英汉对照管理袖珍手册

项目管理

本书中的技巧和工具能帮助团队领导和成员对项目进行有效管理

Keith Posner&Mike Applegarth 著
朱 涛 译

上海交通大学出版社

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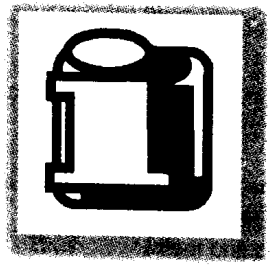


INTRODUCTION
简　介

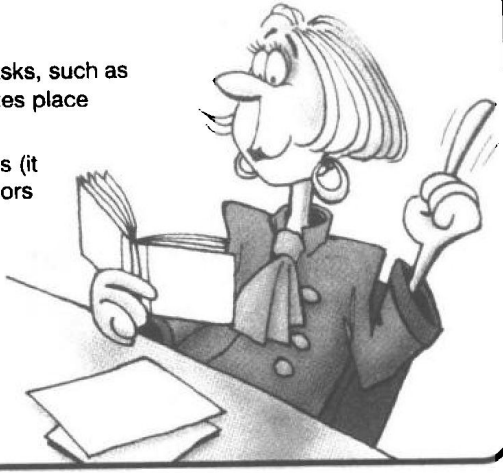
INTRODUCTION

WHO THIS BOOK IS FOR

This book is for you if you work in or manage a team to achieve an agreed objective.

Read this book if:

- You are involved in the management of tasks, such as accounts or personnel, where change takes place
- You wish to learn team skills and their complementary project management tools (it includes examples from projects the authors have worked on as leaders, advisors and members)



Armed with new skills, you will be able to:

- ✔ Identify each stage of a project
- ✔ Identify potential pitfalls
- ✔ Attend to the 'people needs'
- ✔ Use the correct tools at each stage

简介

本书的目标读者

如果你在一个团队中工作或管理这个团队以达成共同的目标，那么这本书很适合你。

如果符合以下情况，那么你需要阅读本书：

- 你参与项目的管理，例如负责账目或人事工作，在这些工作中有许多变化会发生。
- 你希望学习团队工作技巧以及补充性的项目管理工具（书中的例子包括了作者曾作为领导、咨询者或团队成员等不同角色而参与过的项目）。

具备了新的技巧，你就能够：

√ 界定项目的每个阶段
√ 认清潜在的陷阱
√ 迎合“人们的需求”
√ 在每个阶段使用恰当的工具

INTRODUCTION

WHY THIS BOOK WAS WRITTEN

A few years ago, at a previous company, Keith Posner was asked to join a project team to review and downsize the branch structure. He had never been involved in a project of this size before. Having thought about it for a few seconds he said 'yes', and then thought: 'How do I manage the training and re-training of 1800 people?'.

He needed project management training but the only type available was IT based and no use to a humble HR manager! There were books but they concentrated on the process not the people. He felt he needed something that covered both, particularly as he was told 'people are our greatest asset!'.

There are, therefore, two areas which are covered by this book:

1. The **task** and the project management tools to overcome problems in any project.
2. The **people** and their roles, relationships and interaction.

Mike Applegarth worked with Keith on the project and together they discovered, after its 18 months' cycle, the importance of ensuring the team were 'on board'. This was as important as knowing which chart or project management tool to use. This experience led the authors to write a book that covers both hard project management skills and softer team skills.

简介

写这本书的原因

几年前，在原先就职的公司里，K·柏茨纳被要求加入一个项目团队来审查并缩减部门的机构。他之前从未参与过如此规模的项目团队。考虑了一会儿以后，他接受了任务并开始思考："怎样才能做好 1800 人的培训和再培训工作呢?"

