

Acceptance and Application of Project Management Knowledge

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PM Knowledge

- Project Management relies on knowledge areas such as tacit knowledge, which underpins the knowledge, learning processes and abilities of individuals. Little has been completed in general literature that provides adequate insight of:
Acceptance and Application of Project Management Knowledge.

PM Knowledge

- In their research into the influence knowledge management has on project success, Reich and Wee (2006, p.11) suggest “results show that the PMBOK® Guide has a strong bias toward explicit and declarative (i.e., “how”) knowledge, and pays less attention to tacit and causal (i.e., “why”) knowledge”.

PM – is it ‘Generic’?

- Crawford and Pollack (2007, p.93) in their study of project management knowledge and practice, discuss the generic nature or otherwise of project management knowledge; viz., “at the overall level project management knowledge appears to be generic across industry sectors”. However, they go on to suggest that “use of project management practices appears to be generic ... but not across industry sectors”.

Project Domain Knowledge

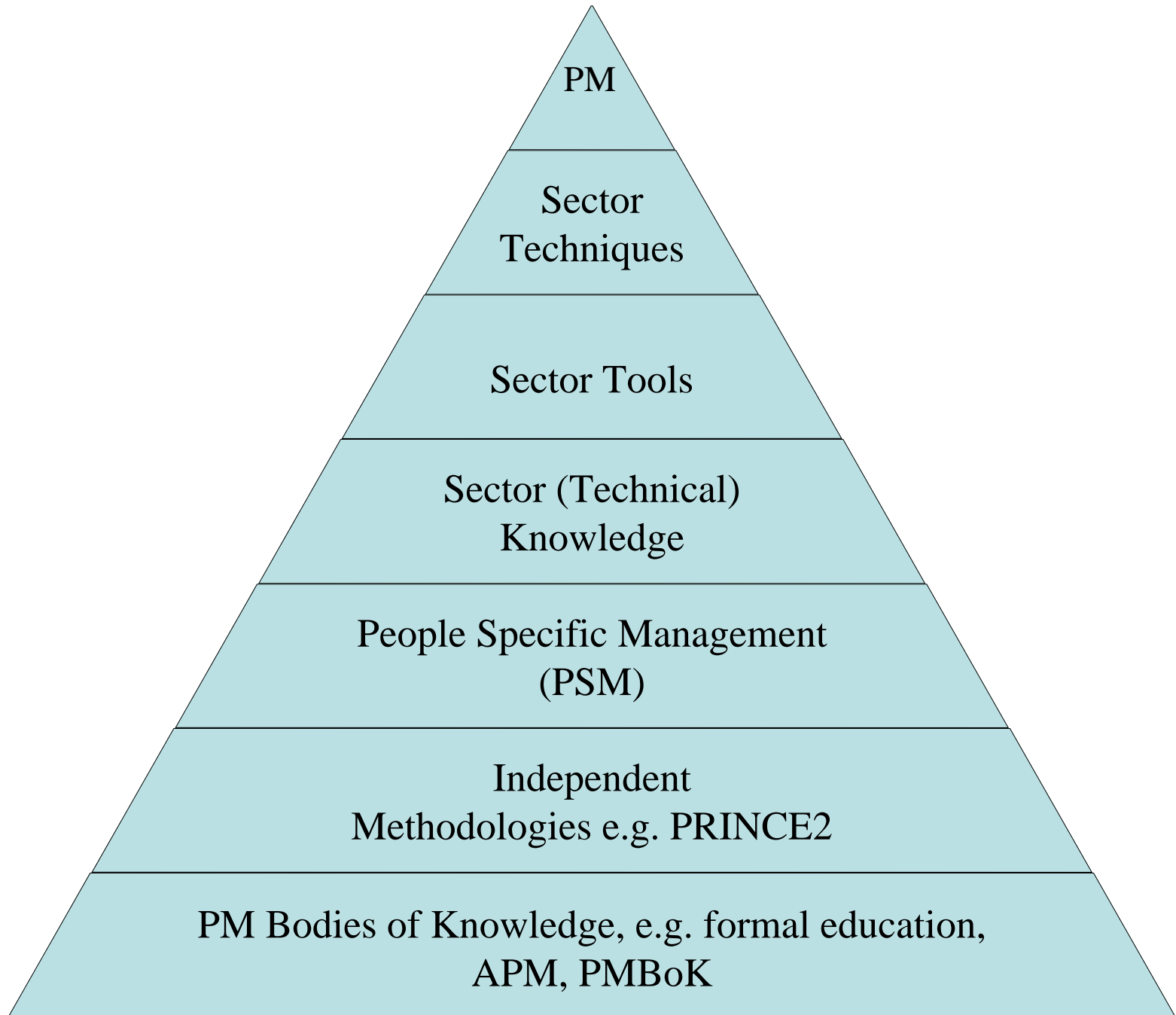
- Reich and Wee (2006, p.13) discuss their belief that the PM needs both project management knowledge and ‘domain’ knowledge; they report that “two broad types of knowledge had been identified: project management knowledge and project domain knowledge.

