

<<实用IT项目管理>>

图书基本信息

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作者：（美）Joseph Phillips

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内容概要

本书阐述了如何成功管理一个项目，并包含了comptia project+考试的相关知识。

本书论述了it项目管理从开始到结束的整个过程，涉及启动项目、选择优秀团队成员、与管理层合作、建立沟通、制定切实可行的时间表、跟踪预算和结束项目的成功方法，并包括保证项目按时交付并在预算之内的关键策略。

本书内容： 定义项目目标并建立项目章程。

- 建立一个可行的计划并创建优先级列表。
- 确定策略并获得管理层认可。
- 管理项目范围并确定项目预算。
- 建立项目计划。
- 组织并领导项目团队。
- 跟踪项目进展并计算成本绩效指标（cpi）。
- 调整项目计划。
- 执行持续质量管理。
- 完成项目并评估成果。

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作者简介

Joseph Phillips 曾获得PMP、CompTIA Project+认证，是Project Seminars（一家PMI注册教育提供商）的教育主管。

他曾经为科技、制药、制造、建筑等行业的项目提供管理和咨询服务。

作为一位经验丰富的项目管理顾问，他为各种企业和机构创建项目办公室、成熟度模型和最佳实践的

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书籍目录

introduction acknowledgments 1 initiating the project defining the project management life cycle initiating the project planning the project executing the project monitoring and controlling the project closing the project gathering project information establishing the project requirements possessing multiple personas no other choices? interviewing management interviewing the stakeholders identifying the project needs creating reasonable expectations creating the project charter project charter elements finding the completion date initiating processes and the comptia project+ exam q&a chapter quiz chapter exercises quiz answers exercise solutions 2 planning the project 3 working with management 4 managing the project scope 5 creating the budget 6 building the project plan 7 organizing a project team 8 managing teams 9 implementing the project plan 10 revising the project plan 11 enforcing quality 12 completing the project index

章节摘录

插图：Once you've discovered your vision, create a goal. A goal should be a clearly stated fact, for example, "The new database will be installed and functional by December 6 of next year." A goal sums up the project plan in a positive, direct style. Every member of your team should know and pursue the goal. It's not all up to you. The goal establishes the direct need and purpose for undertaking the project. When creating a goal for your project, be reasonable. Just as it would be foolish for a fat man to say, "I'm going to lose sixty pounds this month," it would be as unreasonable for you to create an impossible goal. A logical goal is not just an idea, a guesstimate, or some dreamy date to be determined. A goal is actually the end result of a lot of hard work. Each IT project will, of course, have different attributes that determine each goal. Let's say for example that your company is going to be migrating your servers and desktops to the latest and greatest operating system. With this scenario certain questions would have to be answered to determine the ultimate goal: Is the hardware adequate for the new OS? Will the applications work with the new OS? Will the team have adequate time to be trained and experiment with the new OS? These questions will help you create the end date for the goal.

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