
**KNOWLEDGE MANAGEMENT AND INTER CIVILIZATION DIALOGUE:
A PEACEFUL SOLUTION OF GLOBAL FINANCIAL CRISES**

Rana Zamin Abbas

University of Management & Technology

A G Ghaffari Director (Corresponding Author)

University of Management & Technology

ABSTRACT

On the ground of relevant literature review the purpose of this paper is to demonstrate knowledge as power, KM, KM strategies & similarities between organization and civilizations. To highlight knowledge Management at organizational level (micro level) as well as at civilizational level (macro level) that is knowledge essence is same at both levels but form at the macro level will be in the form of dialogue among civilization. To identify the root cause of international financial crisis. To highlight the importance of intercivilization dialogue as a km strategy through effective knowledge management as a possible and peaceful solution. To suggest the KM as a strategy to combat global financial crisis and to highlight the importance of KM for inter and intracivilization dialogue, understanding and harmony to get rid of international financial crisis to achieve the global peace. To demonstrate knowledge as power, KM, KM strategies & similarities between organization and civilizations. To highlight knowledge Management at organizational level (micro level) as well as at civilizational level (macro level) that is knowledge essence is same at both levels but form at the macro level will be in the form of dialogue among civilization. To identify the root cause of international financial crisis. To highlight the importance of intercivilization dialogue as a km strategy through effective knowledge management as a possible and peaceful solution. To suggest the KM as a strategy to combat global financial crisis and to highlight the importance of KM for inter and intracivilization dialogue, understanding and harmony to get rid of international financial crisis to achieve the global peace. Starting with the ideas of knowledge management thinkers, sources of knowledge management are highlighted with focus on KM strategies. After discussing knowledge portfolio at organizational level paper highlights civilizational conflicts as the real cause of global financial crises. Finally demonstrates the idea of dialogue among civilizations and idea of league of civilizations to overcome the global financial crises from the arguments given by political leaders as well as great thinkers of civilizations studies. This study can be helpful for practitioners in refining their way of thinking about Knowledge Management and valuable organizational resources. It will provide a new framework for deep understanding of strategic concepts and how can we achieve excellent results from knowledge management in the organizational world. On one hand this research provides practical insights to the corporate executives at the time of KM initiative, in order to deal with the challenges facing in global financial crisis. On other hand it provides the deeper insights to the world leaders by providing peaceful solutions of global financial crises with inter civilizations dialogue and league of civilizations.

Key Words: *Knowledge management, Competitive advantage, Dialogue among civilizations, Alliance of Civilizations, League of Civilizations. Global financial crisis*

INTRODUCTION

According to Holy Prophet Muhammad (P.B.U.H.) “the ink spent by the scholar is superior to the blood of Martyr” (Muslim, Ch. Kitab-ul-ilm, vol. No.07 page 383). Francis Bacon also said, “knowledge is power” (Barclay, 2000). In the same line of thinking, President John F. Kennedy said at white house welcoming winners of Nobel Prize in 1962. “in a time of turbulence and change, it is truer than ever that knowledge is power.” All the above thoughts reflect the importance of knowledge as power and also strengthen its validity at modern time of knowledge economy today. Knowledge not only effects the workers life but also organizational, national, international, and civilizational life. According to Anonymous, 1995, “there will be no poor country, there will only be ignorant countries”

Regarding the definition of knowledge management, it is quite difficult to make consensus on the definition of knowledge management. According to Choi there are many interpretation of KM (Choi, 2000). Seeing from the eye of American productivity quality center (1999a, b). KM is a transdisciplinary field and draws its insights from diverse technologies. Artificial intelligence, cognitive science, semantic networks, and organizational science provide deeper insights to KM (Barclay and Murry, 2000.. KM acts like a convergent mirror of ideas about core competencies, RB view of the firm, info mapping, balance score card, intellectual assets, learning organizations, TQM, communities of practice business process reengineering, boundary less firms, and the networked organizations (Corrall, 1998). There are different views, beliefs and methodologies about knowledge management but they all see eye to eye with each other that the core of knowledge management is the development of comprehensive approaches that help to get the right knowledge to the right person at the right time in the right format.

KNOWLEDGE MANAGEMENT STRATEGIES

Knowledge strategy in plain English is a continuous process by which we generate, Codify and transfer knowledge within organization (both explicit and tacit). There are four management strategies that not only Business and Management leaders but also organizational consultants too use for Managing knowledge namely culture, leadership, technology and measurement (Davenport and Prusak, 1998; O’Dell and Grayson, 1998; Davenport, 1999).

