

Modules

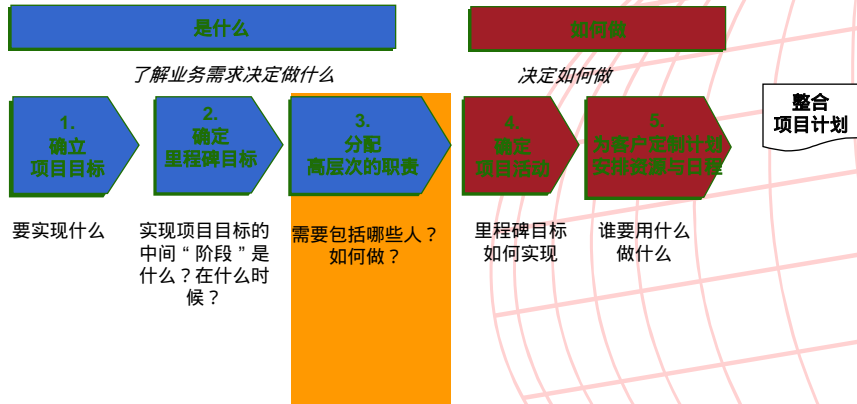
- Module 1: 项目管理基本概念
- Module 2: 项目管理流程
- Module 3: 信息技术战略方法
- Module 4: 业务流程方法
- Module 5: 里程碑目标计划
- Module 6: 职责
- Module 7: 综合项目计划
- Module 8: 七个要素
- Module 9: Team 介绍

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职责

项目管理基础研讨

形成整合项目计划的步骤



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制作职责图

“做什么”是在里程碑目标计划中确定的

“谁来做”是使用职责图是确定的，职责图：

- 为商讨职责的各方提供了一种手段
- 确定谁负责实现各个阶段目标同时满足时间、成本、质量的要求
- 确定谁将管理里程碑目标计划，谁执行、谁审查和谁批准
- 确定职责。职责将被分配给一个部门、一组人或一种角色；而不是分配给具体某个人,即使他一直存在于整个项目过程中
- 同阶段目标一样，职责也是稳定存在于整个项目过程中的。

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职责矩阵图

职责代码

X 执行任务
D 单独做出最终决定
d 共同做出部分决定
P 管理过程
T 提供培训
C 必须经商议的
I 必须被通知的
A 可以提出建议的

职责要将不同的阶段目标（各行）分配给不同的角色（各列）

为职责矩阵的每部分填上职责代码（参考左方表格）

阶段目标	项目发起人	项目经理	二级工作组A	二级工作组B	部门 X
范例	D	P	X	I	C
		P	C	X	T
		P	C	I	X

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开发职责图 - 分配高层的职责和角色



职责图一旦完成，可以用不同的形式表现

- 职责图模板来自 Ascendant (表格 WP5020).
- Excel 电子表格
- Word 文档
- 其他项目管理工具如：MS/Project

Responsibility Chart															Companies, Departments, Functions, Type of Resource			
Project description: <Project name>															Department 1 Department 2 Department 3 Department 4 Department 5 Department 6 Department 7 Department 8 Department 9 Department 10 Department 11 Department 12 Department 13 Department 14 Department 15 Department 16 Department 17 Department 18 Department 19 Department 20 Department 21 Department 22 Department 23 Department 24 Department 25 Department 26 Department 27 Department 28 Department 29 Department 30 Department 31 Department 32 Department 33 Department 34 Department 35 Department 36 Department 37 Department 38 Department 39 Department 40 Department 41 Department 42 Department 43 Department 44 Department 45 Department 46 Department 47 Department 48 Department 49 Department 50 Department 51 Department 52 Department 53 Department 54 Department 55 Department 56 Department 57 Department 58 Department 59 Department 60 Department 61 Department 62 Department 63 Department 64 Department 65 Department 66 Department 67 Department 68 Department 69 Department 70 Department 71 Department 72 Department 73 Department 74 Department 75 Department 76 Department 77 Department 78 Department 79 Department 80 Department 81 Department 82 Department 83 Department 84 Department 85 Department 86 Department 87 Department 88 Department 89 Department 90 Department 91 Department 92 Department 93 Department 94 Department 95 Department 96 Department 97 Department 98 Department 99 Department 100			
Chart issue Date: <Date>																		
Approved by: <Quality assurance>																		
Period length: <Date>																		
Target completion: <Date>																		
X: executes the work D: takes decisions solely or ultimately d: take decisions jointly or partly P: manages progress T: provides tuition on the job C: must be consulted I: must be informed A: available to advise																		
Work: <Work>															Principles / Milestones			
60															X	P	I	
150															D	T	A	
240															d	C		

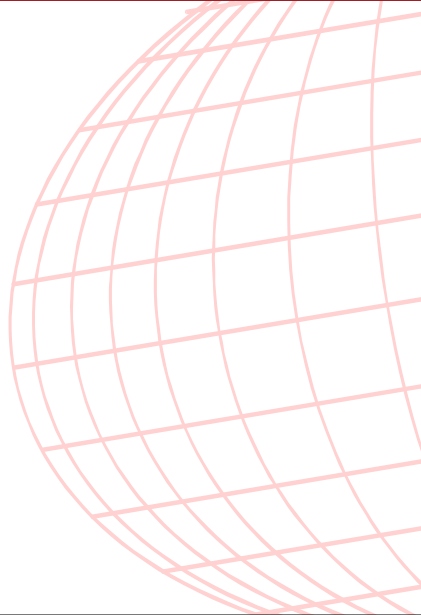
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练习

确定职责矩阵

画出项目组织结构

展示给工作组



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PRICEWATERHOUSECOOPERS 

Your worlds



Our people