



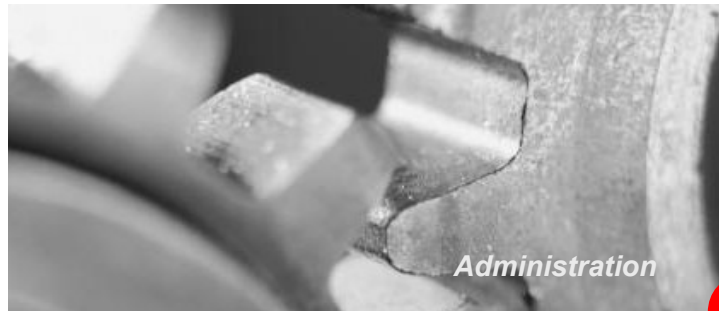
PROJECT MANAGEMENT

KM: Knowledge Management
DM: Documentation Management
Bogdan Lent

60 Minutes



Project Closing



Knowledge Management



Project Management

„ Knowledge is power.”

F. Bacon, 1620



„Knowledge without action is useless,
action without knowledge is dangerous.”

Jörg Staehli, Novartis



Knowledge Management: Goal

Encouragement of the knowledge exchange between the team members to the advantage of the project and further undertakings

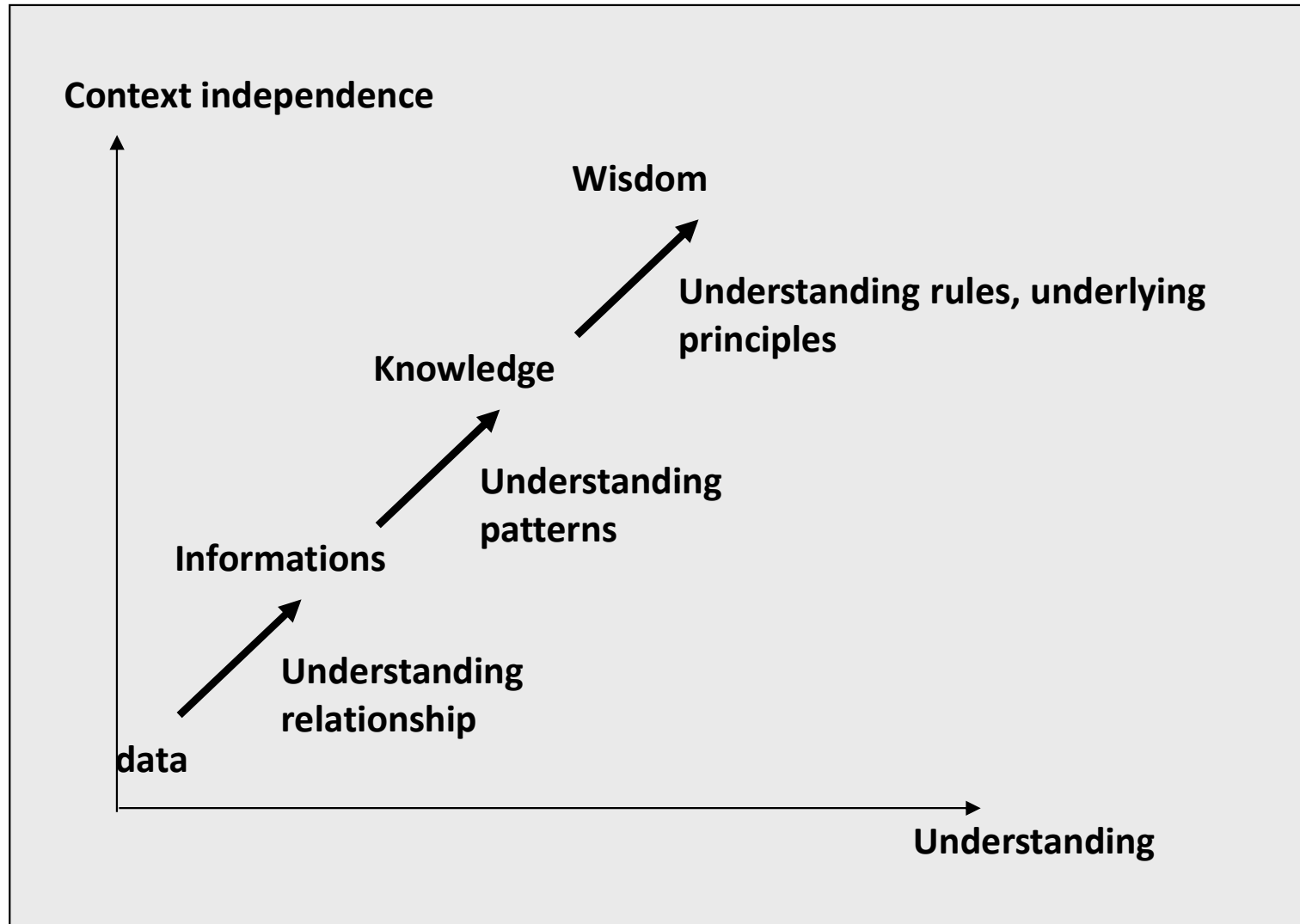


Definitions

Data:	unstructured, context free chains of characters.
Information:	understandable structured and context placed data
Knowledge:	Set of informations and capabilities, used by individuals to solve the problems. Knowledge bases on informations and is always linked with a specific person (Probst 1999).



What are we talking about?



Tacit Knowledge

Characteristics:

- unstructured, difficult to codify
- personal,
- difficult to be clearly expressed
- context dependent
- difficult to explain
- weakly documented
- Highly operational and efficient for the owner.



Tacit Knowledge

Typical content

- abilities, experiences
- Individually collected knowledge
- employees knowledge from process execution
- project team members individual knowledge gained during the project execution
- Not recorded or registered collected information about competitors, company, market etc-



Explicit Knowledge

Is exposed openly, often documented e.g.:

- in paper form,
- data carrier,
- serwer,
- CD, DVD, etc.

and is publicly available.