Lessons learned from Drew (1999) include how smart managers can incorporate KM into their strategy process for success and prosperity of their firms. He believed in the strength of knowledge management when it incorporated in the process of business strategy. He is great champion of building KM as an integral part of Business strategy formulation from the very beginning. After the thorough and deep understanding of business literature, he divided the whole business knowledge into four categories.

- (1) What we know we know.
- (2) What we know we don’t know.
- (3) What we don’t know we know.
- (4) What we don’t know we don’t know.

At organizational level (A Knowledge Portfolio)

Table 1

Knowledge awareness / knowledge content	1.What we know we know	2. What we know we don’t know	3.What we don’t know we know	4. What we don’t know we don’t know
Emphasis	Knowledge sharing, access and inventory	Knowledge seeking and creation	Uncovering hidden or tacit knowledge	Discovering key risks, exposures and opportunities
Tools	Benching marking, communities of practice	R&D market research, competitive intelligence	Knowledge, maps, audits, training and networks	Creative tension, audits, dilemmas, complexity science.

Source: Adapted from Drew (1999)

Organizations focus upon these four areas efficiently and effectively and build up a knowledge dimension into the use of strategy tools and how they step forward in developing a knowledge base strategy. Resultantly these knowledge driven resources turn into competitive advantage and render special/superior value customers.

Broadbent (1998), described four steps in getting started in KM:

- (1) To make knowledge visible;
- (2) To build knowledge intensity;
- (3) To develop a knowledge culture; and
- (4) To build a knowledge infrastructure.

There are many ways that Organizations can adopt and gain fruits from implementing a KM strategy. For example,

1. They can check the brain drainage (loss of intellectual capital).
2. They can reduce costs through economies of scale by getting information quickly from external providers.
3. They can cause the satisfaction of employees by their development and empowerment.
4. They can increase productivity by providing knowledge fast and quick.

SIMILARITIES AMONG ORGANIZATIONS AND CIVILIZATIONS

Organizations	Civilizations
Human entity	Human entity
Knowledge is the back bone	Knowledge is the back bone
Knowledge is power	Knowledge is power
Micro Level	Macro Level
Mini civilization	Mega civilization
Social entity	Social entity
Organized people form organization	Civilized people form civilization
Organization has its own culture	Civilization has its own culture (Human Society)
Organizational growth	Civilization advancement
Constituents HR system, legal system etc.	Transportation system legal system, Calligraphy, Arts styles, monumental architecture
OCB Organization citizenship behavior Organizations has its own structure and design	Civis means citizen Civitas means city and city states City states has its own structure and design
Organizations are moving form simple to complex	Civilizations have complex social hierarchies, organized institution and Governments.
Both have cultural identities core values, and sense of competition	
Power and dependence within organizations	Power and dependence within civilizations
Three levels of organizations intra, organizational and inter organizations	Three levels of civilizations intra, civilizational and inter civilizations
Both have Institutions, networks, ecology, evolution, cognition and interpretation, technology, learning, complexity and computation, power dependence and economics perspectives.	
Both need strategic thinking (logic and creativity: rational thinking and generative thinking) for advancement:	
Both need strategy formation(deliberateness	

and emergentness: planning and instrumentalism)	
Both need strategic change (revolution and evolution: discontinuous change continuous change.	
Both work with markets and resources: outside in and inside out	
Both work with responsiveness and synergy : with their portfolio and core competence	
Both have sense of competition and cooperation: discrete perspective and embedded perspective	
Both have the sense of compliance and choice: have evolution and creation perspective	
Both have the elements of control and chaos: leadership and organizational dynamics	
Both are confronting globalization and localization: Global convergence and international diversity	
Both have the sense of the purpose (profitability and responsibility: share holder value and stakeholder value)	

Humanity / human civilizations at large comprises of four civilizations. Literature on major four civilizations of the world notable scholars and authors reflect insights in the table below for detail see: Francis Fukuyama (summer 1989), Samuel P. Huntington (November / December 1993), Bernard Lewis (September 1990), Huston Smith (April, October 2005), Will Durant (1950), Feliks Koneczny (1960), Oswald Spenglar, Alvin Toffler (1980), Kishore Mahbubani (September / October 1993), Karen Armstrong (2004), and Arnold Toynbee.

