

جامعة فيلادلفيا  
كلية العلوم الإدارية والمالية

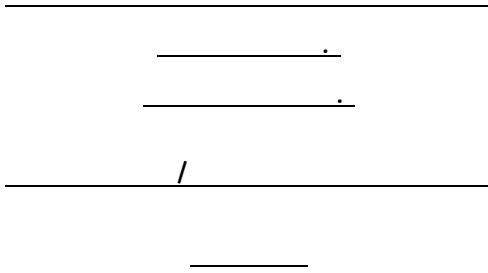
# المؤتمر العلمي الرابع

## الريادة والإبداع

إستراتيجيات الأعمال في مواجهة تحديات العولمة



15 – 16/3/2005



(03)

## « Knowledge Management and Innovation in the Arabic Firm »

### Abstract

Now a days the innovation can not be limited to the production and to the techniques but it is larger than that because it entails the interference of the human being and the firm, the single and collective intelligence in addition to the development of cultures and thought. From this point most of the institutions in the developed countries start to study the factor of human and thought and to give them the priority. The acquaintance is considered to be the most important wager of the future and by this it is a strategic resource and a constant element which increase emulation for the firm.

Therefore, the management of acquaintance agree with the perception and it is the capital-stock of the institution. Thus it works to define the acquaintances which are a strategic factor and to protect it and exploit it in order to acquire the emulation.

The management of acquaintance permit to the institution to acquire its identity and its good performance from the acquaintance which is employed and produced. From this point we can say that the successful innovation can not be just from the important knowledge. The acquired acquaintances are an important element to have a successful innovation because it is based on the acquaintances and on the skills available and developed in the firm.

The Arabic institution could be able to acquire a state in the international market not just by taking care about the formation of its employers but it should improve its skills and abilities and this by fixing on its private trade its own resources.

From this basis, our entrance can be divided into three unit.

**First unit:** We will deal with the economic changes in the world and its effects on the innovation in the firm with the clarification of the definition of the developed innovation in the economic notion;

**Second unit:** We will deal with the definition of the acquaintance's management and state in the firm;

**Third unit:** We will deal with the effect of these two definitions and how we can insert them in the strategic management of the Arabic firm.

\_\_\_\_\_

" "

\_\_\_\_\_ -I

\_\_\_\_\_ -1

( . . . )

( )

:

(Carrier "

-

.1997, p1)

: \_\_\_\_\_ -2

Rogers et Schuemaker (71)

( )

( Thompsn-1965)

.( Rogers et Kim 1985)

( Meritl,

. 1985)

Schumpeter (99)

5 Schumpeter ( )

Schumpeter

( Zaltman 73)

« Van de Ven (86) »

... : -  
... : -  
... : -  
... ( ) -  
... : -  
" " " " : -  
" " :  
...

... ( Socte, Weel, 1999)

...(Guellee et Ralle 1993) \* \*

-  
...  
" "

Knowledge Management: " "

( Anglo –Saxon )

Stewart 1991

“Intellectual Capital is becoming corporate America’s most valuable asset and can be its Aharpest competitive weapon. The Challenge is not find what you have- and use it ). “(Stewart ,91

Peter Drucker 1993

« More and more,the productivity of Knowledge is going to become, for a contry, an industry, or a company, the determining competitiveness factor. In the matter of Knowledge, no contry, no one in industry, no one campany has a natural advantage or disadvantage. The only advantage taht it can ensure to it self is to able to draw more from the Knowledge available to all than others are able to do. » ( P. Drucker, 1993).

that companies must develop to - Knowledge Management is a core competence succeed in tomorrow dynamic global economy. KM has become a major strategic them-getting organized to crack, capture, distill an dissemate relevant development knowledge - ( Amidon, 1998)

- Knowledge Management involves recognizing, documenting and distributing explicit and tacit knowledge in order to improve organizational performance- ( Rossett ,1999).

- (

-(

Hamilton , 1998)



...

:

( )

70 %30 %

:

( Polanyi 1966 )

Nelson et Winter (1982) Spender ...

