

Index

Symbols

4D CAD tools 349

A

absorptive capacity 113, 115, 244

accelerated subcontracting and procur-
ing (ASAP) 291

acquisition 230

action research 130

action research project 130

active adoption 241

active server pages (ASP) 293

activity link activity 312

activity link knowledge 312

activity-based knowledge management
(ABKM) 299, 303, 307

adaptive functions 209

adaptive management 251, 264

adaptive management action 263

adaptive management framework 253

adaptive management techniques 253

adaptive process 253

advanced electronic information 307

advanced knowledge 228

advertising 41

age of knowledge 54

analysis library 351

analytic network process (ANP) 329

application 4

application in construction 276

application-mature organisations 233

Architectural Services Department
(ASD) 72

artificial intelligence (AI) 276, 286

artificial neural network (ANN) 287

asymmetry of information 36

Australian case studies 97

Australian construction contractors 90

Australian Standards Association 227

authoritarian approach 348

B

B-Hive project 132

benchmarking 226

bespoke 35

best practice programmes 122

branding 41

British Concrete Association (BCA) 44

building doctors 68

Building Industry Communications
Research Project 204

building maintenance 67, 85

building maintenance knowledge 67

building maintenance knowledge
management system 76

building maintenance projects 70
 building organisational competencies 226
 building surveyors 67
 business community 20
 business involvement 24
 business performance 87
 business process reengineering (BPR) 24

C

C-Sand project 328
 CAD systems 140
 capital 56
 capital investment 252
 captured knowledge 12
 capturing feedback 9
 Careers Education and Placement Centre 152
 causal ambiguity 115
 Cebus Rimón 63
 central knowledge repository 142
 central management tool 53
 change management 226
 CIB W78 345
 client purpose-based knowledge 253
 client satisfaction 87
 client-specialist groups 251
 coaching 27
 codification 23
 codification approach 5
 cohesive fragmentation 213
 COLA environment 138
 COLA process 131
 collaborative framework 253
 collaborative group interaction 252
 collaborative learning 155, 161
 collaborative process 253
 collaborative virtual environment 140
 collaborative work 151
 collective knowledge work space 252
 collective responsibility 23
 collegial support network 104
 combination 21
 combination of sociology and operational research 214
 command processor 283
 commercial environments 350
 communication 151
 communication channels 230
 communities of practice (COPs) 39, 91, 112
 company knowledge 300
 company knowledge managers 1
 competitive advantage 24, 54, 168, 226
 competitiveness 87
 complex adaptive process 252
 complex systems 262
 compound DSS 281
 computer-based system 285
 computer-supported-cooperative work (CSCW) 286
 concept mapping 151
 conceptual entity 136
 conceptual interrelatedness 153
 concrete information limited (CIL) 38
 concrete society (CS) 44
 configurable environments 343, 346, 355
 configurable environments (CE) 343
 configurable environments architecture 353
 configurable environments for knowledge management 357
 configurable environments in practice 356
 configuration 4, 210
 conflict tolerance 187
 consistency and coherence 218
 construction 213, 301
 construction and demolition (C&D) 329
 construction clients 130
 construction consultancy firms 130
 construction in society 215
 construction industry 34, 70, 130, 150, 276
 construction industry trade exchange (CITE) 107
 construction knowledge 70
 construction management 290
 construction management decision support system 292

construction operation 300
 construction organisations 20, 70, 91
 construction pollution index (CPI) 332
 construction project environment
 19, 28
 construction project organisations 18
 construction project partners 130
 construction projects 18, 299, 305
 construction renewal 218
 construction space management 343
 constructive conversation 161
 constructivism 153
 constructivist learning environment
 151, 155
 construction knowledge management
 304
 consulting construction companies
 1, 2
 consulting engineering 3
 context-specific knowledge 305
 continuance commitment 234
 contract administration 12
 conventional model-based systems 277
 conversion 48
 COP management tool 113, 118
 COP performance 112
 core competencies 59
 core knowledge 228
 core values 59
 corporate knowledge assets 142
 corporate team member 193
 cost estimation 290
 craft system 205
 creation of the knowledge 255
 creative chaos 232
 creative thinking 228
 creative thinking skills 228
 cross organisational learning approach
 (COLA) 131, 132
 culture 171
 customer capital 57
 customer knowledge 57
 customer needs 252
 customer success 57
 customer's project purpose 252

