



受控环境下的IT项目立项实践

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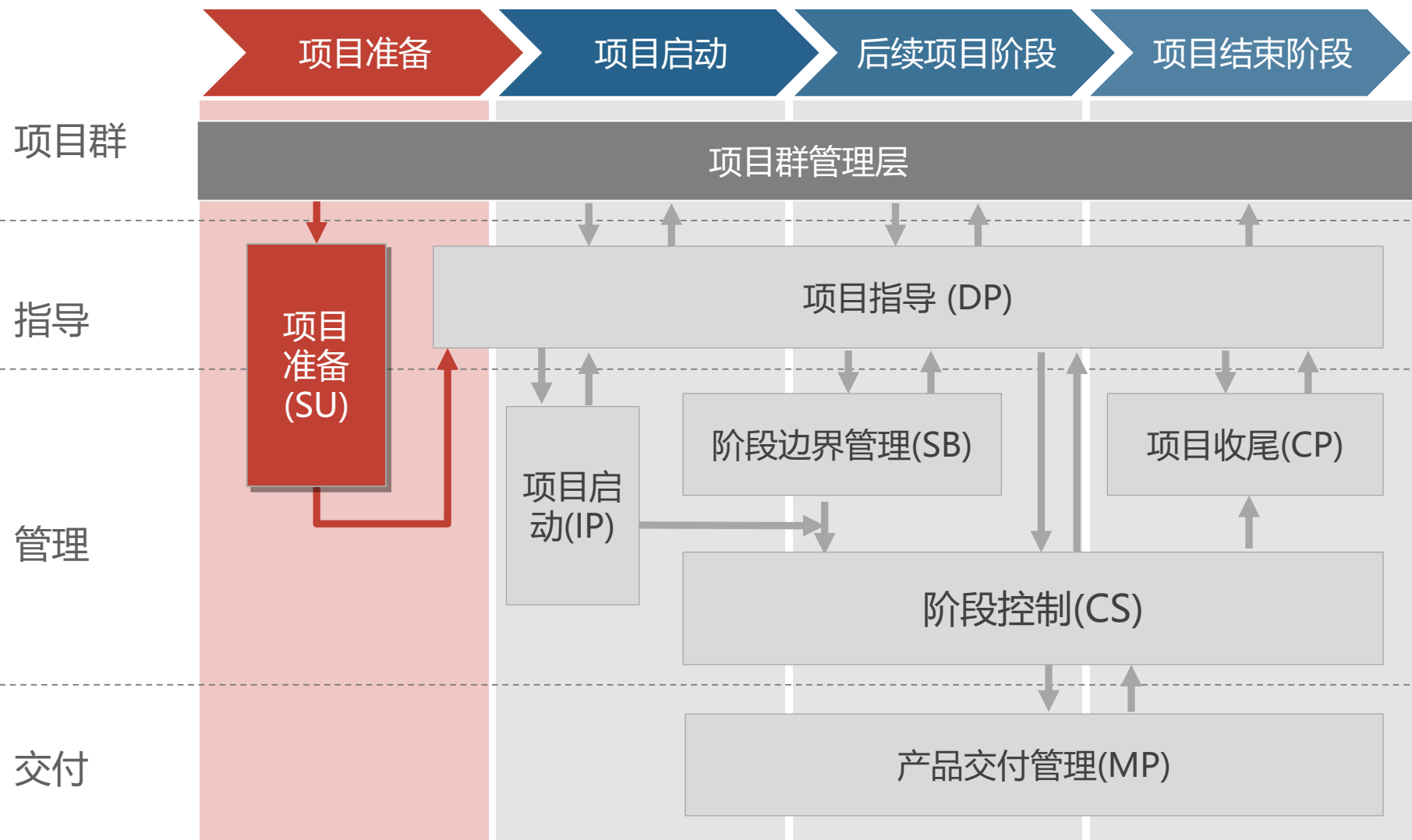
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项目管理价值分解



项目管理体系 -- PRINCE2流程



项目管理体系 -- 实践

[Spaces](#)[People](#)[Browse](#)[Create](#)

- How to use this workspace
- Project Categorisation
- Project Governance
- Stage 1 - Pre-project
- Stage 2 - Initiating
- Stage 3 - Delivering
- Stage 4 - Closure
- Stage 5 - Post-project
- Example Project
- Common Themes
- Glossary of Terms
- Training
- Contact us

[University Project Management Framework](#)

University of Nottingham Project Management

Created by Stapleton Daniel, last modified by Cook Natalie on Jul 29, 2016

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What is a Project?

