

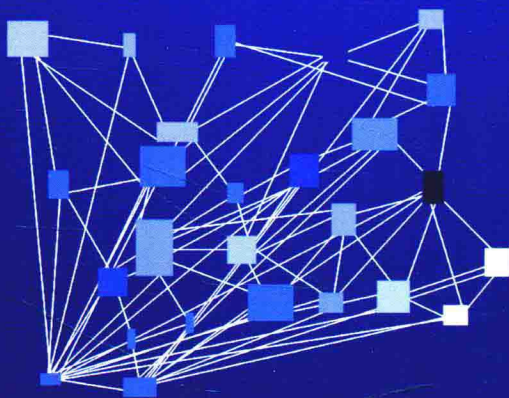
◎ 张海波 等著 ◎ [美]Dr. Victor 主审

商务项目 设计指南

Guidelines for the Design of
Business Project

第2版

The 2nd Edition



暨南大学出版社
JINAN UNIVERSITY PRESS

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著

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Preface

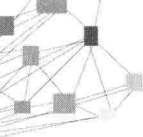
There is no denying that aggressive marketing is crucial for any business to survive in today's dynamic business. The success of a business largely depends upon the ability to win contracts and establish strategic alliances that can boost the company's earning potential, income, and overall profitability. Given that the number of players in any field of business may be steadily increasing, it can be extremely challenging to attract new business. Those who want to realize their business goals will need to carry out a rock-solid business project proposal.

In order to help students majoring in Business English carry out their own practical project in a business environment with a short business proposal in English used as their graduation thesis design, I spent more than two years researching on how to develop business projects and proposals, which, at length, resulted in this book—*Guidelines for the Design of a Business Project*.

As a guidance book, it mainly covers the process of developing business project proposals, including the definition and explanation of a particular technique or element that is used in preparing a business proposal, with some practical exercises and an example of how the technique is used in a sample proposal. It can also be helpful for those who are really running a business line or working with some other companies or organizations.

This book is obviously characterized by its step-by-step guiding process with easy-to-read explanations and corresponding samples available for both students and tutors to follow in each part. Further more, most of the samples are taken from the virtual business contexts, such as the Mini-Swallow Grocery Expansion Project, which in fact exists in any other university or college.

This book is made up of four chapters:



Chapter One involves the overview of a business project.

Chapter Two involves the essential components of a business project.

Chapter Three involves how to design your own project.

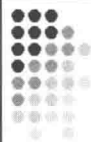
Chapter Four involves the sample for a business proposal.

Dear readers, just follow the guidelines together with the help of your tutors, you will be sure to accomplish your project assignment within the required time. After that, you will be capable of developing a real business project proposal for your future career by yourself.

张海波

2015 年 5 月于江门职业技术学院

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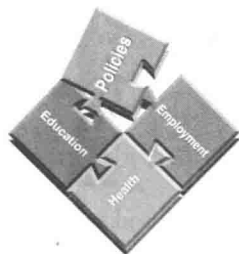
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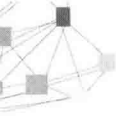
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Chapter One

第一章

The Overview of a Business Project

商务项目概述



Chapter One

The Overview of a Business Project

You are going to leave the college after three or four years' study. As a Business English major, you have to get yourself prepared for your future business work. The writing of a business project proposal, which might be somewhat new to you, is one of the most important skills you should get good hold of. It's a good and practical way to test the ability of the students majoring in Business English. Anyhow, at the very beginning, you should learn what a business project is.

As a matter of fact, there are various ways to define a business project, for example:

(1) An **undertaking** that **encompasses** a set of tasks or activities having a **definable** starting point and well defined objectives. Usually each task has a planned **completion date** (due date) and **assigned** resources.

(2) A set of related tasks, which have a specific goal, often requires **concerted effort**. A project normally has strictly defined organization, **scheme**, **budget**, and time schedule. It is often financed by one **funding source**.

(3) A project is a series of planned activities carried out in order to achieve some **specific** objectives in a **specified** period of time.

(4) A project is a series of planned activities carried out in order to achieve a pre-specified change in a specified period of time.

