

 复杂工程管理书系
大纲与指南系列丛书

Framework and Guideline of Project Management
Services for Construction Projects (2018 Edition)

建设工程项目管理服务 大纲和指南

(2018版)

上海市建设工程咨询行业协会 编著
同济大学复杂工程管理研究院



同济大学出版社
TONGJI UNIVERSITY PRESS

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Research Institute of Complex Engineering & Management, Tongji University

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内 容 简 介

本书是基于上海市快速发展的项目管理环境、相关前沿的理论研究成果和诸多的实际工程业绩,补充了最新的标准、行业规定、研究与实践成果,对建设工程项目管理服务内容进行的又一次系统总结和全面提升。

本书主要面向建设工程咨询行业从业人员,指导建设工程咨询行业从业单位开展业务。

图书在版编目(CIP)数据

建设工程项目管理服务大纲和指南:2018 版/上海市建设工程咨询行业协会,同济大学复杂工程管理研究院编著.--上海:同济大学出版社,2018.12

(复杂工程管理书系. 大纲和指南系列丛书)

ISBN 978-7-5608-8257-4

I. ①建… II. ①上… ②同… III. ①基本建设项目—项目管理 IV. ①F284

中国版本图书馆 CIP 数据核字(2018)第 272510 号

建设工程项目管理服务大纲和指南(2018 版)

上海市建设工程咨询行业协会
同济大学复杂工程管理研究院

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责任编辑 姚烨铭 责任校对 徐春莲 封面设计 钱如潺

出版发行 同济大学出版社 www.tongjipress.com.cn
(地址:上海市四平路 1239 号 邮编:200092 电话:021-65985622)

经 销 全国各地新华书店
印 刷 常熟市大宏印刷有限公司
开 本 787mm×960mm 1/16
印 张 11
字 数 220 000
版 次 2018 年 12 月第 1 版 2018 年 12 月第 1 次印刷
书 号 ISBN 978-7-5608-8257-4

定 价 59.00 元

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2018 版前言

自《建设工程项目管理服务大纲和指南(2013 版)》(以下简称《大纲和指南》)于 2013 年颁布以来,在建设工程咨询行业中产生了很大影响,为指导从业单位开展相关业务起到较大的作用,为推动国内工程咨询行业发展打下了坚实的基础。当前,建筑行业发展的形势和任务、制度环境和现实需求等均发生了深刻变化,为了适应这种变化,上海市建设工程咨询行业协会与同济大学复杂工程管理研究院在原有基础上,于 2017 年开始酝酿《大纲和指南》的修订工作。本次修订是基于上海市快速发展的项目管理环境、相关前沿的理论研究成果和诸多的实际工程业绩,对建设工程项目管理服务内容进行的又一次系统总结和全面提升。

2018 版的修订工作于 2017 年 8 月开始。8 月 29 日,行业协会召开研讨会,为《大纲和指南》的修订工作拉开序幕。经过多次会议,最终组建了由八家成员参编单位组成的编写小组,主编单位仍为上海市建设工程咨询行业协会与同济大学复杂工程管理研究院。经过多次讨论,最终确定按照项目全过程时间顺序以及特色化项目管理需求,将本《大纲与指南》分为两个部分编写,第一部分在 2013 版原有六个阶段上新增“运营管理”,第二部分新增四个专项服务章节。由原负责 2013 版《大纲和指南》六个部分的单位成员继续负责原有六个部分的修订;根据各单位工程实践特色,选定部分单位负责运营阶段与专项服务的编写。具体分工如下:

