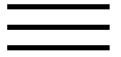


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## International Journal of Project Management

Volume 21, Issue 7, October 2003, Pages 479-486

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# Knowledge creation in multidisciplinary project teams: an empirical study of the processes and their dynamic interrelationships

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### Abstract

This paper reviews key literature on team processes and knowledge creation. Specifically, it assesses and synthesises relevant theories and thoughts to develop a conceptual model of the knowledge creation process. Empirical evidence, collected from two projects—“an infrastructure development project and a residential development project”—is also exploited as a means of building a conceptual model of knowledge creation. This paper explains the processes of knowledge creation within the context of multidisciplinary project teams. It also considers the dynamic interrelationships between the proposed processes. The paper provides a framework not only for future research to

systematically examine and test knowledge creation processes within different team situations, but also to allow management to continuously anticipate knowledge creation activities within their own organisations. This research contributes to studies of organisational knowledge and knowledge creation by providing an explorative account that synthesises the existing literature with empirical evidence. Secondly, this research contributes to the theoretical development of knowledge creation by focusing on its processes rather than just on its outcomes and implications, which have been the main concern of other researchers. Finally, the development of a multidisciplinary knowledge creation theory contributes to the consolidation of the various dimensions of knowledge-related activities that have in the past been treated in isolation.



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## Keywords

Knowledge creation; Multidisciplinary project teams; Processes; Dynamic interrelationships

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study of the processes and their dynamic interrelationships, as shown  
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