order to
meet or exceed stakeholders need
& expectations from a project



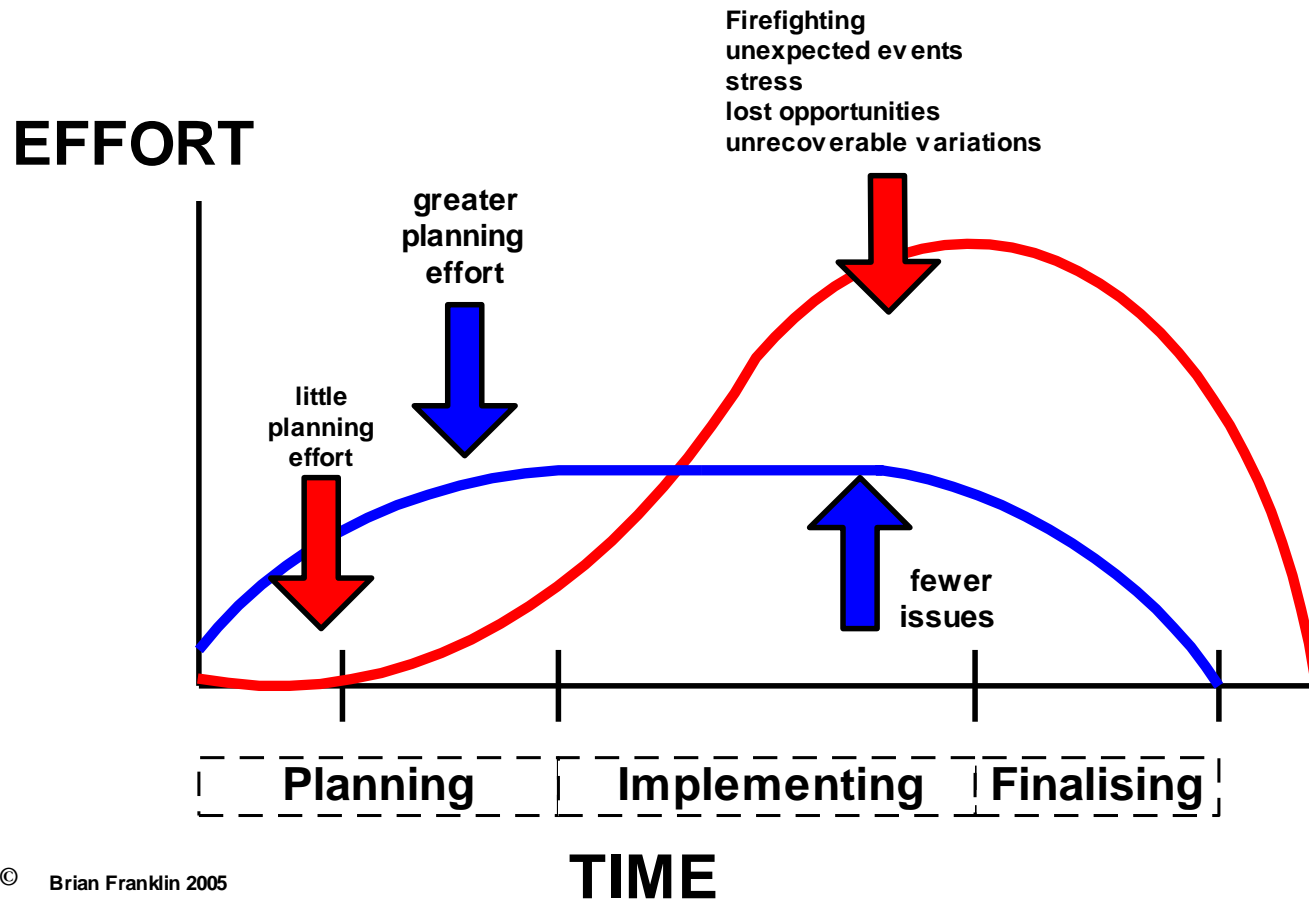
WHY PROJECT MANAGEMENT????

The need to shift from individual heroes to processes which enable:

- ❑ better and more predictable outcomes
- ❑ more effective use of limited resources
- ❑ Lessons learned to contribute to improving processes



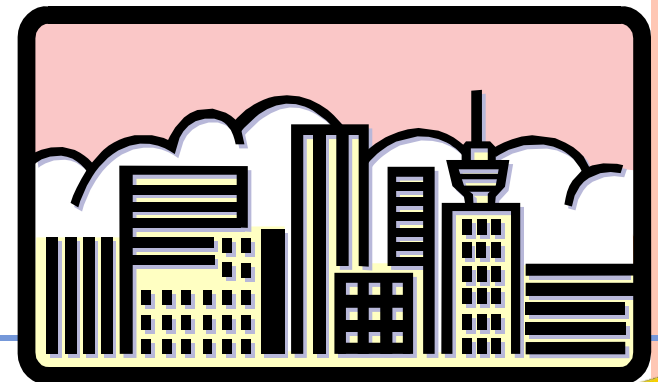
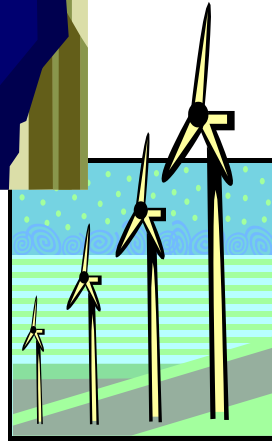
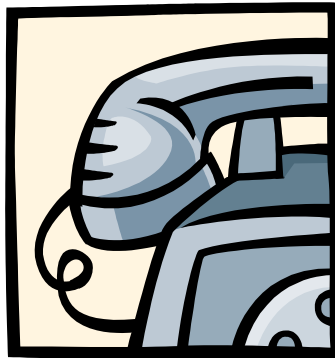
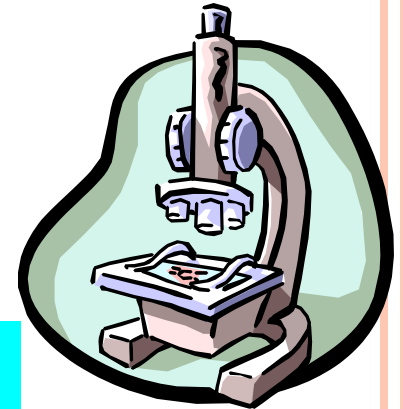
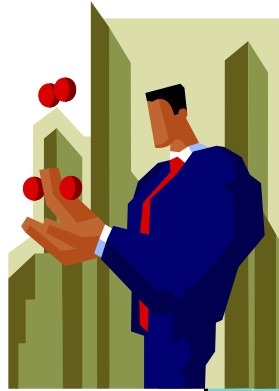
PLANNING EFFORT OUTCOME – PROJECT LEVEL



