

BIM ADOPTION IN ARCHITECTURAL EDUCATION AND PROFESSIONAL PRACTICE: A SYSTEMATIC LITERATURE REVIEW

Andréen, B.C.^{1*}, Andersson, L.M.¹

1. Digital Architecture and Emergent Futures, Master's Programme, Lund University, Sweden

*Correspondent Author: andreenbc@lu.se

Date received: November 9, 2025 • Reviewer completion date: November 14, 2025 & November 17, 2025 • Revision date: December 19, 2025 • Publication date: March 10, 2026

DOI: 10.24167/joda.v5i2.15101



Abstract: The increasing integration of Building Information Modeling (BIM) has fundamentally reshaped architectural education and professional practice. However, disparities persist between academic instruction and real-world implementation, creating gaps in skills, workflows, and professional readiness. This study aims to systematically examine patterns, challenges, and opportunities associated with BIM adoption across architectural education and professional practice. A Systematic Literature Review was conducted using a structured PRISMA-based protocol, focusing on peer-reviewed journal articles published between 2013 and 2024. Database searches were performed in Scopus and Web of Science using predefined keywords related to BIM, education, and professional practice. Following strict inclusion and exclusion criteria, 68 articles were analyzed through thematic synthesis and comparative mapping. The results reveal that educational adoption primarily emphasizes technical proficiency, while professional practice prioritizes interdisciplinary collaboration and process integration. Key challenges include curriculum rigidity, limited industry-academia alignment, and uneven technological readiness. Conversely, opportunities emerge in collaborative learning models, competency-based curricula, and integrative digital workflows bridging education and practice.

Keywords:

Building Information Modeling, architectural education, professional practice, digital design workflow

1. Introduction

The architectural profession is currently undergoing a profound transformation driven by the rapid integration of digital technologies into design, construction, and building operation processes. Among these technologies, Building Information Modeling (BIM) has emerged not merely as a representational tool, but as a comprehensive framework for managing information across the entire building lifecycle. BIM fundamentally redefines how architectural knowledge is produced, shared, and applied, shifting professional practice from isolated design activities toward collaborative, data-

driven workflows [1], [2]. This transformation has created both momentum and tension, particularly in the relationship between architectural education and professional practice.

Over the past decade, BIM has increasingly become embedded in professional standards, procurement requirements, and contractual frameworks in many countries. Large-scale projects frequently mandate BIM-based coordination, and public-sector clients often require digital models as part of project delivery [3], [9]. These developments signal a broader industry trend toward integrated project



delivery, enhanced interdisciplinary collaboration, and performance-oriented decision-making. Empirical studies consistently indicate that BIM adoption can reduce design conflicts, improve coordination efficiency, and enhance cost and schedule predictability when implemented strategically [4], [8]. However, the literature also emphasizes that these benefits are not automatic; they depend heavily on organizational readiness, human competencies, and process reconfiguration.

In parallel with industry transformation, architectural education has been under increasing pressure to respond to the growing dominance of BIM in professional practice. Universities are expected to equip future architects not only with conceptual and aesthetic sensibilities, but also with the digital literacy and collaborative skills required in contemporary practice. As a result, BIM-related content has been gradually incorporated into architectural curricula worldwide, ranging from introductory software training to integrative studio-based learning approaches [5], [7]. Despite this expansion, there remains significant variation in how BIM is taught, what competencies are emphasized, and how learning outcomes are assessed. Some programs focus primarily on technical modeling skills, while others attempt to embed BIM within broader discussions of design methodology, collaboration, and building performance.

This divergence reflects a deeper structural challenge. Architectural education has historically prioritized individual creativity and conceptual exploration, whereas BIM-based practice emphasizes shared authorship, information consistency, and process integration. Several scholars have noted that this cultural and pedagogical gap complicates the effective alignment of academic instruction with professional realities [6], [10]. While students may graduate with basic familiarity with BIM tools, they often encounter difficulties when transitioning into practice environments that demand advanced coordination, interdisciplinary communication, and an

understanding of BIM as a socio-technical system rather than a mere software platform.

