

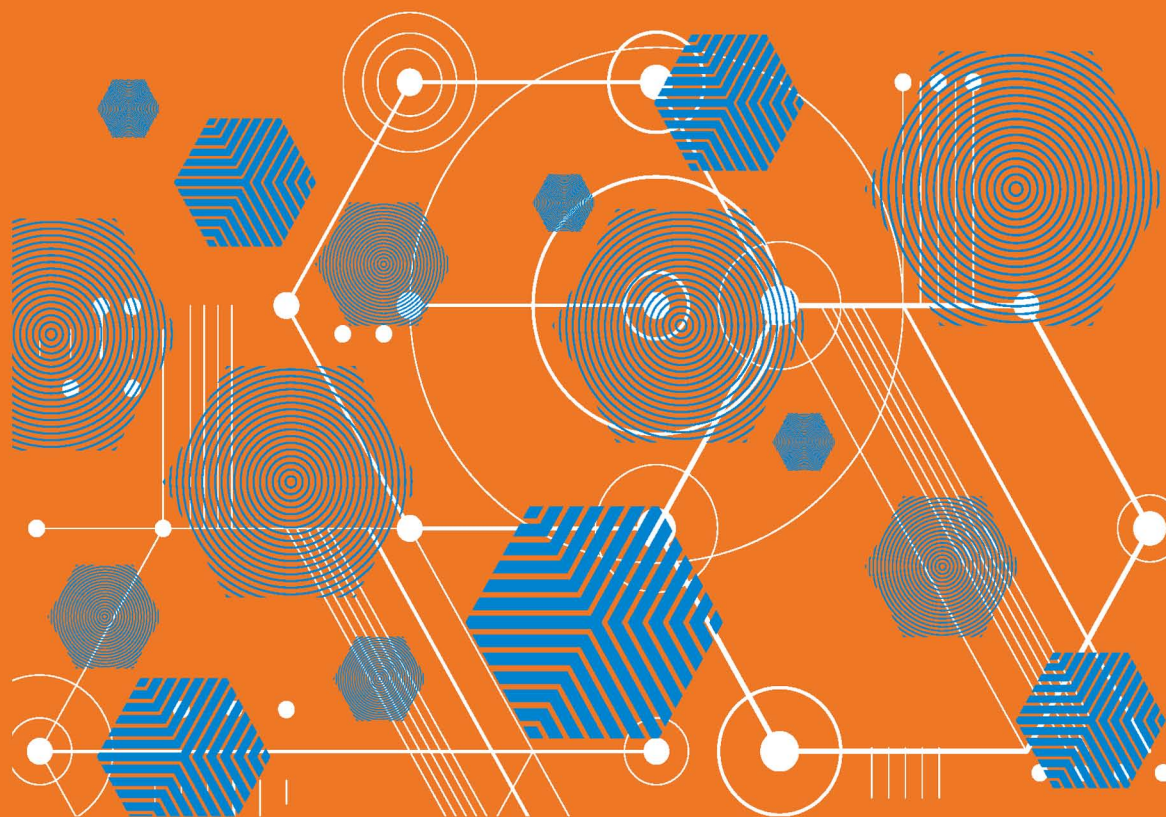
上海建设工程项目管理 案例汇编

(2018 版)

Compilation of Shanghai Construction
Project Management Cases (2018 Edition)

上海市建设工程咨询行业协会 主编

 同济大学出版社
TONGJI UNIVERSITY PRESS



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内 容 简 介

本书从多领域、多专业选取了不同类型的案例,既有大型区域开发、文化园区、综合商业体等大型群体复杂工程的总体项目管理实践,又有研发机构、医院、体育场馆和商办楼等单个项目的项目管理服务;既有新建、改建、扩建工程的实践案例,又有历史文化建筑改造修缮的项目管理;在专业化服务方面,也有全过程设计总包管理和交钥匙代建模式的探索。这些案例既立足于上海城市建设及更新改造过程中项目管理实践的创新突破,又体现了本市建设工程咨询企业走向全国的步伐,将上海的先进理念和服务投射到其他省市的实践中,为打造上海项目管理的服务品牌、不断走向全国乃至国际市场做出了有益的尝试。

