



项目管理
PROJECT MANAGEMENT

<http://exed.ceibs.edu>

2012

中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

项目管理

日期/语言/地点:

2012年10月13日-16日/英语授课配汉语交替翻译/上海

课程费用: 人民币32,800元

更多信息请访问: <http://exed.ceibs.edu>

此强化课程为期四天, 实用性很强。我们将向项目经理们介绍可运用到项目管理中去的一些最新概念及技能。同时, 我们还将充分利用学员的经验, 采用大量的国内外案例以使课程尽量与实际相联系从而更具价值。教授还会组织一些“亲手实践”的活动来介绍项目管理工具与概念。课程的重点是企业实施项目时所面临的种种挑战, 以及理解项目的基本动态和风险与不确定性管理的必要性。同时还将讨论各种项目的管理过程, 包括工程与建筑、信息技术、新产品与新服务的开发, 以及旨在提高组织内部工作质量的项目设计。

目标

本课程旨在向学员介绍项目管理流程, 增强风险意识, 拓宽其知识与技能, 从而使他们能依据最佳的专业惯例来进行项目的界定、实施及评估。本课程的重要之处在于可以与来自全国各地的专业人士交流经验。通过练习与案例分析, 学员们将有机会讨论各自遇到的问题并找出解决方案。

对象

本课程适用于直接参与项目的各种经理与员工小组。对于发起项目的高级经理、希望全面理解其角色的新项目经理、尝试知识更新的现任项目经理, 以及将加盟项目组的人员, 本课程都具有很高的价值。

受益

本课程将帮助学员:

- 认识项目和支持组织战略方面的重要作用
- 了解高效项目经理所具备的特质和技能
- 提高管理项目利益相关方并满足其期望的能力
- 增强激励项目团队成员的能力
- 了解成功项目的特点

- 评估你向他人推销自己的项目构想的能力
- 认识系统化项目甄选流程的价值
- 深入了解项目规划流程的各要素
- 获得在团队环境下制定项目计划的经验
- 运用基于团队的工具进行项目风险评估
- 采用公认的工具进行项目排程
- 了解资源有限条件下的项目管理理念
- 了解如何以及何时压缩项目进度以按期完成项目
- 了解项目评估系统以及可以采用的工具
- 认识有效的项目收尾和客户移交的重要性

课程内容

- 项目管理流程概览
- 推销项目构想
- 项目选择和项目组合管理
- 项目启动
- 基于团队合作的项目规划方法
- 管理项目利益相关方
- 激励项目团队成员
- 项目不确定性管理
- 项目排程
- 关键链概念
- 项目进度监督
- 项目完工

课程安排

第一天

- 上午
 - 课程介绍
 - 项目管理流程概览
 - 高效的项目经理：特质与工具
 - 说服力练习：推销你的项目构想
- 下午
 - 项目选择、商业依据和组合管理
 - 项目启动：设立项目章程
 - 小组练习：编制以行动为导向的工作细分结构图

第二天

- 上午
 - 分配团队角色和责任
 - 估算时间和成本
 - 案例讨论
- 下午
 - 管理项目利益相关方
 - 激励项目团队成员
 - 虚拟团队的特殊问题

第三天

- 上午
 - 项目不确定性评估与管理：概念与工具
 - 不确定性评估活动
 - 项目排程工具
- 下午
 - 团队排程练习
 - 修改项目进度表
 - 在资源有限的条件下分配项目资源

第四天

- 上午
 - 关键链概念
 - 小组练习：关键链
 - 项目进度的动态变化：墨菲定律和其他现象
 - 项目进度监督工具：从核对表到已获价值方法
- 下午
 - 项目完工：庆祝与客户移交
 - 项目后评估：总结经验教训
 - 案例讨论
 - 课程总结

参加《项目管理》这门课程对我目前正在进行的公司项目或将来的项目将起到理论指导的作用，课堂练习中所运用的各种工具会在实际公司项目的成功上起到至关重要的作用。

宓峥宇
技术经理
壳牌（中国）有限公司

Programme Schedule

Day 1

- Morning
- Course introduction
 - Review of the project management process
 - The effective project manager: Traits and tools
 - Persuasion exercise: Selling your project ideas
- Afternoon
- Project selection, the business case and portfolio management
 - Project initiation: Establishing a project charter
 - Group exercise: Creating an action-oriented work breakdown structure