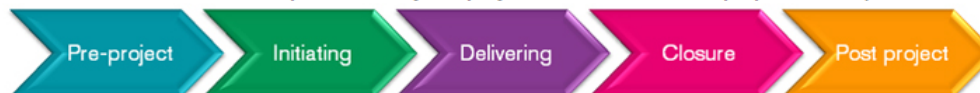
Projects are the means by which we introduce change. Unlike business as usual, a project is a temporary structure created to deliver something new, normally involving a cross-functional team of people with different skills working together to introduce the change. This could be a new process, system, product or organisational structure.

The most commonly used project management method is PRINCE2. This is a structured project management method that aims to ensure that projects are managed in a controlled environment. Here at Nottingham, it is important that we have a project management approach that provides control and consistency but also allows for the flexibility needed in a complex university structure. As such we have designed The University of Nottingham project management 'best practice'. It takes the best from PRINCE2 but with a 'light touch' approach.

Project Management at The University of Nottingham

Project management is the effective process of planning, monitoring, organising and managing resource to deliver the required objectives and achieve the expected benefits.

Regardless of size and scope, all projects at Nottingham should follow the same basic five stages. The amount of time, resource, detail and paperwork needed at each stage will depend upon the individual project. It is the job of the project manager to determine what the appropriate level is. **The general rule of thumb is the more complex and risky the project, the more time and preparation required!**



Common Themes



Project Governance



Stage1 Pre-Project



Stage2 Initiating



Stage3 Delivering



Stage4 Closure



Stage5 Post-Project

项目分类



项目分类与管理要求



	小型项目	中型项目	大型项目
项目准备 Pre-Project	<ul style="list-style-type: none">Project Brief	<ul style="list-style-type: none">Project Brief	<ul style="list-style-type: none">Project Brief
项目启动 Initiating		<ul style="list-style-type: none">Project Initiation Document	<ul style="list-style-type: none">Project Initiation Document
项目执行 Delivering	<ul style="list-style-type: none">Action LogRisk LogCommunications within brief	<ul style="list-style-type: none">Gantt ChartRisk LogCommunications within Project Initiation Document	<ul style="list-style-type: none">Gantt ChartBenefits RealisationRisk LogQuality AssuranceCommunication Plan
项目收尾 Closure	<ul style="list-style-type: none">Closure Document	<ul style="list-style-type: none">Closure Document	<ul style="list-style-type: none">Closure Document
项目后 Post-Project		<ul style="list-style-type: none">Lessons Learned/Review	<ul style="list-style-type: none">Lessons Learned/Review
项目指导 Governance	<ul style="list-style-type: none">Project Manager	<ul style="list-style-type: none">SponsorProject ManagerProject Team	<ul style="list-style-type: none">SponsorSteering GroupProject ManagerProject Team



项目准备



ProjectBrief.docx

1. 项目概要及背景
2. 项目目标
3. 工作范围 (In scope)
4. 与其它项目和组织战略的关联
5. 输出与交付物
6. 排除 (Out of Scope) 和假设
7. 可选方案与制约因素
8. 对接与影响 (业务、技术)
9. (概要) 商业论证 (预期收益、预计周期、机会成本等)
10. 项目概算与人员需求
11. 验收标准



ProjectBrief.docx

1. 概要 (Executive Summary)
2. 业务需求 (Business Needs)
3. 方案评估指标 (Solution evaluation criteria)
4. 方案对比 (Solution comparison)
5. 被选与候选名单 (Long list and Shortlist)
6. 成本分析 (Cost Analysis)
7. 收益评估 (Productivity and Cost Impact)
8. 推荐方案 (Recommendation)
9. 项目实施时间线 (Project Roadmap)



项目方案选型

系统架构设计基本原则



先信息后技术

技术与方案选择之前，必须考虑信息与用户如何交互



具备适应变化的敏捷性

80%标准化，20%定制化，避免复杂和多样性的设计，助力未来管理流程的变革



为全球用户设计

以用户为中心，采用与三校用户沟通的需求收集途径



全局架构设计

运用高层次的战略眼光规划业务系统，避免信息孤岛



规划生命周期

系统上线并不等于成功，应规划系统的长期运维



技术创新

运用云计算、移动性、语音和位置识别等新技术



选择适合的解决方案



组织高层需求

战略规划
全局架构
...



