

<<成功的项目管理>>

图书基本信息

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前言

Project management is more than merely parceling out work assignments to individuals and hoping that they will somehow accomplish a desired result. Infact, projects that could have been successful'often fail because of such take-it-for-granted approaches. Individuals need hard information and real skills to work successfully in a project environment and to accomplish project objectives. Effective Project Management was written to equip its users with both——by explain-ing concepts and techniques and by using numerous examples to show how they can be skillfully applied. Although the focus of the book is squarely on the practical things readers absolutely need to know to thrive in project environments, the book does not forsake objective learning; it simply challenges readers to think critically about project management principles and to apply them within the context of the real world. We capture lessons learned from years of managing projects, teaching project management, and writing extensively about it. Effective Project Management is intended for students as well as for working professionals and volunteers. The book is designed to present the essential skills readers need to make effective contributions and to have an immediate impact on the accomplishment of projects in which they are involved. Thus, it supports business and industry's lifelong learning programs, which develop and train employees to succeed on interdisciplinary and cross-functional teams, and it sends students into the workforce with marketable skills. Effective Project Management is written for everyone involved in projects, not just project managers. Projects with good or even great project managers still may not succeed, as the best efforts of all involved are essential. All the people on the project team must have the knowledge and skills to work effectively together in a project environment. People do not become project managers by reading books; they become project managers by first being effective project team members. This book provides the foundation individuals need to be effective members of project teams and thereby boosts everyone's potential to rise to the challenge of managing teams and projects.

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内容概要

本书自第下版引入中国后，在中国项目管理界内产生了巨大的影响。

作者吉多教授和克莱门斯教授在第4版中融入了项目管理的最新实践和教学经验，是上一版著作的深入和升华。

本书化复杂的数学理论、枯燥的管理方法于通俗易懂、简洁明了的语言中，深入剖析了项目生命周期各阶段的管理要点。

本书生动地刻画了项目经理、项目团队的职责和作用，深入研究和分析了有效组织和沟通的各种方法，是集现代管理思想、管理技巧和方法于一体的优秀著作。

本书不仅适用于本科生和MBA学生的教学，也是项目管理研究人员和从业人员必备的参考书。

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作者简介

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Advantages and Disadvantages
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插图：2. Risk. If the proposed project involves an endeavor that has not been undertaken before, such as a research and development project to come up with a drug to control a disease, it may be necessary to include a large amount of contingency, or management reserve, funds. 3. Value of the project to the contractor. There may be situations in which the contractor is willing to live with a tight or low price. For example, if the contractor doesn't have many other projects, it may need to lay off workers unless new contracts are obtained. In such a case, the contractor may include only a very small fee to increase the chances of winning the contract and avoid having to lay off people. Another example of a project that may be particularly valuable to the contractor is a project that provides an opportunity to extend capabilities or expand into new types of projects. A building contractor who has been doing only remodeling projects may want to get into building complete homes and may be willing to make a low profit in order to gain entry into the market and establish a reputation. 4. Customer's budget. A contractor who knows how much money the customer has budgeted for a project should not submit a price that exceeds what the customer has available. This is where good pre-RFP marketing is important. By helping a potential customer identify a need or submitting unsolicited proposals with cost estimates, a contractor can help the customer determine a budget for the project. Then, if the customer issues a competitive RFP (and doesn't disclose the amount budgeted for the project), the contractor with the customer budget "intelligence" information may be in a better position to submit a proposal with an acceptable price than are contractors who have not done similar homework. 5. Competition. If many contractors are expected to submit proposals in response to a customer RFP or if some competing contractors are hungry for work, it may be necessary to submit a price that includes only a small profit to increase the chances of winning the contract.

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