

MANAGEMENT AND PRACTICE
FOR ENGINEERING CONSTRUCTION ENTERPRISES

工程建设企业 管理与实践

邓 勇 著

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Management and Practice
for Engineering Construction Enterprises

中共十五届、十六届中央委员，第十一届全国政协
常委，中共中央文献研究室原主任滕文生同志题词

“建筑”在建筑人心里,是有生命的、有灵魂的、有感情的,是建筑人用心爱出来的、用双手捧出来的、用身体孵出来的……

——邓 勇

“Construction” in the minds of construction people is alive, souled and emotional, which is built by who engaged in the industry with love, hands, body warmth and meticulous care……

By Deng Yong



世界海拔最高铁路隧道
风火山隧道 海拔4905米

献礼 2019



世界海拔最高高铁隧道
祁连山隧道 海拔3607米



20世纪70年代修建的
关角隧道 海拔3692米



复兴号动车组
时速350公里



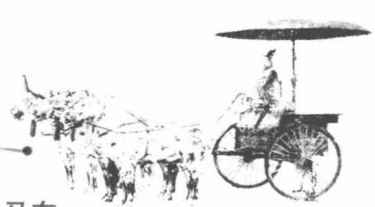
电力机车
时速120公里

热烈庆祝

中华人民共和国成立七十周年



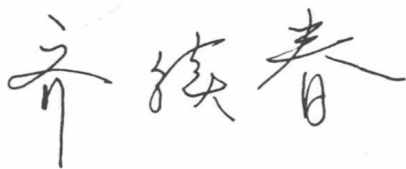
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探索研究建筑企业管理本质,启迪思想,丰富实践。凝炼总结经验教训,博观而约取,厚积而薄发,为建筑企业高质量高效益发展寻找镜鉴。

Explore and study the essence of construction enterprise management, enlighten ideas and enrich practice. Refine and summarize experience and lessons, observe broadly and adopt appropriately, accumulate deeply and express lightly, look for mirror reference for high-quality and efficient development of the construction enterprises.

The image shows a handwritten signature in black ink. The characters are '齐续春' (Qi Xunchun), written in a cursive style. The first character '齐' is on the left, '续' is in the middle, and '春' is on the right. The strokes are fluid and connected.

2018年12月

十二届全国政协副主席齐续春书评

企业管理是一门科学,也是一门艺术,更是一项伟大的实践。国有企业、民营企业、混合所有制企业、制造业企业、服务业企业、金融类企业……,概莫例外。

Enterprise management is a science, an art and a great practice. State-owned enterprises, private enterprises, mixed ownership enterprises, manufacturing enterprises, service enterprises, financial enterprises... no exception.

优秀的企业必定有卓越的企业管理者。实践出真知,《工程建设企业管理与实践》是一位奋斗在建筑业界的优秀企业家邓勇的力作。

Excellent enterprises must have outstanding managers. Practice tells us the truth, 《*Management and Practice for Engineering Construction Enterprises*》 is a masterpiece by Mr. Deng Yong, a great entrepreneur in the construction industry.

邓勇的优秀之处,就在于立足本业,不忘初心,牢记使命,砥砺前行,能够把工作之中的感悟上升到理论,理论与实践相结合,为建筑国企的改革与发展探索出了具有二十局特色的发展道路,对于其他企业的改革与发展也会起到有价值的借鉴作用。

Mr. Deng Yong's excellence lies in being based on his own business, not forgetting his original intention, bearing in mind his mission and forging forward. He can raise his perception of work to theory and combine theory with practice. He has explored a development path with CR20G characteristics for the reform and development of state-owned construction enterprises, and will also play a valuable reference role for the reform and development of other types of enterprises.

A handwritten signature in black ink, consisting of stylized Chinese characters. The characters appear to be '米建国' (Mi Jian), which is the name of the reviewer mentioned in the text below.

2018. 12. 20

原国务院发展研究信息中心主任、经济学博士
米建国书评

此书是作者用中国的思维及传统文化,结合建筑国企和作者自己的经验,阐释现代建筑企业内外业管理理念。具有可读、可用和指导作用。读者可从中悟出许多建筑企业管理的哲学及管理之道。

In this book, the author uses Chinese thinking and traditional culture, combined with the experience of state-owned construction enterprises and his practice, to explain the internal and external management concepts of modern construction enterprises. It is readable, usable and instructive. Readers can learn a lot about the philosophy and methods of construction enterprise management.