Professional practice, on the other hand, exhibits its own internal diversity. Large multidisciplinary firms tend to adopt BIM at an advanced level, integrating it with project management, cost estimation, and facility management systems. In contrast, small and medium-sized architectural practices often adopt BIM incrementally, constrained by limited resources, training capacity, and perceived implementation risks [4], [8]. This uneven adoption landscape complicates expectations toward graduates, as entry-level competencies required by employers may vary considerably depending on firm size, project type, and regional regulatory frameworks. Consequently, a one-size-fits-all educational approach to BIM is unlikely to address the nuanced needs of the profession.

The growing body of literature addressing BIM education and implementation reflects this complexity, yet it remains fragmented across disciplines, regions, and research methodologies. While individual studies offer valuable insights into specific pedagogical strategies or implementation challenges, there is a lack of consolidated understanding regarding how educational practices align with professional demands at a systemic level. Previous reviews have either focused narrowly on technical aspects of BIM adoption or examined education and practice as largely separate domains [5], [7]. What is still needed is an integrative synthesis that explicitly examines the interface between architectural education and professional practice in the context of BIM adoption.

The primary objective of this study is therefore to systematically review and synthesise existing research on BIM adoption in architectural education and professional practice, with particular attention to points of convergence and divergence between the two domains. The review seeks to identify dominant trends in BIM teaching approaches, clarify the competencies emphasized within academic settings, and compare these with the skills and capabilities expected by professional practice. By doing so,

the study aims to contribute a structured understanding of how BIM-related knowledge is currently produced and transferred across the education–practice continuum.

More specifically, this research pursues three interrelated goals. First, it aims to map prevailing BIM pedagogical models within architectural education, including curriculum structures, instructional methods, and assessment strategies reported in the literature. Second, it seeks to synthesise findings related to BIM implementation in professional practice, focusing on competency requirements, organizational challenges, and perceived skill gaps among graduates. Third, it aims to identify recurring challenges and emerging opportunities for better alignment between education and practice, including collaborative teaching models, industry–academia partnerships, and competency-based curriculum frameworks.

Based on these objectives, the study addresses the following research problems. Despite widespread acknowledgment of BIM’s importance, why does a persistent gap remain between BIM education and professional practice? Which BIM competencies are consistently emphasized in academic programs, and how do these compare with industry expectations? What structural, pedagogical, and organizational barriers hinder effective BIM integration across the education–practice boundary, and what strategies have been proposed to overcome them? These questions are particularly relevant in a context where digital transformation is accelerating and the architectural profession is increasingly shaped by interdisciplinary and data-intensive processes.

By adopting a systematic literature review approach, this study aims to move beyond anecdotal evidence and isolated case studies. The review applies a transparent and replicable protocol to identify, screen, and analyse peer-reviewed publications and influential industry reports related to BIM education and professional practice. Through thematic synthesis, the study seeks to generate insights that are both theoretically grounded and practically relevant. Ultimately, this research

intends to support educators, curriculum designers, professional bodies, and practitioners in developing more coherent and future-oriented strategies for BIM integration, ensuring that architectural education remains responsive to the evolving demands of professional practice.

2. Research Methods

This study employed a Systematic Literature Review (SLR) to examine the adoption of Building Information Modeling (BIM) in architectural education and professional practice. An SLR was selected to address the fragmented and interdisciplinary nature of existing studies and to develop a structured understanding of how BIM-related knowledge is produced and transferred between academic and professional contexts.

The review began with a targeted search of two major academic databases, Scopus and Web of Science, which provide comprehensive coverage of research in architecture and the built environment. Keyword combinations related to BIM, architectural education, and professional practice were used to identify relevant publications. To reflect recent shifts in digital design and construction, the search was limited to articles published between 2013 and 2024 and written in English. Only peer-reviewed journal articles and conference papers were included.

