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(Thorngate, 1996)

(Davenport, 1997) .

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(Winter, 1987) .

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(Hansen et al., 1990)

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        (Davenport & Pronzack, 1997)

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        (Bollinger & Smith, 2001)

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        (Tichy & Devanna, 1986)

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0.3	-	-	29.0	
0.3	132.6	18.3	124.0	
0.1	-	48.1	459.0	
0.3	14.0	10.1	158.0	
8.5	652.8	2783.3	2139.0	
3.1	229.0	290.0	154.0	
0.3	18.2	47.1	156.0	
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1.1	43.8	423.1	303.0	
36.5	442.3	3288.5	4960.0	
77.4	744.8	1762.7	3009.0	
295.2	240.7	835.8	4103.0	
102.3	2533.3	21045.6	-	
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The State of Knowledge Management
And Requirements for Creativity and Change
In the Arab Societies

Dr. Hala Abdel Kader Sabri

Associate Professor
Business Administration Dept.
Petra Private University
Hashemite Kingdom of Jordan

Abstract

With the increased concern in discussing the challenges of the "Knowledge Revolution" on nations and the effectiveness of their organizations, new terms have emerged. Among these terms are "knowledge management'; "knowledge industry"; knowledge economy"; and "knowledge societies". A knowledge society in the developed countries emerges as a result of extensive historic and technological advancements which developing countries are still lacking. Moreover, businesses in the developing countries are still unable to achieve the required transformation in their leadership and decision making styles which constitutes, in addition to other factors, an obstacle towards their ability to join the knowledge societies of the modern world. An area of concern in this regard is the situation of knowledge in Arab societies. These societies, who despite their efforts to cope with global developments in achieving knowledge based economies, through the presentation of adequate business environment, sufficient infrastructure and trained human resources, could not present suitable changes in their culture, corporate governance and authoritarian management styles that are rooted in their patriarchal structure. As a result, qualified Arab human resources still lack the vital motivation to present their knowledge towards the achievement of knowledge society.

This study examines the issue of knowledge management and discusses its obstacles and futuristic stance in the Arab business environment. It adopts an analytical approach and provides different perspectives to knowledge and knowledge management and their relation to information management. The study presents also an analysis of the leadership's role in creating a supporting culture for employees in which they share the management's vision and are aware of their role in achieving it. Finally, the study discusses the situation of knowledge attainment and knowledge transfer in Arab countries and presents different scenarios for the futuristic prospects of knowledge in Arab societies.