Project Team Management

- Brockhoff (2006, p.33), in finalizing his discussion on the ‘Novelty Factor’ in project management and how project managers deal with such instances, suggests “we can conclude that a project manager who interacts with his or her team, who can motivate and who can critically or logically evaluate project performance, achieves the best project results”.

Current Focus of PM

- Assessment, in terms of the current hypothetical model in PM literature, suggests that the current PM body of knowledge has a primary focus on the technical and methodological aspects. However, there is a growing awareness of the need to address the relationship aspects of PM.



People Specific Management (PSM)

- the inclusion of the PSM level in the hypothetical model from extant literature is seen as a necessary factor in the management of projects.

(42.6% of participants) had either no PM or only informal PM qualifications

	Frequency	Percent	Cumulative %
None	16	26.2	26.2
Informal	10	16.4	42.6
Diploma	18	29.5	72.1
Adv Diploma	11	18	90.2
Masters	6	9.8	100.0
Total	61	100.0	

PM Knowledge in Practice

Category of Management	Average Minimum	Average Maximum	Mean	Std. Dev.
Integration	1	5	4.25	.79
Scope	1	5	4.23	.70
Time	1	5	4.21	.70
Cost	1	5	4.05	.88
Quality	1	5	4.08	.84
Resource	2	5	4.07	.78
Communication	1	5	4.11	.78
Risk	1	5	4.26	.79
Procurement	1	5	4.06	.82
Totals	10	45	37.37	7.08
Average	1	5	4.15	.78

PM Knowledge in Practice

Category of Management	Average Minimum	Average Maximum	Mean	Std. Dev.
Administration	1	5	4.15	.91
Assurance	1	5	4.22	.77
General	1	5	4.17	.74
Client-side	1	5	4.15	.79
Executive	1	5	3.67	.96
Supplier-side	1	5	3.68	1.02
Totals	6	30	24.04	5.19
Average	1	5	4.01	.86

This question (from PSM Questions) demonstrates the greatest variance in the responses

'I have promoted active disagreement in the project team'

	Frequency	Percent	Cumulative Percent
Never Done	22	36.1	36.1
Done under supervision	6	9.8	45.9
Done without supervision	11	18.0	63.9
Often done or currently do	15	24.6	88.5
Managed across multiple projects	7	11.5	100
Total	61	100	

Summary

- Organisations that rely on programs and projects to support the delivery of their strategic objectives will benefit from implementation of the project management revised hypothetical model. It will result in the better management of the development of project managers and, therefore, assist to achieve an organisation's objectives and improved management of projects themselves.

Conclusion

- It is my contention, that there is a critical need for new project managers to ascertain a base of working knowledge of the sector in which they are about to engage, or within which they find themselves operating. Consequently, the model, as interpreted from literature, can be used as a more appropriate and holistic approach to project management.

Finished

- Questions?