Following the initial search, duplicate records were removed. The remaining publications were screened through title and abstract review to exclude studies that did not explicitly address BIM adoption in either educational or professional settings. Full-text screening was then conducted to ensure that the selected studies provided substantive discussion on BIM pedagogy, competency development, professional workflows, or implementation challenges within architectural contexts.

The final set of publications was analysed using qualitative thematic analysis. Each article was examined to identify recurring themes, patterns, and contrasts between education and practice. The coding process was refined iteratively, allowing key insights to emerge naturally from



the literature. The synthesis focused on interpretation rather than quantification, enabling a nuanced understanding of the gaps, challenges, and opportunities shaping BIM adoption across the education–practice continuum.

3. Discussion

This systematic literature review provides a consolidated understanding of how Building Information Modeling (BIM) has been adopted within architectural education and professional practice, and how the two domains intersect. The synthesis of selected studies reveals that BIM adoption is not a linear or uniform process, but rather a negotiated transformation shaped by institutional culture, pedagogical traditions, organizational capacity, and professional expectations. Across the reviewed literature, BIM consistently appears as both a technical innovation and a socio-organizational shift, requiring changes not only in tools but also in ways of thinking, teaching, and collaborating [10]–[14].

The findings indicate that while architectural education has made visible progress in introducing BIM concepts, the depth and orientation of adoption differ markedly from those found in professional practice. This divergence forms the core tension addressed in this discussion. The following sections interpret the review findings in relation to the research problems, focusing on: (1) dominant BIM competencies emphasized in education, (2) BIM expectations and realities in professional practice, and (3) the gaps, challenges, and emerging opportunities linking the two.

The literature shows that BIM education in architecture programs has largely evolved through incremental curriculum integration rather than radical pedagogical restructuring. Most studies report that BIM is introduced through standalone courses or technical modules, often positioned after foundational design studios [15]–[18]. In these contexts, BIM is commonly framed as an advanced drafting or modeling tool, emphasizing parametric

modeling, object-based representation, and basic coordination skills.

While such approaches enhance students' technical confidence, several studies argue that they risk reducing BIM to software proficiency rather than fostering an understanding of BIM as an integrated design and information management process [19], [20]. Only a smaller subset of publications describes integrative pedagogical models where BIM is embedded within design studios, interdisciplinary projects, or collaborative learning environments. These models tend to emphasize workflow integration, information exchange, and decision-making across disciplines, aligning more closely with professional BIM practice [21]–[23].

Another recurring theme concerns assessment. Educational evaluations often focus on model completeness or visual accuracy, whereas professional practice values reliability of information, coordination efficiency, and compliance with project protocols [24]. This mismatch reinforces a gap between academic achievement and professional readiness. Overall, the review suggests that architectural education tends to privilege individual competence and representational output, while underemphasizing collaborative processes and lifecycle thinking that are central to BIM-enabled practice.

In contrast to educational settings, professional practice conceptualizes BIM primarily as an organizational and collaborative infrastructure rather than a design tool alone. The reviewed literature consistently reports that firms adopting BIM prioritize coordination, clash detection, and information consistency across project stages [25]–[28]. In many cases, BIM adoption is driven by external requirements such as client mandates, public procurement policies, or contractual obligations, rather than intrinsic design motivations.

Studies focusing on architectural firms reveal a stratified adoption landscape. Large firms and multidisciplinary organizations tend to implement BIM strategically, supported by dedicated BIM managers, standardized protocols, and continuous staff training [29],

[30]. Smaller practices, however, often adopt BIM selectively, balancing perceived benefits against costs, learning curves, and disruption to established workflows [31], [32]. This diversity shapes expectations toward new graduates: while some employers seek advanced BIM coordination skills, others prioritize adaptability and basic model literacy.