Explicit Knowledge

Examples

- info shared at coffee machine
- project documentation
- shared information in cloud
- patents, publications
- rapports, surveys, data collections



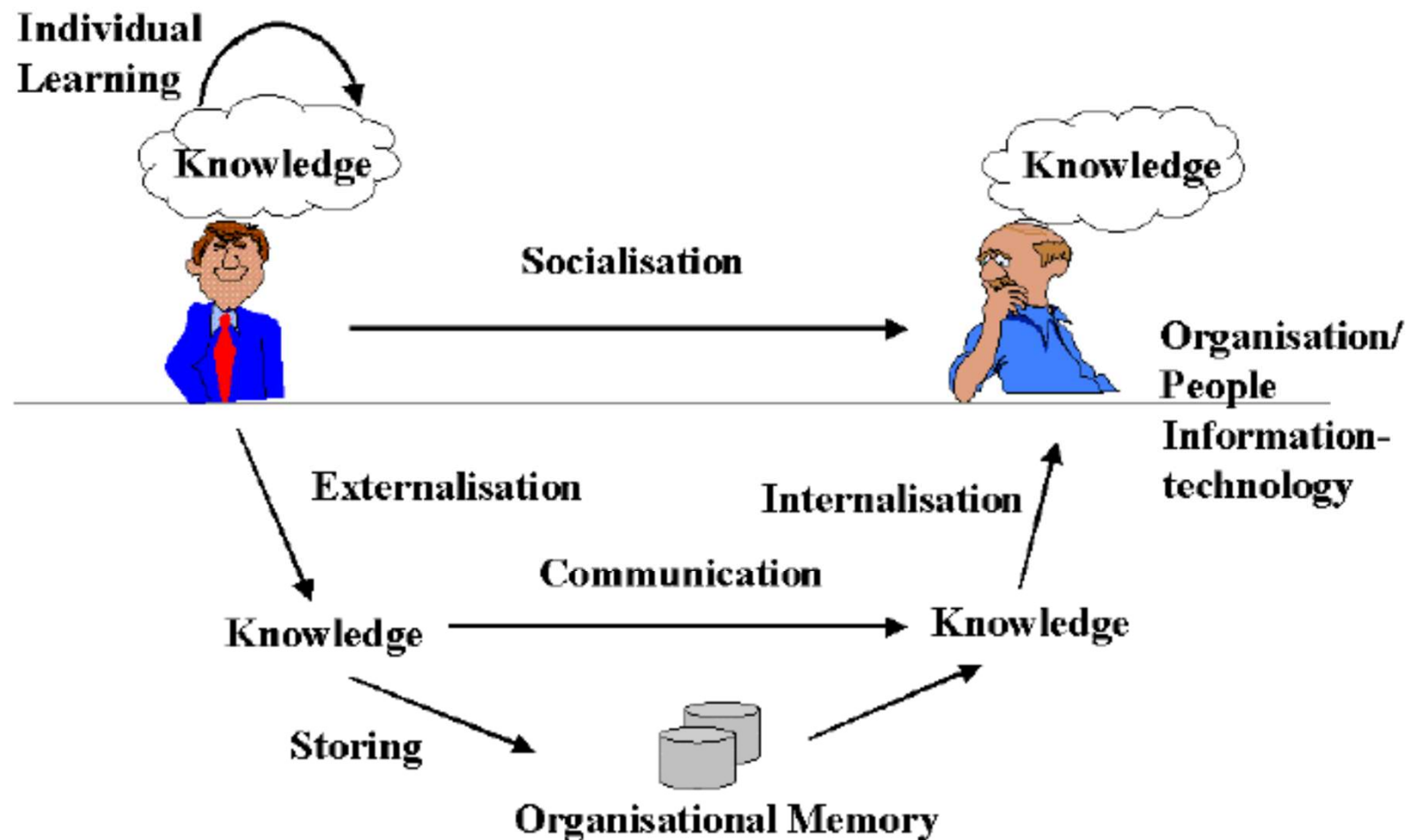
Tacit and Explicit Knowledge

Tacit knowledge reflects some not conscious and often unnoticed activities of our over-consciousness

The project goals achievement is to vast degree determined by the efficiency of the Knowledge Management process in providing the opportunity to convert the tacit knowledge into explicit - best also documented – knowledge easily accessible by other project team members.

