

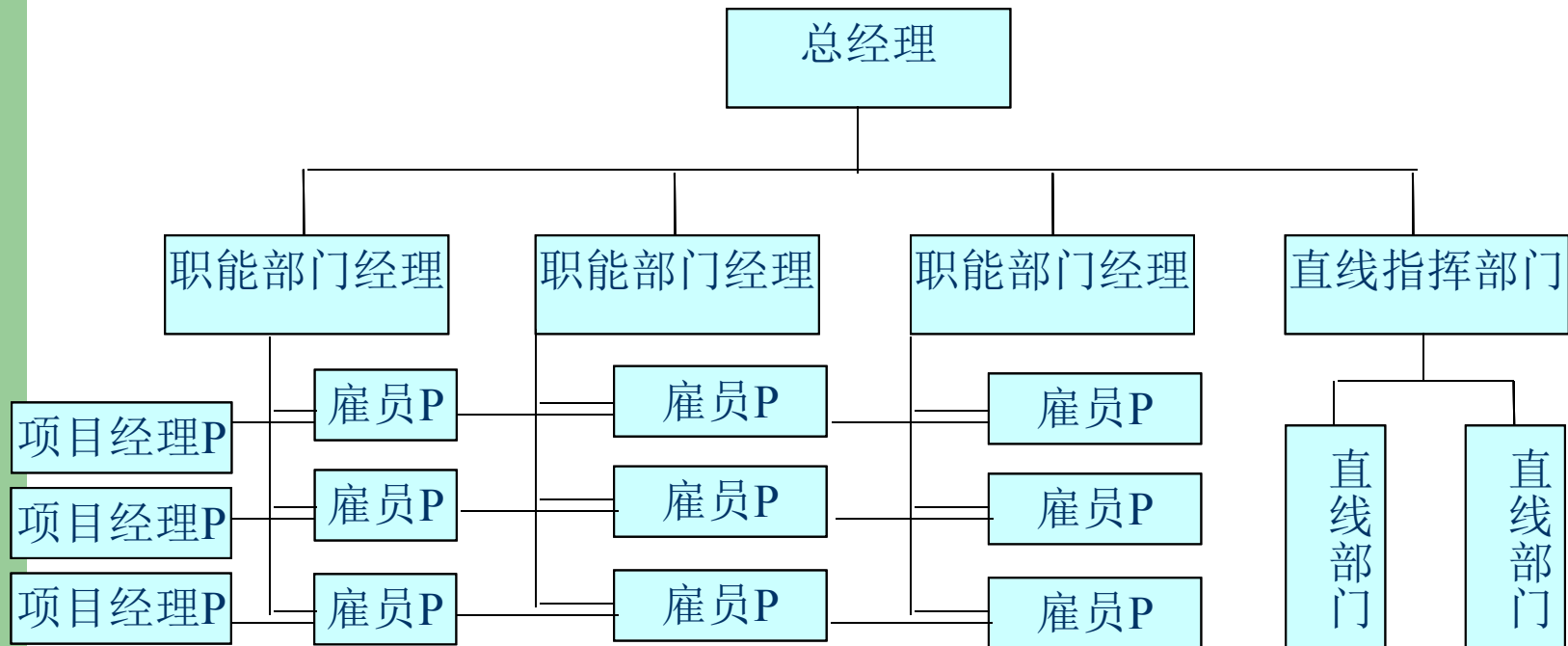
# 项目管理

## Project Management

- 公司在每个项目设立项目经理，主要负责落实合同条款和对顾客的任何承诺；在执行过程中落实用户增加或变更的要求,项目经理就是合同的执行人
- Project manager is appointed for each project who is responsible for fulfilling the contract clauses and commitment to our customers and will deal with all changes from client during whole project. Project manager is **direct executive** of contract



# 项目管理组织结构 PMM Organization



## 项目经理 PM

- 项目经理是订单后，联系公司和客户唯一的窗口，提供客户最全方位和最终的服务
- **PM is the only contact window between us and our client after PO and will give the all direction service and final decision.**