Several publications emphasize that professional BIM competence extends beyond modeling skills. Effective BIM use requires understanding of data structures, interoperability standards, collaborative protocols, and project information requirements [33]–[35]. Graduates entering practice often struggle with these dimensions, particularly when their education has focused narrowly on software operation. As a result, firms frequently rely on in-house training or informal learning to bridge competency gaps, reinforcing the perception that formal education does not fully address professional BIM demands.

The comparison between educational and professional contexts reveals three principal gaps. First, there is a conceptual gap: education often frames BIM as a design representation tool, while practice treats it as an information management system [36]. Second, there is a procedural gap: academic projects rarely simulate the contractual, temporal, and interdisciplinary constraints of real-world BIM projects [37]. Third, there is a cultural gap: educational environments continue to valorize individual authorship, whereas BIM practice depends on shared responsibility and collective decision-making [38].

These gaps are not merely technical; they reflect deeper institutional logics. Universities operate under curriculum constraints, accreditation requirements, and limited industry engagement, while professional practice is shaped by economic pressures, risk management, and client expectations. Several authors argue that without sustained collaboration between academia and industry, BIM education risks lagging behind practice or reproducing outdated workflows [39].

Despite these challenges, the literature also highlights emerging opportunities. Integrated studio models, where BIM is used as a collaborative platform rather than a drafting tool, show promise in aligning educational outcomes with professional expectations [21], [22]. Industry–academia partnerships, including guest lectures, joint projects, and internship-integrated curricula, are reported to enhance students’ understanding of professional BIM workflows [27], [30].

Competency-based curriculum frameworks represent another important opportunity. Instead of focusing on specific software packages, several studies propose defining learning outcomes in terms of transferable BIM competencies, such as information coordination, collaborative problem-solving, and lifecycle thinking [18], [34]. Such approaches may help future-proof education against rapid technological change while strengthening alignment with practice.

The systematic review process followed a structured PRISMA-based workflow. An initial search of Scopus and Web of Science identified 412 records. After removing 96 duplicate entries, 316 unique records remained. Title and abstract screening excluded 198 records that were not directly related to BIM adoption in architectural education or professional practice. The remaining 118 articles underwent full-text assessment, resulting in the exclusion of 52 studies due to insufficient relevance or lack of empirical or conceptual contribution. Ultimately, 66 publications were included in the qualitative synthesis and thematic analysis.

Table 1. Thematic Synthesis of BIM Adoption

Domain	Dominant Focus	Key Challenges	Identified Opportunities
Education	Modeling skills, software literacy	Limited collaboration, n, centric teaching	Integrated studios, tool-competency-based curricula



Domain	Dominant Focus	Key Challenges	Identified Opportunities
Practice	Coordination, information management	Training costs, uneven readiness	Strategic BIM roles, standardized workflows
Interface	Graduate preparedness	Curriculum–industry mismatch	Industry–academia partnerships

Table 1 illustrates the structural differences between BIM adoption in education and practice, highlighting areas where alignment efforts may be most effective.

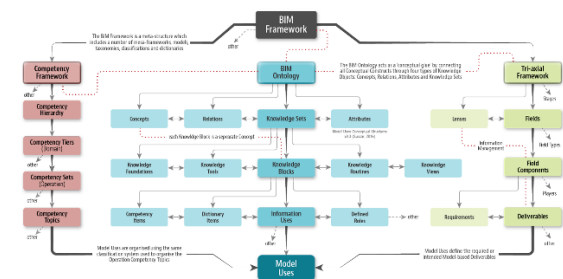


Figure 1. Conceptually illustrates BIM adoption as a continuum linking education and professional practice.

Rather than a direct transfer of skills, the transition requires translation across pedagogical, organizational, and cultural boundaries. The literature suggests that successful alignment depends on recognizing BIM as a shared epistemic framework rather than a discrete technical skill.

