Effective Knowledge Transfer in Project Result

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Abstract: *Today companies are increasingly using project to achieve company goal. In recent years researchers have become increasingly interested in project management and factor of project success. The aim of this paper to explore effective of using knowledge in project management process and result. For each new project start the project manager and team try to improve project process rather than previous projects. Knowledge Management (KM) is important factor for projects success after capture the useful knowledge; Effective knowledge transfer can prevent errors, saving time and improve project performance and productivity by helping in better decision making. Many companies attempt to encourage project knowledge transfer cross each other so that Lessons learnt on one project are reused by other projects and other companies.*

Keywords: Knowledge Management, Project management, Knowledge Transfer, Project failure.

1. Introduction

Due to increasing importance of PM practices, numbers of PM methodologies and standards have been developed by academics and practitioners since late 1990 to assist organizations to improve their project performance. [4]

The key question of this paper is to prevent project from failure by using knowledge transfer to the project and how Knowledge transforms can allow organizations to continue to grow and survive in the business

Knowledge management is a complete and organizationally specified process for acquiring, organizing, and communicating both tacit and explicit knowledge so that others can use that knowledge to become more effective and productive. Knowledge transfer is a part of the knowledge management process that enables transfer of knowledge to locations where it is needed and can be used. [1]

Knowledge Management (KM) has been recognized as a critical factor for both organizational performance and project success. [2]

This paper outlines an introduction of both project management and knowledge management, some reason of Project failure, important of knowledge management and Effect of transfer useful knowledge in project result

2. Literature Review

2.1 Project Management

Before discussing project management, the concept of project must view first to understand the project management. Project Management Institute defines project as a temporary endeavor undertaken to create a unique product, service, or result. The operation differences between projects are depending on when objectives are reached and the project terminated. A project may appear to be in a large scale or small scale and may involve more than one person or may reach up to thousands of people and due to this, projects need to be managed efficiently.

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements [6]. Project management is accomplished through the use of the following 5 processes:
- Initiation
- Planning
- Execution
- Controlling
- Closure

The project team manages the various activities of the project, and the activities typically involve:
- Competing demands for: scope, time, cost, risk, and quality.
- Managing expectations of stakeholders.
- Identifying requirements.

2.2 Knowledge management

Knowledge management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.

Knowledge management is essentially about getting the right knowledge to the right person at the right time. This in itself may not seem so complex, but it implies a strong tie to corporate strategy, understanding of where and in what forms knowledge exists, creating processes that span organizational functions, and ensuring that initiatives are accepted and supported by organizational members.

The overall objective is to create value and to leverage, improve, and refine the firm's competences and knowledge assets to meet organizational goals and targets. Implementing knowledge management thus has several dimensions including: [6]
- **KM Strategy:** Knowledge management strategy must be dependent on corporate strategy. The objective is to manage, share, and create relevant knowledge assets that will help meet tactical and strategic requirements.

- **Organizational Culture:** The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge.
- **Organizational Processes:** The right processes, environments, and systems that enable KM to be implemented in the organization.
- **Management & Leadership:** KM requires competent and experienced leadership at all levels. There are a wide variety of KM-related roles that an organization may or may not need to implement, including a CKO, knowledge managers, knowledge brokers and so on. More on this in the section on KM positions and roles.
- **Technology:** The systems, tools, and technologies that fit the organization's requirements - properly designed and implemented.
- **Politics:** The long-term support to implement and sustain initiatives that involve virtually all organizational functions, which may be costly to implement (both from the perspective of time and money), and which often do not have a directly visible return on investment.

3. Project Failure

Many complex, long-term projects fail to live up to their promises and produce disappointing outcomes on completion. Some of these are well-known for exceeding their budgets or deadlines or both.

So organizations make commitments to major projects, but cannot always deliver what was expected and, more worryingly, cannot determine how much value they are getting from their investment. Many corporations do not even measure the value added by a project once it has been completed.