© Brian Franklin 2005



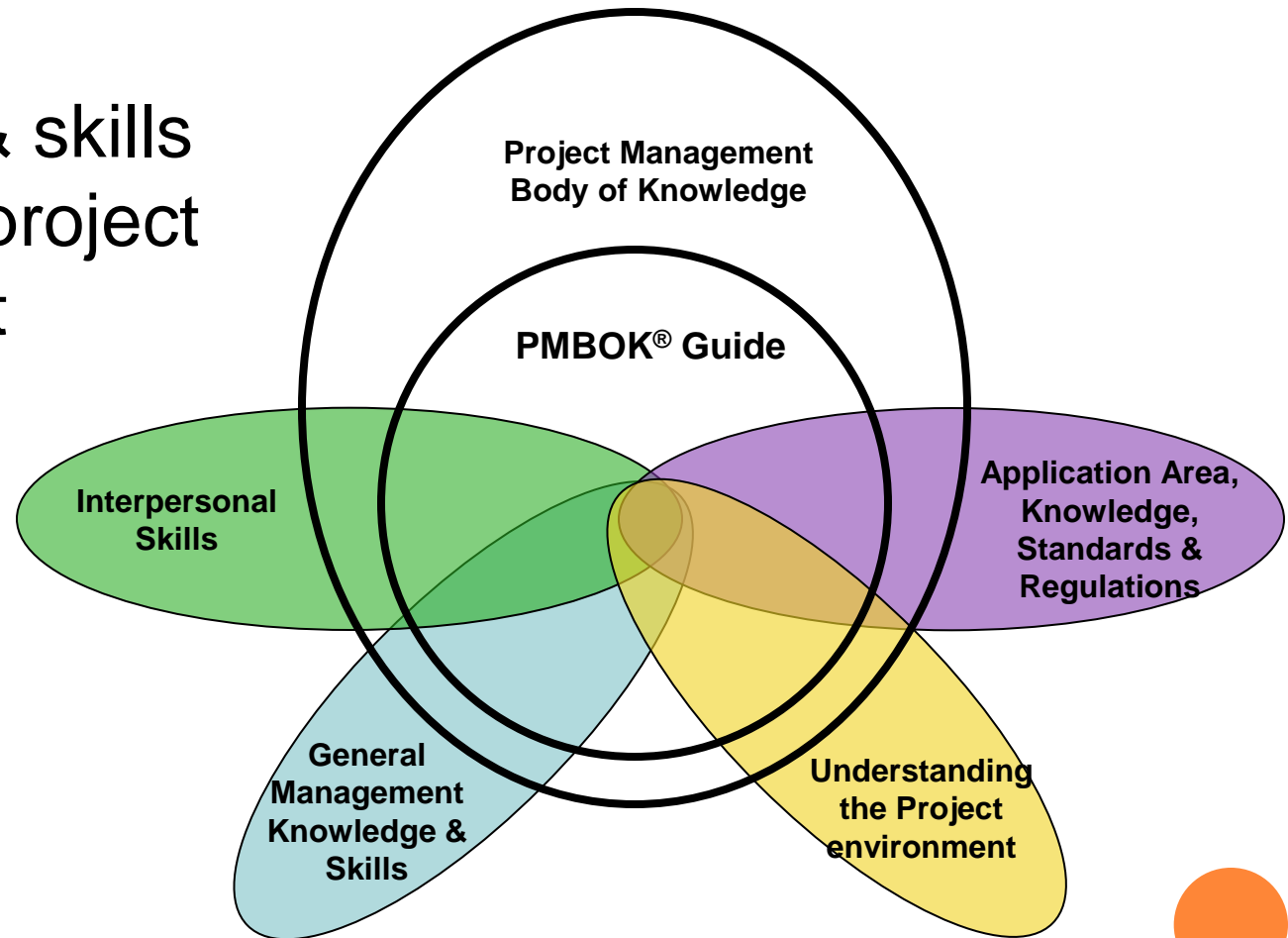
WHO USES PROJECT MANAGEMENT???





Areas of Expertise in PM

Knowledge & skills
for effective project
management



PROJECT LIFE CYCLE



Project Interaction Model



Client Ministries

Need
Identified

Initiate
the Project

Jabatan Kerja Raya

Plan
the Project

Design

Procurement

Construction

Handover
the Project

Project Process Flow

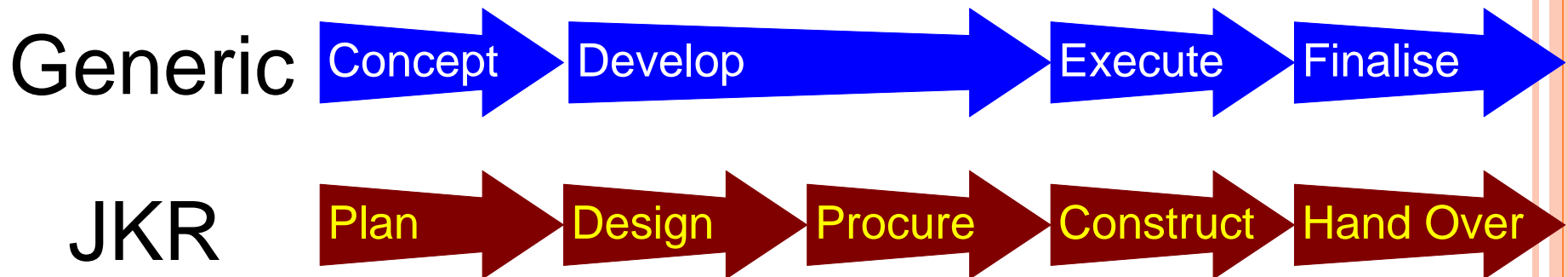
Project Phases & Life Cycle

- Organizations divide project into several phases to provide better management control
- Collectively phases are called Life Cycle
- Each phase is marked by completion of one or more deliverables
- Conclusion of phase marked by review of key deliverables and project performance
 - to determine if project should continue to next phase
 - Detect and correct errors cost effectively



PROJECT LIFE CYCLE

- Phases are generally sequential
- Phases are connected from the beginning of a project to its end
- Phases are concluded with acceptance of deliverables
- Not uncommon to have overlapping phases



