Project Management Institute Indonesia

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Project Management Newsletter

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On 1st September 2026, BINUS Business School launched the Master of Management (MM) in Transformative Project Management (TPM) program on Binus Senayan, JWC Campus, which brought together representatives from academia, professional associations, and the industry. The program is designed to strengthen professional project management capabilities—not only in technical aspects but also in managerial skills, leadership, and strategic thinking. The forum involved the Project Management Institute (PMI) Indonesia, the Indonesian Project Management Experts Association (IAMPI), PRINCE2 Indonesia, PMO Indonesia, and PT MRT Jakarta (Perseroda)

We didn't have PRANKS session in October 2026.

On behalf of the board of editors I would like to thank the contributors of this edition and everyone who has supported in the preparation of this newsletter. I hope you enjoy reading this edition.

Rafi Sani Hardono, PMP
Editor in Chief

FROM PROJECT MANAGEMENT TO PROJECT INTELLIGENCE

Main Article

The Thinking Behind IPDE — Integrated Project Decision & Execution

Rethinking How We Make Project Decisions

Over the years, I have noticed something interesting about project management. We have never had more standards, methodologies, dashboards and digital tools. Yet more information does not necessarily mean better project decisions. A project can be green on the dashboard while an important assumption is quietly becoming invalid. A risk register can be complete while the real question is simply which risk deserves attention now.

This led me to a simple question: what if project management were viewed less as a collection of processes and more as a system for making better decisions?

The Idea Behind IPDE

IPDE, or Integrated Project Decision & Execution, is my attempt to put that thinking into a simple structure. I do not see it as another methodology. We already have strong foundations in PMBOK®, Agile, hybrid delivery, risk management, project controls, sustainability and benefits management. The opportunity is to connect these practices when a real project decision has to be made.

IPDE connects seven ideas: understanding the project

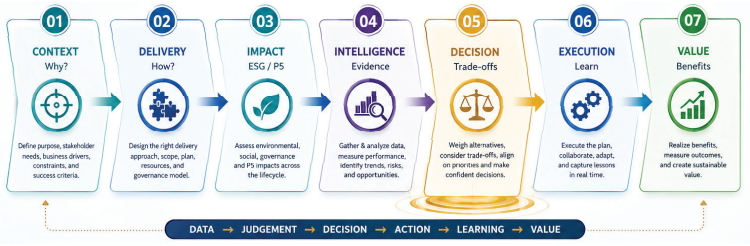


Figure 1. IPDE conceptual architecture.

Why the Decision Matters

The Decision Engine is the heart of the concept. Project decisions rarely optimize one dimension. Accelerating a schedule may increase cost. Reducing initial expenditure may increase lifecycle risk. A technically attractive option may create social or environmental consequences. A useful decision therefore considers delivery, risk, ESG/P5, value, evidence and governance together.

This is also where digital tools become useful. Primavera can reveal schedule constraints, Kanban can expose blockers and work-in-progress, while Power BI can connect trends across project data. But a dashboard is not intelligence by itself. Intelligence begins when evidence is interpreted and converted into a decision.

From Deliverables to Sustainable Value

I also believe we need to look beyond project completion. An output is what we deliver. That output may create a capability, which creates an outcome, which can generate a measurable benefit and ultimately sustainable value. A project can therefore be successful in delivering its scope and still fail to create the value originally intended.

This thinking is consistent with the direction of PMBOK® Guide — Eighth Edition, with its emphasis on value delivery, adaptability and accountability, and with P5™ 4.0, which strengthens the connection between sustainability, governance, risk and value delivery.

Real-World Application: Reliability Improvement Projects in Onshore Oil & Gas

The thinking behind IPDE was shaped by its application in a real reliability improvement project for onshore oil and gas production facilities, where a hybrid project management approach was used to balance structured engineering and execution requirements with the need for flexibility and rapid problem solving. The project involved addressing ageing and obsolete control system infrastructure, where the objective was not simply to replace equipment, but to improve production reliability, manage operational risk and minimize disruption to ongoing operations.

The hybrid approach combined predictive planning for major engineering, procurement, shutdown, commissioning and production-critical activities with adaptive practices for technical clarification, engineering coordination, issue resolution and field execution. Primavera was used to establish the integrated project schedule and manage critical-path activities, while an Agile Kanban board provided visibility of engineering deliverables, technical queries, procurement actions and field issues. This combination allowed the project team to maintain the discipline required for a brownfield oil and gas environment while remaining responsive to emerging conditions.

IPDE provided the integration logic across these practices. Reliability requirements, production priorities and project objectives related to risk, ESG/P5 considerations and stakeholder expectations. Power BI supported management visibility by bringing together selected project indicators, schedule status, actions and emerging trends. Decisions were therefore not based on a single project control dimension, but on a broader view of delivery performance, risk, operational impact, sustainability and expected value.

The experience reinforced an important lesson for me: reliability improvement projects are not purely engineering projects. They are complex decision environments involving technology, people, operations, risk, sustainability and business value. Hybrid project management provides flexibility to navigate that complexity, while IPDE provides a way to connect the information, decisions and actions into one coherent management system. Ultimately, the objective is not simply to complete the upgrade, but to deliver safer, more reliable and more sustainable production capability.

A Simple Thought

Perhaps the next evolution of project management is not another methodology. We already have enough of them. Perhaps what we need is a better way to connect what we know, what we see and what we decide.

That is where my thinking behind IPDE started. Project intelligence is not about having more data. It is about having enough clarity to make a better decision, enough discipline to execute it and enough humility to learn from the result.