D

Danya Cebus 53
 Danya Cebus Report 60
 data collection 71
 data directory 282
 data exchange 290
 data integration 343, 352
 data integration capabilities 343
 data management subsystem 281
 data protection group 123
 data reverse engineering 353
 data visualisation systems 277
 data warehouse 292
 data-collection exercise 141
 data/information needs 234
 database 282
 database management system
 282, 291
 database-oriented DSS 281
 day-to-day planning 290
 decentralize the decision making 347
 decision making 87
 decision programming language (DPL)
 329
 decision support system technologies
 284
 decision support systems (DSSs)
 276, 278, 280, 288, 294
 decision support systems 276
 decision-making approach 232
 decision-making process 277
 demand chain 36
 departmental meetings 26
 design 207
 development arrangements 233
 dialog mapping 151
 direct participation 67
 directive functions 209
 discursive penetration 213
 disjointed incrementalism 215
 dissemination 4
 distinctive competence 208
 diverse stakeholders 251
 document management 140, 290
 dynamic capability 261

dynamic conservatism 216
dynamic profiling 120

E

E+ 328
E+ system (software environment) 330
e-commerce 291
e-commerce facilities 290
E-library 27
e-mail 140
e-mail system 290
effective communication structures 19
effective knowledge creation 156
effective management of knowledge 228
effective management principles 252
effective training 29
effective training and development systems 29
electronic data management 123
electronic information exchange standards 291
emergent purposes 262
empirical study 173
engineering consultancy 2
engineering consulting business 5
enterprise information systems (EISs) 285
enterprise resource-planning (ERP) 285, 294
environmental decision support system (EDSS) 350
environmental impacts assessment (EIA) 324
environmental management (EM) 323
environmental management system (EMS) 325
environmental-conscious construction 323
evaluative capabilities 343
executive and enterprise information systems 285
executive information systems (EISs) 277, 285
executive support systems (ESSs) 285
expert consultancy 213

expert systems (ESs) 277, 287
explicit knowledge 5, 20, 21, 142, 232, 299, 305
explicit-explicit interaction 5
explicit-tacit transfer 5
exploitation 59
eXtensible Markup Language (XML) 291
external environment 228
external provision 36
external provision of KM 39
external provision of learning 35
external sources 170
externalisation 5, 21, 232

F

face recognition 115
face-to-face interactions 26
face-to-face interviews 175
face-to-face training 27
fast track management programme 123
FIATECH 345
FIATECH technology roadmap 356
filtering 4
financial balance sheet 54
financial capital 55
financial management 170
financial reports 54
flexible modular construction 63
fluid mix 4
fuzzy logic 284

G

gatekeepers 34, 35, 38, 42
general theory 218
generalised maturity model 226
global construction 227
global network 92
graphical user interface (GUI) 354
group collaboration 252
group commitment 259
group creation process 252
group decision support system (GDSS) 286
group emphasis 187
group knowledge 252
group knowledge-sharing processes 28

group support systems (GSSs) 277, 286
 groupware ICT applications 91
 groupware technologies 285
 guided keywords 10

H

harvesting 4
 high-tech enterprise 60
 higher education 150, 151
 holistic management of knowledge 226
 holistic strategic approach 225
 Hong Kong 18, 24
 Housing Department (HD) 72
 HRM 19
 HRM mechanisms 22, 24
 HRM strategies 18
 human capital 55
 human resource management (HRM) policy 19

