



# Knowledge Application













### **Applying knowledge**

#### **Operational management**

- Durability
- Repeatability
- Low / medium task complexity
- · Medium competence

#### **Project management**

- Periodicity
- Innovation
- High task complexity
- · High competence



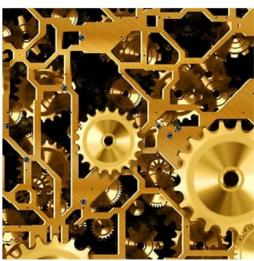


The application of knowledge differs considering operations management and project management.

Operations management is characterized by repetitive and routine activities, permanent organizational structures, fairly low to medium complexity of tasks, and average competence of those involved.

Project management is characterized by short-termism, innovation, impermanent organizational structures, high task complexity and high competence of those involved. The conditions for operational tasks and project implementation require a different approach to how knowledge is applied.

## Application of knowledge in operational management



Source: Pixabay (https://pixabay.com/illustrations/clock-time-gear-gear

- Sharing information and knowledge in relatively permanent teams
- Relying on standards, developed ways of doing tasks
- Document management (procedures, instructions, etc.)
- · ISO standards
- · Process mapping





The application of knowledge in operations management is based on the exchange of knowledge in permanent teams, based on forms and communication channels that have been tested many times.

The flow of information is often governed by appropriate procedures and instructions. In some ways, the application of knowledge is regulated by requirements derived from the application of standards (e.g., process mapping under the ISO standard).

# Application of knowledge in project management

- Sharing information and knowledge in teams with an impermanent organizational structure (with a variable composition of people)
- Relying on experience, best practices, creativity
- Organizing group work (including virtual teams)
- · Brainstorming sessions
- · Constant updating of information







The application of knowledge in project management is based on the sharing of knowledge and information in teams with an impermanent organizational structure, which requires initial arrangements for forms and channels of communication. In virtual teams, appropriate IT solutions should be provided, removing the barrier of location proximity.

The application of knowledge is supported by a variety of problem-solving techniques and methods for generating and selecting ideas (such as brainstorming sessions and other heuristic techniques).



#### Sources to find out more!

- Leseure, M. J., & Brookes, N. J. (2004). Knowledge management benchmarks for project management. Journal of knowledge management, 8(1), 103-116. https://doi.org/10.1108/13673270410523943
- Yeong, A., & Lim, T. T. (2010). Integrating knowledge management with project management for project success. Journal of Project, Program & Portfolio Management, 1(2), 8-19. <a href="https://doi.org/10.5130/pppm.vli2.1735">https://doi.org/10.5130/pppm.vli2.1735</a>
- Hanisch, B., Lindner, F., Mueller, A., & Wald, A. (2009). Knowledge management in project environments. Journal of Knowledge Management, 13(4), 148–160. https://doi.org/10.1108/13673270910971897
- Reich, B. H., Gemino, A., & Sauer, C. (2012). Knowledge management and project-based knowledge in it projects: A model and preliminary empirical results. International Journal of Project Management, 30(6), 663-674. <a href="https://doi.org/10.1016/j.ijproman.2011.12.003">https://doi.org/10.1016/j.ijproman.2011.12.003</a>
- Fugate, B. S., Stank, T. P., & Mentzer, J. T. (2009). Linking improved knowledge management to operational and organizational performance. Journal of Operations Management, 27(3), 247–264. https://doi.org/10.1016/j.jom.2008.09.003







### More about the project: knowmanproject.eu

This project has been funded with support from the European Union. This document and all its content reflect the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.