The discussion underscores that improving BIM adoption outcomes requires systemic thinking. For educators, this means shifting emphasis from isolated software training toward integrative, process-oriented learning (see Fig. 1). For practitioners, it involves engaging more actively with educational institutions to articulate expectations and support curriculum

development. At a broader level, professional bodies and accreditation agencies play a critical role in mediating this alignment by defining competency standards that reflect contemporary BIM practice while remaining adaptable to future change.

In response to the research problems, this review demonstrates that BIM competencies emphasized in architectural education only partially align with professional expectations, largely due to differences in conceptual framing, procedural constraints, and institutional culture. While significant challenges persist, the literature also reveals clear pathways for improvement through integrative pedagogy, competency-based frameworks, and sustained collaboration between academia and industry. These findings provide a foundation for advancing BIM education as a strategic component of professional readiness rather than a peripheral technical skill.

Conclusion

This study set out to examine how Building Information Modeling (BIM) is currently positioned within architectural education and how this positioning relates to the realities of professional practice. The findings of the systematic literature review indicate that BIM has become an established component of contemporary architectural work, yet its treatment in educational settings has not fully kept pace with the depth and complexity of its use in practice. This imbalance helps explain the recurring gap between what graduates are taught and what is expected of them when they enter professional environments.

With regard to the first research problem, the review shows that BIM education in architecture programs remains largely centered on technical modeling skills. While this approach provides students with an essential entry point into BIM-based workflows, it often limits their understanding of BIM as a collaborative and information-driven process. In professional practice, however, BIM is primarily valued for its role in coordination, data management, and



interdisciplinary decision-making rather than for model production alone.

In addressing the second research problem, the review highlights that professional expectations toward BIM competencies are shaped by organizational context and project scale. Nevertheless, across different practice settings there is a shared need for graduates who are adaptable, able to work collaboratively, and capable of understanding BIM workflows beyond software operation. The limited exposure of students to realistic project constraints and team-based processes contributes significantly to the skills gap identified in the literature.

Finally, in response to the third research problem, the review identifies structural and pedagogical challenges that hinder closer alignment between education and practice, including rigid curricula and tool-focused teaching models. At the same time, the literature points to clear opportunities for improvement through integrative studio teaching, competency-based learning frameworks, and stronger collaboration between academic institutions and professional practice. Overall, the study concludes that meaningful integration of BIM in architectural education requires a shift from tool-oriented instruction toward a process-oriented and collaborative learning paradigm.

References

- [1] B. Succar, "Building information modelling framework: A research and delivery foundation for industry stakeholders," *Automation in Construction*, vol. 18, no. 3, pp. 357–375, May 2009. <https://doi.org/10.1016/j.autcon.2008.10.003>
- [2] R. Sacks, C. Eastman, G. Lee, and P. Teicholz, *BIM Handbook: A Guide to Building Information Modeling for Owners, Designers, Engineers, Contractors, and Facility Managers*, 3rd ed., John Wiley & Sons, 2018.
- [3] Azhar, S. (2011). Building Information Modeling (BIM): Trends, Benefits, Risks, and Challenges for the AEC Industry. *Leadership & Management in Engineering*, 11, 241-252. [https://doi.org/10.1061/\(ASCE\)LM.1943-5630.0000127](https://doi.org/10.1061/(ASCE)LM.1943-5630.0000127)
- [4] A. Ghaffarianhoseini et al., "Building Information Modelling (BIM) uptake: Clear benefits, understanding its implementation, risks and challenges," *Renewable and Sustainable Energy Reviews*, vol. 75, pp. 1046–1053, 2017. <https://doi.org/10.1016/j.rser.2016.11.083>
- [5] M. B. Barison and E. T. Santos, "BIM teaching strategies: an overview of the current approaches," in *Proceedings of the International Conference on Computing in Civil and Building Engineering*, 2010.
- [6] X. Wang and P. Dunston, "A conceptual framework for integrating building information modeling with augmented reality," *Automation in Construction*, vol. 34, pp. 37–44, 2013. <https://doi.org/10.1016/j.autcon.2012.10.012>
- [7] R. Sacks and E. Pikas, "Building Information Modeling Education for Construction Engineering and Management," *Journal of Construction Engineering and Management*, vol. 139, no. 11, 2013. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0000765](https://doi.org/10.1061/(ASCE)CO.1943-7862.0000765)
- [8] E. A. Poirier, S. Staub-French, and D. Forgues, "Measuring the impact of BIM on labor productivity in a small specialty contracting enterprise through action-research," *Automation in Construction*, vol. 58, pp. 74–84, 2015. <https://doi.org/10.1016/j.autcon.2015.07.002> [Get rights and content](#)
- [9] S. Jones, "The Business Value of BIM for Owners (SmartMarket Report)," Oct. 2014. McGraw Hill Construction, Bedford, UK
- [10] Y. Huang, "A Review of Approaches and Challenges of BIM Education in Construction Management," *Journal of Civil Engineering and Architecture*, 12 (2018) 401-407. <https://doi.org/10.17265/1934-7359/2018.06.001>
- [11] E. Succar and B. Kassem, "Macro-BIM adoption: Conceptual structures," *Automation in Construction*, vol. 57, pp. 64–



