



Course: IT Project Management

Lecture 12: Project Procurement Management

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Learning Objectives

- - Memahami konsep dan pentingnya Project Procurement Management
- - Menguasai proses-proses dalam Procurement Management menurut PMBOK Guide 7 & 6
- - Mampu melakukan perencanaan pengadaan untuk proyek TI
- - Melakukan proses tender dan seleksi vendor
- - Mengelola kontrak dan hubungan dengan vendor
- - Menyelesaikan kontrak dan melakukan evaluasi kinerja

Definisi Project Procurement Management

- - PMBOK Guide 7: "Proses untuk membeli atau memperoleh produk, jasa, atau hasil yang diperlukan dari luar tim proyek" (PMI, 2021)
- - Tujuan: Memastikan barang/jasa yang dibeli sesuai kebutuhan, tepat waktu, dan within budget
- - Cakupan: Procurement planning, vendor selection, contract administration, dan contract closure

Pentingnya Procurement Management di Proyek TI

- - Sumber Daya Eksternal: 60-80% anggaran proyek TI untuk procurement (IT Procurement Report, 2023)
- - Kompleksitas Teknis: Kebutuhan spesialisasi yang tidak dimiliki internal
- - Time-to-Market: Akselerasi delivery dengan resources eksternal
- - Risk Sharing: Berbagi risiko dengan vendor/vendor

Kategori Procurement dalam Proyek TI

- - Software Licenses: Lisensi software komersial
- - Hardware Equipment: Server, komputer, networking devices
- - Cloud Services: IaaS, PaaS, SaaS
- - Professional Services: Konsultan, developer, integrator
- - Managed Services: Outsourcing operasional TI

Stakeholder dalam Procurement Management

- - Project Manager: Bertanggung jawab atas proses procurement
- - Procurement Department: Spesialis pengadaan organisasi
- - Technical Team: Penyedia requirement teknis
- - Vendor/Supplier: Penyedia barang/jasa
- - Legal Department: Review kontrak dan compliance

Regulatory Environment

- - Undang-Undang Pengadaan: UU No. 2/2022 tentang Pengadaan Barang/Jasa Pemerintah
- - Kode Etik Pengadaan: Prinsip transparansi, akuntabilitas, persaingan sehat
- - Standar Internasional: ISO 20400 Sustainable Procurement
- - Kebijakan Perusahaan: Procurement policies dan procedures

Tantangan Procurement di Proyek TI

- - Technology Changes: Perubahan teknologi yang cepat
- - Vendor Lock-in: Ketergantungan pada vendor tertentu
- - Quality Assurance: Memastikan kualitas barang/jasa eksternal
- - Integration Complexity: Kompleksitas integrasi dengan sistem existing

Prinsip Procurement Management

- - Value for Money: Optimalisasi nilai, bukan harga terendah
- - Transparency: Proses yang transparan dan dapat dipertanggungjawabkan
- - Fairness: Perlakuan yang adil bagi semua vendor
- - Efficiency: Proses yang efisien dan efektif

Trend Procurement Modern

- - Digital Procurement: Otomasi proses pengadaan
- - Sustainable Procurement: Pertimbangan lingkungan dan sosial
- - Supplier Relationship Management: Management hubungan strategis dengan supplier
- - Risk-based Procurement: Pendekatan berbasis risiko

Business Case untuk Procurement Management

- - Cost Savings: Penghematan biaya melalui kompetisi
- - Quality Improvement: Peningkatan kualitas melalui spesialisasi
- - Risk Reduction: Pengurangan risiko melalui transfer
- - Focus on Core Business: Fokus pada kompetensi inti

Plan Procurement Management

- - Definisi: Proses mendokumentasikan keputusan procurement, menentukan pendekatan, dan mengidentifikasi potential vendor
- - Output: Procurement Management Plan, Procurement Strategy, Bid Documents
- - Tujuan: Menyediakan panduan untuk aktivitas procurement

Input Planning Procurement

- - Project Charter: Business case dan high-level requirements
- - Scope Baseline: Detailed requirements dan deliverables
- - Resource Requirements: Kebutuhan sumber daya eksternal
- - Stakeholder Register: Stakeholder terkait procurement