本书适合于从事建设工程咨询行业项目管理工作以及相关领域的专业技术人员阅读和参考。

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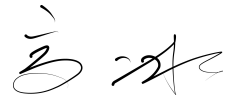
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建设工程项目管理是现代服务业的重要组成部分。建设工程项目管理服务的精髓和核心是创新,需要持续完善自身的管理技术,需要由专业人士或他们所组建的企业提供专业管理服务。

上海作为我国“创新驱动发展、经济转型升级”示范城市,正逐步建设成为卓越的全球城市,上海本土从事建设工程项目管理服务的企业有责任为此贡献自己的力量。

由上海市建设工程咨询行业协会组织编撰的《上海建设工程项目管理案例汇编(2018版)》,汇集了近年来上海本土从事建设工程项目管理的企业开展工程项目管理服务中具有代表性和影响力的典型案例,涉及多种工程项目类型,包括为业主不同管理层提供的专业服务,既有专项管理也有全过程管理。这些案例从多个角度体现上海工程咨询企业开拓进取、创新实践的精神,反映上海工程项目管理服务理念和管理方法的最新成果,凸现出上海工程项目管理工作处于行业的前沿地位。这些成果的取得,得益于上海经济发展和政府监管政策创新的社会环境,也得益于广大业主对工程项目管理服务越来越高的要求。

《上海建设工程项目管理案例汇编(2018版)》可为上海乃至中国推进实施工程项目管理行业的发展提供一个工作指引,从而引领工程项目管理新发展,成为上海工程项目管理服务走向世界的“基石”。



夏冰 会长

2018年11月

Foreword

Construction project management is an important part of the modern service industry. The essence and core of construction project management services are innovation, which requires continuous improvement of management techniques and professional management services provided by professionals or organizations they form.

As a model city of “innovation-driven development, economy-transforming upgrade” in China, Shanghai is gradually becoming an exceptional global city. It is the responsibility of Shanghai-based enterprises engaged in construction project management services to contribute their own strength.

The *Compilation of Shanghai Construction Project Management Cases (2018 Edition)*” edited by the Shanghai Construction Consultants Association (SCCA) brings together the typical cases of representative and influential project management services in recent years in Shanghai. It involves a variety of engineering project types, including professional services for different management levels of owners, both specialty management and life-cycle management. These cases demonstrate the spirit of pioneering and innovative practice of Shanghai construction consulting organizations from multiple angles, reflecting the latest achievements of Shanghai construction project management service concepts and management methods, highlighting the leading position of Shanghai construction project management national-wise. These achievements have benefited from the social environment of Shanghai’s economic development and government regulatory policy innovation, and also benefited from the increasing demands of “construction project management services” by the owners.

The *Compilation of Shanghai Construction Project Management Cases (2018 Edition)*” can provide a working guide for Shanghai as well as entire China to promote the development of the project management industry, leading the new development of project management, and becoming the “foundation” that brings Shanghai construction project management services to the world.

Xia Bing
President of SCCA
2018.11

前 言

早在 20 世纪 90 年代,上海建设工程咨询行业就开启了建设工程项目管理的理论学习和初步实践;进入 21 世纪,上海市建设工程咨询企业持续地在建设工程项目管理服务领域深入理论研究、方法创新和能力提升,积累丰富的实战经验。上海市建设工程咨询行业协会作为全国唯一一家集监理、造价、招标代理、项目管理、工程咨询于一体的协会,曾于 2010 年、2013 年举办了“项目管理国际论坛”,在论坛上展示上海建设工程咨询企业的项目管理实践案例,当时引起了业内的普遍关注,起到一定的示范作用。