单词注释



undertaking	任务, 工作
encompass	包含, 包括
definable	可规定的
completion date	完成日期
assigned	分配的
concerted effort	协同努力
scheme	方案
budget	预算
funding source	资金来源
specific	待定的
specified	设定的

What's more, you could find many more definitions about project from the Internet if you would like to. There is no denying that all sorts of activities can be treated as projects, as long as they meet the essential **qualifications** of a business project. Examples are :

- to set up an online store
- to hold an anniversary party
- to build a new house
- to plan an online advertisement
- to promote a new service
- to make a plan for a trip
- to change ways of producing line
- to expand new business for the company
- to design a business website
- to hold an important conference
- to **launch a promotion** of products
- to carry on a staff training program
- to write a novel
- to offer household management service
- to host a concert
- to establish a company
- to run a retail chain
- to develop a tourist destination
- ...

Just to name a few. All these above-mentioned activities can be perceived as projects, only a few of which are taken as general projects, while the majority are called business projects since they are all involved in business to some extent. So we can come to the conclusion that any activity that is involved in business is defined as a business project.

单词注释



qualification

资格, 限定条件

launch 发起

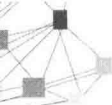
promotion 促销, 宣传

Chapter Two

第二章

The Essential Components of a Business Project

商务项目的构成要素



Chapter Two

The Essential Components of a Business Project

You have to find out what essential **components** a project consists of before you can develop an effective business project. Generally speaking, all projects should share a series of common components listed below:

objectives
outputs
strategies and activities
a time-scale
resources
stakeholders
an environment

Next, we'll look into the above components one by one.



1. Objectives 目的

Here, of course, we just refer to the business project targets or purposes that people want to achieve when they want to carry out the project. Usually, we can divide objectives into two groups.

The first group are the wider aims or goals of the project: what people think or hope will happen in the general **context** if the project is successful.

The second group are the specific things or changes that people want the project to produce in order to help achieve the wider aims.

Suppose you are a grocery store owner who wants your business

单词注释



component 要素; 成分
context 环境; 背景

to be more **profitable** or to make more money. You might think it should be possible to double your profits, earning twice as much and it might be your wider goal or purpose. In order to make more money you might decide to expand the original shop or open a second one. This could be your specific objective—to expand the old store or to open a second store. So the project would be to expand the old shop or to open a second shop as you like.

We can also divide objectives into **quantitative objectives**, say, to increase ¥ 2,500 income a month, which you can measure directly in numbers, and **qualitative objectives**, for example, to improve the quality of the products for which different or indirect measurements may be quite necessary. However, you should never forget whichever kind of objective you have, you must know how you are going to measure it, otherwise you can hardly know whether you have achieved it or not.

This is the point in the course when you should be ready to propose a solution to the problems in the business context which your project is based on, and can discuss your objectives and agree on them with your tutor. This is a very important stage.

When planning a project and deciding on the objectives, it is important to remember that they need to be SMART, which stands for the following five words:

Specific, measurable, **agreed**, **realistic** and **timed-bound**.

Let's **put** them **across** one by one.

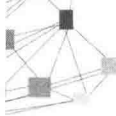
Specific: Be specific enough so that you know when you have achieved it. For example, an objective like “visit my parents more often” is not a specific one, because there is no point of **reference** as to what **counts as** “more often”. A better one would be something like “visit my parents at least twice every month during this year”. That would be more clear and **concrete**.

Let us say that the problem identified by **community** members is “lack of clean drinking water”. The solution to this problem, the objective, then is “to bring clean drinking water to the community”.

单词注释



profitable 有利可图的;
可赢利的
quantitative objective
定量目标
qualitative objective
定性目标
agreed 一致的
realistic 现实的
time-bound 时限性
put...across 解释
reference 参照
count as 算作……
concrete 具体的
community 团队



You can **demonstrate** to the group the **vagueness** of this objective by going out of the room and returning with a single glass of water, showing it to them, “OK, here is some water. I have brought it to the community.” Now, is the project complete? Have we achieved our goal?

Of course they might laugh or say that obviously they did not mean only a glass of water when they said “to bring clean drinking water to the community”. Your reply is then that the project design or proposal must be very specific about each objective, so that there will be no room for different **interpretations**.

Therefore, objectives should be very precisely defined so that everyone knows exactly what has to be achieved.