2018年12月28日

中国工程院院士、深圳市地铁集团有限公司总工程师、深圳大学未来地下城市研究院院长、煤炭科学研究总院建井研究院院长陈湘生教授书评



序

Foreword

邓勇同志是国有建筑企业的高级管理者,曾长期在基层从事技术和管理工
作,在国企管理的理论和实践方面有着较多的体验、感悟和积淀,做了很多有价值的
研究、思考和探索。本书的出版也是他工作实践的一个重要成果,对于建筑国企的管
理具有较好的参考借鉴作用,值得充分肯定。

Mr. Deng Yong is a senior manager of state-owned construction enterprises.
He has been engaged in technical and management work for a long time at the
grassroots level. He has a great deal of experience, insights and accumulation in
the theory and practice of state-owned enterprise management, and he has done a
lot of valuable research, thinking and exploration. The publication of this book is
also an important achievement of his work practice, which provides good
references for the management of state-owned construction enterprises, and
deserves full affirmation.

言为心声,文如其人。为文和做人从来都是紧密结合在一起的。邓勇同志无
论是为文,做人,还是处事,都给我留下了深刻的印象。他为人实在、思维敏锐、工
作热情、追求执着、勇于担当。我认为,这些优秀品质是他从事企业管理所具备的
特有素质。也正因为具有这些素质,在工作实践中形成了具有普遍适用价值的思
路和方法,并通过本书九篇五十四章直观地展示了出来。正如邓勇自己所说,“以
全力维护企业和职工利益、保证国有资产保值增值、做大做强做优企业为己任”“全
面学懂弄通做实习近平新时代中国特色社会主义思想和党的十九大精神,坚持党
对国有企业的全面领导不动摇,坚守第一责任不懈怠,把企业党建与中心工作深度
融合,充分发挥党委把方向、管大局、保落实作用”,体现了一个国有施工企业家的
报国情怀。

Speech is the voice of one's heart, and written style is like one's own. From
a person's writing, we can see that the way he handles things. Mr. Deng Yong

has left a deep impression on me whether for his article or conducting himself. He is practical, sharp-minded, enthusiastic, persistent and responsible. In my opinion, These excellent qualities are the key points to his success in business management. It is also because of these qualities that he has formed the ideas and methods of universal applicability in his work practice, and he has visually demonstrated them through the fifty-four chapters and nine parts in this book. As Mr. Deng Yong himself said, “take them as my own responsibility, to take full efforts to safeguard the interests of the enterprise and employees, to ensure the preservation and appreciation of state-owned assets, and to make the enterprise bigger, stronger and better”, “to fully understand and practice the socialist ideology with Chinese characteristics in the new era of the Chairman Xi Jinping and the spirit of the Nineteenth National Congress of the CPC, unswervingly adhere to the party’s overall leadership over state-owned enterprises, remain committed to the first responsibility and work tirelessly to integrate party establishment in the enterprise with the work of the central government, and give full play to the role of party committees in directing, managing and implementing the overall situation”, which reflects the willingness to serve the country of a state-owned construction enterprise entrepreneur.

透过书中一篇篇、一章章关于工程建设领域经营承揽、施工生产、安全质量、科技创新、财务管理、队伍建设、海外发展、项目管理、企业建设、党建工作等方面的论述,我认为,邓勇同志至少有以下三点值得肯定和学习。

Through the elaboration on engineering construction marketing, construction production, safety quality, scientific and technological innovation, financial management, team building, overseas development, project management, enterprise construction, Party building in every part and every chapter in the book, I believe that there are at least the following three virtues about Mr. Deng Yong worth to be ascertained and learned from:

一是勤学。邓勇同志勤于向书本学习、向实践学习。在不断的学习中,在长期的实践中,企业管理的知识储备和经验积累集腋成裘、聚沙成塔、与日俱增,结出了丰硕的成果。

Firstly, learning diligently. Mr. Deng Yong learns diligently from books and practices. Through persistent learning and years of practices, the knowledge reserve and experience accumulation of enterprise management are increasing day by day, and fruitful results can be achieved.