2018 年是贯彻落实十九大精神的开局之年,也是实施“十三五”规划承上启下的关键一年,中国经济已由高速增长转向高质量发展。2018 年也是建筑业各项政策全面落地、深化建筑业改革、促进建筑业转型升级的一年。在这一年中,上海市建设工程咨询行业协会组织专家力量,编撰而成《上海建设工程项目管理案例汇编(2018 版)》,旨在分享上海建设工程项目管理实践者在践行当地项目管理理论的探索之道。本书以项目为载体,凝练本市建设工程咨询行业在项目管理工作中的经验,向读者展现项目管理团队在面对复杂性组织、多样性决策和广泛性目标时,如何运用科学的管理思维、系统的管理方法、先进的技术手段,对项目进行高效率的计划、协调和控制,依靠团队成员自我驱动去进行项目管理。同时,也对实践中的不足提出反思和探讨,体现企业及从业者在项目管理方面的思考与提升。

本书选取了近 8 年,上海建设工程咨询企业为全国范围内许多具有代表性和影响力的建设工程项目提供不同模式的项目管理服务,审查专家根据案例的创新性、实用性和可读性等方面,通过综合考量进行排序。这些案例既立足于上海城市建设及更新改造过程中项目管理实践的创新突破,又体现上海市工程咨询企业走向全国的步伐;既有单一的设计管理,也有交钥匙代建模式和群体复杂工程项目的管理。从前期策划阶段到运营使用阶段,囊括了专业化、阶段性甚至全过程项目管理服务的最佳实践,提出行业最新成果和最前沿思考。

从选送案例的单位来看,有知名高校、大型设计院、科研机构、施工集团等国资背景的企事业单位,也有在业内有代表性的民营企业;有工程建设领域的企业,也有卫生、水利等专业行业领域的企业。这些单位既有以项目管理、代建管理为原生业务的咨询企业,也有从传统工程监理逐渐转型到工程咨询和项目管理服务的企业,还有仍以工程监理为主营业务的行业龙头企业。这些单位在提供项目管理服务的过程中发挥各自的技术优势、资源优势或组织优势。

从选送的项目来看,既有大型群体复杂工程,例如特大型城市综合交通枢纽——南宁火车东站片区基础设施项目群、大型宗教文化旅游景区——兖州市兴隆文化园、世界级城市滨水综合示范区——上海西岸传媒港项目、全球规模最大的金融区——天津于家堡区域开发项目,也有天津陆家嘴广场(小伙巷项目公建)及商务大酒店项目、上海中心大厦等地标性商业综合体;既有上海市原南汇区周浦医院迁建工程、上海市质子重离子医院项目、新疆叶城维吾尔医院项目、上海新虹桥国际医学中心建设工程项目、复旦大学附属中山医院肝肿瘤及心血管病综合楼这类医疗卫生建设工程,也有中国金融信息大厦、交通银行数据处理中心(上海)三期新建项

目、中国商飞客户支援中心和技术交流中心工程、中国人寿数据中心工程、上海期货交易所“衍生品开发、数据处理中心”项目等科研、数据中心项目,还有上海东方体育中心这类体育场馆项目。除了以上新建项目,我们选取的案例还包含了上海市南京东路 720 号第一食品商店改造修缮项目、上海金汇港南闸改造工程、中欧国际工商学院校区扩建项目等不同建设性质的项目。我们从多领域、多专业选取不同类型的案例,项目管理服务对象囊括地方政府、医疗卫生系统、交通运输部门、国有开发商、金融机构及科研机构等各种类型的业主单位,全面展现上海在项目管理领域的项目实践。

希望通过不断积累、反思和进步所形成的这套卓有成效的项目管理方法和经验,为促进我国建设工程项目管理的科学化、规范化、国际化作出应有的贡献,从而铸就“上海标准,中国智慧,世界水平”的项目管理服务品牌。也希望本书对业内有志于从事项目管理服务的人士带来全新的启迪和有益的帮助。