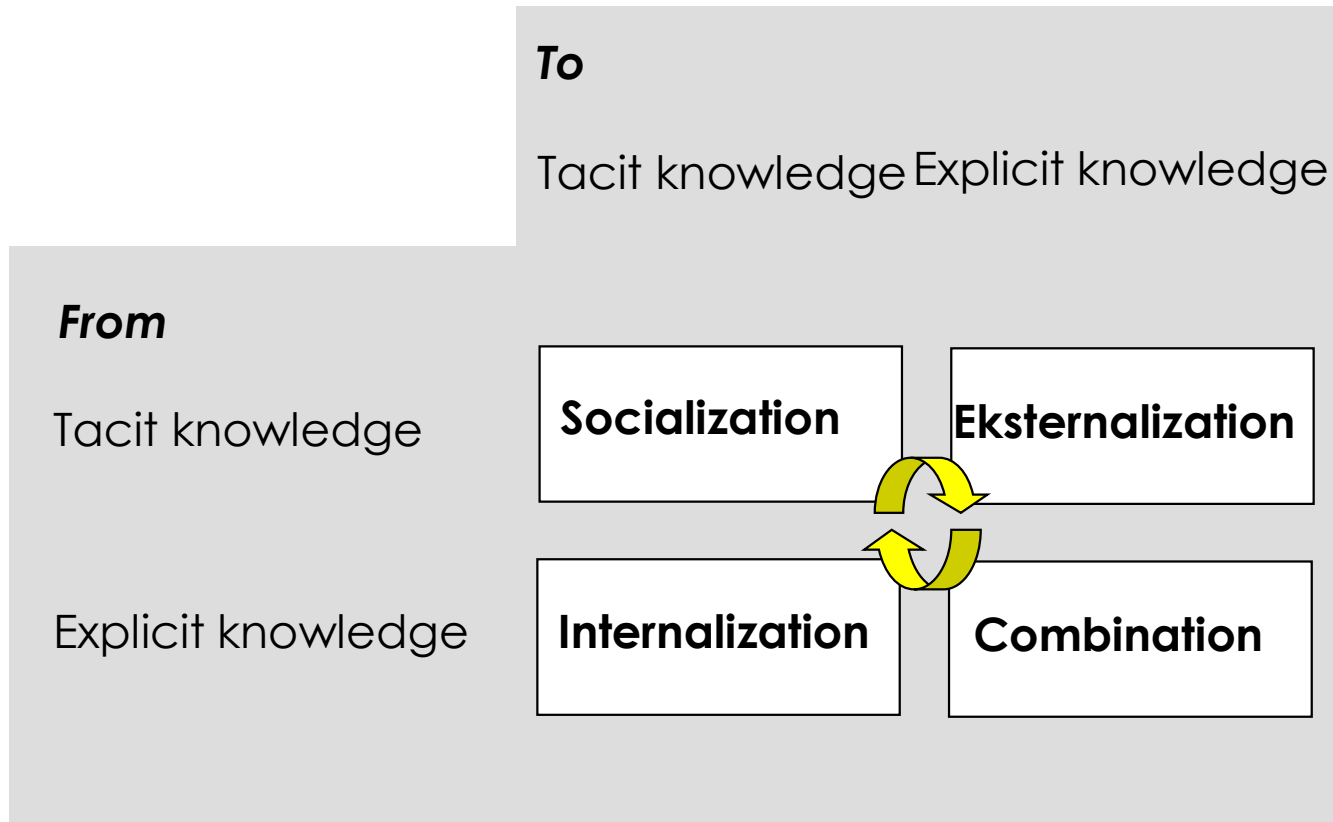


Tacit and Explicit Knowledge

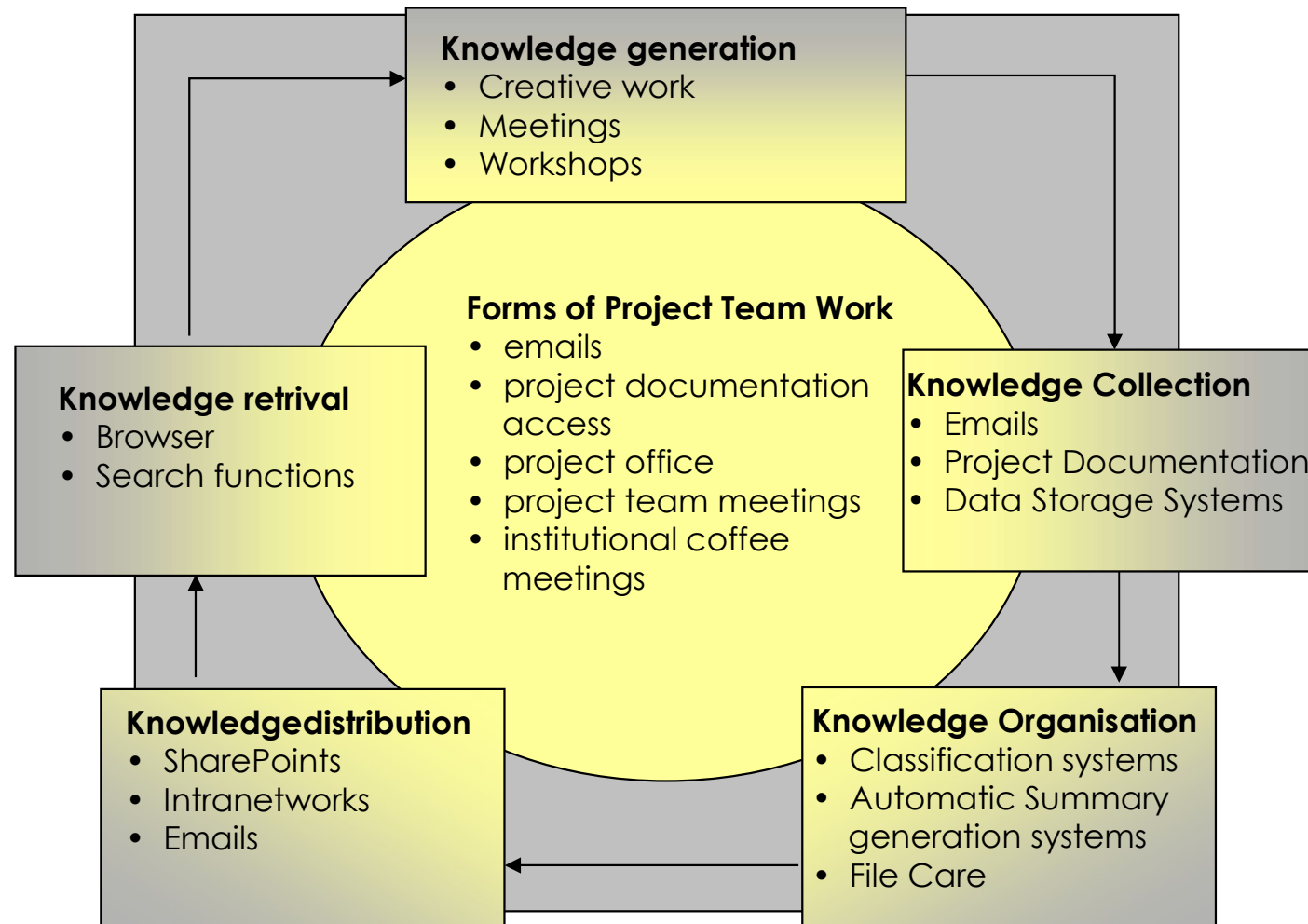


Tacit and Explicit Knowledge

Nonaka and Takeuchi Model



Knowledge Management System



Project Management Office PMO

Warsaw

Kyiv



Combines
Advantages of line organization
with project uniqueness



Project Management Office PMO

- Develop an approach to project performance reporting
- Construct an effective project management information system
- Facilitate collaboration among project managers, project teams, and project stakeholders
- Manage activities of virtual and geographically dispersed project teams
- Implement a robust project management knowledge reference library
- Capture and utilize individuals' wisdom, perspective, intuitions, and experiences
- Promote a learning organization among project managers