Day 2

- Morning
- Assigning team roles and responsibilities
 - Estimating time and cost
 - Case discussion
- Afternoon
- Managing project stakeholders
 - Motivating project team members
 - Special issues for virtual teams

Day 3

- Morning
- Assessing and managing project uncertainties: Concepts and tools
 - Uncertainty assessment activity
 - Project scheduling tools
- Afternoon
- Team scheduling exercise
 - Modifying project schedules
 - Allocating project resources in constrained resource environments

Day 4

- Morning
- Critical chain concepts
 - Group exercises: Critical chain
 - Dynamics of project progress: Murphy's Law and other phenomena
 - Tools for monitoring progress: From check lists to earned value methods
- Afternoon
- Project completion: Celebration and hand-over to the customer
 - Post-project appraisal: Examining lessons learned
 - Case discussion
 - Course summary

My participation in the Project Management programme is theoretically instructive to the on-going corporate project and future projects as well. The various tools used in classroom practices can play a vital role in deciding the success of my real project.

*Stephen Mi
Technical Manager
Shell (China) Ltd.*

课程主任



Karen Brown

中欧国际工商学院客座教授
美国雷鸟商学院运营管理教授、供应链管理教授

Programme Director

Visiting Professor, CEIBS
Professor of Operations Management, Professor of Supply Chain,
Thunderbird School of Global Management, US

教育背景:

美国华盛顿大学, 工商管理硕士和博士学位

教学/研究领域:

Brown教授自2006年起任教于雷鸟商学院, 目前是该学院的运营与项目领导力教授。过去十年里, 她把工作重心放在中国, 与来自各行各业的高管广泛接触, 执教运营管理及项目领导力EMBA课程及高层经理培训课程。她还投入大量时间研究美国及其他国家的管理实践。在加入雷鸟之前, 她曾分别执教于华盛顿大学、西雅图大学、西班牙巴塞罗那IESE商学院及中欧国际工商学院(上海与北京校区)。Brown教授因其杰出的教学工作多次受到表彰, 曾在决策科学学会的教学创新竞赛中荣获一等奖。

学术成就:

Brown教授的研究侧重社会技术系统, 特别是运营环境中人与技术要素之间的关系。她的论著发表在《加州管理评论》、《界面》、《运营管理期刊》、《国际生产研

究期刊》、《管理学会学报》、《管理学会评论》、《项目管理期刊》、《应用心理学期刊》、《人际关系》、《商务视野》、《PIM期刊》等刊物上。她是《运营管理期刊》副主编, 还是《管理学会学报》、《决策科学期刊》以及《运营管理评论》的编审委员会成员。她的教学案例被哈佛商学院、雷鸟商学院、欧洲案例交流中心等出版, 成为许多教科书的重要内容之一。她与范德堡大学Nancy Lea Hyer合著的新书《项目管理: 团队型方法》已由麦格劳-希尔公司于2010年出版。

企业经验:

Brown教授的研究、高层经理培训及咨询服务对象主要涉及大型制造企业、医疗机构、非营利组织、医疗设备公司、电力公用事业、军队和政府机构等, 其客户包括波音、美敦力、美国海军、圣戈班、艾默生、索尼、飞利浦、马士基、帕卡、德国赛、西雅图公共图书馆、上海东方传媒集团、上海证券交易所、礼来, 等等。

Educational Background:

MBA and PhD, University of Washington, US

Teaching/Research Interests:

Professor Brown is a Professor of Operations and Project Leadership at Thunderbird School of Global Management, where she has been a member of the faculty since 2006. For the past decade, she has spent a significant amount of time in China working with executives from a wide range of enterprise types and delivering Executive MBA classes and executive seminars on operations management and project leadership. She also has spent considerable time studying managerial practices within and outside the US. Prior to her arrival at Thunderbird, she taught at the University of Washington, Seattle University, IESE in Barcelona, Spain, and the China Europe International Business School in Shanghai and Beijing. Professor Brown has received recognition for excellence in teaching on numerous occasions, and she was selected as the first-place winner of the Decision Sciences Institute's international award for instructional innovation.