第一部分 通用服务(按内容划分):A0000 前期及策划项目管理由上海上咨建设工程咨询有限公司负责修订,其负责人为郑刚、马建民、金雷、薛舟;B0000 规划及设计项目管理由上海科瑞真诚建设项目管理有限公司负责修订,其负责人为乐云、刘嘉怡、何清华;C0000 施工前准备项目管理由上海同济工程咨询有限公司负责修订,其负责人为韩光耀、沈翔;D0000 施工过程项目管理由上海市建设工程监理咨询有限公司负责修订,其负责人为秦光、刘新浪;E0000 竣工验收及移交项目管理由上海申康卫生基建管理有限公司负责修订,其负责人为张建忠、张优优;F0000 保修及后评估项目管理由上海一测建设咨询有限公司负责修订,其负责人为徐帆、经炜;G0000 运营管理由同济大学复杂工程管理研究院负责编写,其负责人为曹吉鸣、乐云、翟洁、冯晓威。

第二部分 专项服务(按专项划分):H0000 大型群体复杂项目总体项目管理(项目总控服务)由上海建科工程咨询有限公司和上海建科工程项目管理有限



公司编写,其负责人为郁勇、刘格春、叶少帅、薄卫彪、谢东升、王彦忠;I0000 设计与管理一体化模式下的项目管理由上海现代建筑设计集团工程建设咨询有限公司编写,其负责人为倪飞、谭震寰、谢书倩;J0000 基于 BIM 的项目管理由上海科瑞真诚建设项目管理有限公司和上海申康卫生基建管理有限公司编写,其负责人为李永奎、张建忠、蒋凤昌、刘嘉怡、张优优;K0000 PPP 模式的项目管理由上海上咨建设工程咨询有限公司和上海同济工程咨询有限公司编写,其负责人为郑刚、韩光耀、沈翔。经过多次讨论及修改,在 2018 年 1 月完成了大纲的初稿,于 2018 年 6 月完成对大纲的修改,并在大纲的基础上开始编写指南。

由于时间限制、水平有限,编写工作中难免有疏漏之处。读者们在阅读、使用中如发现《大纲和指南》(2018 版)中有不妥之处,请向行业协会反映,以便及时修正。

协会联系方式:ipmc2013_ac@126.com。

《建设工程项目管理服务大纲和指南(2018 版)》编写组

2018 年 8 月



Preface

(2018 Edition)

Since the publication of the 2013 edition of the *Framework and Guideline of Project Management Services for Construction Projects* (hereinafter referred as *the Framework and Guideline*), it has made a significant impact to the construction engineering consulting industry. The Framework and Guideline has not only played an important role in guiding the business of the construction engineering consulting industry, but also laid a solid foundation for promoting the development of construction engineering consulting industry in China. At present, the development situation and tasks of the construction industry, the institutional environment and the actual needs have all undergone profound changes. To adapt to those changes, the Shanghai Construction Consultants Association and Tongji University Research Institute of Complex Engineering & Management, based on the prior version, initiated the revision effort of the Framework and Guideline in 2017. Based on the rapidly developing project management environment in Shanghai, relevant the state-of-the-art research outcomes, and many practical achievements, this revision is another systematic review and comprehensive improvement of the content of construction engineering project management services.

The revision of the 2018 edition of the *Framework and Guideline* began in August 2017. On August 29th, 2017, the Shanghai Construction Consultants Association held a seminar to kick off the revision effort. After several meetings, the revision editorial committee composed of eight members was officially formed, and both the Shanghai Construction Consultants Association and the Research Institute of Complex Engineering & Management at Tongji University are still in charge of the revision work. After several rounds of discussions, it was finally determined that the updated version of the *Framework and Guideline* was divided into two sections based on the project life-cycle and featured project management needs. The new *Framework and*



Guideline is edited as a collection of two section, where the first part adds a chapter of facility management services to the original six chapters of general services and the second part adds four chapters of specialty services. The members and organizations who were responsible for the six chapters of the 2013 edition of the *Framework and Guideline* continued to work on the revision of those chapters. Individual participating organizations and members were selected, based on the characteristics of engineering consulting practices, to be responsible for the editing of the facility management chapter and the specialty services section, details as below,