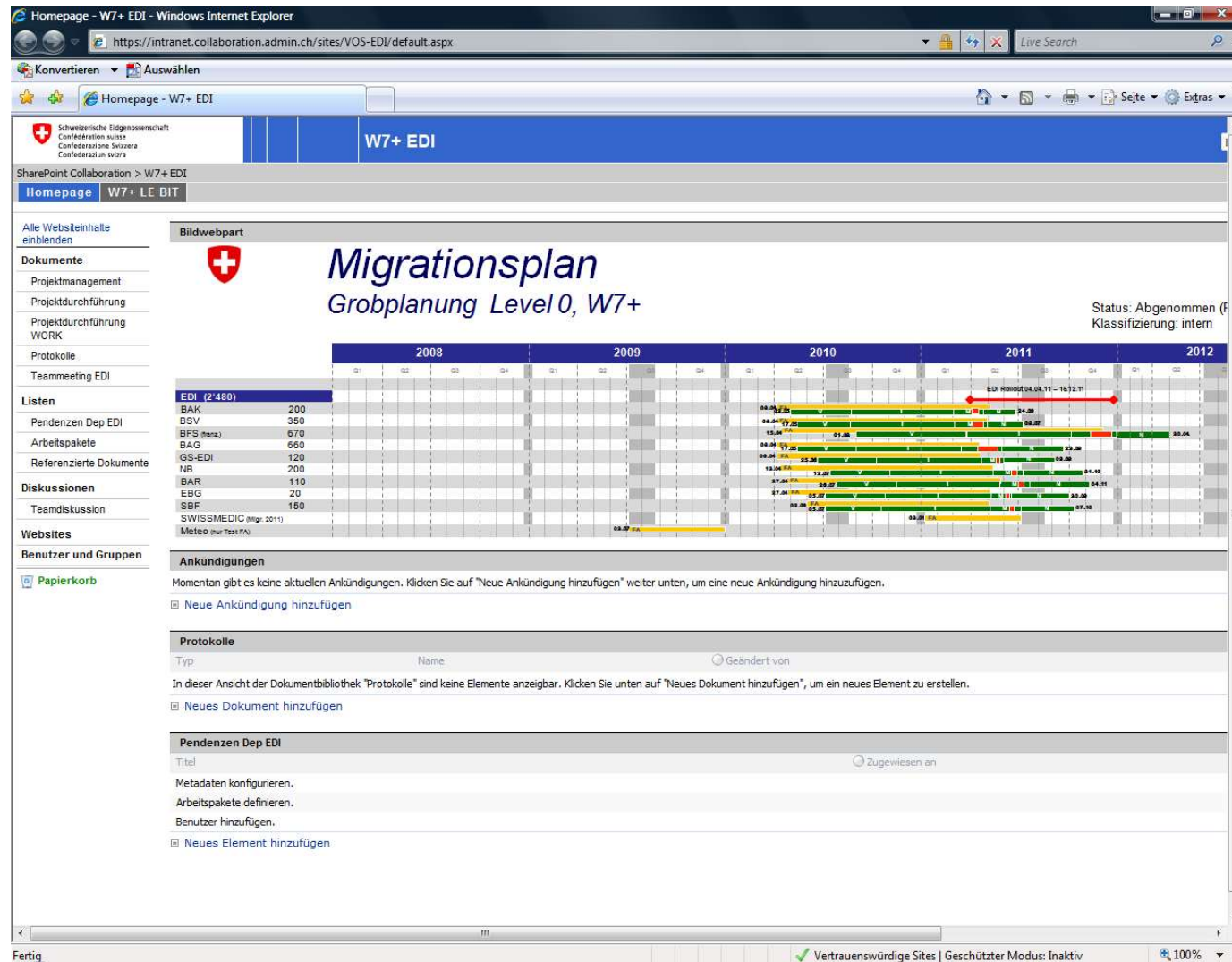
16:00 KM Knowledge Management

Project Management Office PMO

Communication Platforms e.g. Sharepoint

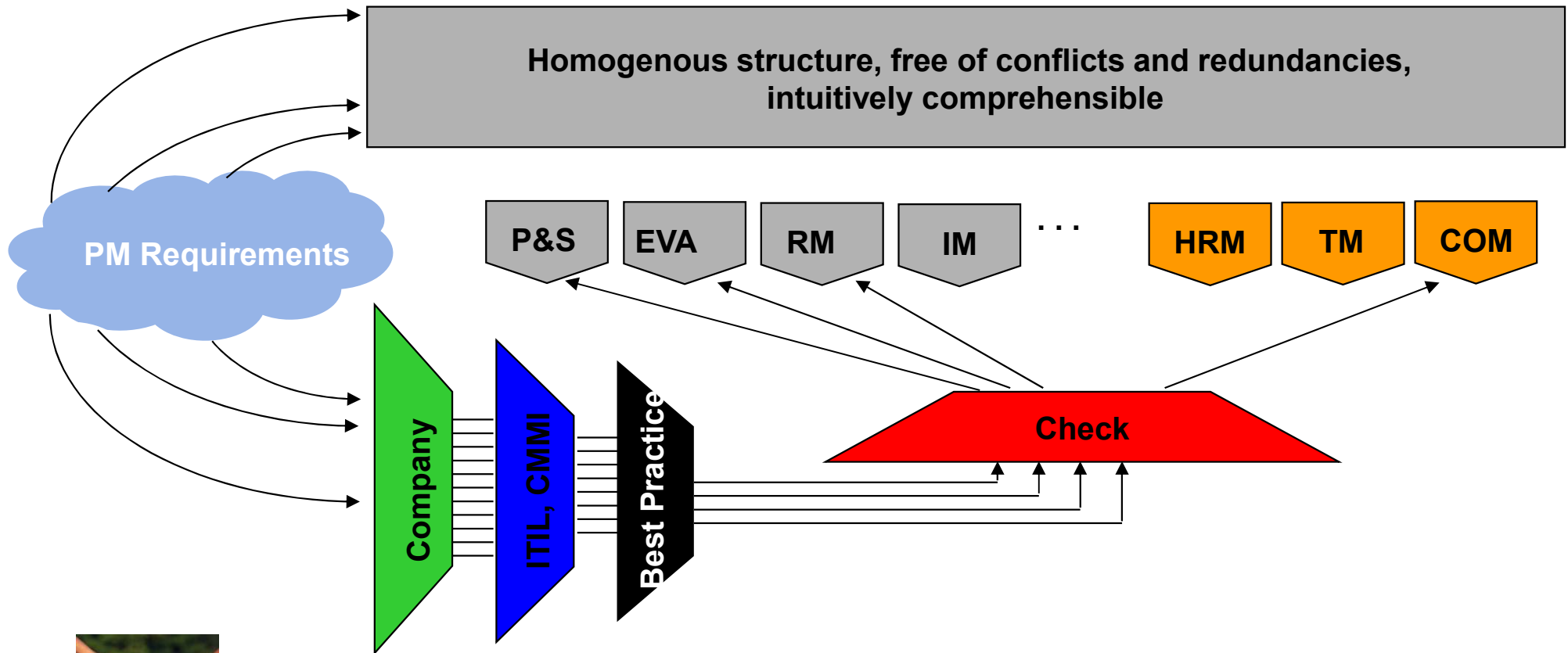


Project Management



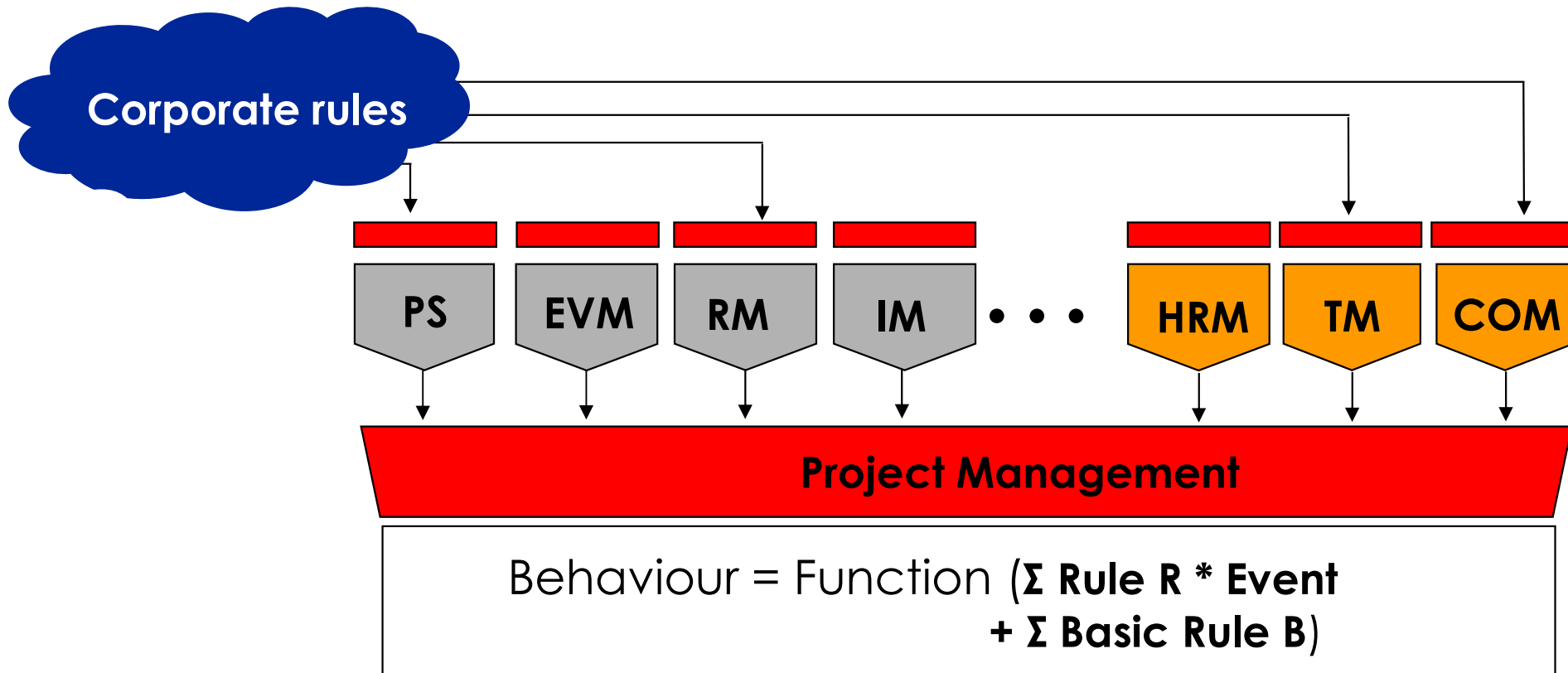
Project Management Handbook

Structuring the Requirements



Project Management Handbook

Structuring the Rules



Project Management

Project Management Handbook

Setting the governance

Activity	Value	Role	methods	techniques	templates	Check
formulate Project proposal?	1.449	10	R1	R5	G1	RP&S
develop project vision from project proposal	1.449	10		R2		RP&S
draft the coarse project plan	1.449	8		R3, G3		RP&S
write the project manual	1.449	2	G1	G2	G8	RP&S
define the project objectives	1.449	6		R1		RP&S
register the project	1.449	10		G1	R3	RP&S
structure the library of results	1.449	10	G1			RP&S

Contents
 Event oriented
 Always applicable

Project Manual
 Σ Rules R
 und Basic Rules G



Project Management Handbook

Example 10:00 EVM rules

10:00 EVM

Nr.		activity	short description	process	methods	tools	Templates	Check-list



Project Management Handbook

Project Management Handbook

Example 10:00 EVM rules
Example 10:00 EVM rules

10:00 EVM

Nr.		activity	short description	process	methods	tools	Templates	Check-list
		EVM; Earned Value Management		Processes. ppt				
1		Create and maintain EVM-base	Master data for the company and the project, e.g. Project name, project structure	Processes. ppt				
1.1		Project data	Fixed data (e.g. Project name)	Processes. ppt				
	1	Maintain and modify project master data	Put together all data, fix reporting periods; adapt to up to date decisions during the project.	Processes. ppt		Calendar of reports	Project data	



Project Management Handbook

Exercise

The Quality Assurance Manager ensures that a quality system is established, implemented and maintained in accordance with the required quality standards and report on the performance of the quality system to Jane Services's management team and the customer for review and as a basis for improvement of the quality system.