研究报告

Gartner 魔力象限
IDC研究报告
市场占有率报告
...



标杆对比

竞争对手采用的方案
同行业TOP 10所采用
的方案



成本对比

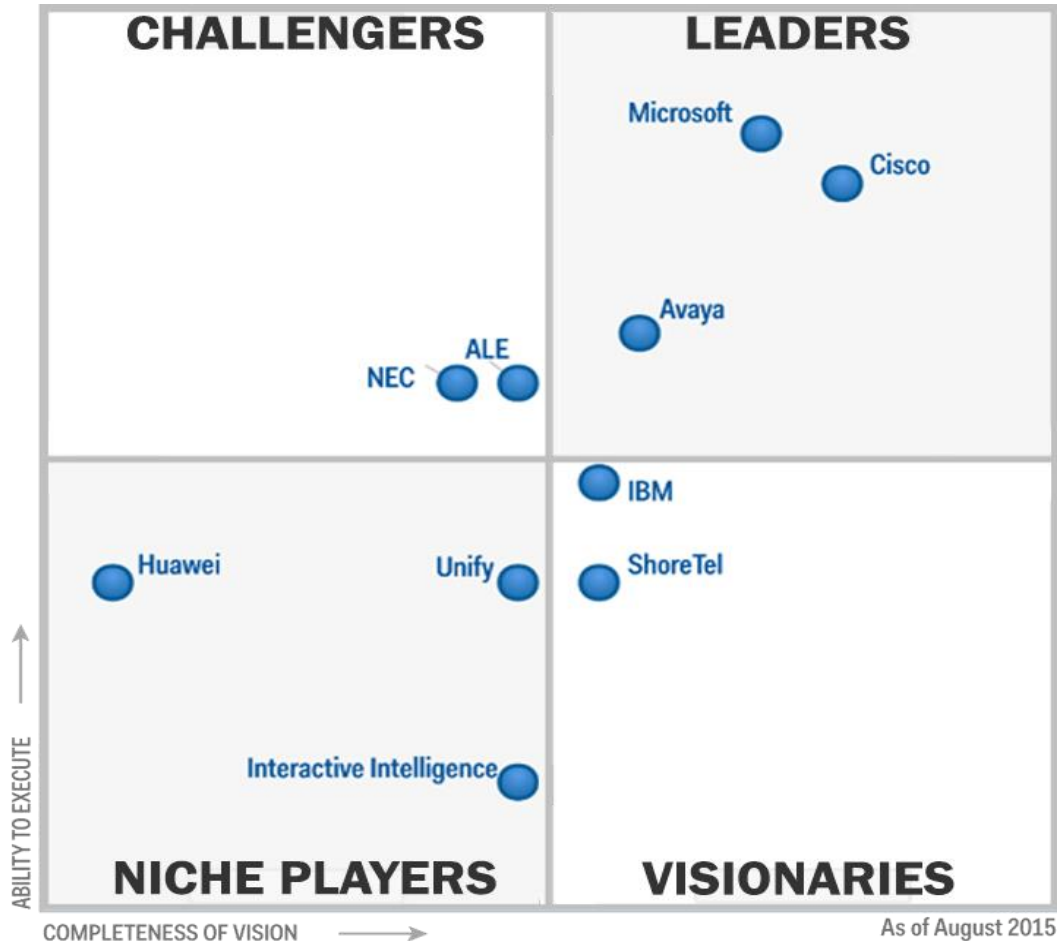
项目采购成本
项目实施成本
上线后运营支出
5年、10年累计成本
....