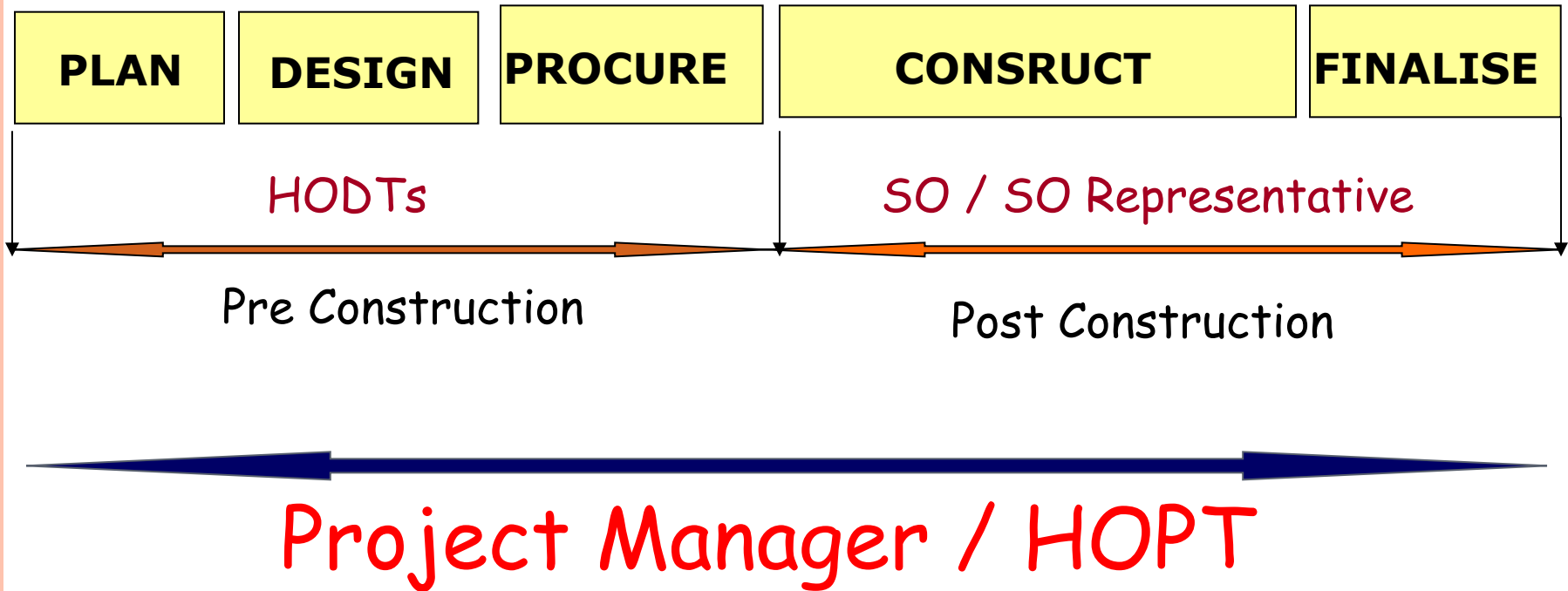
.....MISCONCEPTION

That....

project management is site
management / construction
management



JKR Project Lifecycle - 5 Phases

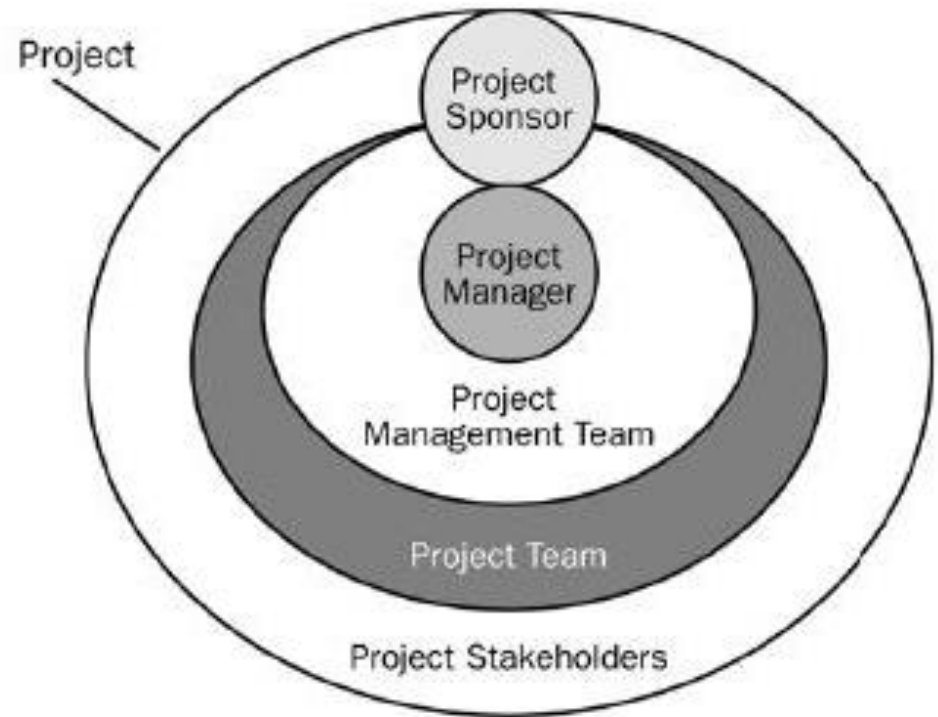


PROJECT STAKEHOLDERS



PROJECT STAKEHOLDERS

- Sponsor
- Project Manager
- Customer/User
- Performing Organi
- Project Team Mem
- Project Management Team
- Influencers



DEFINITION

‘.....an individual, individuals, team or teams affected by the project’

Juliano(1995)

‘.....individuals and organisations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion

The PMBOK Guide (1996)



WHO IS A STAKEHOLDER?

- a stakeholder is anyone who has interest in your project or will be affected by its deliverables or output
- whose interest in the project must be recognised if the project is to be a success
- whose values and issues must be understood



PROJECT STAKEHOLDERS



internal
(stakeholder
dalaman)

external
(stakeholder
luaran)

