Epilogue

The epilogue to this book brings together previous chapters and reflects on what we have learnt so far and what still needs to be learnt in the future. The eight chapters of the book convincingly show that both KM and PM factors could have influence on project success. They also indicate that by integrating KM strategies with PM practices in the project lifecycle, the likelihood of project success may be enhanced. Furthermore, the book suggests that while project organisations have become common, KM in project organisations is still underdeveloped with many open issues and controversial points. However, rather than obstacles, these can be seen as exciting challenges for future study.

What we have learnt from two chapters in Part I of the book is the multitude of existing definitions of KM and PM-related concepts and models. Focusing on traditional PM, chapter "Traditional Project Management" describes the most popular current standards, frameworks and methodologies (e.g. PMBOK, PRINCE2, Six Sigma). Practitioners worldwide rely on guidance provided by these tools and techniques as they proved to be applicable in most past project situations. However, they are not without limitations. The chapter points to major shortcomings of these predetermined or imposed rule-based approaches in contemporary situations, and calls for more human control over the projects. This is where KM enters the stage.

In this regard, chapter "Integration Models of Project Management with Knowledge Management" explores the latest literature on combining KM with PM frameworks and developing integrating models in order to improve the success rate of projects. The chapter illustrates a number of theoretical "merged" KM and PM models that describe the key shared concepts: project success, project knowledge, KM strategies for projects, and project contingencies of KM. They provide a good basis for exploring different aspects of integrated approaches and their applications. Grounded on the efforts of scholars from KM, IC and PM, chapter "Integration Models of Project Management with Knowledge Management" also provides a useful collection of references for readers and serves as a useful signpost for defining future research agendas.

Part II of the book deals with knowledge competencies in the project environment. The two chapters in this part of the book make an important contribution to the body of references on PM-related knowledge areas. They also highlight the

multifaceted nature of PM knowledge. More importantly, the book advocates a meeting of the rational scientific with the artful emotional and spiritual aspects of knowledge for effective PM. The main findings of chapter "Project Management Body of Knowledge in the Context of PMI and ISO" reveal that the prevalent focus of internationally recognised PM standards and frameworks (e.g. PMI, ISO) is on cognitive (scientific, rational) knowledge for reducing the uncertainty and associated risks in implementing the planned objectives.

However, chapter "Emotional and Spiritual Knowledge" draws our attention to other components of the knowledge spectrum and their relevance in PM. In particular, the chapter argues that any implementation is performed by a project team which means people with emotional and spiritual knowledge. Through the introduction of the energy metaphor, the chapter allows us to better understand the emerging broader PM body of knowledge.

The next Part III of the book examines the mechanisms underlying KM in the project environment. Chapter "Lessons Learnt Support System" discusses one of the most frequently adopted KM practices to help project managers: a shared repository of project artefacts—lessons learned and best practices. The chapter presents a catalogue of lessons learnt from former projects. These lessons that the author provides us with are plentiful and they may serve as a prime explicit knowledge source for project managers. Readers could strongly benefit from their reuse.

The other important KM function is to handle the tacit knowledge and experience in a project environment. Thus, in addition to codification, chapter "Renovating Project Management: Knowledge Personalisation and Sharing" offers an analysis of a more flexible and less explored personalisation strategy and its contribution to renovating PM for facing the challenges of large and complex research projects. The conclusion drawn from this chapter is that there is a need for a balance between two strategies to give order and structure to one's work on one hand and to allow flexibility and knowledge sharing on the other hand. This complex mix remains the real challenge of a renovated PM programme.

Chapters in Part IV of the book compare a prescriptive approach for selecting the right KM strategy in PM with a descriptive model implemented in a large open innovation context. Empirical evidence from research presented in chapter "Knowledge Management Selection Model for Project Management" supports a contingency choice of KM strategy upon the project complexity. Based on the evidence found, the author proposes that personalisation approaches are more suitable for complex projects while codification better fits situations where projects are simpler. These results not only clarify that there is no "one-best-way" to approach KM, but also that complex problems require social KM approaches.

Whether and how practice follows the latest research-based recommendations is shown in chapter "Knowledge Sharing System under Open Project Perspective: Chinese Experience". This chapter illustrates the evolution of Chinese KM strategy in an open innovation context. Here, knowledge sharing has emerged as a key issue in innovation activities. At the institutional level, the analysis points out the government regulation supporting the building of typical Chinese knowledge

sharing modes. At the organisational level, the study reveals the process of knowledge sharing implementation into the firms with the example of the Huawei case as a typical high-tech enterprise in China.

The overall conclusion that can be drawn from our analysis of this book so far is that a powerful combination of KM and PM can create a synergy effect in order to deliver successful projects. Continuous learning needs to occur throughout the project lifecycle to improve project-related competencies. This can be achieved by developing and implementing appropriate guidelines for creating, sharing, and reusing knowledge in a project environment, thus integrating KM practices with PM.

In addition, the book opens a window towards the future. On a conceptual level, fresh perspectives are needed for evaluating project success that go beyond the "iron triangle" (i.e. time, cost, scope) model to take into account more subjective and context-specific issues. Novel approaches are also required for developing broader taxonomies of PM knowledge encompassing ethical and aesthetic dimensions in addition to cognitive ones. Further on the research horizon, conceptual merger models could provide a foundation to conduct empirical research to better understand how project success might be improved via integrating KM and PM. Future empirical research could also study more closely the capture and sharing of existing knowledge and the creation of new knowledge in different phases of the project lifecycle.

In the end, readers can notice that this book offers just a sample of possible views and positions on integrating KM with PM and its potential future. All book chapters are written by different authors and reflect their peculiar views and interests, but give an overall optimistic tone to the entire book. Other argumentations and visions may be added. However, our purpose was not to provide an exhaustive explanation of all shared KM and PM issues, but rather to provide food for thought to those interested in pursuing future critical research. The use of a diverse set of research methods would give objectivity and lead to proven practical applications, thus making significant contributions to both KM and PM disciplines.

Meliha Handzic
Antonio Bassi
Editors

International Association for Knowledge Management
www.iakm.net