Make-or-Buy Analysis

- Strategic Considerations: Pertimbangan strategis organisasi
- Cost Analysis: Analisis biaya make vs buy
- Capacity Analysis: Analisis kapasitas internal
- Risk Assessment: Assessment risiko make vs buy

Procurement Planning Tools

- - Market Research: Research kondisi pasar dan vendor
- - Expert Judgment: Konsultasi dengan procurement experts
- - Meetings: Coordination meetings dengan stakeholder
- - Analytical Techniques: Cost-benefit analysis, ROI analysis

Procurement Management Plan Components

- Procurement Objectives: Tujuan procurement
- Procurement Approach: Pendekatan procurement
- Procurement Timeline: Timeline aktivitas procurement
- Roles and Responsibilities: Tanggung jawab dalam procurement

Types of Contracts

- - Fixed Price (Lump Sum): Harga tetap, risiko rendah bagi buyer
- - Cost Reimbursable: Biaya aktual + fee, risiko sharing
- - Time and Material (T&M): Berdasarkan waktu dan material, flexible
- - Incentive Contracts: Insentif untuk performa superior

Contract Selection Considerations

- Project Complexity: Tingkat kompleksitas proyek
- Requirements Clarity: Kejelasan requirements
- Risk Appetite: Risk appetite organisasi
- Vendor Relationship: Hubungan dengan vendor

Procurement Strategy Development

- - Sourcing Strategy: Single source, multiple source, strategic alliance
- - Bidding Strategy: Competitive bidding, negotiated settlement
- - Pricing Strategy: Fixed price, cost-plus, incentive-based
- - Relationship Strategy: Transactional vs partnership approach

Bid Documents Preparation

- - Request for Proposal (RFP): Untuk solusi kompleks yang membutuhkan proposal
- - Request for Quotation (RFQ): Untuk barang/jasa standar dengan harga kompetitif
- - Invitation to Bid (ITB): Untuk pengadaan sederhana dengan spesifikasi jelas
- - Request for Information (RFI): Untuk pengumpulan informasi awal

Evaluation Criteria Development

- - Technical Criteria: Kualitas teknis, pengalaman, methodology
- - Commercial Criteria: Harga, payment terms, warranty
- - Management Criteria: Project management approach, resource plan
- - Compliance Criteria: Kepatuhan terhadap requirements

Procurement Risk Management

- - Vendor Risks: Financial stability, technical capability
- - Contract Risks: Ambiguities, unfavorable terms
- - Performance Risks: Delivery delays, quality issues
- - External Risks: Market changes, regulatory changes

Sustainable Procurement Considerations

- - Environmental Factors: Dampak lingkungan produk/jasa
- - Social Factors: Praktik kerja vendor, diversity
- - Economic Factors: Dampak ekonomi lokal
- - Ethical Considerations: Perilaku etis dalam procurement

Conduct Procurements

- - Definisi: Proses memperoleh responses seller, selecting seller, dan awarding contract
- - Output: Selected vendors, agreements, resource calendars
- - Tujuan: Memilih vendor yang tepat dan menandatangani kontrak

Bidding Process Management

- Bid Advertisement: Pengumuman tender yang efektif
- Bidder Conference: Pertemuan dengan calon vendor
- Bid Receipt and Opening: Penerimaan dan pembukaan penawaran
- Bid Evaluation: Evaluasi penawaran secara komprehensif

Vendor Pre-qualification

- - Financial Assessment: Assessment kesehatan finansial vendor
- - Technical Capability: Assessment kemampuan teknis
- - Experience Verification: Verifikasi pengalaman serupa
- - Reference Checking: Pengecekan referensi dari client sebelumnya

Proposal Evaluation Process

- Technical Evaluation: Evaluasi aspek teknis proposal
- Commercial Evaluation: Evaluasi aspek komersial
- Presentation/Demo: Presentasi dan demo dari shortlisted vendors
- Site Visits: Kunjungan ke lokasi vendor jika diperlukan

Negotiation Techniques

- - Preparation: Persiapan yang matang sebelum negosiasi
- - BATNA (Best Alternative to Negotiated Agreement): Alternatif terbaik jika negosiasi gagal
- - Win-Win Approach: Pendekatan win-win dalam negosiasi
- - Contract Terms Negotiation: Negosiasi terms dan conditions

