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An Organizational transfer management of risk knowledge in development projects

Abstract

"Why do they repeat similar failure?" Our study begins with this critical mind. Failure projects have serious influence on corporate management, and it is important for companies to improve success rate of projects. Sharing and making use of knowledge systematically which is gained through the project experience is a measure to improve success rate of projects. But the knowledge can't be transferred to others, because the knowledge is individualistic. Therefore they can't help but repeat similar failure.

Our study works on knowledge transfer of risk knowledge. Specifically, we propose the logic model of the knowledge transfer which consists of Externalization, Combination and Internationalization. In addition to that, we propose internal knowledge circulation process which consists of "knowledge extraction" "knowledge collection" and "organization development" to carry out the model, and evaluate the effectiveness of it.

Regarding "knowledge extraction", we propose analysis technique to extract knowledge which is gained thorough project activities and should be shared systematically. There are two techniques for analysis, namely, systematic analysis technique to look back on the project and share the case systematically, and self-analysis technique to look back easily in the project. We should use them properly depending on the use. Regarding "knowledge correction", we propose the format of "lesson sheet" which defines information structure of extracted risk knowledge so that others can understand easily. Regarding "organization development", there are two approaches, namely, decision-making support for progressing projects and education for project managers. For decision-making support, we propose usage of risk knowledge through PMO assessors and support method using check list so that the project manager can perform appropriate risk management. For education, we propose example education using interstitial example. As our technique is applied in various business sections including software development project, control system development project and plant development project, we can say it is effective. Moreover, it is applied partly in external organization. We think it is a general-purpose technique without depending specific field or culture.

The theoretical connotation is to have proposed a knowledge transfer model for the knowledge of individuals and project members which should be expressed as knowledge of organizations but may be interpreted wrongly based on cognitive bias. In addition, the practical connotation is to have performed the action that individual processes reduce the construction load of other processes by a method other than just developing a boundary object. There are a lot of theoretical studies on knowledge transfer and studies to support individual processes such as expression and internalization, but our study that reduces the construction load of other processes by a method other than just developing a boundary object is advanced..

We evaluate the individual technique in internal knowledge circulation process, but it is difficult to show the effect in turning the cycle of the process. As we push forward our study in the way that we make an assumption and validate it by hearing to the people concerned, we can't guarantee our technique is most suitable.

The future problems will be how to keep the freshness of knowledge in knowledge transfer and motivation management of operation side and users. We think that the motivations of the organization and the operative section are particularly important as well as the system design of a support technology and the operative process to turn the knowledge transfer in the organization.

Keywords: knowledge Transfer, Project Management, Failure Knowledge, Risk, Post Project Review