**需 求 文 件**

**项目名称： 准备日期：**

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| **干 系 人** | **需 求** | **分 类** | **排 序** | **验收标准** |
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**第1页/共1页**

**需求管理计划**

**项目名称： 准备日期：**

**需求收集：**

**分类：**

**排序：**

**跟踪：**

**配置管理：**

**检验：**

**第1页/共1页**

**需求跟踪矩阵**

**项目名称： 准备日期：**

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| **需求信息** | | | | | **关系跟踪** | | | |
| **编号** | **需求** | **排序** | **分类** | **来源** | **与目标的关系** | **WBS中可交付成果清单** | **检验** | **确认** |
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**第1页/共1页**

**内部需求跟踪矩阵**

**项目名称： 准备日期：**

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| **编号** | **商业需求** | **排序** | **来源** | **编号** | **技术需求** | **排序** | **来源** |
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**第1页/共1页**

**项目范围说明书**

**项目名称： 准备日期：**

**产品范围描述：**

**项目可交付成果：**

**项目验收标准：**

**项目例外事项：**

**项目的约束：**

**项目的假设：**

**第1页/共1页**

**假设和约束日志**

**项目名称： 准备日期：**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **编号** | **分类** | **假设/约束** | **责任方** | **到期日** | **活动** | **状态** | **评价** |
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**第1页/共1页**

**WBS词典**

**项目名称： 准备日期：**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **工作包名称：** | | | | | **WBS编号：** | | | | |
| **工作描述：** | | | | | | | | | |
| **里程碑：**  **1.**  **2.**  **3.** | | | | | **到期日：** | | | | |
| **编号** | **活动** | **资源** | **人 工** | | | **物 资** | | | **总成本** |
| **小时** | **单价** | **合计** | **数量** | **成本** | **合计** |
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| **质量需求：** | | | | | | | | | |
| **验收标准：** | | | | | | | | | |
| **技术信息：** | | | | | | | | | |
| **合同信息：** | | | | | | | | | |

**第1页/共1页**

**活 动 清 单**

**项目名称： 准备日期：**

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| **编 号** | **活 动** | **工作描述** |
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**第1页/共1页**

**活 动 属 性**

**项目名称： 准备日期：**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **编号：** | | **活动：** | | | | | |
| **工作描述：** | | | | | | | |
| **紧 前** | **关 系** | **时间提前量或 时间滞后量** | | **紧 后** | **关 系** | | **时间提前量或 时间滞后量** |
|  |  |  | |  |  | |  |
| **资源需求的标号或类型：** | | | **技能需求：** | | | **其他需要的资源：** | |
| **人力投入的类型：** | | | | | | | |
| **执行的地点：** | | | | | | | |
| **强制日期或其他约束：** | | | | | | | |
| **假设：** | | | | | | | |

**第1页/共1页**

**里程碑清单**

**项目名称： 准备日期：**

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| **里程碑** | **里程碑描述** | **类 型** |
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**第1页/共1页**

**活动资源需求**

**项目名称： 准备日期：**

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| **WBS编号** | **资源类型** | **数 量** | **说 明** |
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| **假设：** | | | |
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**第1页/共1页**

**活动持续时间估算**

**项目名称： 准备日期：**

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| **WBS编号** | **活 动** | **工作小时数** | **持续时间估算** |
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**第1页/共1页**

**持续时间估算工作表**

**项目名称： 准备日期：**

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| --- | --- | --- | --- | --- | --- |
| **参数估算法** | | | | | |
| **WBS编号** | **工作小时数** | **资源的数量** | **可获得的**  **百分比** | **绩效**  **系数** | **持续时间**  **估算** |
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| **类比估算法** | | | | | |
| **WBS编号** | **以前的活动** | **以前的持 续时间** | **现在的 活动** | **倍数** | **持续时间 估算** |
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| **三点估算法** | | | | | |
| **WBS编号** | **乐观的持续 时间** | **最想要的 持续时间** | **悲观的持 续时间** | **计算 方程** | **希望的持续时间估算** |
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**活动成本估算**

**项目名称： 准备日期：**

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| **WBS**  **编号** | **资源** | **直接**  **成本** | **非直接**  **成本** | **储备** | **估算** | **方法** | **假设/约束** | **附加**  **信息** | **范围** | **置信**  **水平** |
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**成本估算工作表**

