

Knowledge Management in its Context: Adapting Structure to a Knowledge Creating Culture

Hala A. Sabri

Abstract

This study focuses on knowledge management in relation to its organizational context. It argues that knowledge management is not just computer and information systems; it embodies organizational processes that seek to augment the creative, innovative capacity of human beings. Specifically, the study regards the compatibility between the organizational structure and corporate culture essential for activating a knowledge base culture in modern organizations. The study sets a proposed framework on how to transform Arab bureaucracies into knowledge creating cultures by means of designing the right structure in which information sharing, learning and knowledge formation should be parts of the organizational norm.

Keywords: Knowledge Management, Information Technology, Organizational Context, Organizational Structure, Corporate Culture, Mechanistic and Organic Designs, Arab Management.