Measurable: Your objectives must be measurable **in real terms**. Otherwise you might make people confused at what you say. For instance, if you say your objective is to make more money, it would be hardly measurable because the word “more” is an **ambiguity**. It would be very difficult to estimate the exact amount of money. How do you know when you reach “more”? However, if you say your objective is to earn 100% more money, then it is measurable. You know when you have reached the target. In the case of a software project, it is not enough to say that you will design a better and faster software. You need to explain in real terms how fast it will work or what precise **features** will make it better.

Agreed: Objectives must be acceptable to everyone concerned with the project. If your partner in the business doesn't agree with you on the objectives, the project will either never start or **be doomed to** fail from the beginning. The objectives for the software project need to be agreed, not just by you and your design team, but by the customers as well.

Realistic: It would be rather silly to set yourself an objective that you can't achieve from the beginning. Let us imagine that you agree to develop the **software package** so that it can be used in

单词注释



- demonstrate 说明, 解释
- vagueness 模糊不清
- interpretation 解释
- measurable 可测性
- in real terms 按实际
- ambiguity 含混不清的说法
- feature 特色, 特性
- be doomed to 注定会……
- software package 软件包

France, but there is no one in your team who knows French or anything about French **accounting systems**. In this case the project objectives are undoubtedly not realistic and the project will certainly be a failure.

Time-bound: It is important that you decide by when you expect the project to be completed. Most contracts require you to deliver by a certain date and there may be **penalties** if you are late. If you don't plan the time requirements thoroughly and accurately, you will probably find that you will run out of money before you accomplish your goal. For example, if you have borrowed money from the bank to pay your staff until the new software package is delivered and paid for, you will have to pay interest on the money until you can pay it back. And of course you can't start to pay the money back to the bank until you have been paid by the company which ordered the software. If the development of the software is delayed, you will have to find still more money to keep the bank happy and perhaps run into serious debt, or even get **bankrupt**.

单词注释



accounting system

会计制度

penalty 处罚, 刑罚

bankrupt 破产的

physical 物质的; 有形的

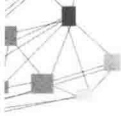
uniform 制服

reduction 减少



2. Outputs 产出

The outputs of a project are the things which only exist after the project is completed. Often they are **physical** things produced by a project, such as a new computer, but they can also be things which are less concrete, like staff who have new qualifications. In previous example of the shopkeeper, the main output of the project would be a second shop, which does not exist before the project but now does. In a different project, if your objective is to improve the happiness of your staff by designing smart new **uniforms** for them, one output would be the new uniforms. If you decide to measure the happiness of your staff by counting the number of times they are absent from work, an output might be a **reduction** in the number of days when your staff are sick or don't come to work. If you are in charge of the Students' Union, your objective is to get a collection of



yearly reports and suggestions or plans for the year to come, then the output should be the yearly conference. If you are out of job, and want to be your own boss, one output is to establish your initial business company. If the original production line is too slow to meet the demand of the market, you should replace the production line with a new one which would be the output.



3. Strategies and Activities 策略与实施

A Strategy is a long-term plan of action designed to achieve a particular goal, most often “to win”. Strategy is **differentiated** from **tactics** or immediate actions with resources at hand by its nature of being **extensively premeditated**, and often practically **rehearsed**. Strategies are used to make the problem easier to understand and solve. In brief, a strategy is the means you take to produce the outputs.

Activities refer to concrete actions taken or work performed through which inputs, such as funds, technical **assistance** and other types of resources are **mobilized** to produce specific outputs. It is about what exact things should be done in order to achieve the goal.

We can see various kinds of activities in different projects, for example, asking for a loan, ordering new equipment, **negotiating** with the related persons, carrying out some marketing investigation or research, making focus group reports, seeking experts’ suggestions or opinions, looking for some reliable business partners, conducting current business state analysis, having a picture of customer profiles, getting the **cost breakdown** done, evaluating the risks, and so on. No matter what an activity might be, it is so indispensable in your project that can never be ignored.



4. A Time-scale 时刻表

All projects have time-scales, in other words, there is a definite end-date or time by which the project is to achieve its objectives. In

单词注释



- differentiate 区别
- tactic 策略；战术
- extensively 全面地
- premeditate 事先策划
- rehearse 演练
- assistance 支持；帮助
- mobilize 调动
- negotiate 协商
- cost breakdown 成本核算