Contract Award Process

- Selection Justification: Dokumentasi justifikasi seleksi
- Contract Preparation: Penyiapan dokumen kontrak
- Contract Signing: Penandatanganan kontrak
- Notice to Unsuccessful Bidders: Pemberitahuan kepada peserta tidak berhasil

Types of IT Contracts

- - Software Development Contract: Untuk pengembangan software kustom
- - Software License Agreement: Untuk lisensi software komersial
- - Service Level Agreement (SLA): Untuk managed services
- - Cloud Services Agreement: Untuk layanan cloud

Key Contract Clauses untuk TI

- Scope of Work: Definisi scope yang jelas dan terukur
- Service Level Agreement: Performance metrics dan penalties
- Intellectual Property Rights: Hak kekayaan intelektual
- Confidentiality: Kerahasiaan informasi
- Termination Clauses: Kondisi pengakhiran kontrak

Legal and Compliance Aspects

- - Governing Law: Hukum yang berlaku untuk kontrak
- - Dispute Resolution: Mekanisme penyelesaian sengketa
- - Liability and Indemnification: Pertanggungjawaban dan ganti rugi
- - Insurance Requirements: Requirement asuransi

Procurement Documentation

- - Bid Records: Dokumentasi proses bidding
- - Evaluation Reports: Laporan evaluasi proposal
- - Negotiation Minutes: Notulensi negosiasi
- - Contract Documents: Dokumen kontrak final

Control Procurements

- - Definisi: Proses managing procurement relationships, monitoring contract performance, making changes dan corrections, dan closing contracts
- - Output: Work performance information, change requests, updates
- - Tujuan: Memastikan vendor memenuhi kewajiban kontrak

Contract Administration Process

- - Performance Monitoring: Pemantauan kinerja vendor
- - Quality Assurance: Memastikan kualitas deliverable
- - Payment Processing: Proses pembayaran berdasarkan milestone
- - Change Management: Management perubahan kontrak

Performance Measurement Techniques

- - Service Level Monitoring: Monitoring terhadap SLA
- - Earned Value Management: EVM untuk kontrak berbasis deliverable
- - Quality Metrics: Metrik kualitas deliverable
- - Customer Satisfaction Surveys: Survei kepuasan pengguna

Vendor Relationship Management

- - Regular Meetings: Pertemuan rutin dengan vendor
- - Performance Reviews: Review kinerja berkala
- - Issue Resolution: Penyelesaian issues secara kolaboratif
- - Relationship Building: Membangun hubungan partnership

Change Control untuk Kontrak

- - Change Request Process: Proses permintaan perubahan
- - Impact Assessment: Assessment dampak perubahan
- - Contract Amendment: Amandemen kontrak untuk perubahan
- - Approval Workflow: Workflow persetujuan perubahan

Risk Management dalam Kontrak

- - Risk Monitoring: Pemantauan risiko kontrak
- - Issue Escalation: Eskalasi issues sesuai kontrak
- - Dispute Management: Management sengketa kontrak
- - Contingency Planning: Perencanaan kontinjensi

Payment Management

- - Milestone Verification: Verifikasi pencapaian milestone
- - Invoice Processing: Proses invoice dan pembayaran
- - Retention Management: Management retensi pembayaran
- - Penalty Application: Penerapan penalty untuk ketidakpatuhan

Quality Assurance dan Acceptance

- - Quality Control: Kontrol kualitas deliverable vendor
- - Testing and Validation: Testing dan validasi deliverable
- - Acceptance Criteria: Kriteria penerimaan deliverable
- - Formal Acceptance: Penerimaan formal deliverable

Documentation dan Reporting

- - Progress Reports: Laporan progress vendor
- - Performance Dashboards: Dashboard kinerja vendor
- - Contract Files: File kontrak dan dokumentasi
- - Audit Trail: Jejak audit untuk compliance

Communication dengan Vendor

- - Communication Plan: Rencana komunikasi dengan vendor
- - Reporting Requirements: Requirement pelaporan dari vendor
- - Meeting Management: Management pertemuan dengan vendor
- - Escalation Procedures: Prosedur eskalasi issues