案例 A：技术对比



Gartner



- + Full portfolio;
- + Good contact centre
- Mind share for UC functions
- Client UIs

AVAYA

- + Strong collaboration suite
- Complex

Microsoft

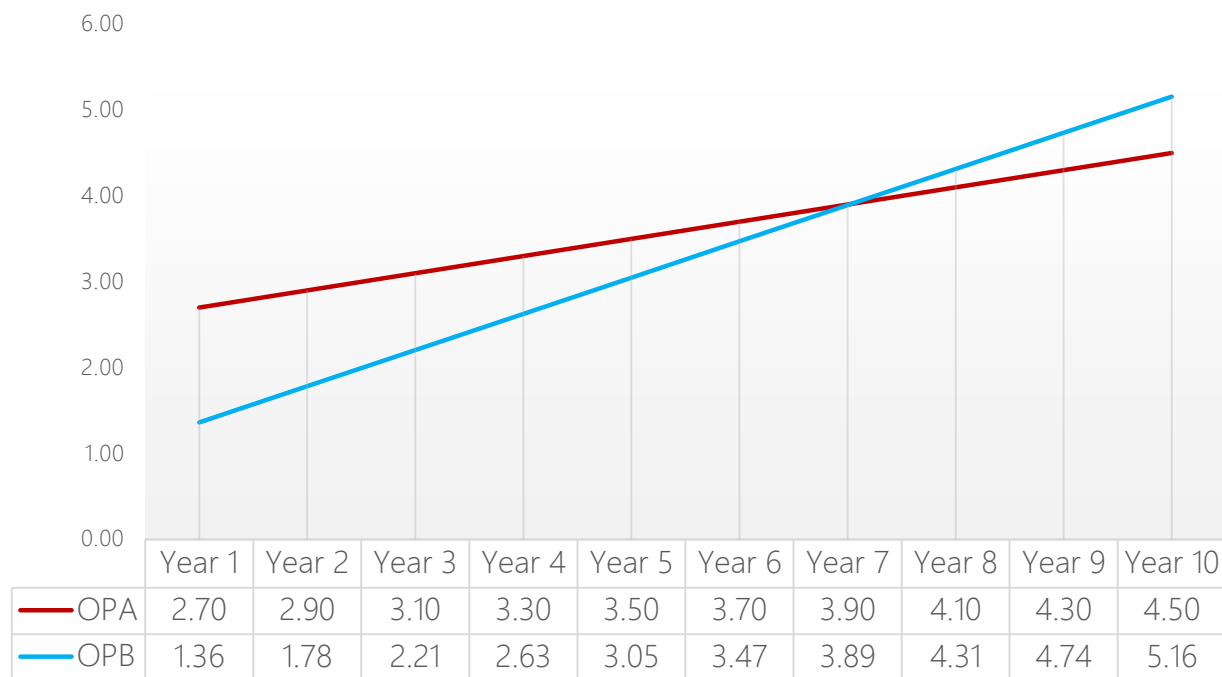
- + Rich UC suite
- + Cisco brand
- + Hybrid
- Vendor lock-in

