

<<基于项目的管理手册>>

图书基本信息

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前言

近二十多年来是国际项目管理理论和方法大发展的时代，也是中国项目管理发展的关键阶段。在国际领域，一大批学者和项目管理专业组织致力于建立与完善项目管理学科体系，扩大项目管理应用范围；在国内，各类建设项目纷纷上马，极大地丰富与加快了我国项目管理的发展进程。自1991年中国第一个全国性、跨行业的专业学术组织——中国（双法）项目管理研究委员会（PMRC）成立以来，众多的专家学者努力普及项目管理知识，广泛开展国际交流，使我国项目管理大踏步地进入了国际舞台。

在这个项目管理大发展的时代，涌现出了众多卓越的项目管理专家。

在项目管理学术界享有很高国际声誉的罗德尼·特纳（Turner, John. Rodney）教授就是其中的一位杰出代表。

他的14本项目管理著作影响了众多的项目管理人员和企业管理人员，现在奉献在读者面前的The Handbook of Project-Based Management: Leading Strategic Change in Organizations（《基于项目的管理手册——领导组织级战略变革（第3版）》）就是他的代表作之一。

这是一本21世纪最新的项目管理手册和指南，它包括了管理项目绩效的知识体系、方法、流程和工具；它扩展了项目生命周期理论，并强调各种不同行业的项目特点以及该如何应用项目管理。

不仅如此，特纳教授还阐述了许多关于组织战略设计、利益相关者管理以及如何发展企业级项目管理能力的方法。

他以全新的视角重新阐释组织级项目管理的重点，由分离的流程与行政管理转型为全面的项目治理，并紧密地与公司治理结构相结合。

在这次2009年的新版中，提出了项目管理的重点由“完成组织目标”扩展到“赢得组织级战略变革成功”这一全新理念。

特纳教授特别强调了以项目管理带动全过程的组织变革，项目来源于组织变革的需求，也是实现组织变革的战略手段，项目完成后更要将变革成果深深根植于组织的结构和日常运营之中，从而持续提高组织绩效。

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内容概要

当代社会，基于项目的组织理念日益普及，项目管理已经成为所有管理者的基本能力。而本书站在领导组织战略变革的高度，给项目导向型组织的管理者——包括决策者和执行者——提供一种结构化的方法管理项目以及项目群，促使组织得以通过变革管理提高组织的绩效。

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插图：In forming the project team, the project manager brings together a group of people and develops amongst them a perceived sense of common identity, so that they can work together using a set of common values or norms to deliver the project's objectives. Charles Handys says this concept of perceived identity is critical to team formation; without it the group of people remain a collection of random individuals. What sets project teams apart is that a group of people, who may never have worked together before, have to come together quickly and effectively in order to achieve a task which nobody has done before. The novelty, uniqueness, risk, and transience are all inherent features of projects (Chap. 1). Because the team is novel, it has no perceived identity, ab initio, and no set of values or norms to work to. It takes time to develop the identity and norms, which delays achievement of the team's objective. Furthermore, because the objective is novel, and carries considerable risk, it takes time to define, and, if the project is to be successful, this must be done before the team begins to function effectively.

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