Section 1. General Service

Zhang Gang, Ma Jianmin, Jin Lei, and Xue Zhou from Shanghai Shangzi Construction Engineering Consultation Co., Ltd. are responsible for the revision of Chapter A0000 Front End Planning Services; Le Yun, Liu Jiayi, and He Qinghua from Shanghai K&Z Construction Project Management Co., Ltd. are in charge of the revision of Chapter B0000 Project Planning and Design Services; Han Guangyao and Shen Xiang from Shanghai Tongji Engineering Consulting Co., Ltd. are responsible for the revision of Chapter C0000 Pre-construction Services; Qin Guang and Liu Xinlang from Shanghai Project Management Co., Ltd. are in charge of the revision of Chapter D0000 Construction Services; Zhang Jianzhong and Zhang Youyou from Shanghai Shengkang Health Construction Management Co., Ltd. are responsible for the revision of Chapter E0000 Completion and Handover Services; Xu Fan and Jing Wei from Shanghai First Track Construction Consultation Co., Ltd. are in charge of the revision of Chapter F0000 Post-implementation Review Services; and in the end, Cao Jiming, Le Yun, Zhai Jie, and Feng Xiaowei from the Research Institute of Complex Engineering & Management at Tongji University are responsible for the editing of the new Chapter G0000 Facilities Management Services.

Section 2. Specialty Service

Yu Yong, Liu Gechun, Ye Shaoshuai, Fu Weibiao, Xie Dongsheng, and Wang Yanzhong from Shanghai Jianke Engineering Consulting Co., Ltd. and Shanghai Jianke Project Management Co., Ltd. are responsible for the editing



of Chapter H0000 Large-scale Complex Programme Management (Project Master Control); Ni Fei, Tan Zhenyuan, and Xie Shuqian from Shanghai Xian Dai Architecture, Engineering & Consulting Co., Ltd. are in charge of the editing of Chapter I0000 Project Management under Integrated Design-management Model; Li Yongkui, Zhang Jianzhong, Jiang Fengchang, Liu Jiayi, and Zhang Youyou from Shanghai K&Z Construction Project Management Co., Ltd. and Shanghai Shengkang Health Construction Management Co., Ltd. are responsible for the editing of Chapter J0000 BIM-based Project Management; Zheng Gang, Han Guangyao, and Shenxiang from Shanghai Shangzi Construction Engineering Consultation Co., Ltd. and Shanghai Tongji Engineering Consulting Co., Ltd. are in charge of Chapter K0000 Project Management in PPP Mode. After many rounds of discussions and revisions, the initial draft of the outline of the *Framework and Guideline* was proposed in January 2018, and the revisions for the outline was finalized on June 2018. The revision and editing of the *Framework and Guideline* was then started subsequently on the basis of the outline.

Due to the time constrains and limited levels of expertise, it is inevitable that there are omissions in the preparation of the work. Readers are kindly requested to provide feedback for any improperness in this document to the Association for timely correction.

Contact of the Association: ipmc2013_ac@126.com.

*Framework and Guideline of Project Management Services
for Construction Projects*
(2018 Edition)
Editorial Committee
August 2018



2018 版修订说明

由上海市建设工程咨询行业协会与同济大学复杂工程管理研究院主编的《建设工程项目管理服务大纲和指南(2013 版)》(以下简称《大纲和指南》)自 2013 年完成以来,对指导上海市建设工程咨询行业从业单位开展业务发挥了重要作用,对国内行业发展产生了重要影响。

《大纲和指南》实施五年来,我国建筑行业制度环境和行业需求等发生了深刻变化,许多适应新形势变化的新的服务模式和独具特色的服务方法在实践案例中被催生出来,建设工程项目管理从业单位的服务水平也不断得到提高。2017 年,国务院办公厅发布了《关于促进建筑业持续健康发展的意见》(国办发[2017]19 号),对建设工程项目管理咨询服务内容提出了新的要求。为了适应广大建设工程咨询行业从业单位的新要求,上海市建设工程咨询行业协会与同济大学复杂工程管理研究院组织相关参编单位对《大纲和指南》进行修订。