CISCO

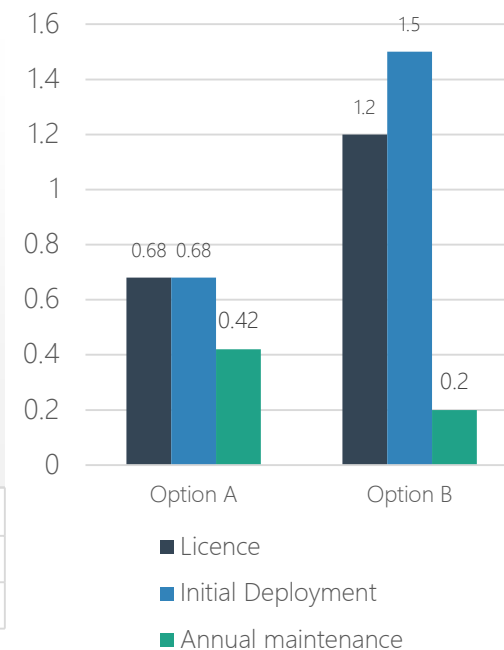
案例 B：成本对比



In millions of RMB

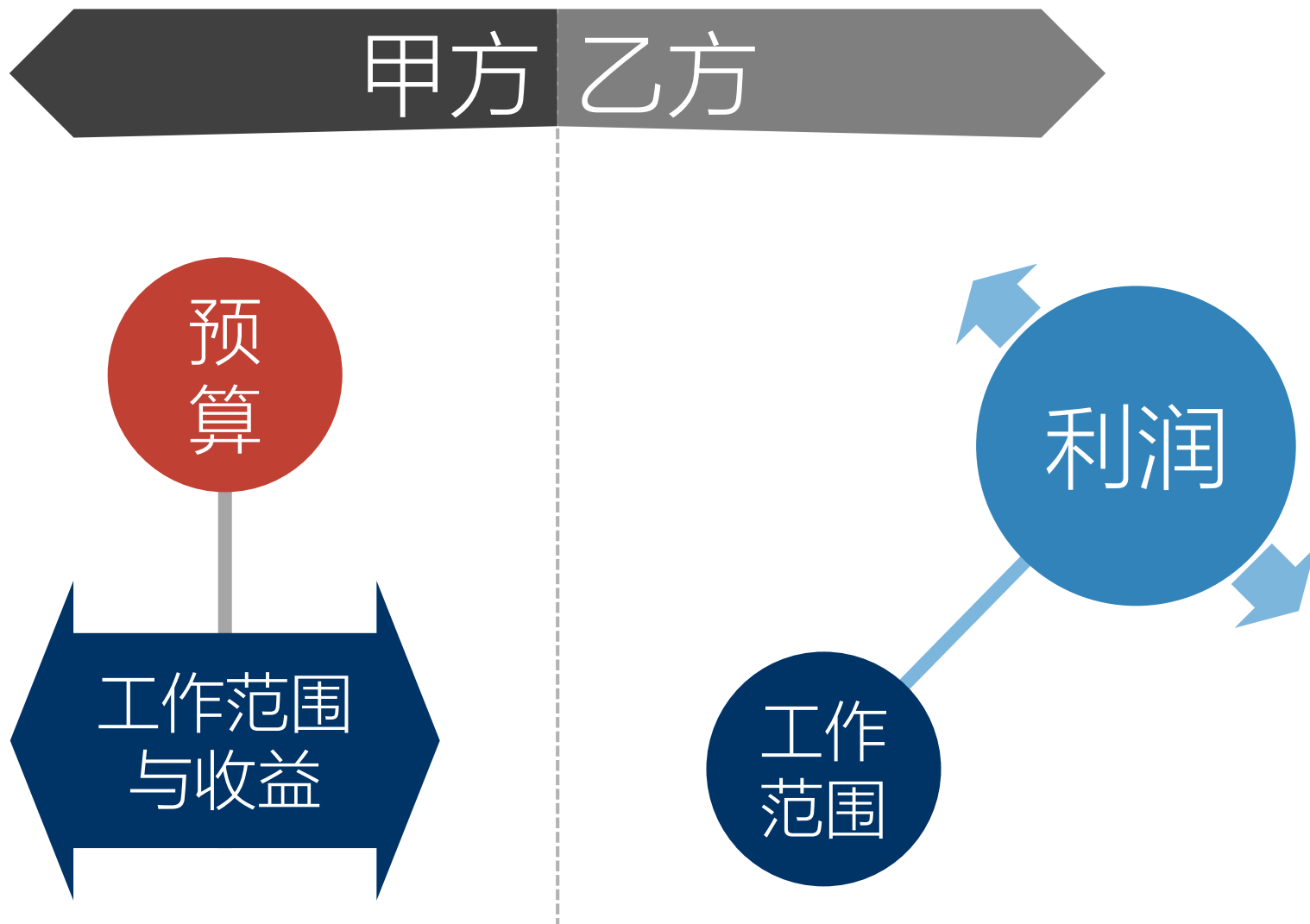


Cost Breakdown (year 2)