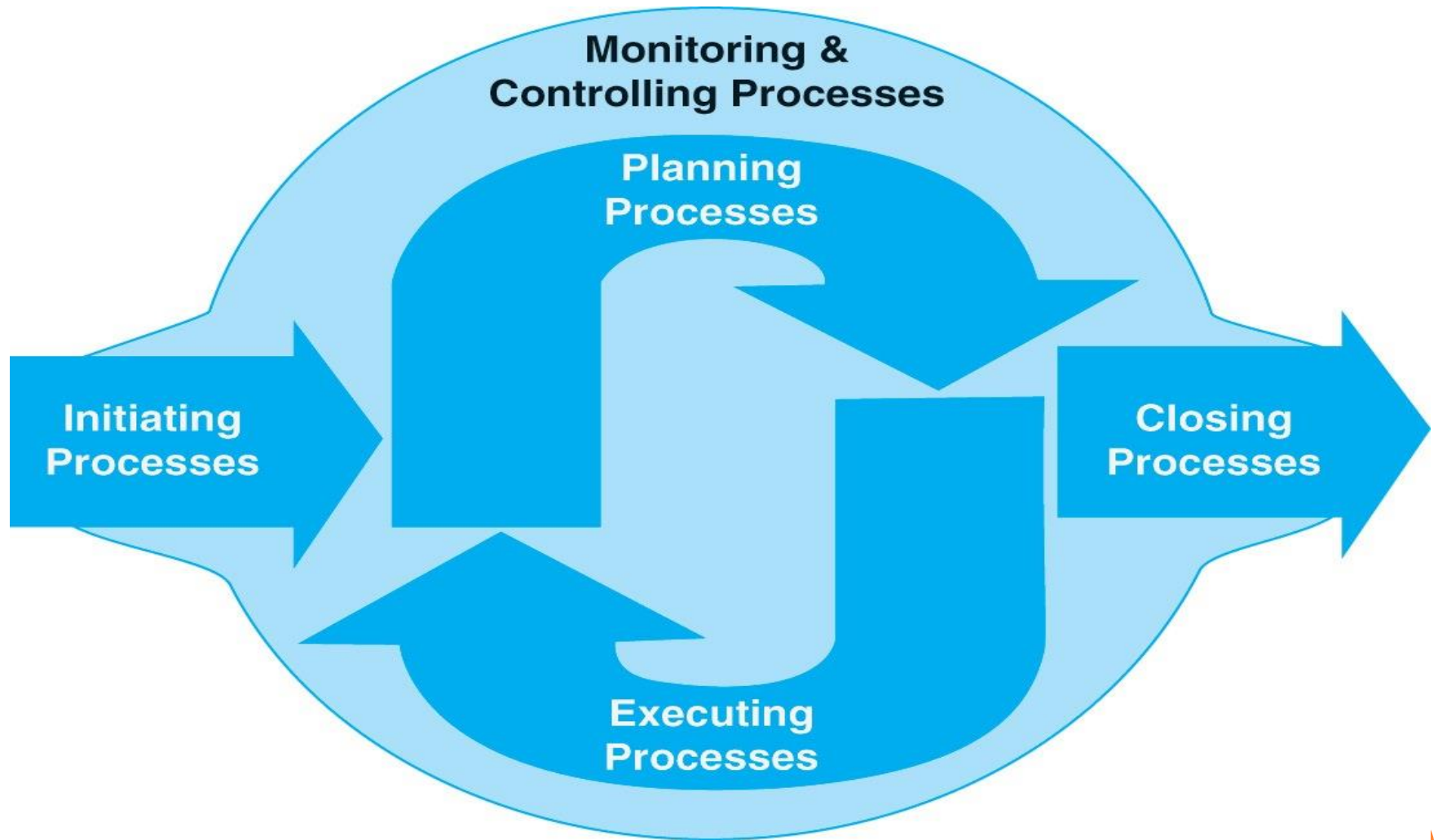
Who is JKR Stakeholder?