At Civilizational Level

Civilizational conflicts are the real cause of Global Financial Crises

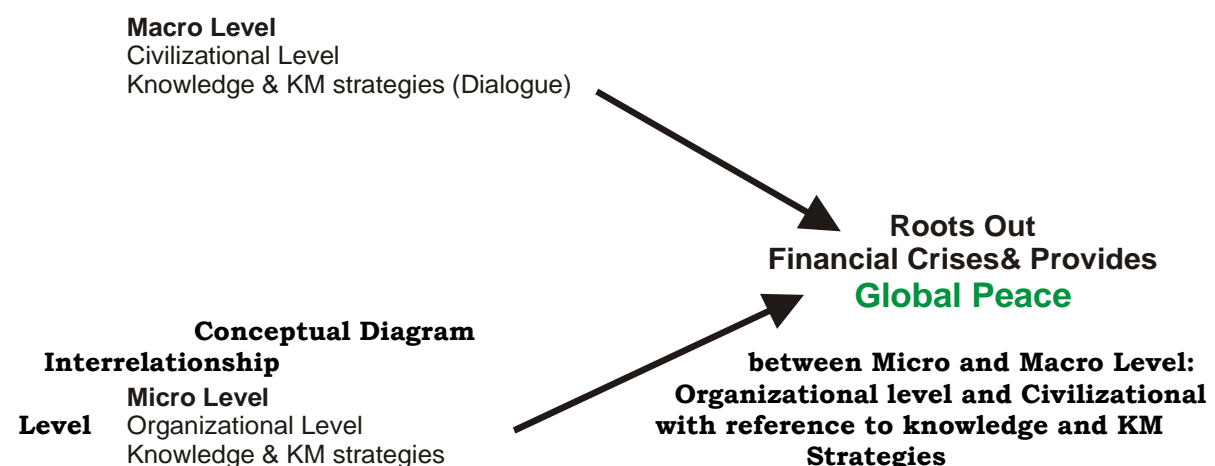
	Indian civilization	Chinese civilization	Western civilization	Muslim civilization
Crises of Values	Peace	Equality	Freedom	Justice
Confrontation of Prevailing Disciplines	Culture as Discipline	History as Discipline	Science as Discipline	Religion as Discipline
Overlapping of Forms of Consciousness	Aesthetic consciousness	Moral Consciousness	Speculative Consciousness	God Consciousness
Divergence of essential convictions	Belief in Earth	Belief in Past	Belief in Present	Belief in Future

The above discussion suggests that there is knowing doing gap which is not only gap but a great gulf. By implementing knowledge management strategies and the dialogue among civilizations as said by Khatami address to international audience at the United nations General Assembly in New York. Lies the solution of global financing crises. Kofi Annan, in a speech on February 5, 2001 to Seton Hall Univesity’s Schoold of Diplomacy and International Relations in South Orange New Jersey, declared the Dialogue among Civilizations as appropriate and necessary solution. The Spanish Prime Minister Jose Luis Rodriguez Zapatero proposed an “Alliance of Civilization between the Western and the Arab and Muslim worlds” during the Fifty ninth Session of the United Nations General Assembly on 21st September 2004.

In each divination, despite their differences, diverse cultures coexist with each other; they are unified in one whole via their basic faith, prevailing discipline, form of consciousness and higher value. Regional organizations, associated with some civilization, may represent their respective civilization or cultural entity in the Security Council according to some procedure to be agreed upon. Membership on the basis of the following civilization representation.

- Indian Civilization (SAARC)
- Chinese Civilization (China, Taiwan Korean Peninsula & with or without Japan)
- Muslim Civilization (OIC with 56 members)
- Western Civilization (The European union with 46 members & UK, USA, Australia, Canada, New Zealand)
- African Civilization (The African Union with almost 50 members)
- South American Civilization (with 25 + members)

League of Civilizations idea poses a fundamental challenge that Dialogue among Civilizations and Alliance of Civilizations are not enough to tackle the contemporary situation. It is only the League of Civilizations – within or without United Nations – that can offer constructive role of the contemporary civilizations. The idea of League of Civilizations is based on the recognition of the world’s cultural diversity and the equal dignity of each civilization by affirming a paradigm of co-existence of all contemporary civilizations. League of Civilizations will be the only carrier that will ever hold this multi-cultural and multi civilizational world together. It seems apparent that all contemporary civilizations would benefit would benefit from ‘League of Civilizations’ and to generate ideas on how to overcome the global financial crises.



CONCLUSION

Knowledge is the back bone of organizational life, economy life, culture life, and civilization life. Managing knowledge at organizational life bore fruit by knowledge organizations / learning organizations as it has been highlighted in the research work by Peter Senge, Nonaka, Karl E. Seweby, Touckhi, Chris.Argryis, and other thinkers of knowledge Management. Managing knowledge effectively in the intra and inter civilizational dialogue is the key to competitive survival among the comity of Nations.