Close Procurements

- - Definisi: Proses menyelesaikan setiap procurement dan menutup kontrak
- - Output: Closed procurements, lessons learned, updates
- - Tujuan: Menyelesaikan semua kewajiban kontrak secara formal

Contract Closure Process

- Final Delivery Verification: Verifikasi deliverable final
- Final Payment Processing: Proses pembayaran final
- Contract Completion Certificate: Sertifikat penyelesaian kontrak
- Formal Closure Notice: Pemberitahuan penutupan kontrak formal

Final Acceptance Criteria

- - Scope Completion: Penyelesaian seluruh scope kontrak
- - Quality Standards: Pemenuhan standar kualitas
- - Documentation Delivery: Penyerahan dokumentasi final
- - Training Completion: Penyelesaian training jika applicable

Financial Settlement

- - Final Invoice Review: Review invoice final
- - Retention Release: Pelepasan retensi pembayaran
- - Penalty Settlement: Penyelesaian penalty jika ada
- - Tax and Compliance: Kepatuhan perpajakan dan regulasi

Knowledge Transfer

- - Documentation Handover: Penyerahan dokumentasi
- - Training Completion: Penyelesaian training
- - Lessons Learned Session: Sesi lessons learned dengan vendor
- - Operational Handover: Penyerahan ke tim operasional

Performance Evaluation

- - Vendor Performance Assessment: Assessment kinerja vendor
- - Contract Compliance Review: Review kepatuhan kontrak
- - Relationship Evaluation: Evaluasi hubungan dengan vendor
- - Recommendations for Future: Rekomendasi untuk engagement future

Administrative Closure

- Contract File Archiving: Arsip file kontrak
- Documentation Indexing: Indexing dokumentasi
- Database Updates: Update database procurement
- Organizational Process Assets Updates: Update pelajaran untuk organisasi

Lessons Learned Process

- - Success Factors: Faktor kesuksesan procurement
- - Challenges and Solutions: Tantangan dan solusi
- - Improvement Opportunities: Peluang perbaikan
- - Best Practices: Praktik terbaik yang diidentifikasi

Vendor Feedback

- - Formal Feedback Session: Sesi feedback formal dengan vendor
- - Performance Rating: Rating kinerja vendor
- - Relationship Assessment: Assessment hubungan
- - Future Engagement Potential: Potensi engagement di masa depan

Contract Closure Documentation

- - Closure Report: Laporan penutupan kontrak
- - Final Account Statement: Statement akun final
- - Release Documents: Dokumen pelepasan kewajiban
- - Archiving Checklist: Checklist untuk arsip

Hardware Procurement Strategy

- - Specification Development: Pengembangan spesifikasi teknis
- - Warranty and Service: Warranty dan service agreements
- - Lifecycle Management: Management lifecycle hardware
- - Disposal Considerations: Pertimbangan disposal

Cloud Services Procurement

- - Service Models: IaaS, PaaS, SaaS considerations
- - Data Security: Keamanan data dan compliance
- - Vendor Lock-in: Strategi menghindari vendor lock-in
- - Exit Strategy: Strategi keluar dari layanan cloud

IT Services Procurement

- Scope Definition: Definisi scope services yang jelas
- Service Level Agreements: SLA yang terukur dan realistic
- Key Performance Indicators: KPI untuk measurement performa
- Governance Structure: Struktur governance untuk manage services

Security and Compliance

- - Security Requirements: Requirement keamanan untuk vendor
- - Compliance Verification: Verifikasi kepatuhan regulasi
- - Audit Rights: Hak audit untuk compliance verification
- - Data Protection: Perlindungan data dan privacy

Procurement Technology Tools

- - e-Procurement Systems: Sistem e-procurement
- - Contract Management Software: Software management kontrak
- - Supplier Portals: Portal untuk supplier management
- - Analytics Tools: Tools untuk procurement analytics

Future Trends IT Procurement

- - AI dalam Procurement: AI untuk vendor selection dan risk assessment
- - Blockchain untuk Contracts: Smart contracts untuk otomasi
- - Sustainable IT Procurement: Green IT dan sustainability considerations
- - As-a-Service Economy: Shift ke model layanan untuk semua kebutuhan TI

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