Developing a Conceptual Model for Project Knowledge Management

Emergent Research Forum (ERF)

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Abstract

Every project aims to succeed however research shows that only few IT projects are accomplished with targeted cost, schedule and required specification. There have been calls for improved performance in IT projects in industry studies and government reports. IT project performance is a critical organizational issue because it depends on information systems and increasing costs of delivering such projects. The essence of professional project management is that project success lies in the ability to continually enhance the underlying knowledge-base, i.e. the learning capacity. Thus, knowledge-sharing, where individuals involved in the project transfer their learning to others, is vital in this process of learning. This study uses qualitative approach through multiple in-depth case studies selected from Singapore InfoCom Company (StarHub) to understand how individuals would be motivated to share knowledge in IT projects. We develop a conceptual model that explains how knowledge management influences project learning and performance in IT projects.

Keywords

Project management, knowledge management, project success, knowledge sharing, project learning, project performance, IT projects