



THE SUNDAY TIMES

泰晤士报商务版

成功的 项目管理

Successful Project Management

- ★ 实用的商务方案
- ★ 有效地提高 PM 水平
- ★ 计划实施和评估
- ★ APPLY TRIED-AND-TESTED
TECHNIQUES
- ★ DEVELOP EFFECTIVE
PM SKILLS
- ★ PLAN, IMPLEMENT
AND EVALUATE

● 特莱沃·L·扬

● Trevor L Young



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特莱沃·L·扬 著
严 鸿 娟 译

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introduction

Over the past 10 years, project management has become a topical subject of interest in all types of business. This renewed interest has generated many publications on the subject. So how can this book help you? The purpose is to explore the steps you can take to raise significantly the probability of success with your projects. The contents are, therefore, aimed at managers who are concerned about getting better results from projects in their organisations and project managers who have already found themselves by accident or design responsible for one or more projects.

This demands a starting point that is based on a simple but highly significant presumption - that you already have at least some experience of involvement in one or more projects. You may have considered your last project to end with a successful conclusion and you are now seeking ways to improve that success by degrees. Perhaps you are aware of the possibility of improving the degree of success to ensure the results are received with greater acclaim. Or you may have been less fortunate and involved in a project that has been labelled a failure by someone. It is a common experience that once a project is called anything less than a success by someone, the story becomes a legend even if it is not true. Perceptions of failure spread like electricity down the wire

序 言

在过去的10年里，项目管理已成为所有类型商业活动中使人感兴趣的热门话题。这一兴趣的复兴带来了许多关于这一主题的出版物。那么，这本书将如何帮助你？本书的目的是探索那些你可以用来显著提高项目成功可能性的步骤。因此，本书的内容是针对那些关心组织如何从项目中获得更好结果的管理者，以及那些出于意外或被指派等的原因，负责一个或多个项目的项目经理们的。

阅读本书的出发点，基于一个简单而又非常重要的假设——你多少已经有了一些参加一个或更多项目的经验。你也许认为你的上一个项目是成功的，而你现在又正在寻找逐步改进成功的方法。也许你意识到提高成功的程度，就可以确保获得高度的赞扬^①。也许你不幸地参加了一个最后被别人认为是失败的项目。通常的经验是，一旦一个项目没有被称作是成功的话，故事马上就变成了传说，即使这不是真的。失败的感觉以电波的速度传播，并使得每个人都知道。这甚至还决定了成功溜走的原因。令人遗憾的是，你成为了传说中失败的主角，因为你是项目的经理。

^① acclaim n. 赞扬

and everyone knows and will even decide why success was eluded. Regrettably the legend includes you as the primary owner of the perceived failure since you were the project manager.

how to use this book

Of course success in any venture is never guaranteed. The steps towards achieving success are vulnerable to many factors. Many are predictable and some are not so easy to predict. The objective is to help you with a practical approach to improve the way you start and conduct your next project to overcome some of the factors that impede success:

- Chapter 1 discusses the perceptions of success and how we define success with projects.
- Chapter 2 outlines the importance of creating an appropriate climate for success and the roles and responsibilities for this climate to generate success with all the projects.
- Chapter 3 identifies the project process phases and key steps for success.
- Chapters 4 and 5 concentrates on the initial conception and definition phases of the project.
- Chapter 6 specifically looks at how to manage the stakeholders, a key step for success.
- Chapter 7 discusses how to manage risks in the project, another significant key step for success.
- Chapters 8 - 10 concentrate on the planning, execution and closure phases of the project.

checklists and watchpoints

Throughout the text you will find short checklists to give guidance. Use these as starting points and add your own appropriate questions. Also you will find watchpoints, specific

怎样使用这本书

当然，任何冒险都无法保证成功。通向成功的步骤对很多因素都是敏感的^①。许多因素是可以预言的，还有一些预言起来就不那么容易了。本书的目的就是给你提供一种实际的方法，帮助你改进下一个项目的启动和管理的方式，以克服某些对成功不利的因素：

- 第1章讨论对成功的理解以及我们怎样定义项目的成功。
- 第2章概述了为成功创造合适的环境的重要性，以及在这一环境下，使所有的项目都能够成功的任务和责任。
- 第3章确定了项目过程的各个阶段及成功的关键步骤。
- 第4章和第5章集中于项目的初始概念及界定阶段。
- 第6章特别关注于如何管理利益共享者，这是成功的关键一步。
- 第7章讨论了在项目中如何管理风险，这是成功的另一个关键步骤。
- 第8~10章集中于项目的计划、执行及结束阶段。

核对清单及注意点

在文章中你会发现有指导作用的短小的核对清单。将它们作为出发点，并适当加入你自己的问题。你还会发现许多“注意”，它们是在通向项目成功中需要你注意的重要的指导性注释。

^① vulnerable a. 敏感的

guide notes that are important for your attention in your drive to achieve success with your project.

To adopt the processes given here may require you to change the way you work and set aside some of those practices that have become habits for you. Changing your habits is never easy to accept as a necessity, particularly as you believe your working practices have served you well up to now. Such a conflict makes you feel uncomfortable because you are entering an area of low experience. All the processes and techniques discussed in this book are proven, practical ways to help you. It will be to your advantage to learn them and find a way to apply them in your situation.

Everything discussed here can be applied to any type of project irrespective of the nature of your business and regardless of whether your customer is internal or external to your organisation. Finally you will find some additional reading when project work has really attracted your attention for future development.

