Relationship among Project Management Processes and Knowledge Repository for Project Success

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ABSTRACT

Knowledge repository is becoming a key factor within organizations as it can maximize the probability and impact of Information and Communications Technology (ICT) project success. Therefore, project management (PM) processes and knowledge repository are widely used in ICT projects to improve the degree of project success. The purpose of this paper is to suggest a model that defines how the combination of PM processes and knowledge repository would successfully support project success. This paper adapts the quantitative research approach by using the survey strategy which is conducted through questionnaires collected from 320 people working in ICT companies in Jordan. The researchers utilized the Smart Partial Least Square (PLS) as an analysis technique to test all hypotheses. The findings suggest that there is a positive effect of adapting the PM processes in improving the project success mediation by the knowledge repository.

KEYWORDS

Information and Communications Technology (ICT), Knowledge Repository, Project Management Processes, Project Success

1. INTRODUCTION

In today’s highly competitive and rapidly changing global economy, organizations have been focusing on and implementing a wider variety of project success philosophies and techniques (Alhawari, 2012). Therefore, each organization needs to identify and measure the knowledge it already has, both at the individual and organizational level. Additionally, a large part of this knowledge is formalized as explicit knowledge and located in the internal processes of the organization (Asif et al., 2013). The study by Girard and Girard (2015) explains that Knowledge Management (KM) is a discipline that promotes an integrated approach to the creation, capture, organization, access and use of an organization’s information assets. These assets include structured databases, textual information such as policy and procedure documents, and most importantly, the tacit knowledge and expertise resident in the heads of individual employees.

Furthermore, Moriya (2014) noted that project cycle management was initially popularized as a management method primarily in the Information Technology (IT) industry; it has come to be used in various fields in recent years. Recently, Sadaba et al. (2014) noted that the organization growth in general would by accomplished through success projects. From this point, Saadé et al. (2015) clarify that there is increasing importance placed on the role of project managers in the success of projects.
Project Management (PM) is widely used in industry. It is utilized for all project types, from manufacturing and engineering to marketing and new product development (Porananond and Thawesaengskulthai, 2014). Additionally, control and feedback in complex and sensitive systems with different resources and properties in uncertain conditions are one of the most significant challenges for project managers (Denas, 2015). In addition, Desai (2015) noted that the investments in projects are from various sources and every investor invests in a project with the only aim of getting returns. Returns can be assured if projects are successfully completed. In addressing this issue, this research will focus on the challenges experienced when executing a project. The lack of knowledge repository support for project success has caused many project failures in the past. The objective is to propose a conceptual framework of the PM processes, which integrates knowledge repository and project success. Unfortunately, many projects that are achieved by ICT sectors have lost sight of competitive advantage as an effective way to grow and compete with domestic and global competitors. Thus, organizations must improve the degree of project success from managing PM processes and knowledge repository appropriately due to the literature limitations on project success.

While numerous studies relating to PM processes, knowledge repository and project success models have been conducted, there is a definite lack of academic effort addressing the issue of the PM processes’ impact on knowledge repository and project success model in developing countries. Therefore, this study tries to contribute to this area by addressing one of the concerns associated with the PM processes, knowledge repository and project success, by providing a reliable technique of employing the project success as an effective model. This study, therefore, examines the relationship between PM processes, knowledge repository and their impact on project success. The theoretical and empirical implications of the proposed model illustrate the significance of this research.

This paper is planned as follows: In the next section, we review related literature, section three suggests the research model and all hypotheses, section four is about the research and section five presents the hypotheses analysis and results. The last part of this paper is our conclusion.

2. LITERATURE REVIEW

2.1. Project Management Processes

Project management is the disciplined application of knowledge, skills, tools and techniques to meet the project requirements (PMI, 2013). Recently, Fitsilis et al. (2014) noted that PM is widely accepted today as an important management tool in business development and business success. In this context, a large number of PM frameworks, methodologies and approaches have been developed over the past few decades. Also, PMI (2013) describes PM processes in five groups. The five process groups are: initiating, planning, executing, monitoring and controlling, and closing. Consequently, the increasing acceptance and practice of project management in industry indicates that the application of appropriate knowledge, processes, skills, tools and techniques can have a significant impact on project success (PMI, 2013).

2.2. Knowledge Repository

The Project Management Institute (PMI) addresses the critical nature of knowledge sharing and transfer between organizational actors in both tacit and explicit knowledge by emphasizing the importance of capturing lessons learned (PMI, 2013). Recently, Al Muzahmi (2015) stated that KM is becoming a prime necessity for firms to be competitive in knowledge-driven markets. Additionally, Edwards (2011) noted that KM has often been described as comprising three elements: people, processes and technology. Therefore, knowledge currently gets more consideration because of its assurance
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