**项目名称： 准备日期：**

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| **参数估算法** | | | | | |
| **WBS编号** | **单 位** | **单位成本** | **数 量** | **成本估算** | |
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| **类比估算法** | | | | | |
| **WBS编号** | **以前的工作** | **以前的成本** | **现在的工作** | **倍 数** | **成本估算** |
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| **三点估算法** | | | | | |
| **WBS编号** | **乐观成本** | **最想要的 成本** | **悲观成本** | **方程** | **预期的成本估算** |
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**自下而上的成本估算工作表**

**项目名称： 准备日期：**

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| **WBS**  **编号** | **人工**  **时间** | **人工**  **比率** | **总人工** | **物资** | **供给** | **设备** | **差旅** | **其他直**  **接成本** | **非直接成本** | **储备** | **估算** |
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**质量管理计划**

**项目名称： 准备日期：**

**质量角色和责任：**

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| **角色：**  **1.**  **2.**  **3.**  **4.** | **责任：**  **1.**  **2.**  **3.**  **4.** |

**质量保证方法：**

**质量控制方法：**

**质量提高方法：**

**第1页/共1页**

**质量测量指标**

**项目名称： 准备日期：**

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| **编 号** | **项 目** | **测量指标** | **测量方法** |
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**过程改进计划**

**项目名称： 准备日期：**

**过程描述：**

**过程测量：**

**改进的目标：**

**过程改进的方法：**

**附上现在的过程流程图和未来计划的过程。**

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**角色和职责**

**项目名称： 准备日期：**

**资源角色描述：**

**职权：**

**职责：**

**资格；**

**能力：**

**第1页/共1页**

**人力资源计划**

**项目名称： 准备日期：**

**角色、职权和职责：**

|  |  |  |
| --- | --- | --- |
| **角 色** | **职 权** | **职 责** |
| **1.**  **2.**  **3.**  **4.**  **5.**  **6.** | **1.**  **2.**  **3.**  **4.**  **5.**  **6.** | **1.**  **2.**  **3.**  **4.**  **5.**  **6.** |

**项目组织结构：**

**第1页/共2页**

**人力资源计划**

**人员配备管理计划**

**人员招募：**

**人员遣散：**

**资源日历：**

**培训需求：**

**认可与奖励：**

**规则、标准和政策：**

**安全：**

**第2页/共2页**

**沟通管理计划**

**项目名称： 准备日期：**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **信 息** | **接 收 者** | **方 法** | **频 率** | **发 送 者** |
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| **术语或缩写** | **定 义** |
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**沟通约束或假设：**

**附上相关的沟通图或流程图。**

**第1页/共1页**

**风险管理计划**

**项目名称： 准备日期：**

**方法：**

**工具和技术：**

**角色和职责：**

**风险的分类：**

**干系人的风险承受力：**

**第1页/共3页**

**风险管理计划**

**概率的定义：**

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**受目标影响的定义：**

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**概率影响矩阵：**

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**第2页/共3页**

**风险管理计划**

**风险管理资金：**

**应急储备议定书：**

**频率和时间：**

**风险审计方法：**

**第3页/共3页**

**风险登记册**

**项目名称： 准备日期：**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **风险编号** | **风险说明书** | **概 率** | **影 响** | | | | **等 级** | **响 应** |
| **范围** | **质量** | **进度** | **成本** |
|  |  |  |  |  |  |  |  |  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **修订后**  **的概率** | **修订后的影响** | | | | **修订后**  **的等级** | **责任方** | **行动** | **状态** | **说明** |
| **范围** | **质量** | **进度** | **成本** |
|  |  |  |  |  |  |  |  |  |  |
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**第1页/共1页**

**风险概率和影响评估**

**项目名称： 准备日期：**

**范围影响：**

|  |  |
| --- | --- |
| **非常高** |  |
| **高** |  |
| **中等** |  |
| **低** |  |
| **非常低** |  |

**质量影响：**

|  |  |
| --- | --- |
| **非常高** |  |
| **高** |  |
| **中等** |  |
| **低** |  |
| **非常低** |  |

**进度影响：**

|  |  |
| --- | --- |
| **非常高** |  |
| **高** |  |
| **中等** |  |
| **低** |  |
| **非常低** |  |