Every civilization has its own specific / particular core values, prevailing disciplines, convictions and values for example Indian civilization wrapped in core value of peace, prevailing discipline of culture, aesthetic consciousness and belief in earth. On the other hand Chinese civilization wrapped in core value of equality, prevailing discipline of history, moral consciousness and belief in past. Western civilization wrapped in core value of freedom, prevailing discipline of science, speculative consciousness and belief in present. Muslims civilization wrapped in core value of justice, prevailing discipline of religion God consciousness and belief in future (Akhara).

So here is the need of KM strategy which is “dialogue” is imperative because all civilizations are different and through strategic dialogues, they can come close to each other and understand each other values, disciplines, beliefs, forms of consciousness and convictions because of strength of relationship depends upon the understanding of other point of views and perspectives but at present it seems that there is a knowing doing gap among major civilizations.

REFERENCES

- Armstrong, Karen. *The Battle for God: fundamentalism in Judaism, Christianity and Islam*. London: Harper Pereminal, 2004.
- American Productivity and Quality Center (1999a), available at: www.it-consultancy.com/extern/apge.html.
- Anonymous (1995), “The rise of the knowledge worker”, *Civilization*, Vol. 2 No. 1, p. 19.
- Amjad Waheed Dissertation *Conflict of Faiths The Real Cause of Civilizational Clash* for Ph.D. Islamic Studies (September 2007)
- Barclay, R.O. (2000), *Leading the Knowledge Enterprise CIOs, CLOs and Beyond*, Corporate Education. Biz, LCC, NY, available at: www.ktic.com/topic6/13_LEAD.HTM.
- Broadbent, M. (1998), “The phenomenon of knowledge management: what does it mean to the information profession”, *Information Outlook*, Vol. 2 No. 5, pp. 23-31.
- Choi, Y.S. (2000), “An empirical study of factors affecting successful implementation of knowledge management”, *Doctoral Dissertation*, Graduate College at the University of Nebraska, University of Nebraska, Lincoln, NB.
- Corrall, S. (1998), “Knowledge management: are we in the knowledge management business?”, *Ariadne*, No. 18, available at: www.ariadne.ac.uk/issue18/knowledge-mgt.
- Davenport, T.H. (1999), *Some Principles Of Knowledge Management*, McCombs Graduate School of Business, University of Texas, Austin, TX, available at: www.mcombs.utexas.edu/kman/kmprin.htm.
- Davenport, T.H. and Prusak, L. (1998), *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School Press, Boston, MA.
- Durant, Will. *The story of Civilization: Part IV: the age of Faith*. New York: Simon & Schuster, 1950
- Drew, S. (1999), “Building knowledge management into strategy: making sense of a new perspective”, *Long Range Planning*, Vol. 32 No. 1, pp. 130-6.
- Fukuyama Francis . “The End of History?” *National Interest* . 16 (summer 1989): 3 -18
- Huntington, Samuel P. “If Not Civilizations What? Paradigms of the Post-cold War World.” *Foreign affairs*. 72, no.5 (November/ December 1993): 186 -194.
- Knapp, E.M. (1998), “Knowledge management”, *Business and Economic Review*, Vol. 44 No. 4.
- Koneczny, Feliks. *The Plurality of Civilizations*. London: polonica publications, 1960.
- Lewis, Bernand. “The Roots of Muslim Rage: Why So Many Muslims Deeply Resent the West and Why Their Bitterness Will Not be Easily Mollified.” *Atlantic Monthly*. 266, no.3 (September 1990) 47 -60.
- Mahbubani, Kishore. “The Dangers of Decadence: What the Rest Can Teach the West.” *Foreign Affairs*. 72, no. 4 (September / October 1993) 10 – 14.
- Murray, P.C. (1998), *New Language For New Leverage. The Terminology of Knowledge Management*, Corporate Education. Biz, LLC, NY, available at: www.ktic.com/topic6/13_term2.htm.
- Muslim, Ch. *Kitab-ul-ilm*, vol. No.07 page 383

- O'Dell, C. and Grayson, C.J. (1998), "If only we knew what we know: identification and transfer of internal best practices", *California Management Review*, Vol. 40 No. 3, pp. 154-74.
- Simth Huston. "Postmodernism and the World's Religions." *Iqbal Review*. 46, no. 2 & 4 (April , October 2005) 27 -42.
- Spengler, Oswald. *Decline of the West*. 2 volumes. New York: A.A. Knof, 1926 – 1928.
- Toffler, Alvin. *The Third Wave*. New York: William Morrow and Company, 1980.
- Toynbee, Arnold J. *Civilization on Trial and the World and the West*. New York:: A meridian Book.