Because in the end, the quality of a project is not determined only by how well we execute the plan. It is also determined by the quality of the decisions we make when the plan meets reality.

References

Project Management Institute. PMBOK® Guide — Eighth Edition. 2025.

PMI® GPM® Sustainability Joint Venture. P5™ Standard for Sustainability in Project Management — Version 4.0. 2026.



Deni Eka Prasetya is a Senior Project Engineer in the upstream oil and gas industry, with expertise in project management, risk management, engineering, capital projects, reliability projects, and digital project delivery. He is one of the Chairmen of the Project Management Community and serves as a Project Management Subject Matter Expert at Pertamina Subholding Upstream. He has also served as a Board of Directors member of PMI Indonesia Chapter since 2023, contributing to the advancement of project management practices and professional development within the project management community.

Deni welcomes feedback and discussion on the ideas and perspectives shared in his articles. He can be reached at prasetya.denieka@gmail.com or connected with on LinkedIn at linkedin.com/in/deniep

Sharing Session and Discussion Panel

"The Transformative Role of Project Management"





Amidst technological shifts, business demands, and the need for organizational transformation, project leaders are required to make strategic decisions while mobilizing various stakeholders. Consequently, the demand for talent possessing such capabilities is steadily increasing.

This issue was one of the factors that prompted BINUS Business School to launch the Master of Management (MM) in Transformative Project Management (TPM) program. The program is designed to strengthen professional project management capabilities—not only in technical aspects but also in managerial skills, leadership, and strategic thinking.

The program originated from a study conducted by BINUS Business School in collaboration with various stakeholders to identify the gap between industry needs and existing project management competencies. This issue was subsequently addressed during a sharing session and panel discussion titled "The Transformative Role of Project Management" in 1st September 2026 on Binus Senayan, JWC Campus, which brought together representatives from academia, professional associations, and the industry.

The forum involved the Project Management Institute (PMI) Indonesia, the Indonesian Project Management Experts Association (IAMPI), PRINCE2 Indonesia, PMO Indonesia, and PT MRT Jakarta (Perseroda). The convergence of these diverse perspectives highlights that the demand for project management professionals is increasingly linked to changes in how organizations conduct business.

Dr. Asnan Furinto, Dean of the BINUS Business School Master's Program, stated that a competency gap still exists in the field. While many professionals possess the technical skills to handle projects, not all of them have the master's-level academic foundation or the readiness to pursue international professional certification.

"To date, while there is plenty of technically skilled talent in the field, few possess both a master's-level academic foundation and an internationally recognized professional certification. We aim to bridge this gap," said Asnan.

This need is significant. The Project Management Institute (PMI) projects a global requirement for approximately 65 million new project leaders by 2035. Meanwhile, the workforce in project management is expected to grow by only about 2.5 million people annually. This imbalance threatens to create a talent gap and could result in global economic losses of up to US$345.5 billion.

Indonesia also faces a similar challenge. The talent gap in project management is projected to reach between 540,000 and 691,000 individuals by 2035. This represents an increase of approximately 52.8% to 69.4% compared to current levels.

Growing interest in this profession is also evident in the membership figures of the PMI Indonesia Chapter; the number of members rose from around 1,014 in early 2023 to 4,140 by early 2026.

More than just project management

MM Transformative Project Management program is built upon the discipline of management science rather than engineering. This approach ensures that the skills students acquire are applicable across various sectors.

Historically, project management education has often been closely linked to the construction and

infrastructure sectors. However, project management skills are equally essential in diverse fields undergoing change—such as when companies undertake business and technological transformations.

"We built this program on a foundation of management disciplines rather than technical ones. This enables our graduates to enter any industry requiring project management expertise—not just construction or infrastructure, as is typically the case with similar programs," said Asnan.

This approach positions the project leader as more than just someone who ensures the work gets done. Beyond that, the project leader needs to understand organizational goals, manage the team and stakeholders, and ensure the project delivers an impact for the organization.

Therefore, the MM TPM program integrates the development of managerial and leadership skills with a globally standardized professional certification track. The curriculum is designed to align with certification requirements, enabling students to begin their preparation during their studies rather than waiting until after graduation.

Students also have the opportunity to secure special pricing for certification exams through collaborations with the project management professional ecosystem. This arrangement serves as a value-added feature of the program, particularly given the relatively high cost of international certifications.

Preparing agents of change

For BINUS Business School, the development of this program is part of an effort to provide management education that remains relevant to the evolving needs of industries and professions. The MM TPM complements other existing master's programs, such as the MM Blended Learning and the MM Executive in Strategic Management.

In the QS Global MBA Rankings 2026, the BINUS Business School MBA program is ranked first in Indonesia and 23rd in Asia.

Asnan stated that the new program also reflects BINUS Business School's commitment to contributing to industrial development through three pillars: innovation, digital transformation, and sustainability.

"Our hope is simple: that graduates of the MM in Transformative Project Management become project orchestrators who are not only technically competent but also possess the leadership capacity and strategic thinking to drive change within their respective organizations," asserted Asnan.

Board Communication

PMI Volunter



Widia Anggraeni
Board Member of
General Secretary

Widia Anggraeni is a project management professional with seven years of experience in procurement, subcontracting, logistics, project commercial activities, and project administration. She graduated with honors in Geophysical Engineering from the University of Lampung 2018 and began her career in oil and gas exploration, gaining practical technical experience through internships and early professional roles..