二是敏思。邓勇同志善于思考,乐于理性研究、总结和提升,不懈地探究企业管理的规律和方法。本书在建筑管理各个领域的不同见地,正是他孜孜以求、不断探索的结晶。

Secondly, thinking spontaneously. Mr. Deng Yong excels in thinking, and is willing to rationally study, summarize and improve, and unremittingly explore the rules and methods of enterprise management. The various viewpoints about various fields of construction management from this book is the reflection of his diligent strive and continuous research.

三是坚韧。建筑业是非常辛苦的行业,也是十分耗费心力的工作。邓勇同志在基层实践中成长,无论身处何境、心在何方,也不论岗位大小、任务轻重,他都精耕细作、一丝不苟,持续精进、乐此不疲,坚韧不拔、力求完美。

Last but not least, perseverance. Growing step by step from the very first frontier of construction business, the most laborious line of work, Mr. Deng Yong strives to be perfect, pays enormous attention to each detail, endeavors for better and higher, no matter which position he is in and how arduous the task is.

“博观而约取,厚积而薄发”。翻阅文稿,字里行间闪耀着真知灼见,且不乏哲学思考,用唯物的、历史的、发展的眼光,系统、全面、辩证地分析问题,客观、真实、公正地表达观点。其间或叙述、或议论、或归纳,并佐以实例,辅以解析,间以实感,既有严肃性,又有可读性。体现出文稿是从研究中来,从实践中来,从求索中来;反映出邓勇同志匠心独运的设计、长年累月的积淀、博采众长的学习、锲而不舍的追求。

“Get something concisely from a broad reading and act with restraint on the base of a large accumulation”. Looking through the book, there is a sparkle of insights between the lines, and no lack of philosophical thinking. With a materialistic, historical and developmental perspective, the author systematically, comprehensively and dialectically analyses the problems, and objectively, truly and fairly expresses his views. In

addition, this book adopts the writing methods of narration, discussion and induction, supplemented by examples, analysis and real sense, which has both seriousness and readability, which reflects that the manuscript was obtained from research, practice and seeking, and reflects Mr. Deng Yong's ingenious design, long-term accumulation, extensive learning, perseverance in pursuit.

“如切如磋，如琢如磨”。可以看出，文稿进行了一番去粗取精、去伪存真，由此及彼、由表及里的梳理和提炼，内容涵盖了建筑国企管理的诸多方面，凝聚了邓勇同志丰富的工作经验和心得体会，有见度、有广度、有深度、有精度、有力度。全书无论何章何篇，都力求突出针对性、直观性、操作性、简易性，不追求“盘马弯弓故不发”的悬念玄虚，不崇尚“文似看山不喜平”的曲折有致，不提倡“层层加染频上色”的辞采富丽，简简单单，平平白白，清清楚楚。书中案例示范客观真实，理论阐述深入浅出，行文运笔平易畅达，从文稿对一事一情、一文一例的分析、归纳、总结中，可见邓勇同志是做了很多深入的思考，花了很大的功夫的。

“If everything is negotiated, if thought is pondered”. We can see that, the whole manuscript have been completed after the tease and extract and purify works by discarding the dross and selecting the essential, eliminating the false and retaining the true, aiming to from one point to another, from the surface to the inside. The content of the book involves many aspects of state-owned construction enterprises, it has cohered rich working experiences and feelings of Mr. Deng Yong, it is insightful, extensive, profound, accurate and powerful. Whether which chapter or part of this book, it all focus on the pertinence, intuition, operability, simplification, not pursue such kind of mystery tricks as “Make a show of readiness to fight but don't start”, not advocate such kind of complexity as “The article looks like the mountain and does not like the plain”, not promote such kind of rich words as “Dying layer upon layer with frequent addition of color”, all in all, it is simple, smooth and clear. Cases in this book are in objective reality, the theory explains in simple terms, the style of writing is easy and smooth, from the analyze, induction, summary for all the cases and things in the manuscript, we can see that Mr. Deng Yong have made lots of deep thoughts, have spent lots of energy on it.