本次《大纲和指南》修订的主要依据为:

- (1) 国际上成熟的项目管理经验和公认的标准;
- (2) 国家有关建筑行业最新颁布的法规、条例和意见;
- (3) 国内多家工程咨询和项目管理单位为甲方提供项目管理服务的经验;
- (4) 科研院所和大专院校最新的科研成果及其推广实践。

与 2013 版相比,《大纲和指南》2018 版在结构上作了较大调整,将建设工程项目管理服务分为两大部分:第一部分为通用服务,包括 A0000—G0000 共七章,按照项目周期,将 2013 版《大纲和指南》的内容重新进行梳理,对原有六个部分(项目前期及策划、规划及设计、施工前准备、施工过程、竣工验收及移交、保修及后评估)中相似、交叉内容进行优化、简化,扩展各阶段服务内容,将最新标准、行业规定、研究与实践成果补充进去,并扩充第七阶段——运营管理,新增运营管理一章。另外新增第二部分——项目管理专项服务,包括 H0000—K0000 共四章,分别为大型群体复杂项目总体项目管理(项目总控)、设计与管理一体化模式下的项目管理、基于 BIM 的项目管理、PPP 模式的项目管理。

本次修订自 2017 年 8 月起,历时 12 个月,于 2018 年 8 月完成全部修订工作。

《建设工程项目管理服务大纲和指南(2018 版)》编写组

2018 年 8 月



Revision Note (2018 Edition)

Since the completion of the *Framework and Guideline of Project Management Services for Construction Projects* (hereinafter referred as the *Framework and Guideline*) edited by the Shanghai Construction Consultants Association and the Research Institute of Complex Engineering & Management at Tongji University in 2013, it has not only played an important role in guiding the business of the construction engineering consulting industry in Shanghai, but also exerted a significant impact on the industry development domestically.

Over the last five years since the implementation of the *Framework and Guideline*, the institutional environment and industry needs of the Chinese Construction Industry have changed profoundly. Adapting to the new situation, many new services models and unique service means have been developed and promoted in practical cases. The level of service in the construction consultants industry has also been continuously improved. In 2017, the General Office of the State Council issued the *Opinions on Promoting the Sustainable and Healthy Development of the Construction Industry* ([2017] 19), which put forward new requirements for construction project management consulting services. In order to meet those new requirements for construction project management consulting practitioners, the Shanghai Construction Consultants Association and the Research Institute of Complex Engineering & Management at Tongji University organized relevant organizations to revise the *Framework and Guideline*.

The main basis for the revision of the *Framework and Guideline* include:

- 1) internationally matured project management experience and recognized standards;
- 2) most recent codes, regulations and opinions in the Chinese Construction



Industry;

3) client-service experience of several engineering consulting and project management organizations in China;

4) latest scientific research outcomes and practical applications by research institutes and universities.

Compared with the 2013 edition, the structure of the 2018 edition of the *Framework and Guideline* has been largely modified, and the construction project management services are categorized into two parts. The first part is project management general services that include seven chapters A0000 through G0000. The contents of the 2013 edition of the *Framework and Guideline* are re-organized according to the project life-cycle, and the services of the six stages (initial, planning and design, pre-construction, construction, completion and handover, and post-completing review) in the 2013 edition are optimized by incorporating the latest standards, industry regulations, and research and practical results. An addition type of services, namely facility management services, is added as a new chapter to expand the project life-cycle approach. In addition, project management specialty services are added, and discussed in four chapters H0000 through K0000, including large-scale complex programme management (project master control), project management under integrated design-management model, BIM-based project management, and project management in PPP mode.

This round of revision started in August 2017 and last 12 months. All revision work was completed by August 2018.

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Editorial Committee

August 2018



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