accuracy, 79, 81, 95
ad hoc learning situations, 35–9
and formal learning situations, 39
innovation, 37
managing change, 37
problem solving, 37
‘Add New Knowledge Page’, 134
screen shot, 136
‘Administer Project Details Page’, 131
screen shot, 132
advanced search function, 112, 136, 137, 138, 139
SQL query for, 113
Advanced Search Page, 113
aerospace and construction sectors, sharing knowledge between, 23
Architect Metric Handbook, 89
ASP.NET Visual Basic 2.0, 105–6, 152, 154
author’s contact details, screen shot of, 128
barriers, to knowledge management, 13–14
benchmarking KM practice, in construction, 22
benefits, of knowledge management, 13–14
black-box techniques, 139–40
Building a Higher Value Construction Environment (B-Hive), 21
Building Cost Information Service, 89
business case, for knowledge management, 22–3
Capri.net system, 101, 103
Integrated Workflow System and user interface, refinement of, 120
operation, of prototype application, 120
add and edit project details, 129–31
add new knowledge, 134–6
conducting search, 136–9
Index Page, exploring content of system through, 124–5
knowledge item, exploring and validating details of, 125–9
logging in, 121
new knowledge category and type, adding, 131–2
new user, account creation for, 132–4
Summary Page, browsing, 121–4
system architecture, of prototype application, 103, 104
testing and evaluation, 139
prototype evaluation, 143–8
prototype testing, 140–43
web-based knowledge base, development of, 103
database design, 119–20
development environment, selection of, 104–6
user interface and programme codes development, 106–18
case-based reasoning (CBR), 54–5
knowledge capture and reuse, 55
case-based reasoning (CBR)