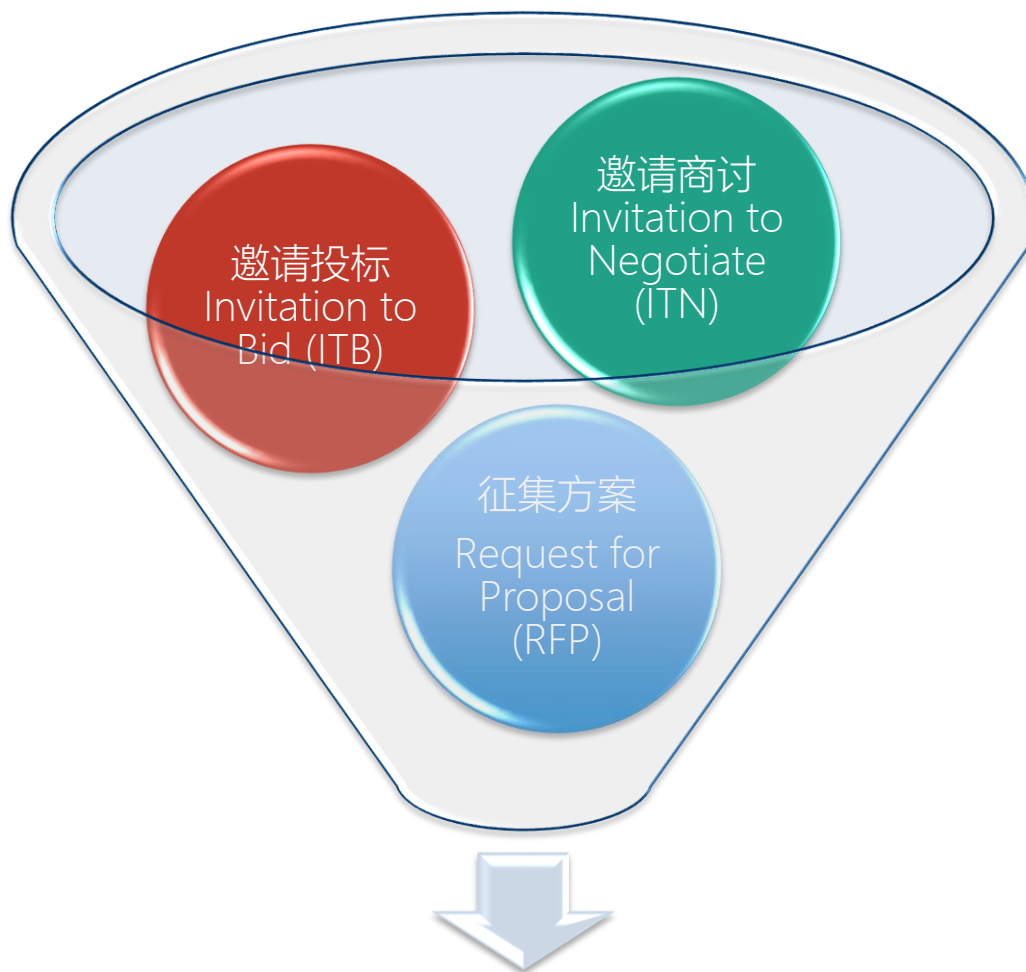




选择项目供应商



项目采购策略



供应商资格预审与资审流程



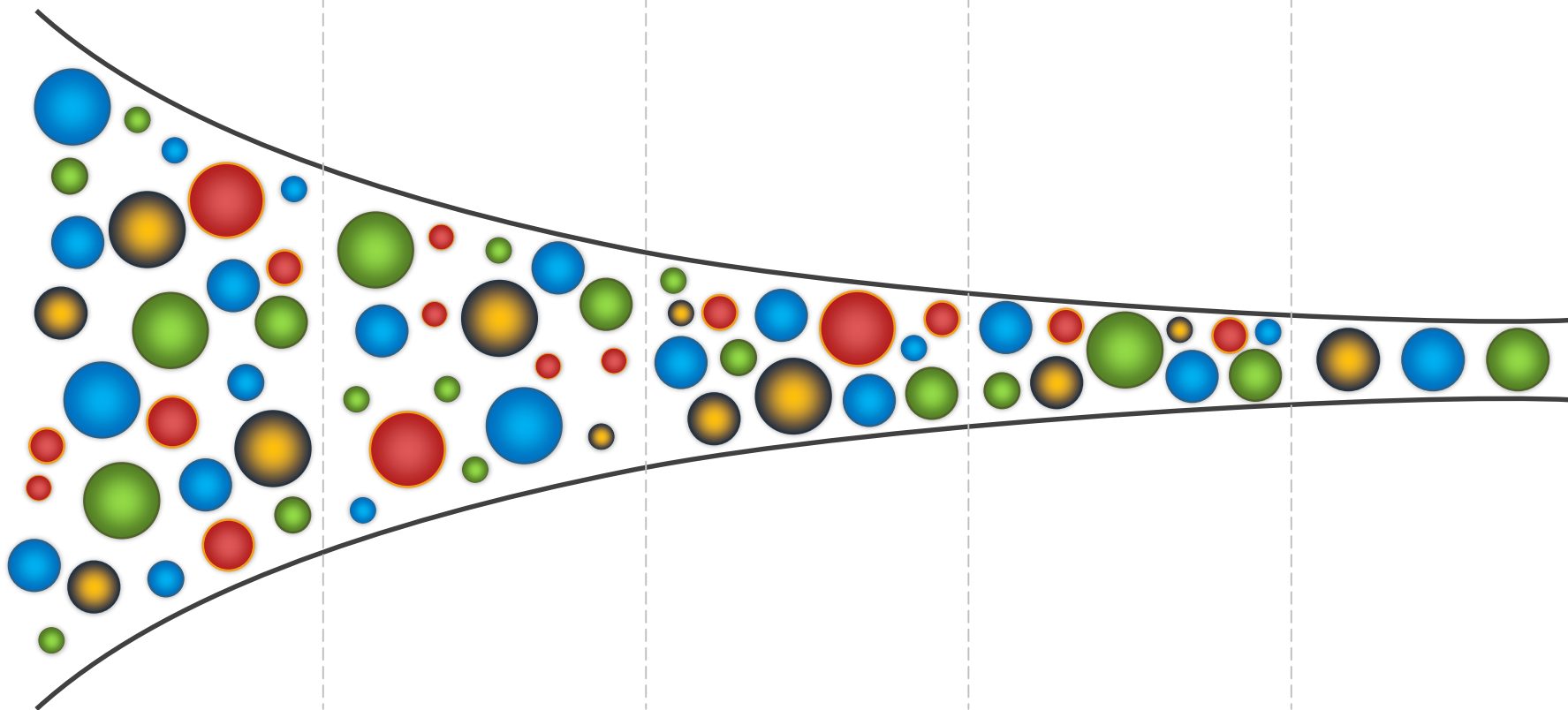
市场调研
Step 1

初选名单
Step 2

候选名单
Step 3

信息请求
Step 4

招标书
Step 5



项目招标流程



◆ 标前信息收集

- 定义项目工作范围 (Tender Docs)
- 定义招标策略 (Tender Strategy)
- 收集供应商信息 (Long list)
- 筛选供应商 (Shortlist)
- 信息请求 (Request for Information)
- 征求评议 (Request for Comments)

发标 (公开/邀请/单一)