I

ICT diffusion 94
 ICT infrastructure 233
 ICT innovation 92
 ICT innovation diffusion 94
 ICT knowledge 104
 implementation 116
 improvisation 205
 inadequate consideration 255
 inadequate involvement 255
 inadequate management 255
 incentive reward program (IRP) 329, 333
 industry foundation classes 352
 informal knowledge workshops 26
 informal networks 123
 information 35
 information and communication technologies (ICT) 19, 90, 225
 information delivery 119
 information processing 343
 information sharing 142
 information society 152
 information standards 345

information system 138
 information systems and technology 140
 information technology 6, 276
 information technology development 343
 information tunnels 344, 348
 infrastructure 232
 initiation 116
 innovation 59
 innovation diffusion 226
 innovative knowledge 228
 institutional network 103
 instructional goals 153
 insufficient time 255
 intangible assets 54
 integrated prescription 218
 integration 116
 integrative knowledge management prototype 323
 integrative knowledge management system 323
 integrative methodology of KMS 324
 intellectual assets 54, 69
 intellectual capital (IC) 53, 55
 intellectual capital (IC) report 53
 intellectual capital report 53
 intelligent agent (IA) 284, 287
 intelligent decision support systems 286
 inter-project learning 24
 internal distance 41
 internal generation 34
 internalisation 21, 232
 Internet-based decision support systems 288
 interoperability 345
 interpretative knowledge 141
 interrelationships 334
 intranet 27
 intranet discussion groups 26
 intranet-based knowledge repository 18
 intranet-based project management 291
 intrinsic motivation 228
 Israeli construction company 53

K

- K-Adv concept 228
- K-Adv deployment 234, 242
- K-Adv model 229
- K-Adv vision 242
- key management 253
- KM packages 40
- KM strategy 19, 30
- KM will 328
- knowledge 2, 19, 54, 67, 115, 130, 134, 225
- knowledge acquisition 151, 304
- knowledge acquisition phase 304
- knowledge advantage (K-Adv) 225, 227
- knowledge and experience management 79
- knowledge and innovation network 122
- knowledge assets 230
- knowledge attribute 309
- knowledge attribute phase 310
- knowledge bank 308
- knowledge base 6, 351
- Knowledge Café 61
- knowledge centre 122
- knowledge content 305
- knowledge creation 232
- knowledge creation 21, 151, 252
- knowledge depositories 234
- knowledge determination phase 310
- knowledge diagram 308
- knowledge emergence 251
- knowledge exchange 26, 114
- knowledge exchange seminars 26
- knowledge extraction 304
- knowledge extraction phase 304, 310, 317
- knowledge forum 122
- knowledge hoarding 3
- knowledge holders 9
- knowledge leadership 227
- knowledge link knowledge 312
- knowledge linking phase 312
- knowledge management 3, 19, 37, 40, 68, 87, 95, 115, 130, 138, 150, 170, 186, 203, 213, 217, 226, 252, 299, 303, 323, 345, 357
- knowledge management challenges 24
- knowledge management competencies 151
- knowledge management market 37
- knowledge management mechanisms 170
- knowledge management portal 299
- knowledge management portal system 299
- knowledge management problem 3, 8
- knowledge management services 35, 36
- knowledge management strategy 5, 121
- knowledge management system (KMS) 1, 155, 284, 325
- knowledge management theory 4
- knowledge map 299, 308
- knowledge networks 232
- knowledge perspective 226
- knowledge production 39
- knowledge sharing 3, 18, 22, 28, 156, 178, 232, 305
- knowledge sharing culture 23
- knowledge sharing phase 305, 319
- knowledge society 150, 151
- knowledge source 44
- knowledge sources 170
- knowledge stickiness 117
- knowledge storage 178, 304
- knowledge storage phase 305, 318
- knowledge transfer 117, 142
- knowledge transfer partnerships 44
- knowledge update 304
- knowledge update phase 305, 319
- knowledge validation phase 312
- knowledge vision 227, 229, 230
- knowledge vision options 230
- knowledge warehouse (KW) 325
- knowledge work 2
- knowledge worker 36, 234
- knowledge-at-large 6
- knowledge-based economy 87
- knowledge-based management sub-system 283

knowledge-based systems 277
 knowledge-deployment 177
 knowledge-enterprising culture 21
 knowledge-hoarding culture 77
 knowledge-intensive organisational environment 303
 knowledge-relationship-gatekeeper management 50
 knowledge-sharing barriers 19
 knowledge-sharing environment 21
 knowledge-sharing junctions 61
 knowledge-sharing process 233
 knowledge-transfer opportunities 28
 knowledge-transfer techniques 26