(continued)
‘live’ capture and reuse of project knowledge, 55
processes, 54–5
case reasoner, 54
case retriever, 54
collaboration with companies, for sharing of knowledge, 88
collaborative learning (CL), 12, 63, 64–6, 150
in construction, 66–7
implementation, in construction projects, 73–5
previous research in, 68–73
collaborative learning and teaching (COLT) model, 71
collaborative working, groupware applications for, 12–13
Communities of Practice (CoPs), 41–3, 83, 86, 91–2, 151, 154, 156
aided by ICT, 86
conventional CoPs, 86
definition, 41
knowledge capture and reuse, 42
‘live’ capture and reuse of project knowledge, 42–3
companies’ practice and requirements, on knowledge representation, 169
computer-based training, 43
contractual and organisational arrangements, for capture and reuse of project knowledge, 20
conventional CoPs, 86, 91
conventional forums, 86, 91–2
conventional training, 43
cost, of knowledge management (KM) system, 78, 80–81
costing knowledge, 31, 164
Creating, Sustaining and Disseminating Knowledge for Sustainable Construction (C-SanD), 21
cross-cultural knowledge sharing, 60
Cross-sectoral Learning in the Virtual Enterprise (CLEVER), 21
cultural knowledge, 29–30
custom-designed software, 85, 94
database design, 119–20
development environment, selection of, 104, 105–6
ASP.NET 2.0, 105–6
Lotus™ QuickPlace, 105
Microsoft™ SQL Server Express 2005, 105–6
PHP and MySQL combination, 105
e-COGNOS, 22
ELHs test, 140–41, 143
end-users’ requirements, for knowledge capture and reuse, 78–9
accuracy, 79, 81
analysis, 79–83
cost, 78, 80–81
knowledge, representation of, 79, 81–3
legal issues, 79, 81
workload, 78–9, 80–81
expert directory, 87, 94
expert transfer, 17
explicit knowledge, 33–5
external mentor, 47
external sources, of knowledge, 89, 94
face-to-face interaction, 45–6
knowledge capture and reuse, 45–6
‘live’ capture and reuse of project knowledge, 46
far transfer, 16
formal learning situations, 35, 36
and ad hoc learning situations, 39
formal mentorships, 46–7
functional/specification-based techniques, see black-box techniques
functionalist vs. interpretivist perspective, of KM, 8–10
GLC (Greater London Council) Detailing for Building Construction, 89
Google™-like search function, 136, 138
groupware, 85, 91–2
knowledge capture and reuse, 52–3
‘live’ capture and reuse of project knowledge, 53
hard concept, for ‘live’ capture of knowledge in construction, 12–13
Health and Safety File (HSF), 96
hyperlink conversion, programme codes for, 110
ICT-based training, 43
importance, of ‘live’ capture and reuse of project knowledge, 23–7
Index Page, exploring content of system through, 124–5
screen shot, 126, 127
informal mentorships, 46
information and communication technology (ICT), 42
information systems vs. human resource management, 10
Integrated System for Knowledge Management (ISKM) approach, 69
Integrated Workflow System (IWS), 96, 98–101, 103, 152
knowledge capture, 99–100
dissemination of, 101
knowledge validation, 100–101
system configuration, 98–9
and user interface, 120
interdisciplinary perspective, of KM, 10–11
internal mentors, 47
intra- and inter- organisational learning processes, 72
intranets, 51–2
knowledge capture and reuse, 52
‘live’ capture and reuse of project knowledge, 52
KLICON, 71
knowledge of best practices and lessons learned, 32, 165
classifications, 30
about clients, 31, 164
commercial sensitivity and security, 58
competitors, 32
costing, 31, 164
cultural knowledge, 29–30
defining, 7–8
dimensions, 35
dissemination, 117–18
documentation, 86–7, 93
explicit knowledge, 33–5
external sources, 89, 94
identification and location, 15
key performance indicators, 32
about legal and statutory requirements, 31, 165
maintenance, 17
meaning, 1
from objective perspective, 8–9
of performance of suppliers, 32, 166
process, 31, 162
and R&D teams, 93
reusable details, 17, 32, 147, 165
knowledge (continued)
  risk management, 32, 166
  searching, 111–13
  sharing, 16–17, 147
  of skills, experience and expertise, 32, 166
  from subjective perspective, 9
  tacit knowledge, 33–5
  teams, 88
  transfer, 17, 19–20
  validation, 16, 100–101, 110–11
see also knowledge bases;
  knowledge capture;
  knowledge management (KM)
Knowledge and Learning in CONstruction (KLICON), 21–2
knowledge bases, 50–51
knowledge capture and reuse, 51
‘live’ capture and reuse of project knowledge, 51
knowledge capture, 15–16, 99–100, 107–8, 145–6
dissemination, 101
dropdown menus for, 107
identification and location of knowledge, 15
from individuals, 99
knowledge validation, 16
for making changes to documents, 99–100
from project meetings/reviews, 99
representing and storing knowledge, 15–16
and reuse
  of case-based reasoning, 55
  of Communities of Practice, 42
  of face-to-face interaction, 45–6
  of groupware, 52–3
  of intranets, 52
  of knowledge bases, 51
  of mentoring, 47
of post project reviews, 40
of project extranets, 53–4
of reassignment of people, 50
of recruitment, 44
of succession planning and management, 48–9
of text mining, 56
of training, 43–4
‘Knowledge Details Page’, 109, 125–9
knowledge item, exploring and validating details of, 125–9, 130
knowledge management (KM), 1, 7
benefits and barriers to, 13–14
in construction, 17
research projects in construction, 20–23
shortcomings of current practice, 18–20
cultural issues, 59
cross-cultural knowledge sharing, 60
supportive and negative knowledge cultures, 60
dimensions, 11
importance, of ‘live’ capture and reuse of project knowledge, 23–7
infrastructure component costs, 80, 81
knowledge, defining, 7–8
organisational issues, 58
allocation of resources, 59
commercial sensitivity and security of knowledge, 58
company policy towards lessons learned, 59
creation of reward and incentive structure, 58–9
people issues, 56
lack of self-confidence, 57
lack of trust, 57
personal KM capability, 58
shared meaning, 57
staff mobility and turnover, 58
willingness to share knowledge, 57
perspectives, 8
combined soft and hard approaches, 11–13
functionalist vs. interpretivist, 8–10
information systems vs. human resource management, 10
interdisciplinary perspective, 10–11
process models, 159
processes, 14
knowledge capture, 15–16
knowledge maintenance, 17
knowledge reuse, 17
knowledge sharing, 16–17
soft issues in, 56
cultural issues, 59–60
organisational issues, 58–9
people issues, 56–8
strategic purpose, 11
technologies and techniques, 95–6
Knowledge Management for Improved Business Performance (KnowBiz), 21
knowledge-pull, 16
knowledge-push, 16
learning, 64, 65, 71
history, 12
orientation, 72
situations, 35–9
related to change management, 167–8
see also ad hoc learning; collaborative learning (CL); formal learning

