

## ABSTRACT

*This study aims to measure the maturity level of project management implementation at PT XYZ, a company engaged in the development and management of residential infrastructure. This research uses the Project Management Maturity Model (PMMM) method from PM Solutions, which is a framework for assessing the capability of project management implementation through five maturity levels, ranging from ad hoc processes to standardized and optimized processes. The research involved various approaches to data collection, including interviews, direct observation, self-assessment questionnaires, and analysis of the company's project artifacts. The self-assessment questionnaire was designed based on the ten knowledge areas in the Project Management Body of Knowledge (PMBOK) and their indicators against five maturity levels to assess the maturity level of project management implemented in the company. The questionnaire was distributed to project managers, project coordinators, and project staff who have experience managing various projects at PT XYZ. The recapitulation of the self-assessment results shows that PT XYZ is currently at Level 1 (Initial Process), which indicates that the project management process is still carried out in an ad hoc manner and has not been standardized consistently in the company. Six of the ten knowledge areas - namely Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Communications Management, and Project Procurement Management - are at Level 2 (Structured Process and Standards). Meanwhile, the other four knowledge areas - Project Integration Management, Project Resource Management, Project Risk Management, and Project Stakeholder Management - are still at Level 1, indicating the need for further improvement in terms of standardization and implementation of project management. Therefore, this study recommends the proposed implementation of improvements, namely roadmap improvement and stakeholder management plan to strengthen the implementation of project management in knowledge area processes with low maturity levels.*

**Keywords** – project, project management, maturity, project management maturity model (PMMM).