PROJECT MANAGEMENT PROCESS GROUPS



PROJECT MANAGEMENT PROCESS GROUPS

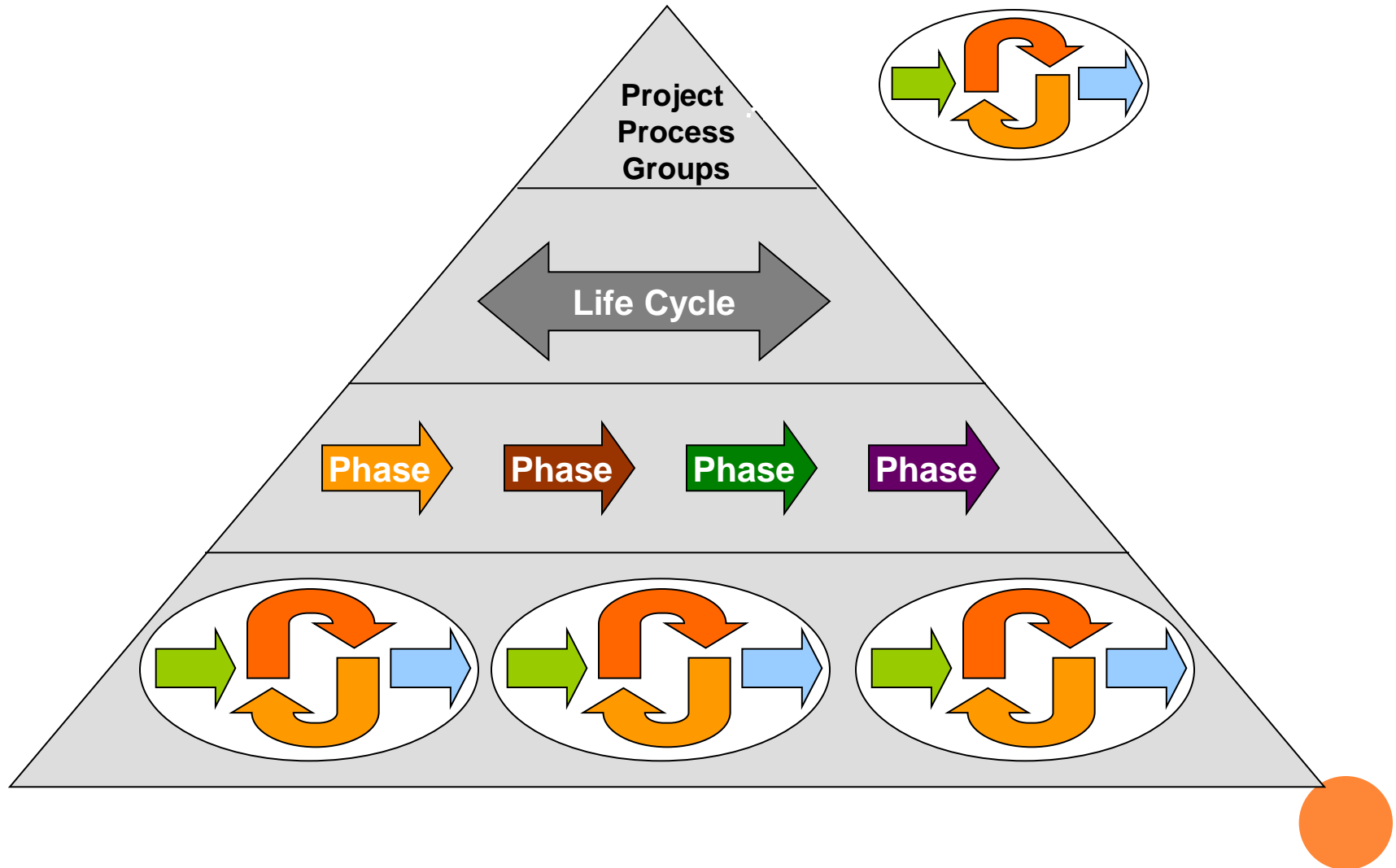


PROCESS GROUPS

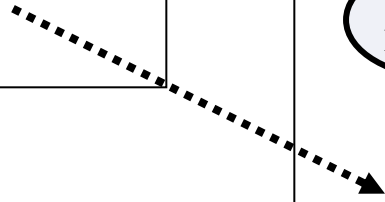
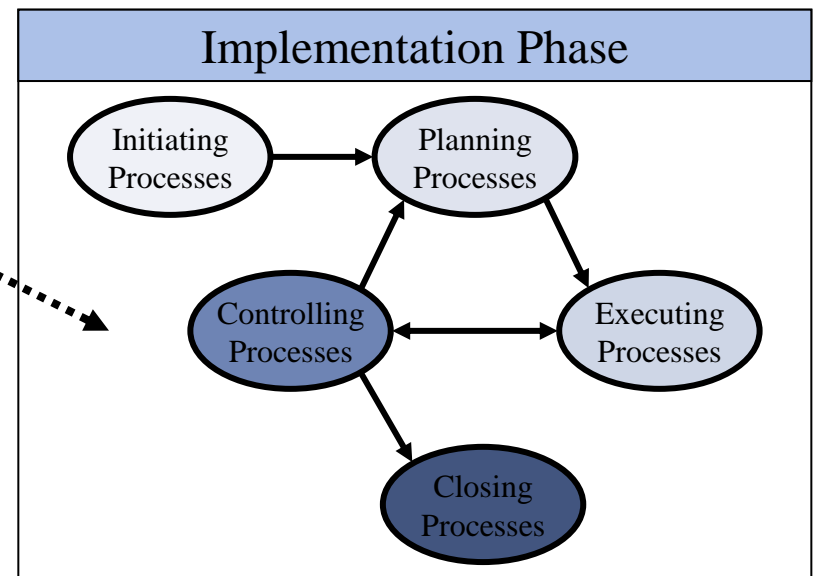
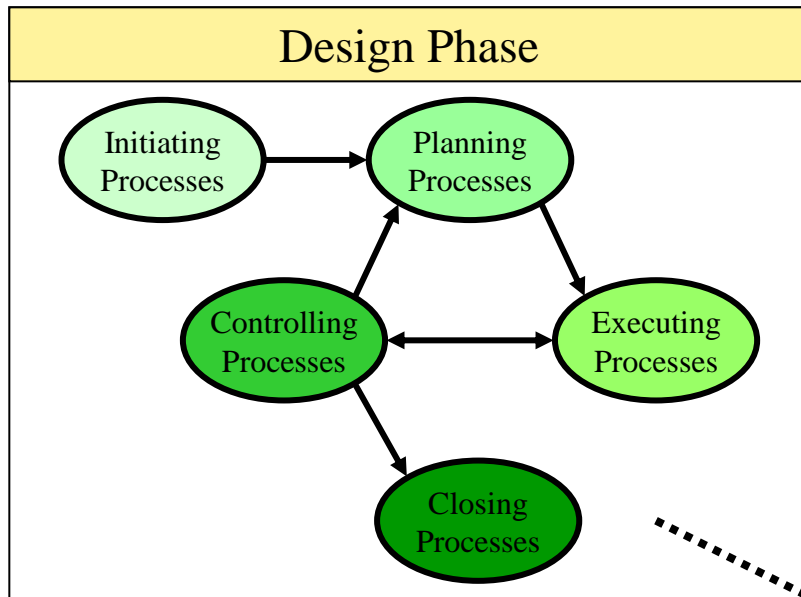
- Initiating processes
 - Defines and authorizes the project or a project phase
- Planning processes
 - Defines and refines objectives, and plans the course of actions required to attain the objectives and scope that the project was undertaken to address
- Executing processes
 - integrates people and other resources to carry out the project management plan for the project.
- Monitoring and Controlling processes
 - Regularly monitors and measures progress to identify variances from the project management plan so that corrective action can be taken when necessary to meet project objectives
- Closing processes
 - formalizing acceptance of the product, services or results and brings the project or a project phase to an orderly end.