L

large construction company 130
 learning capability 167
 learning culture 189, 196
 learning disabilities 169
 learning environment 156
 learning from others index 177
 learning histories 185, 200
 learning history 185
 learning index (LI) 173
 learning mechanisms 166
 learning organisation 137, 167
 learning process 189, 200
 learning sources 170
 learning sources 166
 learning styles 190
 legacy systems 234
 legal requirements 70
 leisure services provider 130
 life-cycle assessment (LCA) 329
 lifelong learning 150
 local area network (LAN) 27

M

management 278
 management of project changes 139
 management steering 253
 management strategies 24
 management system 2, 231, 253
 market reconfiguration 45
 market value 53, 54, 60

marketing 34, 40
 marketing mix 41
 MATLAB® 350
 maturity level assessment 244
 maturity level development 119
 maximum return 142
 means-ends orientation 187
 mediation 353
 member identity 187
 mentoring 27, 233
 meticulous quality in construction 62
 Microsoft Access database 141
 minimum charge service 47
 model base management system (MBMS) 283
 model directory 283
 model execution 282, 283
 model management subsystem 282
 multi-organisational 216
 multimedia 140
 mutual behavioural change 136
 mutual learning 136
 myth of certainty 209

N

nature of knowledge 74
 negotiated order 213
 neural network 287
 New Zealand 1
 normative (ought to) commitment 234

O

object-oriented CAD 348
 OL competency 171
 OL strategy 171
 on-line analysis processing (OLAP) 292
 online business process models 290
 online database 10
 open communications 28
 open dialogue 96
 open process transparency 259
 open-system focus 187
 organic learning style 186, 198
 organisation 300
 organisation development 216

- organisation knowledge base 7
- organisational activity 35
- organisational conservatism 215
- organisational culture 21, 186, 189
- organisational decision support systems 277
- organisational hub 40
- organisational knowledge 138, 169, 170
- organisational knowledge acquisition 177
- organisational knowledge-sharing practices 26
- organisational learning (OL) 40, 130, 138, 167, 175, 188
- organisational learning ability 166
- organisational learning competency 166
- organisational learning framework 170
- organisational learning process 169
- organisational performance 197
- organisational setting 170
- organisational structure 29, 171
- organisational sustainability 226
- organisations 278
- organisation's learning culture 185, 197
- organizational learning 135
- over-the-counter (OTC) retailing market 41

P

- packages 38
- peer assessment 162
- peer learning 153
- people focus 187
- people infrastructure 232
- performance 40, 173
- performance driver 166
- performance measurement 173
- performance measurement systems 176
- performance rating 174, 175
- personal assistance 233
- personal communication 104
- personal experience 76
- personalisation 23
- personalization approach 5
- policy framework 19
- poor communication 25, 255
- post-project evaluation 175
- post-review event 141
- pre-project workshop 193
- pre-review event 141
- pre-review event information 141
- prescriptive teaching 136
- problem solving 35, 37, 39
- problem structuring methods 139
- problem-based learning 153
- problem-solving environments 350
- problem-solving group 253
- problem-solving steering 268
- process capital 56
- process innovation 92
- product 37
- production information 39
- professional building surveyors 72
- professional competency 301
- professional development 150
- professionalism in customer service 62
- programmed internal training 233
- project award scheme 27
- Project Constraints 258
- project database 290
- project definition 251, 252
- project definition activity 252
- project definition group 253, 265
- project delivery 87
- project Eagle 123
- project end user 42
- project environment 40
- project generated knowledge 1
- project information technologies 343
- project knowledge retention 87
- project learning 170
- project life cycle 7, 87
- project management 7, 12, 290, 325
- project management knowledge base 7
- project manager 192
- project manager/engineer and collegial support net 104

project needs 251
 project organisation 34
 project planning 290
 project purpose 252
 project stakeholders 251
 project structure 192
 project working environment 37
 project-driven environment 6
 project-generated feedback 10
 project-generated knowledge 1, 2
 project-generated knowledge management systems 1
 project-specific drawings 9
 project-specific knowledge 37
 project-specific knowledge base 7
 proliferating boundaries 217
 proposed process improvement 192
 psycho-social system 209

Q

qualitative competitive advantage 93
 quality of living 63
 query facility 282
 questionnaire 166, 175
 questionnaire survey 67, 71