Lotus Notes™, 85
Lotus™ QuickPlace, 105
managing user information, in system, 115–17
MCI standard, 72
mentoring, 46–8, 89–90, 92
knowledge capture and reuse, 47
‘live’ capture and reuse of project knowledge, 47–8
methodology, for ‘live’ capture and reuse of project knowledge, 77, 97
case study companies, background of, 77, 78
current practice, 83–90
analysis, 90–96
end-users’ requirements, 78–9
analysis, 79–83
structure, 96
integrated workflow system, 98–101
Microsoft™ SQL Server Express 2005, 105–6, 152
MySQL database server, 105
near transfer, 16
need, for ‘live’ capture and reuse of project knowledge, 2–4
negative cultures, 60
net-based training, 43
new knowledge category and type, 131–2
screen shot for, 133
new user account creation, 132–4
screen shot, 134, 135
online training, 43
online validation, 100
comment-based, 100
majority’s opinion-based, 101
no validation required, 101
rating-based, 100–101
organisational learning, 11, 71
organizational/reorganisational costs, 80, 81

Login Page, 121
paradigms, of KM research, 8–9
partnership arrangements and research collaboration, 93
PHP engine, 105
post project reviews (PPRs), 19, 39, 83–5, 90–92
knowledge capture and reuse, 40
‘live’ capture and reuse of project knowledge, 40–41
pre-project reviews, 84–5
Private Finance Initiative (PFI), 3, 24, 135
knowledge transfer on, 22
process knowledge, 31, 162
Process Protocol phases, 33
programme codes
for creating document download links, 110
for hyperlink conversion, 110
for sending email notification, 118
project details
adding and editing, 129–31
screen shot of, 127
project extranets, 12–13, 53–4, 85–6, 94
knowledge capture and reuse, 53–4
‘live’ capture and reuse of project knowledge, 54
Project Knowledge File (PKF), 82, 136
Project Knowledge Manager (PKM), 96, 110, 152
prototype application, operation of, 120
add and edit project details, 129–31
add new knowledge, 134–6
conducting search, 136–9
Index Page, exploring content of system through, 124–5
knowledge item, exploring and validating details of, 125–9
logging in, 121
new knowledge category and type, adding, 131–2
new user account creation, 132–4
Summary Page, browsing, 121–4
prototype evaluation, 143–8
evaluation procedure, 143–5
evaluation results, 145–7
questionnaire design, 145
suggestions for improvement, 147–8
prototype testing, 140–43
ELHs test, 140–41, 143
statement test, 140, 141–3
reassignment of people, 50, 89, 93–4
knowledge capture and reuse, 50
‘live’ capture and reuse of project knowledge, 50
recruitment, 44–5, 86, 92
knowledge capture and reuse, 44
‘live’ capture and reuse of project knowledge, 45
research and development (R&D) team, 87, 93
reusable details, knowledge about, 32, 88, 93, 165
reusable project knowledge, 29
characteristics, 32–5
construction-domain specific perspective, 30–31
current practice for capture of, 39, 83
analysis, 90–96
case-based reasoning, 54–5
Communities of Practice, 41–3, 86, 91–2
custom-designed software, 85, 94
expert directory, 87, 94
external sources, of knowledge, 89, 94
Index