**成本影响：**

|  |  |
| --- | --- |
| **非常高** |  |
| **高** |  |
| **中等** |  |
| **低** |  |
| **非常低** |  |

**第1页/共2页**

**风险概率和影响评估**

**概率影响：**

|  |  |
| --- | --- |
| **非常高** |  |
| **高** |  |
| **中等** |  |
| **低** |  |
| **非常低** |  |

**风险等级：**

|  |  |
| --- | --- |
| **高** |  |
| **中等** |  |
| **低** |  |

**第2页/共2页**

**概率影响矩阵**

**项目名称： 准备日期：**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| 非常高  高  中等  低  非常低  非常低  低  中等  高  非常高 |  |  |  |  |

**第1页/共1页**

**风险数据表**

**项目名称： 准备日期：**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **风险标志：** | **风险描述：** | | | | | | |
| **状态：** | **风险的起因：** | | | | | | |
| **概率** | **影 响** | | | | **等 级** | **响 应** | |
| **范围** | **质量** | **进度** | **成本** |  | |
|  |  |  |  |  |  |  |  |
| **修正后**  **的概率** | **修正后的影响** | | | | **修正后的等级** | **责任方** | **措 施** |
| **范围** | **质量** | **进度** | **成本** |
|  |  |  |  |  |  |  |  |
| **次风险：** | | | | | | | |
| **残余风险：** | | | | | | | |
| **应急计划：** | | | | | | **应急资金：** | |
| **应急时间：** | |
| **应变计划：** | | | | | | | |
| **其他：** | | | | | | | |

**第1页/共1页**

**采购管理计划**

**项目名称： 准备日期：**

**采购职权：**

**角色和责任：**

|  |  |
| --- | --- |
| **项目经理：**  **1.**  **2.**  **3.**  **4.**  **5.** | **采购部门：**  **1.**  **2.**  **3.**  **4.**  **5.** |

**标准采购文件：**

|  |
| --- |
| **1.**  **2.**  **3.**  **4.**  **5.** |

**合同类型：**

**约定和保证的需求：**

**选择标准：**

|  |  |
| --- | --- |
| **权重** | **标准** |
|  |  |

**采购约束和假设：**

**第1页/共2页**

**采购管理计划**

**整合需求：**

|  |  |
| --- | --- |
| **WBS** |  |
| **进度** |  |
| **文档** |  |
| **风险** |  |
| **绩效报告** |  |

**第2页/共2页**

**供方选择标准**

**项目名称： 准备日期：**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **1** | **2** | **3** | **4** | **5** |
| **标准1** |  |  |  |  |  |
| **标准2** |  |  |  |  |  |
| **标准3** |  |  |  |  |  |
| **标准4** |  |  |  |  |  |
| **标准5** |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **权重** | **候选方1**  **等级** | **候选方1**  **分数** | **候选方2**  **等级** | **候选方2**  **分数** | **候选方3**  **等级** | **候选方3**  **分数** |
| **标准1** |  |  |  |  |  |  |  |
| **标准2** |  |  |  |  |  |  |  |
| **标准3** |  |  |  |  |  |  |  |
| **标准4** |  |  |  |  |  |  |  |
| **标准5** |  |  |  |  |  |  |  |
| **总计** |  |  |  |  |  |  |  |

**第1页/共1页**

**项目管理计划**

**项目名称： 准备日期：**

**项目生命周期：**

**偏差和基准管理：**

|  |  |
| --- | --- |
| **进度偏差临界值：** | **进度基准管理：** |
| **成本偏差临界值：** | **成本基准管理：** |
| **范围偏差临界值：** | **范围基准管理：** |
| **绩效偏差临界值：** | **绩效需求管理：** |

**项目审核：**

**制定决策：**

**第1页/共2页**

**项目管理计划**

**针对项目的特别考虑：**

**子管理计划：**

|  |  |
| --- | --- |
| **领 域** | **方 法** |
| **需求管理计划** |  |
| **范围管理计划** |  |
| **进度管理计划** |  |
| **成本管理计划** |  |
| **质量管理计划** |  |
| **过程改进计划** |  |
| **人力资源管理计划** |  |
| **沟通管理计划** |  |
| **风险管理计划** |  |
| **采购管理计划** |  |
| **变更管理计划** |  |
| **配置管理计划** |  |