[8] Here are just some of the most common causes of project failure:
1. Poorly defined project scope
2. Inadequate risk management
3. Failure to identify key assumptions
4. Project managers who lack experience and training
5. No use of formal methods and strategies
6. Lack of effective communication at all levels
7. Key staff leaving the project and/or company
8. Poor management of expectations
9. Ineffective leadership
10. Lack of detailed documentation
11. Failure to track requirements
12. Failure to track progress
13. Lack of detail in the project plans
14. Inaccurate time and effort estimates
15. Cultural differences in global projects

4. Why is knowledge management important?

It is important because it places a focus on knowledge as an actual asset, rather than as something intangible. In so doing, it enables the firm to better protect and exploit what it knows, and to improve and focus its knowledge development efforts to match its needs. In other words:
- It helps firms learn from past mistakes and successes.
- It better exploits existing knowledge assets by re-deploying them in areas where the firm stands to gain something, e.g. using knowledge from one department to improve or create a product in another department, modifying knowledge from a past process to create a new solution, etc.
- It promotes a long term focus on developing the right competencies and skills and removing obsolete knowledge.
- It enhances the firm's ability to innovate.
- It enhances the firm's ability to protect its key knowledge and competencies from being lost or copied.

5. Effect of Transfer Useful Knowledge in Project Result

[9] A great deal of knowledge (information + experience) is used and reused each time in execute a project. It is important that this knowledge is developed in a consistent and disciplined manner that captures, adapts, transfers, and reuses what you have learned.

A consistent and disciplined approach to capturing and reusing knowledge helps to develop and improve the competence of the acquisition team in its management and execution of a project. Competence depends on learning not only through training but also through the reuse of experience and insight.

Knowledge management should be viewed as a core project management competency because of the actions of the acquisition and project leadership in actively fostering, facilitating, and achieving an organization-wide shared context and understanding of the value of capturing and reusing knowledge as part of the business process. This is critical for sustainable and lasting change and for driving acquisition and project excellence.

Levin (2010), proposes nine guidelines for organization to have successful implementation of knowledge management with project management as:
- Define knowledge management so that everyone in the organization can understand it
- Make knowledge management to be a work package in the work breakdown structure of every project
- Establish a point of contact for knowledge management on each program and project working with the Enterprise Project Management Office
- Use a Responsibility Accountability Matrix (RAM) to define roles, responsibilities, and accountabilities for knowledge management.
- Communicate the importance of knowledge management to all stakeholders throughout the organization
- Provide knowledge management orientation and training to all stakeholders
- Establish a practical knowledge management reward and recognition system
- Track the usefulness of knowledge management by using metrics

- Organization should focus on continuous improvement

[10] **After apply KM to project it will provide solutions to improving project result such as:**

Decreasing time and cost increasing quality. Organizations constantly need to decrease projects' development time and costs. Avoiding mistakes reduces rework; repeating successful processes increases productivity and the likelihood of further success. So, organizations need to apply process knowledge gained in previous projects to future projects. Unfortunately, the reality is that project teams do not benefit from existing experience and they repeat mistakes even though some individuals in the organization know how to avoid them. Project team members acquire valuable individual experience with each project—the organization and individuals could gain much more if they could share this knowledge.

Making better decisions

In project management, every person involved constantly makes technical or managerial decisions. Most of the time, team members make decisions based on personal knowledge and experience or knowledge gained using informal contacts. This is feasible in small organizations, but as organizations grows and handles a larger volume of information, this process becomes inefficient. Large organizations cannot rely on informal sharing of employees' personal knowledge. Individual knowledge must be shared and leveraged at project and organization levels. Organizations need to define processes for sharing knowledge so that employees throughout the organization can make correct decisions.

As described by Levin (2010), every organization wants to make use of project management to deliver its products and services with superior outcomes and benefits that can be sustained for its customers and users. If the organization could implement knowledge management effectively, it is the key to success in project management and thus could transform the organization to excellence. Organizations are becoming project-based and management-by-projects is a defined strategy. However, in order for the organization to transform further, knowledge management must be integrated with project management to response rapidly to gather information to solve specific problems and share knowledge assets effectively and efficiently. Levin argues that knowledge management must become an integral part of each project professional's daily project work. She suggests that it is necessary to integrate knowledge bases to projects so the people involved in the project could combine individual contributions to those of the project's objectives and align with the organization's strategic objectives.

6. Conclusion

This paper explore how knowledge transfer can affect in project result by discussing the important and effect of knowledge transfer we can use this knowledge as learned lesson from project to anther to increase productivity, performance and better decision making .

To enhance the project result the knowledge transfer should be between many organizations not just entire company. Learning from other's mistakes is the best way to avoid repeating the same again, so the organizations should create repository of knowledge that carries her knowledge and organization's knowledge which can search on it and consuming the time.

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