R

ramp-up 116
 real-world environments 153
 real-world problems 153
 reciprocity 22
 recursive-ness 205
 reflection 130
 reflective improvement 193
 reflective practice 137, 212
 reflexivity 205
 relationship marketing 41
 remote login 290
 renewal and development capital 57
 repository 39
 resource controllers 208
 resource-based view 169
 resources 34
 response rate 72
 reuse of knowledge 67, 73
 reusing Knowledge 68

review event 141
 reward mechanisms 176
 rich pictures 230
 risk tolerance 187
 routine meetings 26
 rule-oriented DSS 281

S

safety 62
 sampling 72
 search engine 290
 self-actualisation 228
 self-learning 152
 senior management team member 192
 senior managers 1
 shared 3D model 290
 shared vision 22
 sharing of knowledge 130
 Sigma Connect 117
 site space management PSE 351
 site visit programme 27
 site visits 27
 site-based problems 39
 Skandia market value scheme 58
 Skandia model 55
 smart construction 53
 smart construction techniques 61
 social interactions 235
 social network 26
 socialisation 5, 21
 socialisation of tacit knowledge 232
 society in construction 215
 socio-technical perspective 67
 socio-technical solution 37
 socio-technical systems 261
 sociology of values 210
 soft systems methodology (SSM) 226, 230, 235
 software management 112
 solution strategy 241
 solver-oriented DSS 281
 sophisticated mold-based construction 63
 space management 346
 spatio-temporal fragmentation 218
 speciality knowledge 25

speeding access 142
 spreadsheet-oriented DSS 281
 spreadsheets 140
 stability 203
 stakeholder environment 241
 stakeholder identification 235
 stakeholder interests 251
 stakeholder K-value 230, 241
 stakeholder knowledge 230
 stakeholder needs 252
 stakeholder values 254
 standards-based approaches 352
 state-of-the-art technology 63
 steering 265
 sticky knowledge 113
 stock fluctuation 53
 strategic options development and
 analysis (SODA) 139
 strategic planning 241
 structural capital 5
 structured/unstructured fields 119
 student-centred learning 155
 studio space 154
 subjective reporting approach 174
 summary reports 27
 superintendents 344
 supply chain 285
 supportive culture 19, 21
 survey findings 73
 surveying studio 153
 system development life cycle (SDLC)
 236
 systematic examination 53

T

tacit coordination 213
 tacit knowledge 5, 20, 21, 113, 299
 tacit knowledge explicit 5
 tacit knowledge sharing 20
 tacit order 213
 tacit-explicit interaction 5
 tacit-tacit interaction 5
 Tasmanian State Public Health Sector
 186
 Tavistock (TIHR) studies of mining 204
 Tavistock Institute of Human Relations
 (TIHR) 204

Tavistock research and social thought
 206
 taxonomy 119
 teaching company scheme 44
 teamwork 23
 technical support network 104
 technology fusion 215
 Tel Aviv Stock Exchange 60
 text-oriented DSS 280
 theory of construction 206
 total customer service 57
 total information transfer system 290
 total quality management (TQM) 168
 traditional working class community of
 practice 204
 transaction costs 36, 40
 transfer of knowledge 137
 transformation-flow-value theory 254
 transmission model of learning 153
 Turkish construction companies 175
 Turkish construction industry 174
 Turkish Contractors Association (TCA)
 174

U

UK coal mining 203
 unit integration 187
 unit manager 192
 usability 119
 user authentication 119
 user interface subsystem 283
 user modeling 351
 user models 343

V

valuable knowledge 300
 value chain 235
 value delivery 254
 value identification 254, 262
 value proposition 230, 241, 254
 video cam 290
 virtual knowledge marketplaces 6
 virtual teams 231
 virtually linked sub-organisations 91
 vision realisation 229
 visualization 343

W

- Web-based commercial systems 290
- Web-based cost control system 291
- Web-based knowledge management system 85
- Web-based prototype system 67, 71
- Web-based tools 290
- Webfill approach 333
- white boarding chat 290
- wisdom 54
- word processors 140
- work content 29
- working model 255
- workplace planning 264
- workplace planning management system 264
- workplace planning project 268
- workplace planning system 252
- workshop-based approach 130
- workspace planning 253