

## DAFTAR ISI

ABSTRAK.....	ii
ABSTRACT.....	iv
LEMBAR PENGESAHAN.....	vi
HALAMAN PERNYATAAN ORISINALITAS .....	vii
KATA PENGANTAR .....	viii
DAFTAR ISI.....	ix
DAFTAR GAMBAR .....	xiii
DAFTAR TABEL.....	xiv
DAFTAR ISTILAH.....	xvi
DAFTAR LAMPIRAN.....	xvii
BAB I PENDAHULUAN.....	1
I.1 Latar Belakang.....	1
I.2 Rumusan Masalah.....	7
I.3 Tujuan Tugas Akhir .....	7
I.4 Manfaat Tugas Akhir .....	7
I.5 Sistematika Penulisan .....	8
BAB II LANDASAN TEORI.....	10
II.1 Literatur terkait teori / Konsep umum / model / kerangka kerja .....	10
II.1.1 Program .....	10
II.1.2 Manajemen Program .....	10
II.1.3 Proyek .....	10
II.1.4. Manajemen Proyek.....	11
II.1.5. <i>Waste</i> .....	11
II.1.6 <i>Self-Assesment Survey</i> .....	11
II.1.7 <i>Maturity</i> .....	12
II.1.8 <i>Kerzner Project Management Maturity Model</i> .....	13
II.1.8.1 <i>Level 1: Common Language</i> .....	14
II.1.8.2 <i>Level 2: Common Processes</i> .....	14
II.1.8.3 <i>Level 3: Singular Methodology</i> .....	15
II.1.8.4 <i>Level 4: Benchmarking</i> .....	15

II.1.8.5 <i>Level 5: Continuous Improvement</i> .....	16
II.1.9 <i>Lean Enterprise Self-Assessment Tool (LESAT)</i> .....	17
II.1.10 <i>Lean Thinking</i> .....	20
II.1.10.1 <i>Lean</i> .....	20
II.1.10.2 <i>Lean Management</i> .....	21
II.1.10.3 <i>Lean in Higher Education</i> .....	22
II.1.10.4 <i>Lean Program Management</i> .....	22
II.1.10.5 <i>Lean Six sigma</i> .....	23
II.2 Alasan pemilihan teori atau kerangka kerja.....	24
<b>BAB III METODOLOGI PERANCANGAN .....</b>	<b>25</b>
III.1 Sistematika Perancangan.....	25
III.1.1 Identifikasi Data.....	26
III.1.2 Pengumpulan Data.....	27
III.1.2.1 Penentuan Karakteristik <i>Lean Program Management Maturity Model</i> .....	28
III.1.2.2 <i>Self-Assessment Survey</i> .....	29
III.1.3 Pengolahan Data .....	31
III.1.3.1 Perancangan Tahapan <i>Lean Six sigma</i> .....	31
III.1.3.2 <i>Define</i> .....	31
III.1.3.3 <i>Measure</i> .....	33
III.1.3.4 <i>Analyze</i> .....	35
III.1.3.5 <i>Improve.</i> .....	35
III.1.4 Tahap Analisis .....	36
III.1.4.1 Analisis Hasil <i>Maturity</i> .....	36
III.1.4.2 Verifikasi dan Validasi Hasil Rencana Perbaikan .....	36
III.1.9 Tahap Kesimpulan dan Saran .....	37
III.2 Identifikasi Sistem Terintegrasi .....	37
III.3 Batasan dan Asumsi Tugas Akhir .....	38
<b>BAB IV PENGUMPULAN DAN PENGOLAHAN DATA.....</b>	<b>39</b>
IV.1 Pengumpulan Data .....	39
IV.1.1 Karakteristik dan Pengumpulan Data .....	39
IV.1.2 Hasil Survey <i>Kerzner Project Management Maturity Model</i> .....	40

IV.1.2.1 <i>Level 1 – Common Languange</i> .....	40
IV.1.2.2 <i>Level 2 – Common Process</i> .....	40
IV.1.2.3 <i>Level 3 – Singular Methodology</i> .....	41
IV.1.2.4 <i>Level 4 – Benchmarking</i> .....	41
IV.1.2.5 <i>Level 5 – Continuous Improvement</i> .....	42
IV.1.3 Hasil Survey <i>Lean Enterprise Self-Assessment Tools</i> .....	42
IV.1.3.1 <i>Section I: Enterprise Transformation/Leadership</i> .....	42
IV.1.3.2 <i>Section II: Lifecycle Processes</i> .....	43
IV.1.3.3 <i>Section III: Enabling Infrastructure</i> .....	43
IV.2 Define .....	44
IV.2.1 <i>Voice of Customer</i> .....	45
IV.2.2 <i>Stakeholder Analysis</i> .....	48
IV.2.2 SIPOC Diagram .....	50
IV.2.2.1 <i>Supplier</i> .....	50
IV.2.2.2 <i>Input</i> .....	51
IV.2.2.3 <i>Process</i> .....	51
IV.2.2.4 <i>Output</i> .....	51
IV.2.2.5 <i>Customer</i> .....	52
IV.2.3 Diagram Pareto .....	52
IV.2.4 <i>Critical to Quality Waste</i> terpilih .....	53
IV.3 Measure.....	54
IV.2.1 <i>Defect per Million Opportunities</i> .....	54
IV.4 Analyze .....	56
IV.4.1 <i>Why-Why Diagram</i> .....	56
IV.5 Improve .....	57
IV.5.1. Gagasan Perbaikan .....	57
IV.5.1.1 Gagasan perbaikan Periode 1 .....	58
IV.5.1.2 Gagasan perbaikan Periode 2 .....	59
IV.5.1.3 Gagasan perbaikan Periode 3 .....	60
IV.5.1.4 Gagasan perbaikan Periode 4 .....	61
IV.5.1.5 Gagasan perbaikan Periode 5 .....	62
IV.5.1.5 Gagasan perbaikan Periode 6 .....	63

IV.5.2 Perancangan 5S.....	64
BAB V ANALISIS .....	66
V.1 Analisis Hasil <i>Maturity</i> .....	66
V.1.1 Analisis <i>Kerzner Project Management Maturity Model</i> .....	66
V.1.2 Analisis Lean Enterprise Self-Assessment Tools (LESAT).....	77
V.2 Verifikasi.....	78
V.3 Validasi .....	79
BAB VI KESIMPULAN DAN SARAN .....	81
VI.1 Kesimpulan .....	81
VI.2 Saran .....	82
DAFTAR PUSTAKA .....	83