- 79, 2015.
<https://doi.org/10.1016/j.autcon.2015.04.018>
- [12] C. Eastman, P. Teicholz, R. Sacks, and K. Liston, *BIM Handbook: A Guide to Building Information Modeling for Owners, Designers, Engineers, Contractors, and Facility Managers*, 2nd ed., Wiley, 2011.
- [13] Azhar, S., Nadeem, A., Mok, J.Y.N. & Leung, B.H.Y. 2008. Building information modelling (BIM): A new paradigm for visual interactive modelling and simulation for construction projects. In: *Proceedings of the 1st International Conference on Construction in Developing Countries (ICCIDC-I) "Advancing and Integrating Construction Education, Research & Practice"*, 4-5 August 2008, Karachi, Pakistan, pp. 435-446.
- [14] B. Becerik-Gerber and S. Rice, "The perceived value of building information modeling in the U.S. building industry," *Journal of Information Technology in Construction*, vol. 15, pp. 185–201, 2010.
- [15] M. B. Barison and E. T. Santos, "BIM teaching strategies: An overview of current approaches," *Proc. ICCCBE*, International Conference on Computing in Civil and Building Engineering, Nottingham, 2010.
- [16] J. S. Lee, M. D. McCullouch, and J. J. Kim, "Educational framework for BIM learning in architectural design studio," *Automation in Construction*, vol. 20, no. 7, pp. 1077–1085, 2011.
- [17] R. Sacks and E. Pikas, "Building Information Modeling education for construction engineering and management," *Journal of Construction Engineering and Management*, vol. 139, no. 11, 2013.
- [18] Macdonald, J. A., "A framework for collaborative BIM education across the AEC disciplines", 37th Annual Conference of Australasian University Building Educators Association (AUBEA), 2012.
- [19] K. Sabongi, "The integration of BIM in the undergraduate curriculum: An analysis of undergraduate courses," *Proc. ASC Annual Conference*, 2009.
- [20] S. Ku and M. Taiebat, "BIM experiences and expectations: The constructors' perspective," *International Journal of Construction Education and Research*, vol. 7, no. 3, pp. 175–197, 2011.
<https://doi.org/10.1080/15578771.2010.544155>
- [21] X. Wang and P. Dunston, "Design, strategies, and issues towards an augmented reality-based construction training platform," *Automation in Construction*, vol. 33, pp. 28–41, 2013.
- [22] A. Joannides, S. Olbina, and R. Issa, "Implementation of BIM into accredited programs in architecture and construction education," *International Journal of Construction Education and Research*, vol. 8, no. 2, pp. 83–100, 2012.
<https://doi.org/10.1080/15578771.2011.632809>
- [23] W. Liu, H. Guo and M. Skitmore, "A BIM-Based Collaborative Design Platform for Variegated Specialty Design," *ICCREM 2014: Smart Construction and Management in the Context of New Technology*,
<https://doi.org/10.1061/9780784413777.039>.
- [24] Y. Huang, "A Review of Approaches and Challenges of BIM Education in Construction Management," *Journal of Civil Engineering and Architecture*, 12(6).
<https://doi.org/10.17265/1934-7359/2018.06.001>
- [25] D. Bryde, M. Broquetas, and J. Volm, "The project benefits of Building Information Modelling," *International Journal of Project Management*, vol. 31, no. 7, pp. 971–980, 2013.
<https://doi.org/10.1016/j.ijproman.2012.12.001>
- [26] E. A. Poirier, S. Staub-French, and D. Forgues, "Measuring the impact of BIM on labor productivity in a small specialty contracting enterprise through action-research," *Automation in Construction*, vol. 58, pp. 74–84, 2015.
<https://doi.org/10.1016/J.AUTCON.2015.07.002>