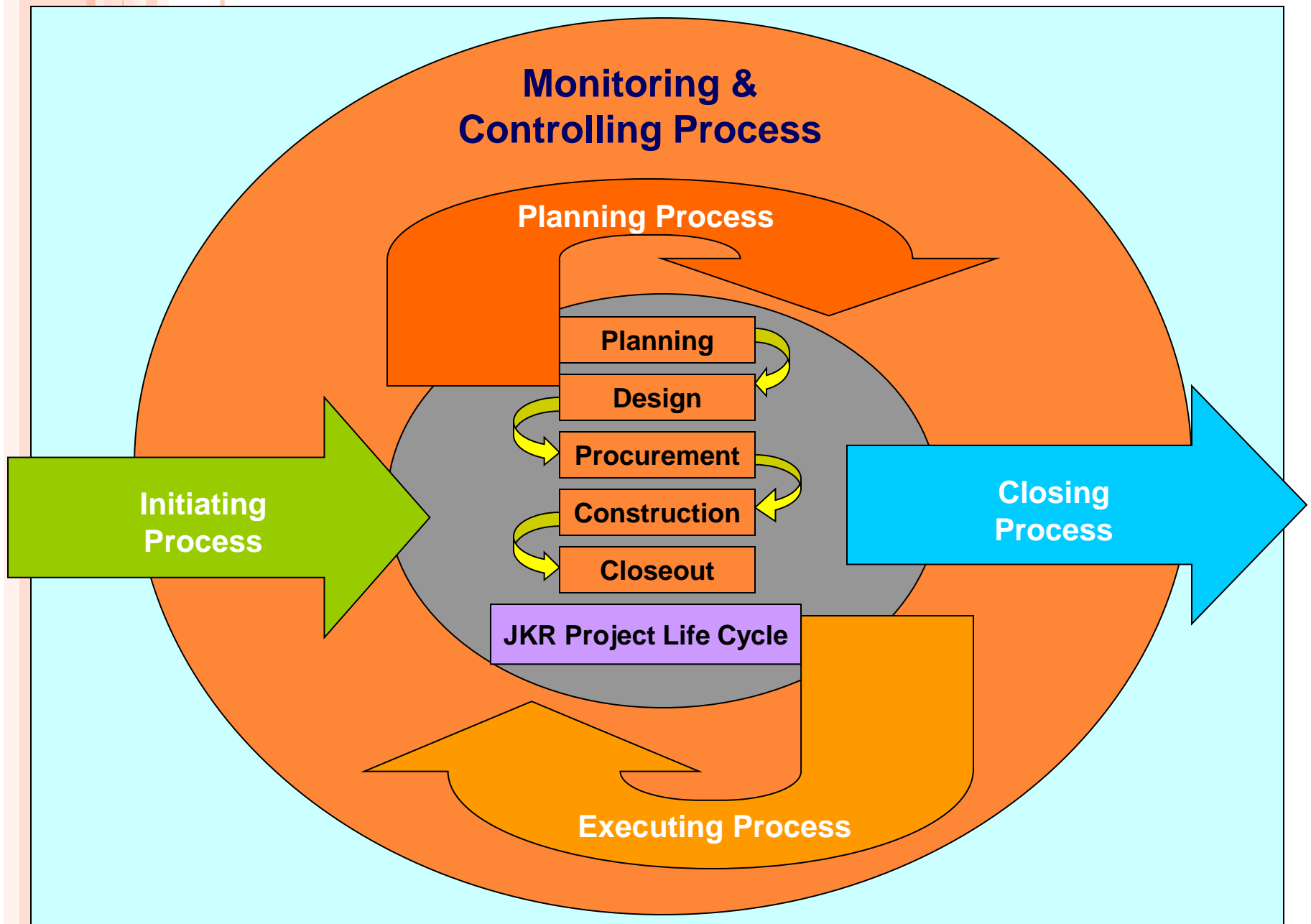


PROCESS MANAGEMENT GROUP TRIANGLE



PHASE INTERACTION





Project Management Processes In JKR Project

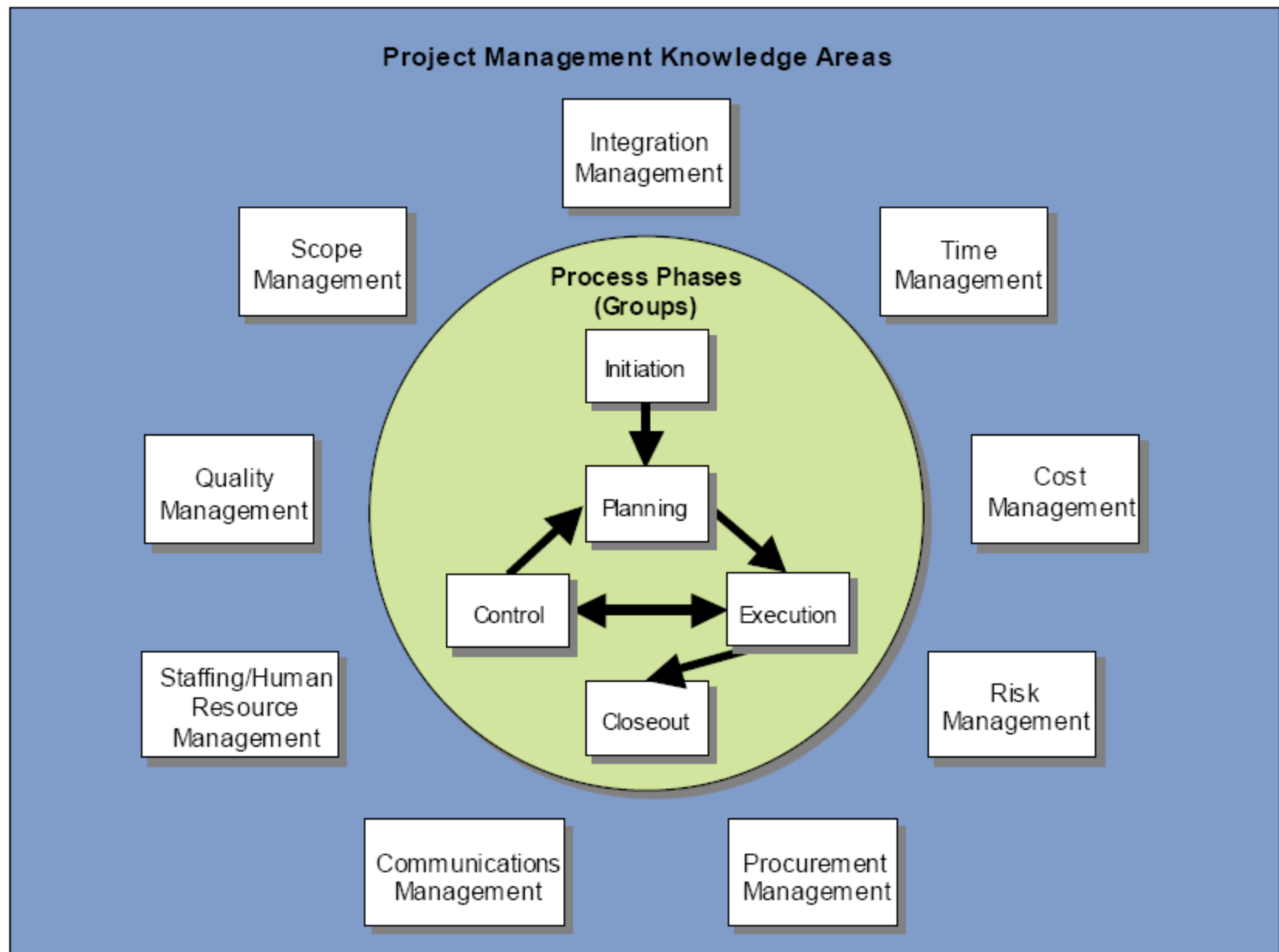


Figure 1.2: Project Management Knowledge Areas

PROJECT MANAGEMENT 9 KNOWLEDGE AREAS



PROJECT MANAGEMENT KNOWLEDGE AREAS

Integration

Scope

Time

Cost

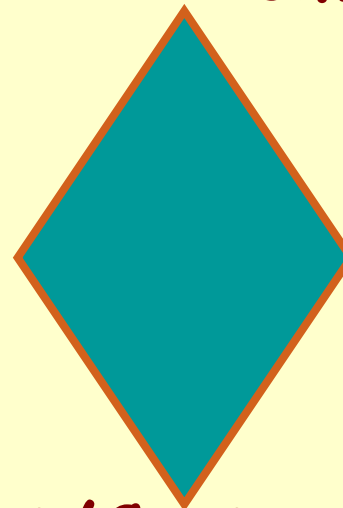
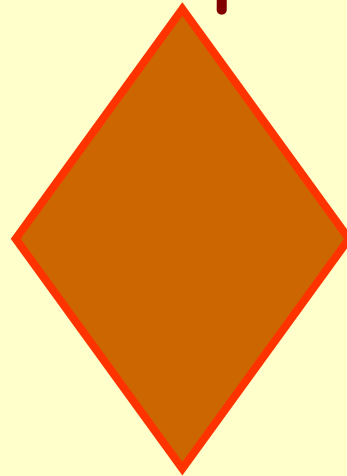
Communications

