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KNOWLEDGE GOVERNANCE IN ABU DHABI: MODELLING-IN THE "IMPLICIT" FOR ORGANIZATIONAL INNOVATION

by

Fatema Ali Omer Almenhali

Faculty Advisor

Dr. Samiul Hasan, Department of Political Science
College of Humanities and Social Sciences

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Abstract

This thesis, on knowledge governance, focuses mainly on the processes, strategies, and structure of capturing and transferring implicit knowledge among employees in the Abu Dhabi government entities. It identifies the method of utilizing and factors influencing the success of acquiring, storing, and transferring implicit knowledge through the activation of a Personal Knowledge Network (PKN) to improve organizational performance. The work is based on comprehensive literature review of relevant academic and government resources, direct observation of the researcher, and a two-stage interview of personnel from different entities of the Abu Dhabi government. The discussions with the key players in knowledge management highlighted the needs of having a unified knowledge governance model. This research reveals the requirements for a model of knowledge management in Abu Dhabi government entities. The findings from the first stage of the interviews helped finalize the knowledge governance model to help capture the implicit knowledge in a Personal Knowledge Network (PKN). To examine the validity and applicability of the PKN model, and to understand its possible benefits, in the second stage around 25 interviews were conducted in five government entities in AD Emirate. The interviewees indicated that the elements of the model are effective and interrelated, and that there is a likely to be positive relationship between the application of the model and the four factors of success in knowledge management: Human oriented, Organization-oriented, Management-oriented and technology-oriented. The interviewees also believe that the application of the model is likely to achieve the desired outcomes of raising the productivity and performance of the individuals and the organization. The thesis recommends the use of the proposed model as a foundation stone to implement effective KM and promoting knowledge sharing culture in the government entities in Abu Dhabi. Further research to identify other factors influencing the application and outcome of the model, and to evaluate the outcomes of the model would be helpful for the government to apply the model and unify and generalize it among its entities.

Keywords: Knowledge management, knowledge governance, implicit knowledge, personal knowledge network (PKN), organizational innovation (OI).