- [27] A. Ghaffarianhoseini et al., “Building Information Modelling (BIM) uptake: Clear benefits, understanding its implementation, risks and challenges,” *Renewable and Sustainable Energy Reviews*, vol. 75, pp. 1046–1053, 2017. <https://doi.org/10.1016/j.rser.2016.11.083>
- [28] S. Cao, J. Jiang, and M. Wu, “BIM-based collaboration and its impact on project performance,” *Journal of Management in Engineering*, vol. 31, no. 5, 2015.
- [29] P. Smith, “BIM implementation – global strategies,” *Procedia Engineering*, vol. 85, pp. 482–492, 2014. <https://doi.org/10.1016/j.proeng.2014.10.575>
- [30] S. Jones, *The Business Value of BIM for Construction in Global Markets* McGraw Hill Construction Research & Analytics, Bedford, 2014.
- [31] T. Kerosuo, “Boundaries in action: An activity-theoretical study of development, learning and change in health care for patients with multiple and chronic illnesses,” *University of Helsinki, Department of Education*
- [32] D. Holzer, *The BIM Manager’s Handbook*, Wiley, 2016.
- [33] ISO 19650-1:2018, *Organization and digitization of information about buildings and civil engineering works, including building information modelling (BIM) – Information management using building information modelling*, International Organization for Standardization, 2018.
- [34] B. Succar, W. Sher, and A. Williams, “Measuring BIM performance: Five metrics,” *Architectural Engineering and Design Management*, vol. 8, no. 2, pp. 120–142, 2012. <https://doi.org/10.1080/17452007.2012.659506>
- [35] A. Porwal and K. Hewage, “Building Information Modeling–based analysis to minimize waste rate of structural reinforcement,” *Journal of Construction Engineering and Management*, vol. 139, no. 4, 2013. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.000050](https://doi.org/10.1061/(ASCE)CO.1943-7862.000050)
- [36] J. Miettinen and S. Paavola, “Beyond the BIM utopia: Approaches to the development and implementation of BIM,” *Automation in Construction*, vol. 43, pp. 84–91, 2014. <https://doi.org/10.1016/j.autcon.2014.03.009>
- [37] K. K. Singh and R. Holmström, “Digital coordination challenges in BIM-based projects,” *Construction Management and Economics*, vol. 33, no. 10, pp. 1–14, 2015.
- [38] R. Volk, J. Stengel, and F. Schultmann, “Building Information Modeling (BIM) for existing buildings,” *Automation in Construction*, vol. 38, pp. 109–127, 2014. <https://doi.org/10.1016/j.autcon.2013.10.023>
- [39] P. Love, Z. Irani, and D. Edwards, “Learning to Reduce Rework in Projects: Analysis of Firm’s Organisational Learning and Quality Practices,” *Project Management Journal*, 34(3), 13-26. 2003