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竞争性谈判在西气东输管道运行管理中的应用

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摘要:

管道运营企业要实施大量的非招标项目, 在项目选商和定价的工作中, 计划经济体制沿袭下来的工作方法不符合公开、公平原则, 缺乏承包商之间的竞争, 被录用的承包商也由于缺乏激励机制, 容易产生在项目工期、质量和费用控制上的懈怠, 不利于管道运营企业对项目的管理, 也不利于提高承包商工程管理水平。中国石油西气东输管道分公司苏浙沪管理处根据项目管理中的经验, 将采办部门普遍使用的竞争性谈判应用在该类项目管理中, 并结合项目招投标管理办法, 在实践中探索、形成了一套成熟的管理模式。该模式工作程序简洁、容易操作, 理顺了工作流程, 规范了项目管理中项目选商、定价行为, 提高了该项工作的客观性、科学性、合理性和项目管理水平, 取得了良好的经济效益和社会效益。项目竞争性谈判是对项目招投标工作的补充, 解决了招投标工作覆盖不了的非招标项目选商和定价问题, 该方法还可应用在油气田地面建设、炼油厂、化工厂和LNG等项目管理中。

关键词: [天然气](#) [管道运行维护](#) [工程管理](#) [非招标项目](#) [选择承包商和定价](#) [竞争性谈判](#)

## Application of competitive negotiation in the operational management of the West to East Gas Pipeline project

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Abstract:

Present pipeline operators have to deal with a great number of non bidding projects. Those traditional methods from the planning system in either contractor selection or pricing can not follow the open, fair and transparent principle, so the obvious absence of incentive and restraint mechanisms will be neither good for the operators to control well the construction period, quality and cost, thus to have bad influence on the projects, nor advantageous for the contractors to improve their level in engineering management. Learning good experiences from project management to adopt the competitive negotiation widely used in the purchasing departments to these non bidding projects, the Su Zhe Hu Department of PetroChina West to East Pipeline Company, in combination with the methods in the bidding projects, has formed its own complete management mode in the non bidding projects after many actual practices, which is characterized by simple procedures, flexible operation, and easy working process. Both contractor selection and pricing in the non bidding projects have been well organized to improve the level of project management to become more objective, reasonable and practical, thus help companies to achieve better social and economic benefits. The competitive negotiation is a good supplementary for the bidding project management, solving the problems of contractor selection and pricing in the non bidding projects, so as to be recommended to use in the management of projects like ground construction of oil fields, refineries, chemical plants, and LNG, etc.

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