Quality

HR

Risk

Procurement/Contracts



9 PROJECT MANAGEMENT KNOWLEDGE AREAS

- **Knowledge areas describe the key competencies that project managers must develop:**
 - ◆ **4 core knowledge areas**
(scope, time, cost, and quality)
 - ◆ **4 facilitating knowledge areas**
(human resources, communication, risk, and procurement management)
 - ⊕ **1 consolidating knowledge area**
(integration management)



JKR ORGANIZATIONAL MATRIX



KPKR

SEKTOR PENGURUSAN

SEKTOR BISNES

SEKTOR PAKAR

CAW.
JALAN

CPUM

CKBA

CAW
KESIHATAN

CAW.
KESELAMATAN

CPPT

Caw
Arkitek

Caw
Elektrik

Caw Jalan &
Geoteknik

CKUB

Caw
Mekanikal

Caw Kej.
Awam,
Struktur &
Jambatan

Caw Alam
Sekitar &
Tenaga

Caw. Kej.
Senggara

PROKOM

CPK

CSPB

Caw. Kej.
Cerun

JKR
Negeri

JKR Wil.
Persekutuan

JKR
KESEDAR

PROJEK KERJA JALAN

PROJEK KERJA PENGK. UDARA & MARITIM

PROJEK KERJA BANGUNAN AM

PROJEK KERJA KESIHATAN

PROJEK KERJA KESELAMATAN

PROJEK KERJA PENDIDIKAN & PENGAJIAN
TINGGI

STRUKTUR ORGANISASI MATRIX JKR

KPKR

SEKTOR BISNES

CKBA

CPPT

Pengurus Projek

Pengurus Projek

Pengurus Projek

Pengurus Projek

SEKTOR PAKAR

Caw
Arkitek

Caw
Elektrik

Caw Jalan &
Geoteknik

CKUB

Caw
Mekalnikal

Caw Kej.
Awam,
Struktur &
Jambatan

Caw Alam
Sekitar &
Tenaga

Arkitek

J.Elekt

J.Jalan
/Geo

QS

J.Mech

J.Awam
/Strukt

Alam
Sktr

Arkitek

J.Elekt

J.Jalan
/Geo

QS

J.Mech

J.Awam
/Struk

Alam
Sktr

Arkitek

J.Elekt

J.Jalan
/Geo

QS

J.Mech

J.Awam
/Struk

Alam
Sktr

Arkitek

J.Elekt

J.Jalan
/Geo

QS

J.Mech

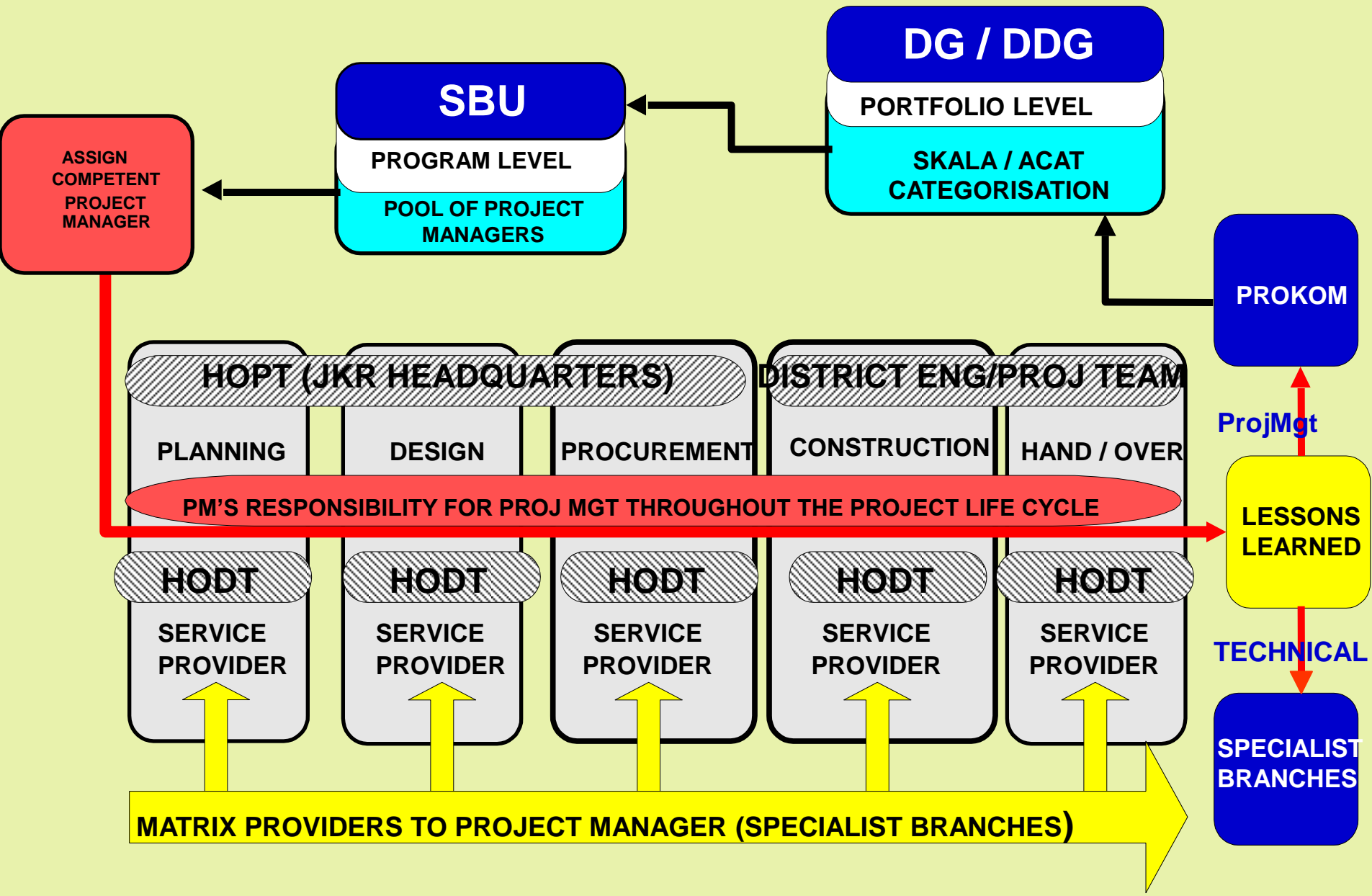
J.Awam
/Struk

Alam
Sktr

Project Team with Project Manager from SBU and members from various technical specialist disciplines

PASUKAN PROJEK DALAM STRUKTUR ORGANISASI MATRIX JKR

TYPICAL APPROACH TO A PROJECT IN JKR MATRIX ORGANIZATION



MANAGEMENT OF A PROJECT IN JKR MATRIX ORGANIZATION

- Is designed to make better use of existing resources by getting work to flow horizontally as well as vertically within JKR.
 - The **vertical** flow of work is still the responsibility of the functional managers of the Specialist Branches.
 - The **horizontal** flow of work is the responsibility of the project managers of the SBUs.