# 项目管理主要内容 **Detail of PMM**

- 项目进度管理

***Progress Management***

- 项目质量控制

***Project Quality Control***

- 成本管理

***Cost Management***

- 客户协同管理

***Cooperate Management  
With Client***

- 设备资源管理

***Resource Management***

- 团队组织

***Team Work***

- 项目采购

***Project Purchase  
Control***

- 风险管理

***Risk Management***

## 项目工序进度表 (Project Schedule of every step)



# 项目进度管理

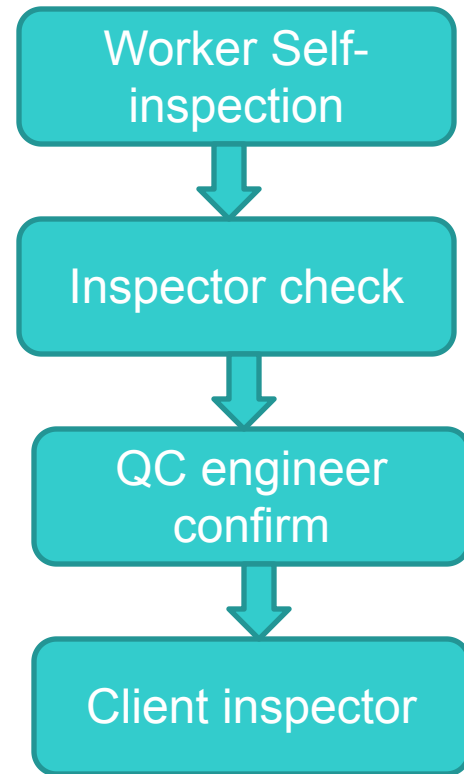
## *Progress Management*

- 周进度报告 (**Weekly Report**)
  - 检验申请 (**AFI**)
  - 发货放行 (**Delivery Release**)
  - 发货通知 (**Delivery Notice**)
  - 会议组织 (**Meeting organization**)
- 合同交底会 (**Contract Transfer Meeting**)
- 开工会 (**Kick-off Meeting**)
- 预检会 (**Pre-Inspection Meeting**)
- 进度会议 (**Progress Meeting**)
- 总结会议 (**Conclusion Meeting**)
- 等等 (**And so on**)

# 项目质量控制

## *Project Quality Control*

- 所有的检验均按以下**3**个步骤执行  
All inspection will be checked by 3 steps.
- **1**, 首先工人自检  
1st Checked by worker. Then fill in the self check form
- **2**, 然后检验员检验确认并输入档案  
2nd Checked by inspector, and approve the worker's self check form. Then input to company documentation
- **3**, 最后由质保工程师和客户检验员确认  
3rd Re-confirmed by QC engineer and Client inspector





## 成本管理 Cost Management

- 以“事前预算、事中控制、事后决算”的体系，保证成本的可控性。
- Through using the system of “budget before action, control during action and final account after action”, the cost will be controllable

项目成本管理统计报告示意

一、主要材料成本		¥22271
1 板材料	¥22271	元
2 封头类	¥22271	元
3 螺栓及管件	¥22271	元
4 型材	¥22271	元
5 法兰	¥22271	元
6 垫片	¥22271	元
7 紧固件	¥22271	元
8 小件材料	¥22271	元
二、辅助材料及消耗品		¥22271
1 焊材	¥22271	元
2 气体	¥22271	元
3 工具+耗材	¥22271	元
4 酸洗磷化油漆	¥22271	元
5 包装材料费	¥22271	元
三、加工制造费用		¥22271
1 外包加工	¥22271	元
2 外协加工	¥22271	元
3 设备使用电等其他费用	¥22271	元
4 检测费用	¥22271	元
5 加工费用	¥22271	元
6 国内运输成本	¥22271	元
7 生产吊装成本	¥22271	元
四、出口成本		¥22271
1 出口运输	¥22271	元
2 出口吊装（扬子物流）	¥22271	元
五、其他成本		¥22271
1 管理费用	¥22271	元
2 融资成本及佣金	¥22271	元
六、税金 该项由会计填写		¥22271
七、项目总计		¥22271
八、 签订的合同总价		



## 客户协同管理

## *Cooperate Management With Client*

- 以平行工程方法，规划客户、供应商、公司内部的协同，实现无缝连接.

Cooperating clients, suppliers and in-company by the way of parallel engineering measure and realize the seamless link.

- 细节管理 (**details control**)

文档 (图纸, 计算书, 焊接文件)

**Documentation (Drawing, cal.sheet, WPS, PQR)**

项目问题清单 (技术和商务)