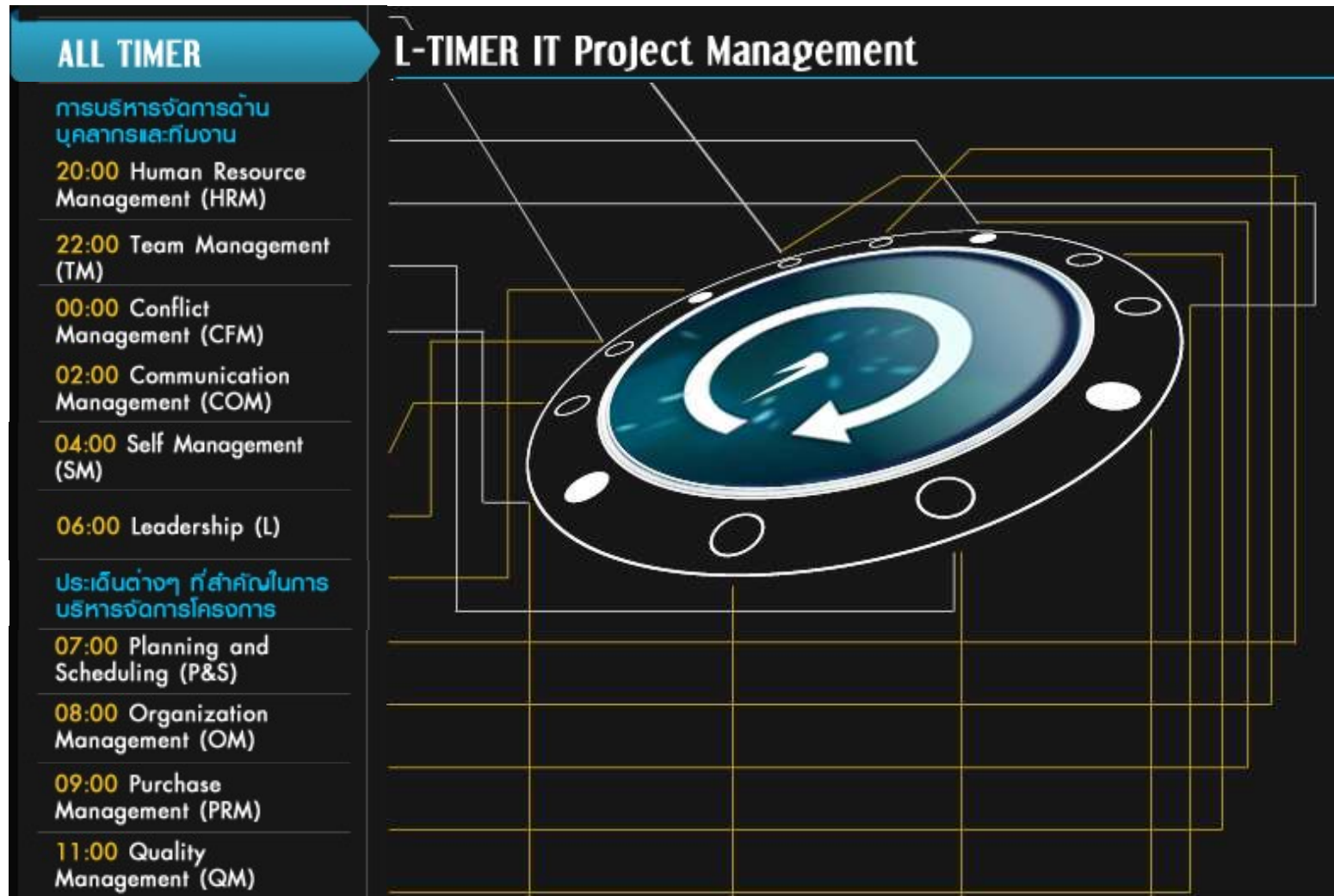
task		QM						Jane Services Ltd., Project Management Plan					
		value	role	method	technique	template	checklist						
Quality system is established implemented & maintained													



