SUMMARY

In the modern economy, various organizations are facing rapid change and growing complexity due to the modern technological developments and the process of globalization. Knowledge is increasingly recognized as a major source of competitive advantage due to its inherent characteristics like tacitness, infiniteness, and inimitability.

Around the world, many organizations have their management adopting an emerging management philosophy the **knowledge management (KM)**. Nowadays many firms have even started to realize the benefits of knowledge management. For example firms such as Buckman Laboratory, Dow Chemicals, Scandia, Hewlett Packard, FedEx have successfully embarked the Knowledge Management.

This research aims to present a general overview of the emerging management philosophy, knowledge management with its conceptual framework in different perspectives and its present status. Especially, it aims to analyse one important aspect of knowledge management that is knowledge sharing in Singapore construction joint ventures. The process of knowledge sharing has been viewed from a socio-technical perspective.

The construction industry, major building block of a country’s economy is becoming increasingly internationalized resulting in a complex business environment. This imposes a need on construction firms to be highly competitive in resources, that are inexhaustible and unique. Though construction firms use their financial strength and ability to provide quality products as their winning strategy, possessing a unique raw material - knowledge - would help them for their survival and growth in the highly competitive and complicated business environment.

In recent years, Singapore has faced the need to export its construction services abroad and to steer the industry to compete in the international market. This leads to the issue of *what to export?* The expertise and know-how, which the industry
has accumulated through its own phase of development, only can be exported from Singapore.

In this view, it is intended to study the process of knowledge acquisition of local construction firms from foreign firms especially, through joint ventures. A model is developed to test the knowledge sharing process in construction joint ventures with the intent of assessing facilitators and barriers for knowledge sharing between foreign and local construction enterprises. Four joint ventures have been taken for case studies and to test the model. Facilitators and barriers for knowledge sharing have been analyzed.

It is found that the construction joint ventures in Singapore are lacking in investment for knowledge infrastructure and the effort in implementing explicit knowledge infrastructure. This is mainly due to the fragmented work responsibility. The difference between partner firms learning culture prevents knowledge sharing. It is concluded that for better knowledge sharing, despite the fragmented nature of construction joint ventures, construction organizations should have long-term commitment to learning and for that top management support is crucial. And construction organizations should take proactive steps to inculcate sharing culture among members and set the facilitating infrastructure in place.