face-to-face interaction, 45–6
forums, 86, 91–2
groupware, 52–3, 85, 91–2
intranets, 51–2
knowledge, documentation of, 86–7, 93
knowledge bases, 50–51
knowledge teams, 88, 93
mentoring, 46–8, 89–90, 92
partnership arrangements and research collaboration, 88, 93
post project reviews, 39–41, 83–5, 90–92
pre-project reviews, 84–5
project extranets, 53–4, 85–6, 94
reassignment of people, 50, 89, 93–4
recruitment, 44–5, 86, 92
research and development (R&D) team, 87, 93
standard reusable details, preparation of, 88–9, 93
succession planning and management, 48–50, 89–90, 92
team meetings, road shows, presentations and workshops, 88, 92
technologies and techniques, 95–6
text mining, 55–6
training, 43–4, 88, 92
definition, 29
details of types of, 162–6
generic perspective, 29–30
hierarchy for organisation, 83
knowledge, classifications of, 30
knowledge map/index page depicting, 84
learning situations, 35
ad hoc learning situations, 35–9
formal learning situations, 35, 36
soft issues, in KM, 56
cultural issues, 59–60
organisational issues, 58–9
people issues, 56–8
types, 31–2
routine meetings/reviews, knowledge validation in, 100

Scandinavian software producer
Scandinavian PC systems (SPCS), 72
serial transfer, 16
small- and medium-sized enterprises (SMEs), an approach to km for, 22
soft concept, for ‘live’ capture of knowledge in construction, 12
soft issues, in KM, 56
cultural issues, 59
cross-cultural knowledge sharing, 60
supportive and negative knowledge cultures, 60
organisational issues, 58
allocation of resources, 59
commercial sensitivity and security of knowledge, 58
company policy towards lessons learned, 59
creation of reward and incentive structure, 58–9
people issues, 56
lack of self-confidence, 57
lack of trust, 57
personal KM capability, 58
shared meaning, 57
staff mobility and turnover, 58
willingness to share knowledge, 57
software testing, 139
staff costs, 80
standard reusable details, preparation of, 88–9, 93
statement/requirement test, 140, 141–3
strategic learning, 70
strategic transfer, 17
structural/code-based techniques, see white-box techniques
structure, of ‘live’ capture and reuse of project knowledge methodology, 96
integrated workflow system, 98–101
succession planning and management, 48–50, 89–90, 92
knowledge capture and reuse, 48–9
‘live’ capture and reuse of project knowledge, 49–50
Summary Page, 109
browsing, 121–4
screen shot, 123
suppliers performance, knowledge of, 31
supportive KM culture, 60
SWOT framework, 72
system architecture, of prototype application, 103, 104
system configuration, 98–9, 113–15
tacit knowledge, 33–5
team meetings, road shows, presentations and workshops, 92
text data mining, see text mining
text mining, 55–6
vs. data mining, 55
knowledge capture and reuse, 56
‘live’ capture and reuse of project knowledge, 56
theoretical sampling, 70
training programme, 43–4, 88, 92
knowledge capture and reuse, 43–4
‘live’ capture and reuse of project knowledge, 44
transfer of knowledge, reliance on people for, 19–20
Unauthorised Page, screen shot of, 125
user interface for capturing repetitive information, 114
and Integrated Workflow System refinement, 120
and programme codes development, 106
capturing knowledge, 107–8
configuring system, 113–15
knowledge, dissemination of, 117–18
managing user information in system, 115–17
representing knowledge, 108–10
searching knowledge, 111–13
validating knowledge, 110–11
validation of knowledge, 16, 100–101, 110–11
meaning, 139
verification, 16, 139, 140
web-based knowledge base, 95, 96, 98, 149, 152
development, 103
database design, 119–20
development environment, selection of, 104, 105–6
user interface and programme codes development, 106–18

Web Information Systems Development Methodology (WISDM), 103, 152

white-box techniques, 140
Whole Life Cost Forum, 89
workflow management tools, 13
workload, of knowledge management (KM) system, 78–9, 80–81