Project Management

Project Management Handbook

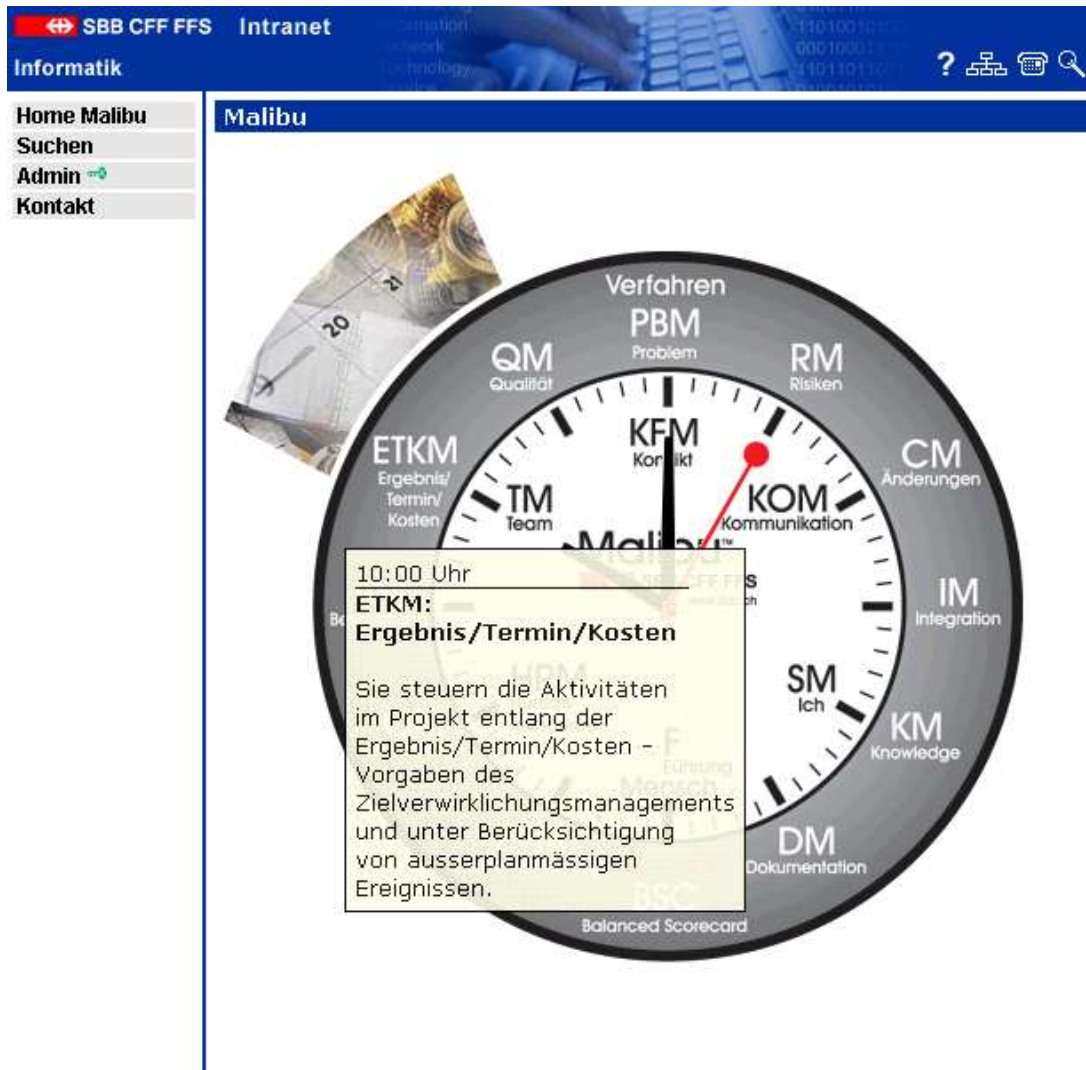
Example Unser Interface



Project Management

Project Management Handbook

Example Unser Interface



16:00 KM Knowledge Management

Project Management Handbook

Example Unser Interface

SBB CFF FFS Intranet Information Technik

Home Malibu
Suchen
Admin
Kontakt

- ZVM Zielverwirklichung
- OM Organisation
- BM Beschaffung
- ETKM Ergeb. Term. Kost.**
- QM Qualität
- PBM Problem
- RM Risiken
- CM Änderungen
- IM Integration
- KM Knowledge
- DM Dokumentation
- BSC Balanced Scorecard
- KOM Kommunikation
- SM Ich
- F Führung
- HRM Human Ressource
- TM Team
- KFM Konflikt



Project Management

Project Management Handbook

Example Unser Interface

SBB CFF FFS Intranet

Information network technology

?

Informatik

Home Malibu

Suchen

Admin

Kontakt

ETKM Ergebnis / Termin / Kosten

ETKM - Ergebnis/Termin/Kosten

10:00 Uhr: >>> [Prozess](#)

10:10 Uhr: ● [Ziel](#)

10:20 Uhr: 📍 Methode

keine Regel

10:30 Uhr: 🛠️ Techniken und Werkzeug

📊 Microsoft Excel

📄 Microsoft Word

10:40 Uhr: 📁 Vorlage

10:41 📊 [Reportingkalender](#)

10:42 📄 [Stammdatenblatt](#)

10:43 📊 [Projektbericht Intern](#)

10:44 📄 [Projekt und Kreditantrag](#)

10:45 📄 [Vergabeantrag](#)

10:46 📊 [Arbeitszeitrapport](#)

10:47 📄 [Projekt Bericht ETKM extern](#)

10:48 📄 [Projekt Bericht ETKM intern](#)

10:50 Uhr: Checkliste



Project Management Handbook

Example Unser Interface

SBB CFF FFS Intranet

Informatik

Home Malibu

Suchen

Admin

Kontakt

ETKM Ergebnis / Termin / Kosten

```

graph LR
    A[ETKM planen durchführen und beurteilen] --> B[ETKM Durchführung]
    A --> C[ETKM planen durchführen und beurteilen]
    B --> D[Grundlagen bereinigen und aktualisieren]
    B --> E[periodisch erarbeiten, bewerten und bereitstellen]
    B --> F[Abweichungen bewerten]
    B --> G[Prognosen erstellen]
    B --> H[ETKM Bericht erstellen]
    
```

periodisch erarbeiten, bewerten und bereitstellen

10:00 Uhr: >>> [Prozess](#)

10:10 Uhr: ☒ [Ziel](#)

10:20 Uhr: Methode

keine Regel

10:30 Uhr: Techniken und Werkzeug

Microsoft Excel

10:40 Uhr: Vorlage

10:47:01 [EVA-Tabelle](#)

10:50 Uhr: Checkliste

Initialis.

Planen

Realis.

Einf.