- Request for Proposal
- Request for Quotation

供应商回复

- Tender Registration
- Tender Compliance
- Pre-Tender Conference
- Bidders' day

供应商资审与 标的物评审

- Price Comparison Doc
- Negotiation Minutes

中标公示 中标通知书 感谢信

- Letter of Award (LoA)
- Thank you letter

标前准备

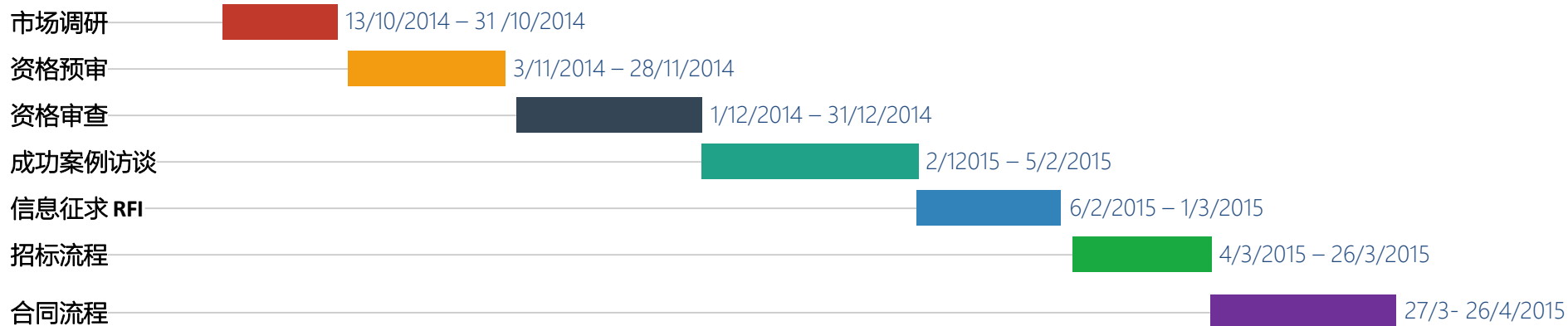
招标

回标

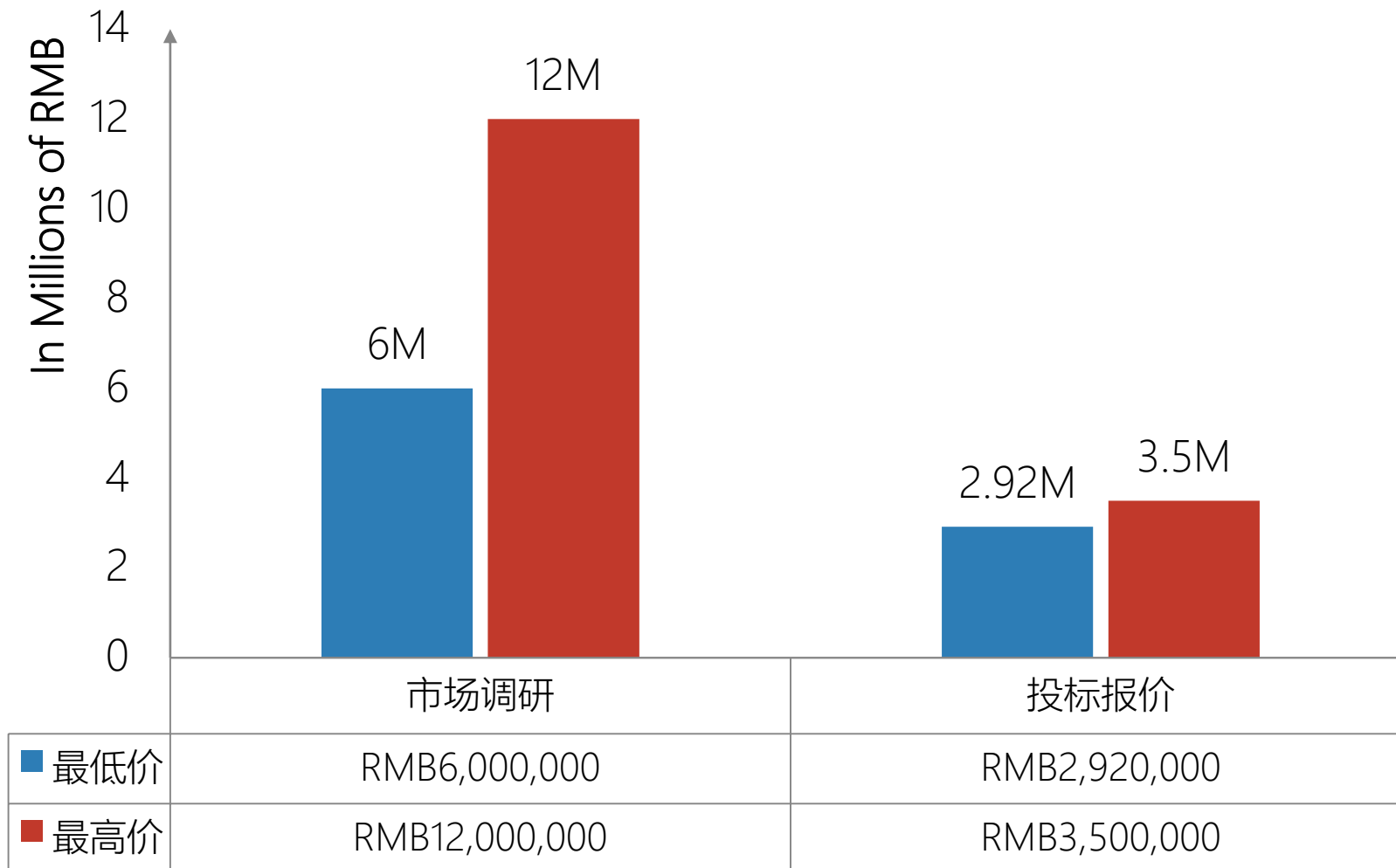
评标

中标

案例 C：项目准备与启动时间线



案例 C：项目初期成本控制



项目管理的未来 -- 核心竞争力



哈罗德·科兹纳博士

Project Management: A Systems Approach to Planning, Scheduling, and Controlling 11th Edition

曾经的观点

项目管理是一种职业生涯

项目人员需要参加培训并
获得认证

现在的观点

项目管理是一种战略竞争力，也是核心竞争力

项目人员需要获得项目管理和
业务流程两方面的认证



谢谢！