寥寥数笔，难以尽意。新年将至，期待良多。衷心祝愿邓勇同志在今后的工作

中取得更好的成绩,收获更多的成果,也希望本书在建筑行业呈现应有的价值,发挥更大的作用。

A few words can hardly to explain the deep meaning. Since the New Year will come soon, we have got many expectations. Sincerely wish Mr. Deng Yong a better performance and more achievements in his future work, wish this book will demonstrate its due value and play a greater role in the construction industry.



2018年12月20日

中国铁道建筑有限公司总经理、董事、党委副书记
中国铁建股份有限公司总裁、执行董事、党委副书记
庄尚标作序



前 言

Preface

经历过,就会感悟出许多心得和体会;思考过,就会总结出一些道理和经验。笔者以常年从事大型建筑国企管理的实践,在不同时期、不同领域、不同角度记录了工作、学习、生活的心路历程,对项目管理与企业建设进行了一些思考。这些所见所闻、所思所感,有工作中的发言讲话,有学习中的心得体会,有生活中的调查研究。今汇编成册,诚为伟大祖国 70 周年华诞献礼,并期望给建筑企业以及热爱建筑行业的人们有所裨益。

If experienced it, you will feel a lot of gains and ideas; if thought about it, you will sum up some truth and experience. The author has been engaged in the management of large-scale state-owned construction enterprises for many years, and has recorded the mental course of work, study and life in different periods, fields and perspectives, and has made some reflections on project management and enterprise construction. Some of these seeing, hearing, thinking, feeling are the speeches at work, the learning experience, and the investigation and research in life. This compilation is dedicated to the 70th anniversary of the great motherland and is expected to benefit construction enterprises and people who love the construction industry.

栉风沐雨,筚路蓝缕。在近 30 年的工作生涯中,先后从事过测量、实验、施工技术、安全质量、项目管理、区域经营、企业管理等工作;经历过从技术员、工程师、项目经理、工程公司总经理到集团公司总经理、董事长、党委书记等不同层级岗位的摔打锤炼;接触过机械制造、设备租赁、钢结构加工等多种产业;了解过许多施工工艺和工法,对隧道施工的新奥法、钻爆法、盾构施工、TBM 掘进等略有了解;参与过工程施工总承包,BT、BOT、EPC、PPP 等投融资及产融一体项目经营承揽和施工建设;所在企业主要业务包括国内工程承包、海外经营以及房地产开发、工业制造、物流贸易、铁路运输、环保生态、城市驻车、工程检测、设计咨询、教育培训等非

工程业务；从北国到南疆、从高原到平原、从沿海到西部，足迹踏遍了祖国大片土地；从技术到管理，从基层到机关，从行政到党务，经过不同岗位、层级、领域的历练，提升了施工技术、生产经营和企业管理能力，磨砺了思想信念和意志品质，锻炼了组织、协调、指挥能力。

After concerted efforts and continued growth, and with entrepreneurial spirit of pioneering work, the author has been engaged in surveying, experiment, construction technology, safety and quality, project management, regional management, enterprise management and other work, and has experienced the tempering at different levels of position from technician, engineer, project manager, general manager of engineering company to general manager, chairmen, Party committee secretary in the last 30 years. Having been exposed to many industries, such as machinery manufacturing, equipment leasing, steel structure processing, etc.; Knowing many construction techniques and methods, such as the NATM, drilling and blasting method, shield tunneling, TBM tunneling; participated in the investment and financing of general contracting, BT, BOT, EPC, PPP mode projects and operation & contracting and construction of investment and financing integrated projects. The main business of the enterprise he serves include domestic project contracting, overseas operation, real estate development, industrial manufacturing, logistics trade, railway transportation, environmental protection and ecology, urban parking, engineering testing, design consulting, education and training and other non-engineering business; from the north to the south, from plateau to plain, from the eastern coastal areas to the western regions, his footprints have covered throughout China; No matter technology or management, grass-roots or office, and administration or Party affairs, all these different experiences of positions, levels and fields have improved his construction technology, production management and enterprise management capabilities, have honed his ideological belief and will quality, and have exercised his organization, coordination and command abilities.

匠心筑梦，春华秋实。在长期的项目管理和企业建设中，以全力维护企业和职工利益、保证国有资产保值增值、做大做强做优企业为己任，研究谋划企业发展战略和思路，科学制定企业发展目标和举措，实践中坚持用“拜真佛、真拜佛、取真经”