他觉得自己需要接受项目管理的培训，但所有的项目管理培训都是以信息技术为基础的，而这对区区一个人力资源经理来说没有什么用处！也有这方面的书，但都以业务流程为重点，而不是人。他认为他需要一本内容能涵盖这两个方面的书；尤其关于人力资源方面，因为他曾被告知"人是我们最宝贵的资产!"。

因此，这本书涵盖了以下两个领域：

1. **任务**及项目管理的工具以解决所有项目中的问题。
2. **员工**及他们的角色、他们之间的关系和互动。

M·艾泊嘉与基思一起进行项目工作。经过 18 个月工作周期，他们共同发现确保团队工作顺利进行的关键在于"人员在位"，这与知道该使用哪种图表或项目管理工具同样重要。这些经历促使作者写出这样一本同时涉及项目管理硬工具和团队工作软技巧的书。

NOTES
笔 记

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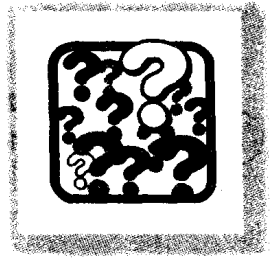

WHAT IS A PROJECT?
项目是什么?

DEFINITION OF PROJECT MANAGEMENT

The simplest definition of project management is:

This could mean designing a rocket to fly to the moon or just the process of moving people and their equipment to a different part of the office or factory. It could also be the implementation of an appraisal system or a change to an accounting monthly report. The same tools and rules apply!

Each requires great skill and diplomacy and each is fraught with difficulties. There are also degrees of movement and resistance to that movement. This book will take you through the stages of a project to provide a positive outcome.

项目是什么?

项目管理的定义

项目管理最简要的定义是：

“对从一种状态到另一种状态转变的管理”

这可以理解为设计火箭登月或仅仅是将人员及设备移至办公室或工厂的另一处的过程。也可以是实施一套评估系统，或是将会计制度改为月度报告。我们都可以使用同样的工具和规则！

每项工作都需要很好的技巧，都困难重重。转变也有程度的不同，也会遭到抵触。这本书就会带你走过项目的各阶段并给出肯定的结果。

DRIVERS OF CHANGE

Why does a project arise in the first place? Usually because one of three 'drivers of change' has brought it about. These are:

1. Competitors force you to review what is currently on offer so as to remain competitive. Staying competitive means reduced costs which, in turn, means reduced overheads. This leads to the need for changes in the quality or quantity of resources.
2. Customer demands mean that the fastest and most reliable information must be made available, along with the widest range of products delivered at the lowest cost.
3. The intellectual capital of the organisation drives change as new ideas and products are thought up and used to develop new niche markets.

You may not have initiated the project but it has been assigned to you. **Therefore, check that your objective and outcomes are in line with the driving force behind the change.**

项目是什么?

变革的驱动力

首先为什么会产生项目呢? 通常是因为三种“变革的驱动力”中的一种,它们是:

1. 竞争者会促使你审视当前提供的产品以维持竞争地位。保持竞争力就意味着成本的降低,而这就意味着管理费用的降低。这就导致对资源的质量和数量进行变革。

2. 客户需求意味着必须提供最快、最可靠的信息,同时还要以最低的成本提供最多的产品种类。

3. 组织的智力资本驱动了变革,因为新主意和新产品被开发出来并被用于开拓新兴市场。

项目可能不是由你发起,但却被分派给你。**因此,确认目标和成果与变革背后的驱动力是一致的。**

WHAT IS A PROJECT?

'TO PROJECT...'

A less simplistic approach is to refer to the dictionary, where it is no coincidence that the verb 'to project' has the following definitions:

- To propose or plan
- To throw forwards
- To transport in the imagination
- To make a prediction based on known data
- To cause (one's voice) to be heard clearly at a distance

All of the above are essential aspects of managing a project, only the scale of these activities will differ, not the activities themselves!

Hence, project management is really the co-ordination of a number of essential activities, which are being performed by other people. An orchestra needs a conductor: you will be that conductor – after all, someone has to face the music!

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