

# بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

هُوَ الَّذِي أَنْزَلَ عَلَيْكَ الْكِتَابَ مِنْهُ أَيْتٌ مُّحَكَّمٌاتْ هُنَّ أُمُّ الْكِتَابِ  
وَآخِرُ مُتَشَابِهَاتْ

فَامَّا الَّذِينَ فِي قُلُوبِهِمْ زَيْغٌ فَيَتَبَعُونَ مَا تَشَبَّهَ مِنْهُ ابْتِغَاءَ  
الْفَتْنَةِ وَابْتِغَاءَ تَأْوِيلِهِ وَمَا

يَعْلَمُ تَأْوِيلُهِ إِلَّا اللَّهُ وَالرَّاسِخُونَ فِي الْعِلْمِ يَقُولُونَ إِنَّا بِهِ كُلُّ  
مَنْ عَنْ رَبِّنَا وَمَا  
يَذَكِّرُ إِلَّا أَوْلَى الْأَلْبَابِ

سُورَةُ الْأَلْبَابِ (٧)

*To the fountain of patience and optimism and hope*

*To each of the following in the presence of God and His Messenger, my Mother Dear.*

*To the big heart my Dear father.*

*To those who have demonstrated to me what is the most beautiful my Brother life.*

*To the people who paved our way of science and knowledge all our Teacher Distinguished.*

*To the taste of the most beautiful moment with my Friend.*

*I guide this research*

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## ABSTRACT

Knowledge management (KM) is now becoming a vital issue in the business strategies of any construction organizations and it is a complement to the organizational business activities. Lessons learned from the construction industry have proved that reusing and sharing knowledge can enhance building projects successfully by decreasing cost and time of completion and improving the whole competitiveness of the organization. The challenge to KM implementation in construction organizations is the lack of systematic procedures for developing and applying knowledge management systems (KM System). Various KM models have been developed to support KM activities. However, the existing KM models and tools may have some problems in many circumstances, which cannot be used efficiently and effectively. This research aims to implement KM model that overcomes such problems and provides an effective and efficient way for managing knowledge in the building projects.

An extensive review and analysis of KM models has been carried out and a KM model was developed to fill the gaps and overcome the disadvantages of previous KM models used for construction projects. Interviews with KM practitioners have been conducted to evaluate and enhance the KM model. A questionnaire survey has been conducted to improve the developed KM model by investigating KM initiatives, activities and tools of current KMSystem in construction organizations and exploring environmental factors and activities that can be critical for successful implementation and application of KM in the building project. A final KM model has been set to provide an effective solution and useful guidance for successful implementation and application of KM in the building projects.

## ملخص البحث

اصبحت اداره المعرفه مساله حيويه وفعاله في مجال الاعمال والبناء بل ومكمله لالنشطه والاعمال التنظيميه .

ان تطبيق اداره المعرفه في مشاريع البناء هي واحده من الاسباب التي تؤدي الي نجاح مشاريع البناء وذلك من خلال خفض التكلفة والوقت المخصص لي تنفيذ المشروع وذلك من خلال تحسن القدرة التنافسيه للمنظمه وتوجيه الادارات وتوعيه الموظفين بتطبيق اداره المعرفه .

بعض الشركات ليس لديها معرفه كامله بتطبيق اداره المعرفه وليس لديها القدرة علي التنظيم وتطبيق اداره المعرفه , في هذا البحث تم توجيه بعض الشركات بضروره تطبيق ادارة المعرفه وكذلك تطوير اساليبها المختلفه لدعم انشطة المشروع . هناك بعض المشاكل التي تواجه الشركات وهي انها لا تطبق اداره المعرفه بشكل صحيح وكفاءه عاليه مما يؤدي الي تكاليف زائده وتأخر زمن تنفيذ الانشطه عن الوقت المتوقع لها.

يهدف هذا البحث الي تطوير نماذج المعرفه الجديده التي تتغلب علي مثل هذه المشاكل ويوفر وسيلة فعاله وكفاءه عاليه لاداره المعرفه في مشاريع البناء والتثيد .

كما تم اجراء استعراض تحليل نماذج واسعه لتطبيق ادارة المعرفه والتغلب علي عيوب النماذج السابقه التي استخدمت في مشاريع البناء .

وقد اجريت مقابلات مع العديد من الشركات لتقدير وتعزيز نماذج اداره المعرفه . تم اجراء استبيان لتحسين اداره المعرفه المستخدمه في تنفيذ المشاريع واكتشاف العوامل المؤثره في الانشطه التي يمكن ان تكون حاسمه لنجاح وتطبيق اداره المعرفه في مشاريع البناء .

كما تم مناقشة النتائج والتحاليل وتم تقديم نموذج نهائي لتقديم حل فعال وتجويهات مفيدة للتنفيذ الناجح وتطبيق المعرفه في مشاريع البناء .

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## ACRONYMS

COP	Community of Practice
CRM	Customer Relationship Management
HRMS	Human Resource Management System
ICT	Information and Communication Technology
IDEF0	Integrated Definition Function Modeling, Level 0 (zero)
IT	Information Technology
KM	Knowledge Management
KMSysTem	Knowledge Management System
KPI	Key Performance Indicators
SMEs	Small and Medium Enterprises
TQM	Total Quality Management
VBC	Visual Byblos Cyberspace