要采用这里给出的程序，也许需要你改变工作方式，丢掉一些习惯性的做法。改变习惯是不易做到的，但又必不可少，特别是当你认为这些工作习惯直到目前都很有效的时候。这种冲突令你不快，因为你进入了一个你不熟悉的领域。

本书中讨论的所有过程和技术都可以为你提供帮助，并是经过考验的、实用的方法。学会它们并将其应用到你的项目中，将对你非常有利。

这里所讨论的一切可以应用于任何类型的项目管理，不论^①你的经营类型是什么，也不管你的客户来自组织内部还是外部。如果出于将来发展的需要，项目工作真的吸引了你的注意，在本书的最后你还可以找到一些附加的读物。

^① irrespective a. 不顾的

contents

introduction	8
1. what is success?	2
what happens to the project?	4
defining success	6
your view of success	6
success depends on who is measuring	8
what are the perceived causes of failure?	12
reduce the probability of failure	14
2. the climate for success	16
why do initiatives appear to fail?	18
some definitions	18
projects - are they just an accident?	24
what's the current climate?	26
what influences the climate?	28
the operating climate for projects	42
defined roles and responsibilities - the key players	46
3. the project process - key steps for success	62
the project phases	64
the phase gates	64
the phase gate - a constraint?	66
the key steps to success	70
4. project conception and start - up	74
selecting the right project	74
the start - up process	82
customer needs and expectations	86
identifying the project constraints	94
assumptions	96
the kick - off meeting	96
recording essential information	104

目 录

序 言	9
1. 何谓成功	3
项目是如何进展的?	5
定义成功	7
你对成功的看法	7
成功取决于衡量者	9
什么是可觉察到的造成失败的原因?	13
降低失败的可能性	15
2. 获得成功的风气	17
为什么倡议会失败?	19
一些定义	19
项目——它们只是一个意外事件吗?	25
当前的风气是什么?	27
什么影响风气?	29
项目实施的风气	43
明确的职责和义务——关键人员	45
3. 项目程序——成功的关键步骤	63
项目的阶段	65
阶段之门	65
阶段之门——一个限制?	67
成功的关键步骤	71
4. 项目的构想与启动	75
选择正确的项目	75
启动程序	83
客户的需求和期望	87
确定项目的限制条件	95
假设	97
首次会议	97
记录基本的信息	105

5. the definition phase	106
the project brief and specification	106
defining the project	108
getting your project definition approved	126
6. managing the stakeholders	130
what is a stakeholder?	130
the two most important stakeholders	134
who are the other stakeholders?	142
who will use the results?	142
stakeholder influence	144
gathering information about stakeholders	146
7. managing the risks	152
why bother?	152
understanding constraints	154
identifying the risks	160
assessing the risks	162
ranking of risks	164
what do I do now?	170
monitoring risks	172
8. planning the project	176
a common misconception	178
who needs to be involved?	178
where does planning start?	180
identifying the key stages	182
allocating responsibility	196
estimating	198
the critical path of your project	206
analyse resource requirements	218
optimising your schedule	220
review the project risk log	224
review the project budget	224
freezing the baseline schedule	226
seeking approval to launch	228

5. 界定阶段	107
项目的概要和与详细计划书	107
界定项目	109
使你的项目界定得到批准	127
6. 利益共享者管理	131
什么是利益共享者?	131
两个最重要的利益共享者	135
谁是其他的利益共享者?	143
谁将使用项目的成果?	143
利益共享者的影响力	145
收集利益共享者的信息	147
7. 风险管理	153
为什么要对此关心?	153
了解限制条件	155
识别风险	161
评估风险	163
风险的等级评定	165
我现在该做什么?	171
监控风险	173
8. 计划项目	177
一个普遍的误解	179
计划的制订需要涉及到哪些人?	179
从何处开始计划?	181
识别关键时期	183
分配职责	197
预计	199
项目的关键路线法	207
分析资源需求	219
优化日程表	221
审查项目风险日志	225
审查项目预算	225
冻结基线日程表	227
寻求对项目实施的批准	229

9. launching and executing the project	230
preparing for project execution	230
establish a milestone schedule	236
have a communication plan	240
handling project changes	246
hold a launch meeting	248
the control environment	252
monitoring the progress	258
managing the issues arising	260
tracking your project	268
control the costs	280
10. closure and post - project evaluation	288
project drift	288
set the completion criteria	292
the acceptance process checklist	294
the closeout meeting	296
post - project evaluation	298
and finally	304

9. 发动并执行项目	231
为项目的实施作准备	231
建立重大事件日程表	237
制订交流计划	241
处理项目变更	247
召开启动会议	249
管理环境	253
监控进展情况	259
管理出现的问题	261
跟踪项目	269
控制成本	281
10. 结束与项目后评议	289
项目漂移	289
建立完成标准	293
验收程序核对清单	295
结算会议	297
项目后的评议	299
最后	305

成功的项目管理

what is success?

When a major project is perceived as a failure, someone will take up the challenge the organisation faces to avoid a repeat. This evaluation may be prompted by a new product or service being late to market, customer needs not being satisfied or even a realization that a large sum of money has been expended with little or no chance of any return on the investment made. The result could be a question of organizational survival in a highly competitive market environment if there are a succession of failures. The initial focus of the evaluation in such situations is nearly always the degree to which project management skills were understood and employed during the project time span. Then it is often seen that the project manager and the team have done all the right things at the right time within the project.

Yet something clearly went wrong somewhere and a wider view is taken to identify cause. Then it becomes more obvious that project management competencies and skills alone are no guarantee of success. Many parts of any organization have a strong influence on every project initiated and an understanding of project management and the processes used must be part of everyone's learning today in all departments, not just the project team.