**基准：**

**附上所有项目基准。**

**第2页/共2页**

**配置管理计划**

**项目名称： 准备日期：**

**配置管理方法：**

**配置识别：**

|  |  |
| --- | --- |
| **构 件** | **确定原则** |
|  |  |
|  |  |
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**配置控制文档：**

|  |  |
| --- | --- |
| **受控制的配置文档** | **确定原则** |
|  |  |
|  |  |
|  |  |
| **版本受控制文档** | **确定原则** |
|  |  |
|  |  |
|  |  |

**配置变更控制：**

**配置核实和审计：**

**第1页/共2页**

**配置管理计划**

**配置管理角色和责任：**

|  |  |
| --- | --- |
| **角 色** | **责 任** |
|  |  |
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**附上与配置控制过程相关的所有表格。**

**第2页/共2页**

**变更管理计划**

**项目名称： 准备日期：**

**变更管理方法：**

**变更的定义：**

|  |
| --- |
| **进度变更：** |
| **预算变更：** |
| **范围变更：** |
| **项目文档变更：** |

**变更控制委员会：**

|  |  |  |  |
| --- | --- | --- | --- |
| **姓 名** | **角 色** | **责 任** | **授 权** |
|  |  |  |  |
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**变更控制过程：**

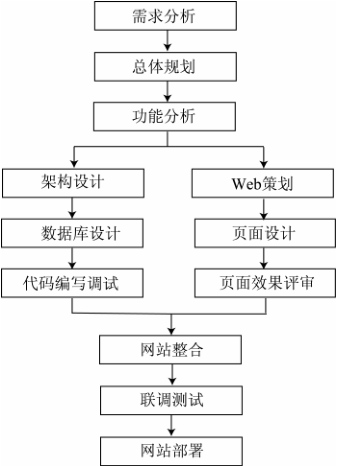
|  |  |
| --- | --- |
| **变更需求提交** |  |
| **变更需求跟踪** |  |
| **变更需求审核** |  |
| **对变更需求的处理** |  |

**附上用于变更控制过程的相关表格。**

**第1页/共1页**

**阶段1网站开发流程**

在任何网站项目开始实施之前都应该有一个工作步骤也就是工作流程。下面列出了一个网站常用的较为合理的开发流程图，能够比较好地体现开发的整个环节，如图所示。



**阶段2 网站信息的收集和准备**

收集了各方面的内容，确定了相应的交互功能后，下一步就是这些内容的分组。分组的目的是为了根据浏览者的访问习惯，有序地展示内容，吸引访问者看下去，同时在分组过程中还可发掘潜在的信息内容。信息分组的最终目的是为了确定整个网站的导航系统。

**阶段3 网站的目标定位**

1.目标定位必须有明确的依据

2.目标定位必须了解哪些资源可被利用

3.目标定位在规模上要具有可扩展性

4.目标定位必须了解目标人群的特征

**阶段4 网站的风格和创意**

1.色彩运用

色彩是“整体形象”最重要的元素。

2.版面设计

一个好的版面设计可以突显重点，让浏览者对“主次”内容很容易加以区分。

3.程序开发

通过结合ASP、PHP等动态网页技术实现的互动程序，能让浏览者及时对网站内容给出交互性的意见。

4.特效使用

Flash动画、Javascript、Javaapplets、DHTML等的合理使用会让网页看起来更为生动活泼。

创意思考的过程可分五个阶段：资料收集阶段、资料整理阶段、创意产生阶段、调查验证阶段和开发制作阶段。

**阶段5 网站的形象设计与配色**

下面将介绍一些网站形象设计中配色的使用技巧。

1．了解网站所要传达的讯息和品牌

2．了解网站的目标人群

3．配色过程中不要滥用颜色

4．阅读主体内容部分建议使用对比色

5．配色要有时效性

**阶段6 网站的框架与布局**

网站的框架与布局主要已响应式为主

下面列出了一些在网站的框架与布局设计时应该注意的地方。

1.分辨率是设计网页时必须考虑的问题

网页的整体宽度可分为三种设置形式：百分比、象素、象素+百分比。

2.空间的合理利用也极为重要

只有合理的安排、有机的组合，使页面达到平衡，即使在页面的一边腾出大面积留白，并不会让人感到空，却会给人留下广阔的思考空间。

3.合理的广告布局

各类的广告投放不宜过多，适中即可。