Academic Achievements:

Professor Brown's research interests focus on socio-technical systems, examining the links between human and technical factors in operating environments. Her work has appeared in *California Management Review*, *Interfaces*, *Journal of Operations Manage-*

ment, *International Journal of Production Research*, *Academy of Management Journal*, *Academy of Management Review*, *Project Management Journal*, *Journal of Applied Psychology*, *Human Relations*, *Business Horizons*, *PIM Journal*, and other outlets. She is an Associate Editor of the *Journal of Operations Management*, and has served as a member of the editorial review boards of *Academy of Management Journal*, *Decision Sciences Journal*, and *Operations Management Review*. Her teaching cases have been published by Harvard Business School, Thunderbird, and the European Case Clearing House, as well as appearing in several textbooks. Professor Brown's new book, co-authored with Nancy Lea Hyer at Vanderbilt University, is titled *Managing Projects: A Team-Based Approach*, and was published by McGraw Hill in 2010.

Corporate Experience:

Professor Brown's research, executive seminar, and consulting activities have been in large-scale manufacturing operations, health care, not-for-profit organisations, medical devices companies, electric utilities, military facilities, and government agencies. Clients have included Boeing, Medtronic, the US Navy, St. Gobain, Emerson, Sony, Philips, Maersk, PACCAR, Degussa, Seattle Public Library, Shanghai Media Group, Shanghai Stock Exchange, Eli Lilly, and others.



《项目管理》课程系统、全面地介绍了项目管理中所涉及到的各个方面，尤其是项目章程、利益相关方管理、不确定性评估与管理 and 团队参与方面的内容对我帮助较大。教授经验丰富，课程内容有针对性，课程准备认真、细致、充分。

冯家生
副总经理
金地集团上海公司

日期/语言/地点

2012年10月13日-16日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路699号中欧国际工商学院）

申请程序

申请者可以通过以下方式申请课程：

- 在线申请。请登录中欧高层经理培训课程网站<http://exed.ceibs.edu>，选定您想要申请的课程，点击在线申请即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前20日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20日内收到的申请视具体情况而定。如需咨询详情，请联系我院设于上海、北京和深圳的客户服务小组。

收费

整个课程费用人民币32,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课15日前全部缴清。开课15日内提出申请时需立即付费。

撤销席位

开课15日（含第15日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课15日之内取消课程，将收取应付学费总额的20%。课后，学员因任何原因自行退出学习，学费概不退还。

* 我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权利。



联系我们

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中欧EDP在新浪微博 (<http://weibo.com/ceibsedp>)
中欧EDP在腾讯微博 (<http://t.qq.com/ceibsedp>)

The Project Management programme introduced us every related aspect involved in project management in a systematic and comprehensive way, especially the parts of project charter, stakeholder management, uncertainty evaluation and management and team involvement, which are extremely helpful to me. The professor has rich teaching experience. The programme was specifically designed and delivered carefully with full preparation.

*Feng Jiasheng
Vice General Manager
Gemdale Corporation (Shanghai)*

Date / Language / Venue

October 13-16, 2012/ English with sequential Chinese interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)

Admissions Procedures

Applicants can apply for the programme in either of the following two ways:

- Online application: Please visit the CEIBS Executive Education website at <http://exed.ceibs.edu>, then select the programme you want to take and click “Apply Now” to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail.

Applications are requested at least 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on the basis of space availability. For more information, please contact our Customer Service Team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB32,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, any expenses arising therefrom shall be the responsibility of the applicant or his/her employer. Any cancellation made fewer than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme begins, no fees shall be refunded for participants who withdraw from the programme for any reason.

** CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.*

Contact Information

Customer Service Team
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如需具体了解中欧国际工商学院高层经理培训课程，请在所需要了解的课程名前打勾。

跨国经营

- 中欧-英士 (INSEAD) 国际商学院合作中国企业欧洲经营之道^新
- 在华经营之道

高级管理

- 打造创新型企业：激发、管理和成就创新 (模块制)^新
- 中欧-哈佛商学院-IESE商学院合作全球CEO课程 (模块制)
- 中国CEO领导力课程：领导力巅峰之旅 (模块制)
- 中欧-哈佛商学院-清华经管学院合作高级经理人课程 (模块制)
- 总经理课程 (模块制)
- 首席营销官 (CMO) 课程 (模块制)
- 中欧-伦敦商学院合作首席财务官 (CFO) 课程 (模块制)
- 医院院长领导力发展课程 (模块制)

