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| Title        | 情報通信設備業のプロジェクトにおけるチーム力を高める「合意創造」マネジメントの研究 住友電設㈱におけるアクション・リサーチ                   |
| Author(s)    | 加藤, 光徳  |
| Citation     |   |
| Issue Date   | 2011-03   |
| Type         | Thesis or Dissertation  |
| Text version | none  |
| URL          | <a href="http://hdl.handle.net/10119/9690">http://hdl.handle.net/10119/9690</a> |
| Rights       |   |
| Description  | Supervisor:井川康夫, 知識科学研究科, 修士  |

# Study on Management of “Consent Creation” to Strengthen Team Spirit in Projects in Information Communication Construction Industry: Action Research at Sumitomo Densetsu Co., Ltd

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March 2011

**Keywords:** “BA”, project management, PMBOK, the construction industry for information and communication systems, construction, KJ method, tacit knowledge, creating consent, action research

The industry in charge of constructing infra-structure of IT systems has a unique characteristic as a mixture of IT industry and construction industry, where SI vendors and facility construction vendors work together. The projects in the industry are getting more complex, and must respond to greater demands from customers. In order to overcome these difficulties, companies in the construction industry for information and communication systems (ICC Industry) have started to introduce a modern project management method based on PMBOK.

Nowadays a key for success in completing projects is said to be exercising the power of the project team. PMBOK is effective in running project activities. However, the team members have feelings that PMBOK is inorganic and that it is necessary to add a human element.

The major interest of this study was to understand the management elements which increase team power in projects in ICC Industry.

To answer this question, I have conducted action research at Sumitomo Densetsu.

The key word “Consent Creation” in the study is defined to be the process to externalize thoughts of the project members, and to socialize them, and to create strong ties among the group members. I have defined project management which is aware of “Consent Creation” processes and “Ba” as a project platform as “Consent Creation” management.

From the review of previous studies of PMBOK, scope management and the theory of “Ba”, I have come to the conclusion that the scope and communication, which are knowledge areas of project management, are core management parameters in project management. Scope and communication improve quality, cost and the delivery (QCD) of the project. The same scheme applies in the ICC Industry.

As action research methods, I have followed Kawakita’s W-shaped problem solving processes. Namely, I have interviewed project members to understand existing problems, and analyzed the interview data using Exploratory Firework Method and KJ Method. I found that scope management is lacking in existing project management systems in ICC Industry. I have tried and verified a solution focusing on scope management in PMBOK.

Through the study, it was found that scope management and communication management are not performed well, as a consequence of division of tasks, passive culture of subcontractors, and implicit communication in the traditional construction industry in Japan. I have tried solutions focusing on these two parameters in my projects.

As a result, I found that it is important to clarify “project scope” among the project members, as well as to “the customers”, “the team” and “the individuals”. It is essential to set up “Ba” on a routine basis, where everyone is aware of “Consent Creation”. Especially, it was confirmed that to communicate individual thoughts to each other in aligning a project team with high context, and with the same orientation.

I found that key management elements which contribute to increased team power in ICC Industry are 1) project scope management, which is often not well-conducted and 2) implementation of “Consent Creation” management, which strengthens the ties of the team during the project processes. This can be achieved by developing “Ba” for “Consent Creation”, such as a “Project Scope Meeting”( which showed positive outputs in the study.),

It was also revealed that PMBOK, which is a very efficient collection of knowledge, lacks the processes to generate its own culture by applying Kawakita’s W-shaped problem solving processes.

I have concluded that it is important to hybridize “Consent Creation” management and PMBOK, for a collection of explicit knowledge to strengthen team strength in projects.