

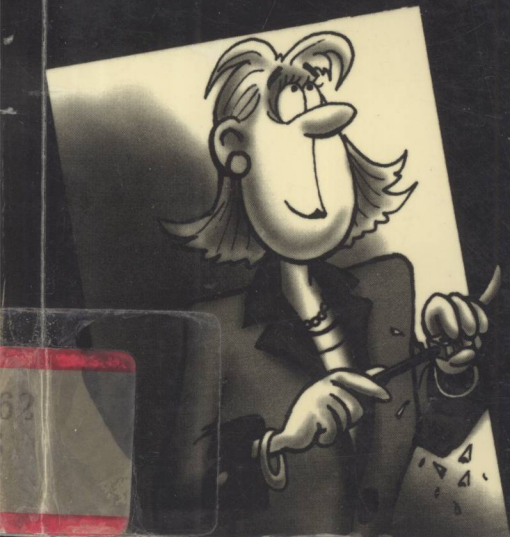
英汉对照管理袖珍手册

商务计划

本书中的各种技巧
和工具能使人们掌握如
何制定商务计划

Neil Russell-Jones 著
金英爱 译

上海交通大学出版社



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INTRODUCTION

导 言

INTRODUCTION

DEFINITION



Planning is a feature of everyday living - whether at home or in business. Without it our lives would be totally chaotic and random.

Plans vary from imprecise vague statements to thick volumes prepared over a long period.

Some are useful; others a waste of time. Very few remain unaltered.

People are frequently asked to prepare a plan with no guidance at all, and the result often falls short of expectations.

导言 定义



不论是在家庭还是在工作中，制定计划是日常活动的一个重要方面。不制定计划，我们的生活就会处于彻底混乱与无序的状态中。

从不精确的、甚至有点模糊的陈述到经过长期酝酿而形成的厚厚卷宗，制定出的计划可以是形形色色，各不相同。

计划过程中有些工作是有用的，有些则是在浪费时间。几乎没有计划不经过改动。人们经常在没有任何指导的情况下被要求制定计划，其结果常常不免令人失望。

INTRODUCTION

DEFINITION



Richard Hannay, the hero of many of John Buchan's books, had a companion who was a South African Boer - Peter Pienaar. Whenever he was faced with a seemingly impossible situation he would say 'Ik shall een plan mak' - I shall make a plan. He would subsequently carry out the task successfully.

Planning is taking time to:

- Consider the possibilities that might arise as a result of something that you wish to do
- Understand the consequences that arise, and
- Develop actions to counter them or to maximise opportunities

导言 定义



在约翰·巴奇恩的许多小说中出现的男主角理查德·汉尼有一个同伴，是南非布尔人，叫彼得·彼埃纳。每当他面对看起来无法应付的处境时，就会说“我得琢磨个法儿”——我要制定一个计划。接下来他就会成功地完成任务。

制定计划需要花费时间来：

- 考虑一下你想做的事情可能引发的各种情况
- 弄清楚行动的结果，以及
- 制定措施防范不利结果的产生以及造就成功的机会

INTRODUCTION

WHO SHOULD USE THIS BOOK?



Planning takes place in all organisations in some form or other, whether it be formal or informal, and at a variety of levels. Most planning is carried out by middle management in larger organisations, and by people who run their own businesses (proprietors, sole traders, partners or directors of small and medium sized organisations).

If you are in a department or business unit and have to prepare a plan, then this book will help you understand the components and do's and don't's of planning. Those engaged in business on their own behalf will also find it useful.

Some parts of the book may be more appropriate to businesses than, for example, to head office departments, but will fill out the wider background for the latter.

导言

本书针对的读者



在任何某种形式的组织中,无论是正式的还是非正式的,或者在各种不同的层次上,人们都在制定计划。大多数计划是由大型组织中中层管理人员以及独立经营者(如业主、独自经营的商人、中小型组织中的合伙人或主管)来制定的。

如果你在一个部门或企业单位工作,并且必须制定一个计划,那么本书将有助于你了解制定计划的各个部分以及应该做与不应该做的事项。

本书的某些部分可能会更适用于一些企业而不是上层办公部门,但会为后者从大背景着眼提供借鉴。

INTRODUCTION

WHO SHOULD USE THIS BOOK?



The Business Planning Pocketbook concentrates on what you need to do to produce a plan. It includes both the theory and the practical aspects.

Whatever your situation, the basic planning process itself is fundamentally the same - it is just the format and style of development, and sometimes execution, that differ. There may be different front ends to the process, and different issues to consider, but in essence plans are all the same: **an indication of the expected future progress of something.**

There is also a body of people engaged in planning at a corporate level. (This is usually termed corporate or strategic planning.) This book, whilst touching on strategic planning by way of context, is not really for them.

导言

本书针对的读者



本书强调了制定计划需要做的事情。它既有理论内容,又包括实践方面。

不论你身处什么情况下,基础的计划制定过程本身基本上是相同的,不同之处仅在于展开计划的形式和风格,有时在计划的执行上也会有差异。制定过程的最终目标以及需要考虑的问题会各不相同,但计划的本质却是一样的:就某一件事朝预期的发展作安排。

还有一群人是从总体上制定规划(通常被称为总体规划或战略性规划)。作为需要介绍的背景,战略性规划虽在本书中有所涉及,却不是本书真正所针对的内容。

INTRODUCTION

CORPORATE PLANNING



It is important to differentiate between planning that takes place at the highest level and that which takes place within an organisation. The former may be referred to as '**corporate planning**', and is usually found in large organisations; whilst the latter may be referred to as '**business planning**'.

Corporate planning is concerned with planning for the organisation as a whole - not for the whole organisation; and it is important to understand the difference.

Any organisation trying to plan for the whole will not succeed, due both to the workloads and the immense number of variables for consideration. (A good analogy is with the former Command Economies where they tried to plan entire countries centrally - with all too familiar failures.)

Corporate planning is about deciding corporate goals and then developing corporate strategies to achieve these. This might take several years and, therefore, it is by nature a long-term view.

导言

总体规划



区分组织中最高层制定的规划与组织内部制定的计划是很重要的。前者指的是“总体规划”，通常制定于大的组织中；而后者则指“商务计划”。

总体规划是为一个组织从总体上制定规划，而不是为这个组织的所有部门制定计划。明白这个区别是非常重要的。

组织若想为其所有的部门制定计划，就会由于工作负担过重以及需要考虑大量的各种各样的问题而告失败。（一个典型的例子就是前计划经济。它需要考虑曾试图为全国集中地制定规划——于是导致众所周知的失败。）

总体规划旨在确定共同目标，继而制定总体战略以实现这些目标。这也许会需要几年的时间，因此“总体规划”在本质上是一个长期的发展远景。

INTRODUCTION

BUSINESS PLANNING



Business planning is concerned with what is going to be done **now** to achieve targets and goals.

It sits, therefore, at the tactical level rather than the strategic.

It is necessarily short-term in outlook; but can nevertheless span a number of years. For example, building a ship or a petroleum cracking plant might take several years to complete, but this would not be a corporate plan, merely one component of a business plan (although for some firms it might be a very large component).

Generally, business plans take a one year horizon, although they will sit within the long-term framework established at a corporate level.