公司治理

- 中欧-沃顿商学院合作公司治理和董事会课程

综合管理

- 管理文凭课程 (模块制)
- 管理发展课程 (模块制)

战略

- 数字经济时代的战略反思^新
- 未来大趋势：前瞻性思考
- 企业并购与整合
- 博弈论实践：如何更有效地竞争与合作?
- 发展组织能力，推动战略实施
- 战略实施

领导艺术

- 积极领导力^新
- 高绩效与可持续领导力
- 领导艺术与变革管理

- 领导艺术与管理教练课程
- 女性领导力课程

谈判和决策

- 战略谈判课程
- 谈判和决策管理

组织与管理

- 驾驭变革：提升组织效能与活力^新
- 管理心理学实践：用心管理^新
- 人才管理课程^新
- EVA与绩效管理
- 人力资源管理：心理、人性、文化
- 人力资源管理

市场营销

- 数字营销：营销的未来趋势^新
- 创建客户导向型组织
- 市场创建课程

- 关键客户管理
- 战略销售队伍管理
- 企业品牌的创建与管理
- 市场营销战略与规划
- 创新和新产品开发管理

财务

- 私募股权基金课程
- 战略投资决策管理
- 非财务经理的财务课程
- 决策者的财务报表解析课程
- 决策者的管理会计

运营管理

- 卓越服务管理
- 供应链管理
- 项目管理

公益项目

- 新生代创业领袖成长营 (模块制)^新
- 后首席财务官 (CFO) 课程^新

姓名 (先生 / 女士)

职务

公司

地址

省/国家

办公电话/手机

传真

电子邮件

填完此表后，将其邮寄或传真至我院

For more information about any CEIBS Executive Education programme, please tick it.

Multinational Management

- CEIBS-INSEAD Expanding Opportunities - Doing Business in Europe ^{New}
- Doing Business in China
- Global CEO Programme: A Transformational Journey

Advanced Management

- Shaping Innovative Companies: Inspiring, Managing and Implementing Innovation (Modular) ^{New}
- CEIBS-Harvard Business School-IESE Business School Global CEO Programme for China (Modular)
- Leadership for CEOs in China: A Journey to Leadership at Peak (Modular)
- CEIBS-Harvard Business School-Tsinghua SEM Senior Executive Programme (Modular)
- Advanced Management Programme (Modular)
- Chief Marketing Officer (CMO) Programme (Modular)
- CEIBS-LBS CFO Programme (Modular)

- Leadership Development Programme for Hospital Executives (Modular)

Corporate Governance

- CEIBS-Wharton Programme: Corporate Governance and Board of Directors

General Management

- Diploma in Management Programme (Modular)
- Management Development Programme (Modular)

Strategy

- Rethinking Strategy of the Digital World ^{New}
- Mega-Trends for the Future
- Integrating and Managing Acquisitions
- Game Theory in Practice: How to Compete and Cooperate More Effectively?
- Building Organisational Capability for Strategic Implementation
- Strategy Execution

Leadership

- Proactive Leadership Programme ^{New}
- High Performance and Sustainable Leadership
- Leadership and Change Management
- Leadership and Coaching
- Women in Leadership Programme

Negotiation & Decision-making

- Strategic Negotiation Programme
- Management of Negotiation and Decision-making

Organisation & Management

- Leading Change: Enhancing Organisation's Effectiveness and Viability ^{New}
- Managerial Psychology in Practice ^{New}
- Talent Management Programme ^{New}
- EVA and Performance Management
- Human Resources Management: Psychology, Human Nature and Culture
- Human Resources Management

Marketing & Sales

- Digital Marketing: The Future of Your Marketing ^{New}

- Creating a Customer-centric Organisation
- Market Creation Programme
- Key Account Management
- Strategic Sales Forces Management
- Building and Managing Brands
- Marketing Strategy and Planning
- Management of Innovation and New Product Development

Finance

- Private Equity Management Programme
- Managing Strategic Investment Decisions
- Finance for Non-financial Executives
- Financial Statements Interpretation for Decision-makers
- Managerial Accounting for Decision-makers

Operations Management

- Delivering Service Excellence
- Supply Chain Management
- Project Management

Special Offering

- China Entrepreneurial Leadership Programme (Modular) ^{New}
- Post-CFO Programme ^{New}

Name (Mr/Ms)

Company

Province/State

Fax

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Job Title

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