

CHALLENGES OF KNOWLEDGE MANAGEMENT IN PROJECT-BASED INDUSTRY

Marja Naaranoja
Maqsood Sandhu

1

Aim

- Describe challenges of knowledge management
- Why KM
- This study provides a frame of references for knowledge management
- Seminar in May and survey study

2

Seminar results

- We shall meet three times a year
- We select the different theme to learn from each other
- Mode of the club was postponed for this meeting
- We selected following main themes for meetings

3

Seminar results

We decided to take 1-2 of the following theme suggestions:

- Time management, process management
- How to be more effective! Save your own time and save your team's time. Communication.
- Resource management → how to measure workload. (could be included in "time management" above)
- The role of the PM
- Also one from the list (a to o) above could come in question.

4

Seminar results - a survey CHALLENGES OF KNOWLEDGE MANAGEMENT IN PROJECT-BASED INDUSTRY

- the knowledge sharing conditions were studied with 25 questions
- We got 66 % reply

5

Knowledge sharing conditions

- Culture
- Structure of the organizational network
- ICT- tools
- Knowledge systematization practices

6

CULTURE		
	SME	MNC
Commitment	More to the company	More to the project
Rigid roles	Exist	Exist
Detailed contracts	Yes	Yes
Rewarding system	Yes / No	Yes
Existence of fair rules	Yes	Yes
Easy to contact superiors	Up to head of the company	Up to program the manager
Hurry all the time	Yes/No	Yes

NETWORKS' STRUCTURE		
	SME	MNC
Clear roles of project stakeholders	Yes	Yes
Use of external auditors	No	No / Yes
Power to keep the key personnel in projects	No	No
Communities to improve project-based working	Yes	Yes

ICT-TOOLS		
	SME	MNC
Repositories	Internal document folders	Systemized tools
Route maps	No	To some extent
Communication platforms	To some extent	To some extent
Continuous use of E-mails	Yes	Yes
Checking the designs with 3D	No	Yes

SYSTEMISED PRACTISES		
	SME	MNC
Risk management systems	No	Under development
Formal gateways of project process activities	No	To some extent
Use of past project information	Only financial figures	Only financial figures
Formal acceptance of the goals and strategies of a project	No	Yes

- ### Analysis
- There is no existing formal knowledge management system
 - The post project knowledge is not used effectively
 - This is common in project business according to the previous studies

- ### Conclusions
- The key challenge is managing the atmosphere of the project in order to enable people to work without hurry and concentrate on the most important tasks at the time ?
 - Managers of projects need to understand the differences between SMEs and MNCs ?
 - The first step to improve KM in projects is to improve the use of post project knowledge?
 - What about client driven knowledge management?

Discussions in groups

Are these the main questions?

And if so how to solve?

- How to create a right type of atmosphere in projects? No hurry but right tasks are done immediately.
- How to improve the MNC and SME relationship? How to be informal but fill the formalities?
- Client driven innovation in projects?
- Use of post project information?

13

RISK MANAGEMENT

- Risk management during the stages of project?
- Risk checklists or more reliable systematic way of risk mitigations?
- Who should be involved and how?

14