(1966)

M.Polanyi

."We Can Know More Than We Can Tell "

-

( Ermine – Farnier et

Prax, 2000)

Shigehisa Tsuchiya

«Although terms “ datum ” information and Knowledge are often used interchangeably, there exists a clear distinction among them. When datum is sense-given through interpretative framework, it becomes information, and when information is sense-read through interpretative frame work, it becomes Knowledge. »

"Link- Pezet K "

: \_\_\_\_\_ -2

:( Hatchwel et Jochem,00)

: \_\_\_\_\_ -2.1

.( ... )

( M.

.(

)

Grundstein (94)

"

"

)

(

: \_\_\_\_\_ -2-2

( )

Tackeuchi Nonaka

: 04

: -

: externalisation -

...

( ) : -

: -

Tackeuchi Nonaka 95

Eliason

(90)



.Barney (1991 )

: 3

-1

( )

-2  
-3

" "

- 
- Amidon,D,(1998). Bue print for 21 est century innovation management. Journal of Knowledge Management, September,p.9.
  - Deltour F.,2000, “ L’innovation dans l’organisation, dépasser les ambiguïtés du concept. Cahiers de Recherche CLARE, UPRES-ACNRS 8020.
  - Drucker P. (1998 ), Post-capitalist society. Butter worth-Heinemann: Oxford,p.204.
  - ErmineJ.L, Garnier A. and Prax JOY. ” Etat de l’art du K.M, trois experts font le point », le K.M à la loupe, Archimag hors série, 2000,pp.5-30.
  - Grundstein M : Développer un système à base de connaissance : un effort de coopération pour construire en commun un objet inconnu. Actes de la journée :Innovation pour le travail en groupe, Cercle pour les projets innovants en Informatique (CCP21), Nov,1994.
  - Hamilton,B (1998). La gestion du savoir de la connaissance de la fonction publique. Document de travail.
  - Hatchuel et Jochem : K.M et nouveaux principes d’organisation. Séminaire L.P.M, Conception et dynamique des organisations : Sait-on piloter le changement. Nouveaux enjeux et nouvelles approches des organisations, organisé par J.Claude Sardas. Ecole des Mines de Paris,2-3 Nnov.2000.
  - Link-Pezet J. De la représentation des connaissances à la coopération: évolution des approches théoriques du traitement de l’information. Solaris, Janvier,1999,n°5 ,p.28.
  - Merrit,R.L, 1995, « Innovation in the Public Section : An Introduction », in Sage publication, Beverley Hills,p.9-16.
  - Nelson R & Winter S.G : An Evolutionary Theory of Economic Change. Harvard University Press, Cambridge, M.A,1982.
  - Nonaka & Takeuchi: Thee Knowledge-Creating Company: How Japanese Companies create the dynamics of innovation. Oxford University Press, 1995.
  - Polanyi .M. Tacit dimension. Routledg & Kegaan Paul, London,1966.
  - Rosset A. Knowledge Management meets analysis. Training and development, vol.53 (5),Mai,p.63-68.

- Rogers,E.M & J.I.Kim,1985,“ Diffusion of innovation in public Organizations“ in Innovation the public Sector,p.85-108, Beverley Hills, Sage Publications.
- Rogers E.(1971), Schuemaker F,“ Communication in innovation: a cross cultural approach, Free Press, New-York.
- Schumpeter J.1999, Théorie de l'évolution économique, Dalloz, dernière édition
- Spender J.C.(1996). Making Knowledge. The basis of a dynamic Theory of the firm Strategic. Management Journal. Vol.17, Winter Special Issue,p.45-62.
- Stewart B. How intellectual Capital is Becoming America's Most Valuable Asset, Fortune, June,1991.
- Thompson, VictorA.,1965,“Bureaucracy and Innovation” Administrative Science Quaterly,vol.10,p.1-20.
- Tsuchiya S. Improving Knowledge Creation Ability through Organizational Learning, ISMICK, Proceedings, International Symposium on the Management of industrial and Corporate Knowledge, UTC, Compiègne, October, 27-28,1993.
- Van de Ven A.,1986,“ Central problems in the management of innovation”, Management Science, vol.32, n°1.
- Zaltman G, Duncan R., Holbeck J., 1973, Innovation and organizations, John Willy.