由于时间限制、水平有限,编写工作难免有所疏漏,读者在阅读中若发现本书中有不妥之处,敬请批评指正。

编 者

2018 年 11 月

Preface

As early as the 1990s, the Shanghai construction consulting industry started the theoretical study and preliminary practice of construction project management. Entering the 21st century, the construction consulting enterprises in Shanghai continue to actively engage in theoretical research, method innovation and capacity improvement in the field of construction project management services, and have accumulated rich practical experience. As the only association in China that integrates construction supervision, cost estimation, tendering, project management and engineering consulting, Shanghai Construction Consultants Association(SCCA) held the “Project Management International Forum” in 2010 and 2013, and demonstrated cases of project management practices of Shanghai construction consulting enterprises that drew widespread attentions in China and played a significant exemplary role.

Year 2018 is not only the first year of implementing the spirit of the 19th National Congress of the Communist Party of China, but also a crucial year for the implementation of the 13th Five-Year Plan. China's economy has shifted from high-speed growth to high-quality development. In the meantime, year 2018 is also a year in which all policies of the construction industry are fully implemented, the construction industry reform is deepened, and the transformation and upgrading of the construction industry is promoted. Over the course of this year, SCCA organized experts to edit the *Compilation of the Shanghai Construction Consultants Association Project Management Cases* (2018 Edition), aiming to share the exploration of Shanghai construction project management practitioners in practicing project management theory locally. This book used projects as main carriers and extracts the project management experience of the construction consulting industry in Shanghai. It shows the readers that how to use the scientific management thinking, systematic management methods and advanced technical means and how to reply on the self-driving of team members to effectively plan, coordinate and control projects in the face of complex organization, diversity decision-making and broad goals. At the same time, this book also reflected and discussed the shortcomings in current practice to engage thoughts and improve performance of enterprises and practitioners in project management.

This book selected many representative and influential construction project cases at the national scale, of different project management service modes, and provided by the construction consulting enterprises in Shanghai. The cases were ranked comprehensively from the different aspects of innovativeness, practicality and readability by the review

experts. They not only are based on the innovative breakthroughs in project management practices in the process of urban construction and renovation in Shanghai, but also represent the pace of the city's engineering consulting enterprises going nationwide, ranging from sole design management to the turnkey construction agent model and the exploration of complex project management, from the early planning stage to the operation and maintenance stage, comprises of the best practices of professional, phased and even life-cycle project management services, and presenting the latest achievements and cutting-edge thinking in the industry.

From the perspective of organizations that submitted cases, there are well-known universities, large-scale design firms, research institutions, construction companies/groups, state-owned organizations with government background, as well as representative private enterprises in the industry, across construction and engineering fields and other professional fields such as healthcare and water resources. Some of them are consulting companies with typical project management and agency management services, some are transited from traditional engineering supervision services, while others are industry leading enterprises that still focus on engineering supervision. These organizations have taken advantage of their respective technological, resource or organizational advantages in providing project management services.

From the project perspective, there are large-scale complex projects, such as the large-scale urban transportation hub "Nanning East Railway Station Infrastructure Program", the large-scale religious cultural tourism scenic spot "Yanzhou Xinglong Cultural Park", the world-class city coast-water development zone "Shanghai West Band Media Port", the world's largest financial district "Tianjin Yujiapu Financial District", landmark commercial complex, such as "Tianjin Lujiazui Square and Business Hotel" and "Shanghai Tower", healthcare infrastructure projects, such as "Shanghai Nanhui District Zhoupu Hospital Relocation Project", "Shanghai Proton Heavy Ion Hospital", "Yecheng County Uyghur Hospital", "Shanghai New Hongqiao International Medical Center", "Fudan University Affiliated Zhongshan Hospital Liver Tumor and Cardiovascular Disease Complex", research and datacenter projects, such as "China Financial Information Building", "Bank of Communications Data Processing Center (Shanghai) Phase III Project", "COMAC Client Service Center", "China Life Data Center", "Shanghai Futures Exchange" Derivatives Development, Data Processing Center "Project", and stadium projects, such as "Shanghai Oriental Sports Center". In addition to the abovementioned new construction projects, the cases we selected also included other type of construction project services such as "No. 720 Nanjing East Road No. 1 Food Store Renovation Project", "Jinhui Port South Sluice Reconstruction Project", and "China Europe International Business School District Expansion Project". In summary, we have selected different types of cases from multiple fields and areas; the project management service targets various types of owners including