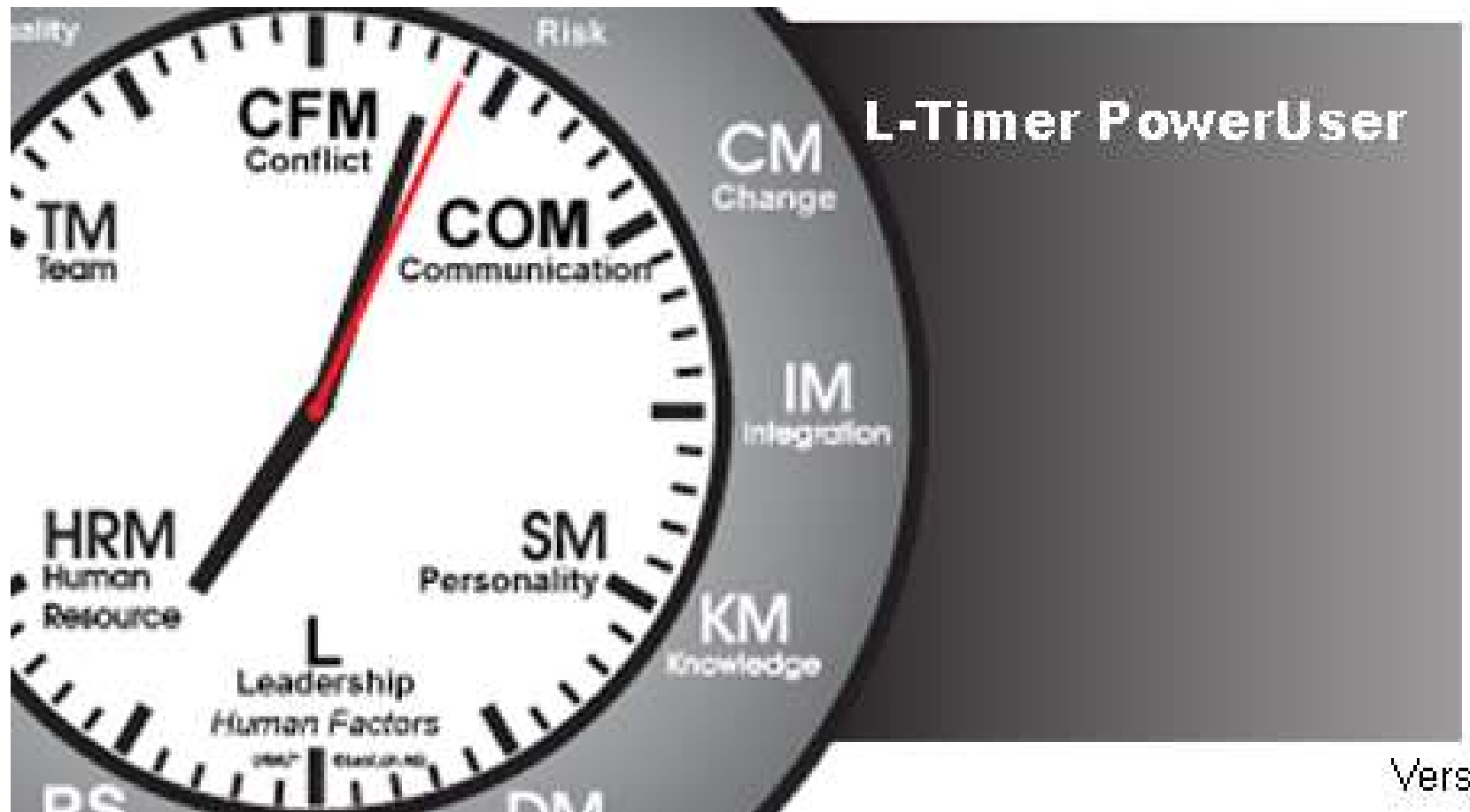
Abschluss



16:00 KM Knowledge Management

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Example Unser Interface

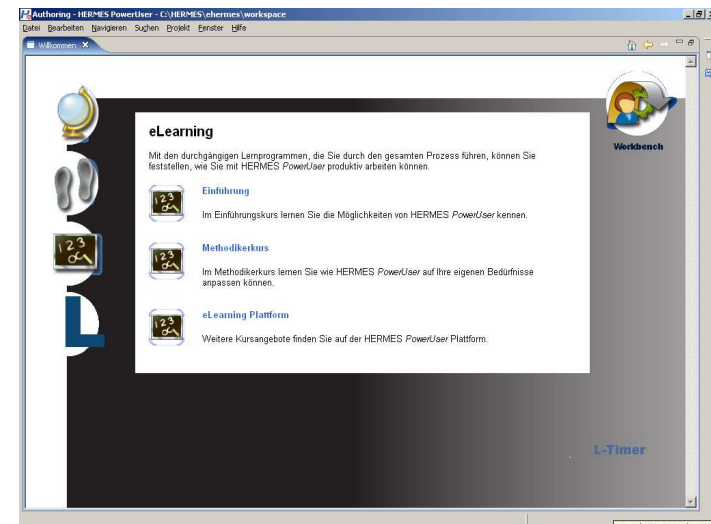
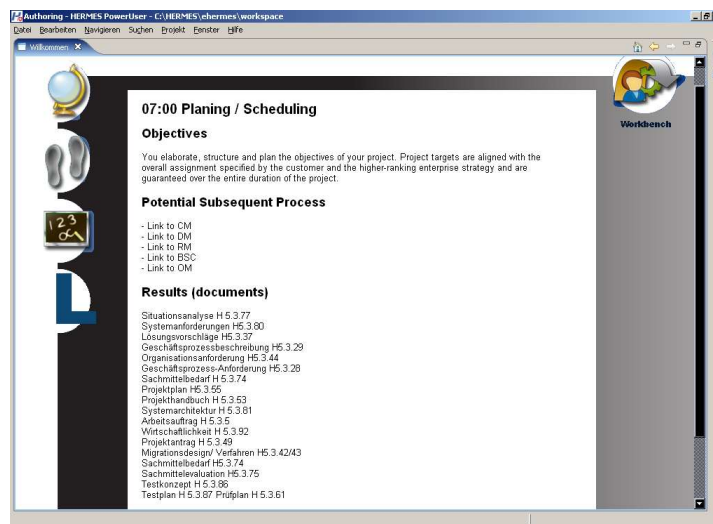
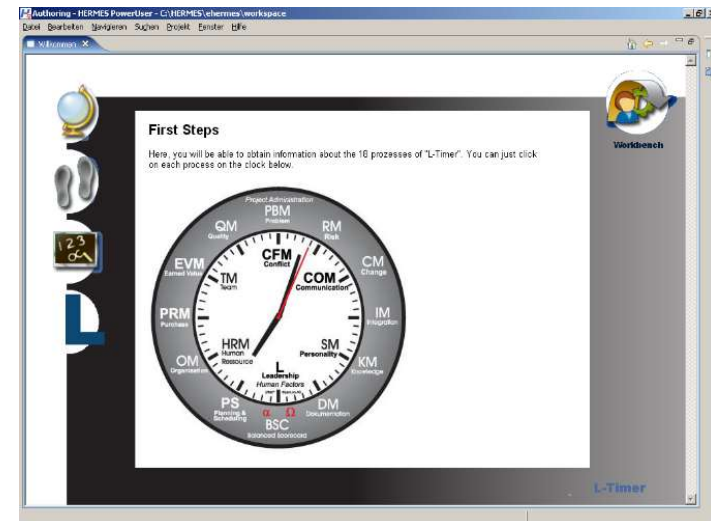


Project Management

16:00 KM Knowledge Management

Project Management Handbook

Example Unser Interface



Project Management

Project Management Handbook

Advantages of customized Project Management Handbook (Governance)

- Activities of a project manager are clearly defined
- The activities are systematised and coordinated
- Only activity related rules are considered
- Only defined rules apply
- If no rule is specified, the project manager is free to choose
- No unnecessary theory
- Clear contract between the company and the project manager



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Bogdan Lent

60 Minutes





PROJECT MANAGEMENT