

Study of project management for machine tool development

王守平、紀華偉

E-mail: 9901184@mail.dyu.edu.tw

ABSTRACT

A company's competitiveness is shown in the process of its new product development, and a company capable of taking the preemptive opportunity in developing new products is guaranteed with competitive advantages. A smooth overall development process can pave the way for a successful new product. The research topics, therefore, focused on how to plan a development project and how to control the progress as well as put the plan into execution. Furthermore, the research also aimed at providing a complete framework, introducing the concept management procedure, and developing the project management procedure pattern in a systematic manner. This study established the framework for the management system of the tool machine development project. Firstly, it collected information from related literatures, concluded the definition of project management through analysis, and established indexes for the tool machine project management procedure. Secondly, based on the years of experiences in tool machine production, the researcher conducted field research to gather data on the pattern of the project executed by the case company, and carried out the analysis and discussion through the actual operating process. Combining theories with first-hand experiences, this study mainly set out to establish the procedure for managing the tool machine development project, and to bring in the framework of applying the project management procedure. By integrating each procedure in accordance with the five major steps of project management framework, it then systematized the process of the project. It makes possible for project managers who encounter this project management for the first time to quickly understand the project management framework and put project management in practice. In addition, project managers can also follow the ways of application in the cases and use the project management procedure framework established in this study.

Keywords : tool machine, development project, project management.

Table of Contents

封面內頁 簽名頁 授權書.....	iii	中文摘要.....	iv	英文摘要.....	v	誌謝.....	vi	目錄.....	vii	圖目錄.....	ix	表目錄.....	x
第一章 緒論 1.1 研究背景.....	1	1.2 研究動機.....	3	1.3 研究目的.....	4	1.4 文獻回顧.....	5	1.5 論文架構.....	18				
第二章 研究範圍、方法與歷程 2.1 研究範圍.....	20	2.2 研究方法.....	25	2.3 研究歷程.....	26								
第三章 個案分析 3.1 個案公司簡介.....	28	3.2 個案研究設計.....	29	3.3 現行開發案結構及管理模式.....	31	3.4 生管單位對現行開發案管理問題探討.....	34						
第四張 工具機開發專案管理流程系統之研擬 4.1 案例背景.....	39	4.2 案例應用說明.....	39	4.3 小結.....	55	4.4 討論.....	65						
第五張 結論與建議 5.1 研究結論.....	66	5.2 建議與後續研究.....	66	參考文獻.....	68								

REFERENCES

- Hunt, I., and Jones, R. (1998), "winning new product Business in the contract electronics industry," International Journal of Operations and Production Management, Vol. 18, Iss. 2, pp. 130.
- 中華專案管理學會網站(Website://www.npma.org.tw)
- 馮心蕾, 室內設計專案管理系統之研究, 碩士論文, 中原大學 室內設計系研究所, 2003。
- 黃為名, 統包工程專業營建管理服務(PCM)導入國際專業管理流程架構之研究, 碩士論文, 中華大學 營建管理研究所 2007。
- Meredith, J.R., and Mantel, S.I., Project Management, John Wiley & Sons Inc., New York, 1989.
- Wysocki, Robert k., Robert Beck, Jr., and David B. Crane, 1995 Effective Project Management: How to Plan, Manage, and Deliver Projects on Time and within Budget, New York, John Wiley & Sons, pp. 38.
- 王慶富, 專案管理, 台北聯經, 民國 84 年, 1 - 18 / 頁, 192 - 205 頁。
- 戴久永, 專案特色 (<http://www.asia-learning.com/asia/article/3517356/>)
- 美國專案管理協會 (<http://www.pmi.org>)
- 徐文正, 建築工程專案管理系統建構之研究, 碩士論文, 國立台灣科技大學 建築工程系, 2001。
- 顏淑娟, 醫院專案管理 - 個案實證研究, 碩士論文, 中國醫藥學院 醫務管理所, 1984。
- 熊培霖、吳俊德、蘇佳慧, 專案管理知識體系導讀指南, 博碩策略顧問股份有限公司, 2002。
- 陳玉慧, 影響專案成功因素之探討, 碩士論文, 真理大學 管理科學研究所, 2005。
- 永進機械工業股份有限公司, 生管課 開發案管理 專業教育訓練教材, 2008。
- Eisenhard, K.M. (1989), "Building Theories from Case Study Research" Academy of Management Review, Vol. 14 NO. 4 pp. 532-550
- Yin, R.A. (1994), Case Study Research-Design and Methods. London: SAGE Perss.
- Cooper, R.B. (1988), "Review of Management Information

Research:A Management Support Emphasis",Information Processing&Management.Vo1.24 No.1 18.畢恆達， 物的意義 - 一個交互論的觀點，台灣大學建築與城鄉研究學報，7期，1993。19.永進機械工業股份有限公司網站（<http://www.ycmcnc.com>）20.吳宗璠，資訊管理個案研究方法，資訊管理學報，第四卷，第一期，1997。21.永進機械工業股份有限公司，產品開發設計程序辦法，2008。