the local government, the medical and health system, the transportation department, state-owned developers, financial institutions, and research institutions to fully demonstrate the practical applications in the field of project management in Shanghai.

It is hoped that through the organizations' continuous accumulation, reflection and advancement, a set of effective project management methods and experiences are made to contribute to the scientific, standardized and internationalization of China's project management field, thus creating a project management service brand of "Shanghai Standard, China Wisdom, World Class". We also hope this book could bring new enlightenment and is helpful for those who are interested in project management services.

Due to limited time and level of expertise, there are inevitable errors in editing this compilation. Readers are kindly requested to feedback for any improperness in the document when reading so that we can correct in time.

Editor

2018.11

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Shanghai Xian Dai Architecture, Engineering & Consulting Co., Ltd.

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大型群体复杂基础设施工程总体项目管理

Overall Project Management of Large-Scale Complex Infrastructure Projects

上海科瑞真诚建设项目管理有限公司

Shanghai K&Z Construction Project Management Co., Ltd.

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摘要:南宁火车东站片区基础设施项目群由围绕南宁市火车东站 2.59km² 围合区域内 23 个基础设施项目组成,总投资约 140 亿元。上海科瑞真诚建设项目管理有限公司承担总体项目管理服务,从现场指挥部管理模式的构建,到总体控制、现场协调、信息管理实务工作的推进,为我国大型群体复杂基础设施项目的统筹推进范式和实践提供了宝贵经验。

Abstract: The infrastructure project group of Nanning East Railway Station is composed of 23 infrastructure projects around the 2.59 square kilometers of Nanning East Railway Station, with a total investment of about 14 billion yuan. Shanghai K&Z Construction Project Management Co., Ltd. undertook the overall project management services, from the construction of the site headquarters management mode, to the promotion of the general control, site coordination and the practical work of information management, which provides valuable experience for the pattern and practice of the coordinated promotion of large-scale complex infrastructure projects in China.

1 项目背景

南宁火车东站片区基础设施项目是典型的大型群体复杂工程,而且是一种新的管理模式的尝试,为以后大型群体复杂工程的管理提供了宝贵经验。为了加快以南宁市火车东站为核心的火车东站片区开发建设,确保 2014 年年底南宁市火车东站顺利投入运营,同时为将火车东站片区开发建设成为全国一流水平的交通导向型 CBD 奠定基础,南宁市成立了推进南宁火车东站片区基础设施项目建设工程领导小组,工程领导小组下设南宁火车东站片区基础设施项目建设现场指挥部。鉴于东站片区(图 1)项目数量多、投资大,为确保建设工作高效有序,管理工作科学规范,根据南宁市有关文件精神,工作领导小组授权东站片区项目建设单位之一的南宁轨道交通有限责任公司委托上海科瑞真诚建设项目管理有限公司承担东站片区项目的总体项目管理服务工作。

2013 年 10 月,南宁轨道交通有限责任公司与上海科瑞真诚建设项目管理有限公司签订《南宁火车东站片区基础设施项目总体项目管理服务合同》。在合同约定的服务期限内,上海科瑞真诚建设项目管理有限公司原则上按照南宁市推进南宁火车东站片区基础设施项目建设