

Comments and Discussions

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Dr. Mohannak brings a very interesting and provocative attention to the analysis of knowledge management by focusing on the cultural diversity, which has been a neglected area of research and considered as outside of research concern in the modern management theories. As he pointed out, the literature of modern management in the market-oriented societies tends to put emphasis on the resources with potential values or contributions to comparative advantages for competition.

Knowledge, in particular, has appeared as a newly developed resource which should be managed and patented for attaining an advantage in market competitions. The paper attempts to make a comparative analysis by examining some styles of knowledge management such as in U.S, Japan, Europe and China. Moreover, it looks at the knowledge management in Islam and Islamic organizations. In examining the nature and levels of knowledge in Islam, and its meaning for an individual as well as society, Dr. Mohannak offers a lucid analysis of the difference between the epistemological knowledge and the ontological ones. The latter is closely combined with insight, experience and social actions. One can acquire it through seeking, practicing and sharing in the social contacts, that is true in non-Islamic cultures as well.

In conclusion, Dr. Mohannak mentions “all knowledge management activities need to be people-centered”. It can be adversely said that if knowledge would be continuously managed only as a source of competitive advantage in the market and an object of consumption without understanding people and their culture behind knowledge, it will be finally depleted. The paper is very suggestive to confirm that in order to utilize knowledge effectively avoiding its deflation, knowledge should not be managed thoroughly in market-oriented style, nor completely monopolized for sake of the profit of some individuals, organizations and states. We should not forget that knowledge needs “seeking, practicing and sharing” among people in the world for enriching itself further.

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