**Project commercial clarification list/Project technical clarification list**

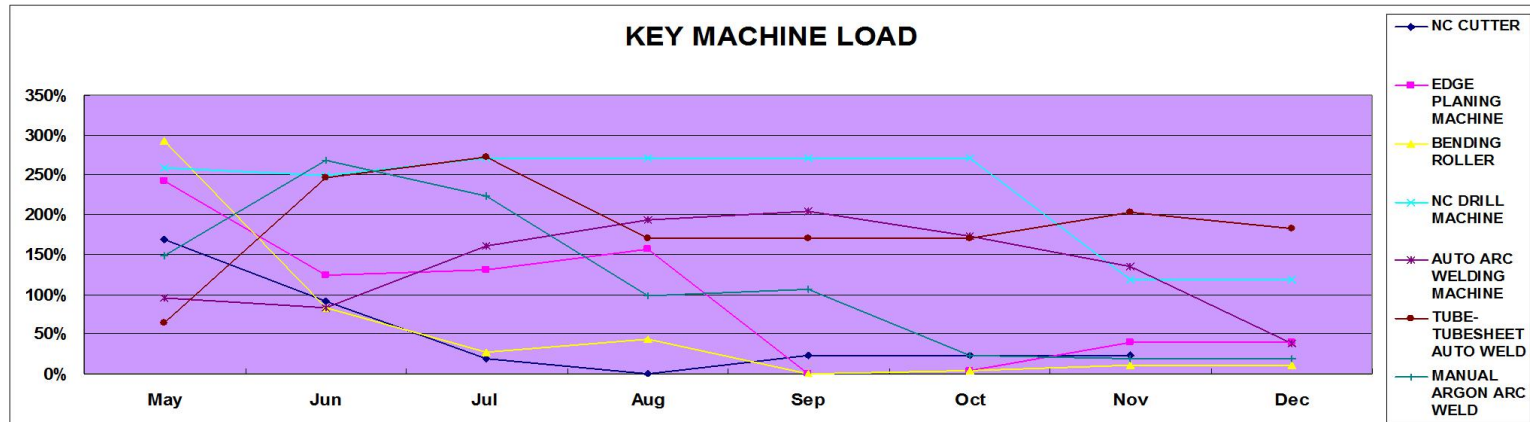
## 客户协同管理

## Cooperate Management With Client

### 关键协同点 (客户/供应商) Key cooperate time (customer & supplier)

To Cooperate with Customer									
Item No.	AA			BB			CC		
	Delivery Time	Begin Time	Finish Time	Delivery Time	Begin Time	Finish Time	Delivery Time	Begin Time	Finish Time
1. Order									
2. Transportation	2	12/20/06	12/30/06	2	12/20/06	12/30/06	2	12/20/06	12/30/06
3. Ex-work	1	12/18/06	12/19/06	1	12/18/06	12/19/06	1	12/18/06	12/19/06
4. Datasheet Delivery	1	12/15/06	12/16/06	1	01/20/06	01/21/06	1	03/26/06	03/27/06
5. KOM	1	02/14/06	02/15/06	1	03/23/06	03/24/06	1	05/26/06	05/27/06
6. Assembling Drawing Approved	15	12/28/06	01/12/06	15	02/02/06	02/17/06	15	04/08/06	04/23/06
7. Part Drawing Approved	20	01/12/06	02/01/06	20	02/17/06	03/09/06	20	04/23/06	05/13/06
8. Documentation Approved	15	01/23/06	02/07/06	15	03/01/06	03/16/06	15	05/04/06	05/19/06
9. Final Inspection	2	12/04/06	12/06/06	2	12/04/06	12/06/06	2	12/05/06	12/07/06
To Cooperate with Supplier									
Cooperating Point With Supplier	AA			BB			CC		
	Delivery Time	Begin Time	Finish Time	Delivery Time	Begin Time	Finish Time	Delivery Time	Begin Time	Finish Time
1. Tubesheet Purchased	60	3/29/06	5/28/06	60	5/5/06	7/4/06	60	8/11/06	8/10/06
2. Tube Purchased	60	5/24/06	7/19/06	60	6/25/06	8/24/06	60	8/29/06	10/28/06
3. Baffle Purchased	5	4/11/06	4/16/06	5	4/17/06	4/22/06	5	4/23/06	4/28/06
4. Nozzle Purchased	30	5/24/06	6/23/06	30	6/29/06	7/29/06	30	9/2/06	10/2/06
5. Nozzle Flange Purchased	30	5/24/06	6/23/06	30	6/29/06	7/29/06	30	9/2/06	10/2/06
6. Girth Flange Purchased	30	5/15/06	6/14/06	30	6/21/06	7/21/06	30	8/24/06	9/23/06
7. Channel Flange Purchased	30	5/15/06	6/14/06	30	6/21/06	7/21/06	30	8/24/06	9/23/06
8. Head Purchased	20	4/3/06	4/23/06	20	5/9/06	5/29/06	20	7/13/06	8/2/06
9. Shell Plate Purchased	30	2/25/06	4/25/06	30	4/2/06	6/1/06	30	6/5/06	8/5/06
10. Channel Plate Purchased	30	3/27/06	4/26/06	30	5/2/06	6/1/06	30	7/6/06	8/5/06
11. Gasket Purchased	40	7/27/06	9/5/06	40	8/31/06	10/10/06	40	10/18/06	11/27/06
12. Expanding Joint Purchased	40	3/14/06	4/23/06	40	4/19/06	5/29/06	40	6/23/06	8/2/06
13. Bolt & Nut Purchased	20	7/31/06	9/9/06	20	9/4/06	10/14/06	20	10/23/06	12/2/06
14. HT after Welding	5	6/23/06	6/28/06	5	7/29/06	8/3/06	5	10/1/06	10/6/06
15. Machining After HT	5	6/23/06	6/28/06	5	7/29/06	8/3/06	5	10/1/06	10/6/06

## 设备资源管理 Resource Management



## 项目采购

### *Project Purchase Control*

- 以供应商绩效动态评价和项目**BOM**表为基础, 选择合适的供应商、服务商
- We choose the right suppliers and sub-venders based on “dynamic appraisal of their performance” and “project BOM table”