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实用IT项目管理

(美) Joseph Phillips 著

(英文版·第3版)

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出版者的话

文艺复兴以降，源远流长的科学精神和逐步形成的学术规范，使西方国家在自然科学的各个领域取得了垄断性的优势；也正是这样的传统，使美国在信息技术发展的六十多年间名家辈出、独领风骚。在商业化的进程中，美国的产业界与教育界越来越紧密地结合，计算机学科中的许多泰山北斗同时身处科研和教学的最前线，由此而产生的经典科学著作，不仅擘划了研究的范畴，还揭示了学术的源变，既遵循学术规范，又自有学者个性，其价值并不会因年月的流逝而减退。

近年，在全球信息化大潮的推动下，我国的计算机产业发展迅猛，对专业人才的需求日益迫切。这对计算机教育界和出版界都既是机遇，也是挑战；而专业教材的建设在教育战略上显得举足轻重。在我国信息技术发展时间较短的现状下，美国等发达国家在其计算机科学发展的几十年间积淀和发展的经典教材仍有许多值得借鉴之处。因此，引进一批国外优秀计算机教材将对我国计算机教育事业的发展起到积极的推动作用，也是与世界接轨、建设真正的世界一流大学的必由之路。

机械工业出版社华章公司较早意识到“出版要为教育服务”。自1998年开始，我们就将工作重点放在了遴选、移译国外优秀教材上。经过多年的不懈努力，我们与Pearson, McGraw-Hill, Elsevier, MIT, John Wiley & Sons, Cengage等世界著名出版公司建立了良好的合作关系，从他们现有的数百种教材中甄选出Andrew S. Tanenbaum, Bjarne Stroustrup, Brian W. Kernighan, Dennis Ritchie, Jim Gray, Alfred V. Aho, John E. Hopcroft, Jeffrey D. Ullman, Abraham Silberschatz, William Stallings, Donald E. Knuth, John L. Hennessy, Larry L. Peterson等大师名家的一批经典作品，以“计算机科学丛书”为总称出版，供读者学习、研究及珍藏。大理石纹理的封面，也正体现了这套丛书的品位和格调。

“计算机科学丛书”的出版工作得到了国内外学者的鼎力襄助，国内的专家不仅提供了中肯的选题指导，还不辞劳苦地担任了翻译和审校的工作；而原书的作者也相当关注其作品在中国的传播，有的还专程为其书的中译本作序。迄今，“计算机科学丛书”已经出版了近两百个品种，这些书籍在读者中树立了良好的口碑，并被许多高校采用为正式教材和参考书籍。其影印版“经典原版书库”作为姊妹篇也被越来越多实施双语教学的学校所采用。

权威的作者、经典的教材、一流的译者、严格的审校、精细的编辑，这些因素使我们的图书有了质量的保证。随着计算机科学与技术专业学科建设的不断完善和教材改革的逐渐深化，教育界对国外计算机教材的需求和应用都将步入一个新的阶段，我们的目标是尽善尽美，而反馈的意见正是我们达到这一终极目标的重要帮助。华章公司欢迎老师和读者对我们的工作提出建议或给予指正，我们的联系方式如下：

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INTRODUCTION

Managing a project is not unlike directing a movie, coaching a major league baseball team, or flying the space shuttle around the moon. Of course, if you were directing a movie, you'd be working with superstars. If you were coaching a major league team, you might win the pennant. And if you were flying the space shuttle, you'd have a great view. But with project management, you get to experience some of the same thrills I'm sure directors, coaches, and astronauts experience.

Relax. This book will help you become the superior project manager you've dreamed of becoming. *IT Project Management: On Track from Start to Finish* will show you how to get started, get funding, and get the project done. You'll discover advanced project management techniques, the mechanics of project management, and inspiration to keep moving toward the end result of any technical project. I'll show you how you can direct your team to work together and independently. I'll show you how you can motivate team members, get management fired up about your project, and keep yourself from burning out. This book takes you from project management basics to advanced concepts on such topics as creating budgets, devising work breakdown structures, and sustaining an exciting environment that will guarantee your success over and over.

As a project manager, you'll be challenged and forced to think on your feet, and you'll learn how to lead people rather than just manage them. Project management is a wonderful life experience that will stretch your brain and abilities further than you ever thought possible. Some people love project management so much they've dedicated their careers to it. These professionals love the exhilaration of finding a solution to a seemingly impossible predicament. They love the nirvana of resolving disagreements between coworkers—and watching their team become tight as family. They thrill over each success en route to the victory of completing the project on track and on budget.

My hope is that you'll become one of these people and that I can help get you there. This book is written based on my experiences as a project manager. How I wish a book of this caliber were available when I started my career! Fortunately for you, it's here now. You can (and I hope you do) read the book from cover to cover.

Or, if you really want to, you can skip from chapter to chapter. Heck, read it backward if it helps you! Regardless of your reading tactics, the best way to learn is by doing. Do yourself a big favor and complete the exercises at the end of each chapter—they'll help to reinforce what you've read. If you're new to project management, try to discuss some of the issues in this book with an accomplished project manager. Once you've finished reading the book, teach someone else what you've learned. After all, teaching is just learning twice.

Finally, if you'd like to discuss any of the topics in this book, feel free to drop me an e-mail. I try to respond to as many as possible. You can reach me at itpm@projectseminars.com. I wish you all the best in your career and your endeavors as a project manager.

ACKNOWLEDGMENTS

Books, like projects, are never done alone.

I'd like to thank James Ward for keeping me on track and focused on the CompTIA requirements, objectives, and test-centric ideas. A big thank you goes to my editor and friend Megg Morin for her patience, guidance, conversation, and overall support for this book and others. Thank you to Meghan Riley for her keen organizational skills, attention to detail, and ever-present communication and support. Margaret Berson—thank you for tightening my writing, clarifying my thoughts, and helping me to be a better writer. Thanks also to Glyph International and the talented people in the production department for all of their hard work.

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About the Author

Joseph Phillips, PMP, Project+, is the Director of Education for Project Seminars. He has managed and consulted on projects for industries including technical, pharmaceutical, manufacturing, and architectural, among others. Phillips has served as a project management consultant for organizations creating project offices, maturity models, and best practice standardization.

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To contact CompTIA with any questions or comments, please call (630) 678-8300 or e-mail questions@comptia.org.

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