ROLES AND RESPONSIBILITIES OF PROJECT MANAGER



WHAT IS A PROJECT MANAGER?

- A person responsible for the planning, coordination/controlling, monitoring and measurement, and reporting results of a project from inception to completion
- A successful project manager must be able to envision the entire project from start to finish and to have the ability to ensure that this vision is realized.
- Strives to maintain the progress and productive mutual interaction of various parties in such a way that overall risk of failure is reduced.



THE JKR PROJECT MANAGER'S ROLE

- Planning, scheduling, estimating & negotiation
- Managing the project using the 9 functions of project management
- Proactively influencing outcomes
- Ensuring technical issues are resolved
- Manage, document and report on overall status of the project at defined points
- Completing the project on time and to budget
- Ensuring quality outcomes within the project
- Communicating with all parties



THE JKR PROJECT MANAGER'S ROLE

- Focus on overall needs and expectations of customers and other stakeholders
- Single point of contact for customers
- Set the overall project scope, schedule and budget that the functional teams will deliver
- Full-time project managers, with no supervisory duties
- Prepare responsibility assignment matrix for project team members
- The Project Manager *is ultimately responsible for the overall success of the project*



SUGGESTED SKILLS FOR PROJECT MANAGERS

- Project managers need both “hard” and “soft” skills.
 - **Hard skills** include product knowledge and knowing how to use various project management tools and techniques.
 - **Soft skills** include being able to work with various types of people.



SUGGESTED SKILLS FOR PROJECT MANAGERS

- **Communication skills:** Listens, persuades.
- **Organizational skills:** Plans, sets goals, analyzes.
- **Team-building skills:** Shows empathy, motivates, promotes esprit de corps.
- **Leadership skills:** Sets examples, provides vision (big picture), delegates, positive, energetic.
- **Coping skills:** Flexible, creative, patient, persistent.
- **Technology skills:** Experience, project knowledge.



MOST SIGNIFICANT CHARACTERISTICS OF EFFECTIVE AND INEFFECTIVE PROJECT MANAGERS

Effective Project Managers

- Leadership by example
- Visionary
- Technically competent
- Decisive
- Good communicator
- Good motivator
- Stands up to upper management when necessary
- Supports team members
- Encourages new ideas

Ineffective Project Managers

- Sets bad example
- Not self-assured
- Lacks technical expertise
- Poor communicator
- Poor motivator



BENEFITS

- Projects delivered on time and within budget that meet customers expectations.
- Success can be duplicated. Failures can be learned from.
- Clients' confident in JKR



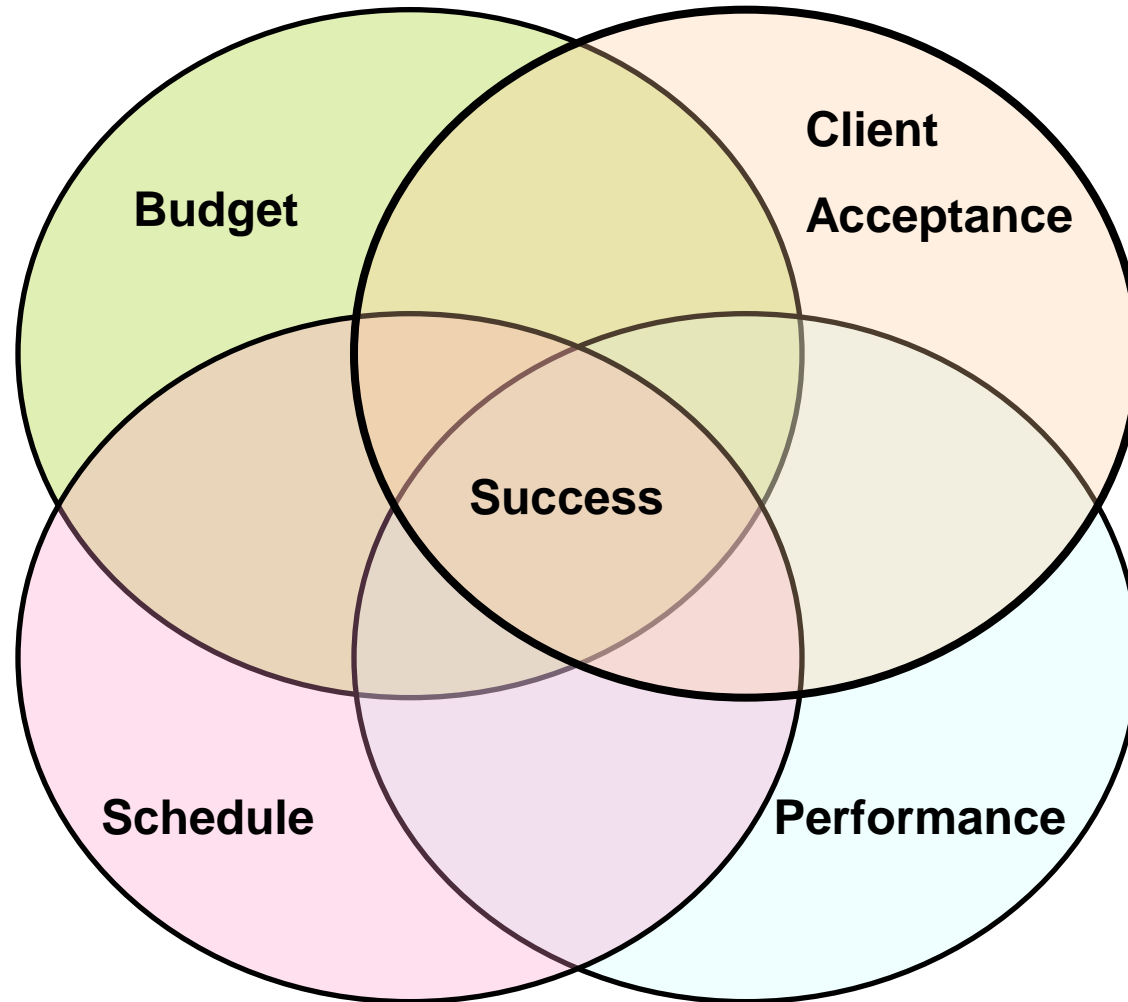
TO BE SUCCESSFUL ...

Using a methodology and working with the customer, develop a plan and execute it with defined tools and procedures.

Peanuts! ☺



DETERMINANTS OF PROJECT SUCCESS





Terima Kasih

